



**Finance Committee**

**Anderson Room, City Hall  
6911 No. 3 Road**

**Monday, December 2, 2024  
Immediately following the Open General Purposes Committee  
meeting**

Pg. #      ITEM

MINUTES

FIN-5      *Motion to adopt the **minutes** of the meeting of the Finance Committee held on November 4, 2024.*

RICHMOND PUBLIC LIBRARY

1. **2025 OPERATING AND CAPITAL BUDGETS FOR RICHMOND PUBLIC LIBRARY**  
(File Ref. No. 03-0970-01) (REDMS No. 7866348)

FIN-8      **See Page FIN-8 for full report**

*Designated Speaker: Susan Walters*

STAFF RECOMMENDATION

*That the 2025 proposed Richmond Public Library budget with a municipal contribution of \$11,803,300 as presented in Attachment 1 from the Chief Librarian and the Secretary of the Board, be approved.*

FINANCE AND CORPORATE SERVICES DIVISION

- 2. **2025 PROPOSED CAPITAL BUDGET**  
(File Ref. No. 03-0970-25-2025-01) (REDMS No. 7775861)

FIN-16

See Page FIN-16 for full report

*Designated Speakers: Mike Ching & Jenny Ho*

STAFF RECOMMENDATION

- (1) *That the 2025 Proposed Capital Budget as presented in Appendix 3 totaling \$152,581,457 be approved; and*
- (2) *That the 2025 Proposed Capital Budget as approved be included in the Consolidated 5 Year Financial Plan (2025-2029).*



- 3. **2025 PROPOSED OPERATING BUDGET**  
(File Ref. No. 03-0970-01) (REDMS No. 7811426)

FIN-159

See Page FIN-159 for full report

*Designated Speakers: Mike Ching & Melissa Shiau*

STAFF RECOMMENDATION

*That:*

- (1) *The 2025 Proposed Operating Budget as presented in Budget Option 1 for a total of 5.86% be approved as outlined below:*
  - (a) *A same level of service budget increase of \$6,115,400 after tax growth with a tax increase of 1.99% be approved; and*
  - (b) *Ongoing funding for expenditures previously approved by Council totaling \$5,675,000 as presented in Table 11 on page 22 with a tax increase of 1.85% be approved; and*
  - (c) *Emerging organizational additional levels in the amount of \$2,647,135 as presented in Attachments 9, 10, 11, and 12 of the staff report titled 2025 Proposed Operating Budget with a tax increase of 0.86% be approved; and*
  - (d) *The Rate Stabilization Account be used to pay for the one-time initial capital costs for the recommended additional levels from Attachment 11 and 12 totaling \$246,688 be approved; and*
  - (e) *Transfer to reserves for Investment in Community Facilities as per Council’s Long Term Financial Management Strategy in*

Pg. # ITEM

*the amount of \$3,066,765 with a tax increase of 1.00% be approved; and*

- (f) Senior level government and other government agency increase of \$2,121,638 with a tax increase of 0.69% be approved; and*
  - (g) Use of reserves for program expenditures for Affordable Housing, Child Care and Public Art programs of \$1,442,191 as presented in Attachment 8 on page 59 be approved; and*
  - (h) Operating budget impacts totalling \$368,774 with a tax increase of 0.12% be approved; and*
  - (i) The Rate Stabilization Account be used to reduce the overall impact of additional operating costs for a total of \$2,000,000 resulting in a tax decrease of 0.65% be approved; and*
- (2) The 2025 Operating Budget as approved be included in the Consolidated 5 Year Financial Plan (2025-2029).*



4. **2025 ONE-TIME EXPENDITURES**  
(File Ref. No. 03-0970-01) (REDMS No. 7833379)

FIN-237

[See Page FIN-237 for full report](#)

*Designated Speakers: Mike Ching & Melissa Shiau*

STAFF RECOMMENDATION

*That the one-time expenditures totaling \$2,690,457 as outlined in Attachment 1 of the 2025 One-Time Expenditures staff report, be approved with funding from the Rate Stabilization Account and included in the Consolidated 5 Year Financial Plan (2025-2029).*



LULU ISLAND ENERGY COMPANY

5. **LULU ISLAND ENERGY COMPANY – 2025 OPERATING AND CAPITAL BUDGETS**  
(File Ref. No. 01-0060-20-LIEC1) (REDMS No. 7862558)

FIN-243

[See Page FIN-243 for full report](#)

*Designated Speakers: Alen Postolka & Helen Zhao*

**Finance Committee Agenda – Monday, December 2, 2024**

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Pg. #      ITEM

STAFF RECOMMENDATION

*That the Lulu Island Energy Company report titled “Lulu Island Energy Company – 2025 Operating and Capital Budgets”, dated November 15, 2024 from the Chief Executive Officer and Chief Financial Officer, Lulu Island Energy Company be received for information.*

ADJOURNMENT





## Finance Committee

Date: Monday, November 4, 2024

Place: Anderson Room  
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair  
Councillor Chak Au  
Councillor Carol Day  
Councillor Laura Gillanders  
Councillor Kash Heed  
Councillor Andy Hobbs  
Councillor Alexa Loo  
Councillor Bill McNulty  
Councillor Michael Wolfe

Call to Order: The Chair called the meeting to order at 7:01 p.m.

### MINUTES

It was moved and seconded  
*That the minutes of the meeting of the Finance Committee held on  
October 1, 2024, be adopted as circulated.*

**CARRIED**

**PLANNING AND DEVELOPMENT DIVISION**

**1. FEE FOR EARLY REVIEW OF REZONING APPLICATIONS INVOLVING A MAJOR OFFICIAL COMMUNITY PLAN AMENDMENT**

(File Ref. No. 08-4105-01) (REDMS No. 7827247)

It was moved and seconded

(1) *That Consolidated Fees Bylaw No. 8636, Amendment Bylaw 10615, be introduced and given first, second and third readings; and*

(2) *That Development Application Fees Bylaw No. 8951, Amendment Bylaw 10617, be introduced and given first, second and third readings.*

**CARRIED**

**FINANCE AND CORPORATE SERVICES AND ENGINEERING AND PUBLIC WORKS DIVISION**

**2. 2025 UTILITY BUDGETS AND RATES**

(File Ref. No. 10-6060-01) (REDMS No. 7790442)

In response to queries from the Committee, staff noted (i) the City's water metering and water conservation programs have been very instrumental in keeping the City's costs very low, (ii) in comparison to neighbouring municipalities, the City's utility rates are very competitive, (iii) the City's 6.4% water rate increase includes a 4.2% increase as a result of the 2025 Metro Vancouver rate of 7.2%, and (iv) in addition to the accelerated flood protection capital infrastructure increases already endorsed by Council, option 2 includes an \$831,000 transfer for the dyke repair program (currently located in operating).

It was moved and seconded

*That the 2025 utility budgets presented in Option 2 for Water (page 7), Option 2 for Sewer (page 14), Option 2 for Flood Protection (page 22), and Option 2 for Solid Waste and Recycling (page 29), as detailed in the staff report titled, "2025 Utility Budgets and Rates", dated October 2, 2024, from the General Manager of Engineering and Public Works and the General Manager of Finance and Corporate Services, be approved as the foundation for establishing the 2025 utility rates and be included in the Consolidated 5 Year Financial Plan (2025-2029).*

**CARRIED**

**Finance Committee**  
**Monday, November 4, 2024**

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3. **2025 DISTRICT ENERGY UTILITY RATES**

(File Ref. No. 01-0060-20-LIEC1) (REDMS No. 7757758)

It was moved and seconded

- (1) *That the Alexandra District Energy Utility Bylaw No. 8641, Amendment Bylaw No. 10593 be introduced and given first, second and third readings;*
- (2) *That the Oval Village District Energy Utility Bylaw No. 9134, Amendment Bylaw No. 10594 be introduced and given first, second and third readings; and*
- (3) *That the City Centre District Energy Utility Bylaw No. 9895, Amendment Bylaw No. 10595 be introduced and given first, second and third readings.*
- (4) *That staff be directed to engage the province requesting that LIEC and other municipally owned district energy utilities are recognized as key contributors to the Province's climate change and electrification goals and, as such, receive financial support in the form of grants and incentives to help advance district energy initiatives.*

**CARRIED**

**ADJOURNMENT**

It was moved and seconded

*That the meeting adjourn (7:16 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 4, 2024.

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Mayor Malcolm D. Brodie  
Chair

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Lorraine Anderson  
Legislative Services Associate



# City of Richmond

## Report to Committee

**To:** Finance Committee

**Date:** November 12, 2024

**From:** Elizabeth Ayers  
General Manager, Parks, Recreation and Culture

**File:** 03-0970-01/2024-Vol 01

**Re:** 2025 Operating and Capital Budgets for Richmond Public Library

### Staff Recommendation

That the 2025 proposed Richmond Public Library budget with a municipal contribution of \$11,803,300 as presented in Attachment 1 from the Chief Librarian and the Secretary of the Board, be approved.

Elizabeth Ayers  
General Manager, Parks, Recreation and Culture  
(604-247-4669)

Att. 1

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

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**To:** City of Richmond Finance Committee **Date:** September 23, 2024

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

**Re:** **2025 Operating and Capital Budgets for Richmond Public Library**

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**Staff Recommendation**

1. That the 2025 Richmond Public Library budget including a municipal contribution of \$11,803,300 as presented in Attachment 1 from the Chief Librarian and the Secretary to the Board, be approved.



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

Att. 1

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## 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, 2025. Council must approve the draft budget with or without amendment. This library staff report details the 2025 Operating and Capital Budgets, which were approved for submission to the City by the Library Board at its July 31, 2024 meeting.

This report supports Council Strategic Plan 2022 – 2026: #4 Responsible Financial Management and Governance:

*Responsible financial management and efficient use of public resources to meet the needs of the community.*

*4.1 Ensure effective financial planning to support a sustainable future for the City.*

*4.2 Seek improvements and efficiencies in all aspects of City business.*

*4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.*

*4.4 Work with all levels of governments for grant and funding opportunities.*

### Analysis

#### Strategic Plan

In 2024, the library concluded an extensive public engagement process to inform the development/creation of a comprehensive four-year strategic plan (2024-2028) that will guide the library's priorities in the coming years to realize its potential as an innovative and responsive organization. It will focus on delivering exceptional customer service, creating flexible and welcoming public spaces, and maintaining a strong commitment to resilience, reconciliation and accessibility – including easier access to information, space, services, and connecting community.

#### Statistical Analysis

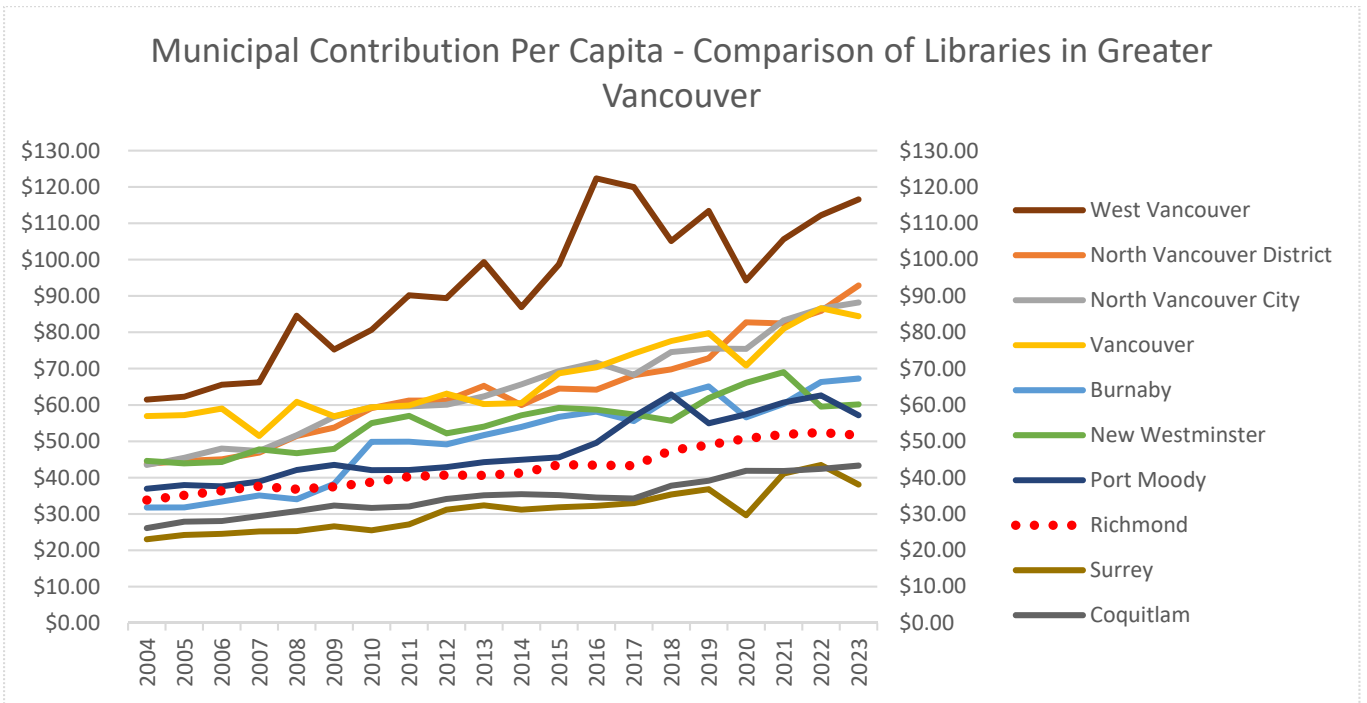
The municipal contribution per capita for the library has increased at a steady pace over the past 20 years, with an average increase of 1.7% increase in the past three years.

Richmond's municipal contribution per capita have consistently ranked 8<sup>th</sup> among other libraries in Greater Vancouver, with Coquitlam and Surrey ranking 9<sup>th</sup> and 10<sup>th</sup>, respectively. In general, Richmond's municipal contribution per capita has seen consistent and stable growth in the past 20 years when compared to other libraries. In 2023, Richmond's municipal contribution per capita was \$51.66, 26.2% lower than the average of \$69.97.

With the continued support of City Council, RPL offers the longest operating hours of any library in Greater Vancouver, reflecting a strong commitment to community investment. By extending access to essential services such as literacy programs, study spaces, and public internet, the library ensures that more residents can benefit from these vital resources.

It is important to note that this broader access is supported by a corresponding investment in staffing, aligning with the fact that labour costs constitutes the most significant component of the operating budget.

Figure 1: Municipal Contribution Per Capita – Comparison of Libraries in Greater Vancouver



2025 Same Level of Service Operating Budget

As the trajectory of inflation is expected to continue to decrease, the gap with actual increases in contract obligations continues to widen. Contract negotiations and its outcomes continue to remain a budget challenge as labour costs constitute the most significant component of the library’s overall operating budget.

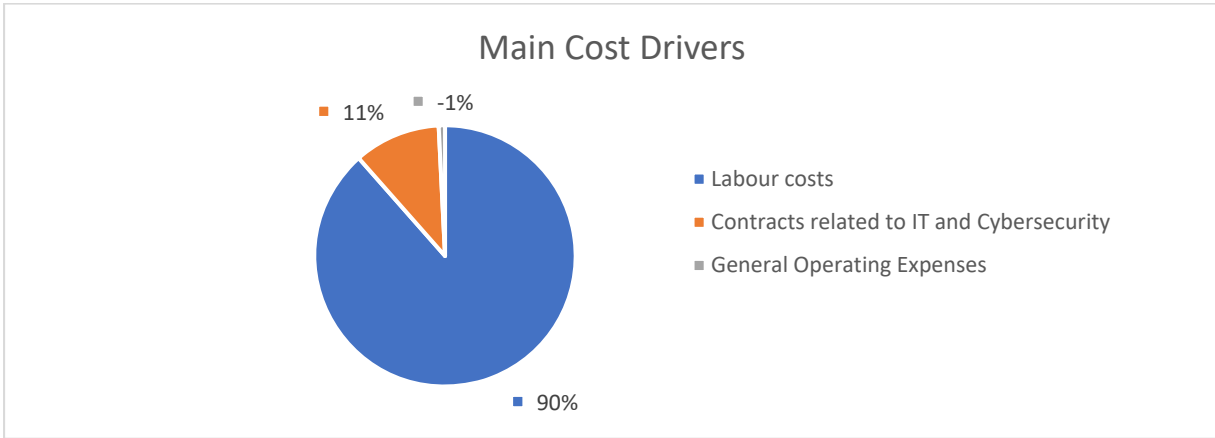
The 2025 operating budget presents the same level of service base budget resulting in a 4.39% municipal contribution increase for non-discretionary items. Including the continued gradual elimination of the transfer from Budget Stabilization from the previous year, the total municipal contribution increase is 4.59%.

Main cost drivers to provide the same level of service are summarized in Table 1 and Figure 2.

Table 1: Main Cost Drivers

Same Level of Service Increase	Amount	Municipal Contribution Increase
Labour costs	\$ 445,700	3.95%
Contracts related to IT and Cybersecurity	54,100	0.48%
Others	(3,900)	(0.03%)
<b>Same Level of Service Budget Increase</b>	<b>\$ 495,900</b>	<b>4.39%</b>
Gradual elimination of one-time transfer of Budget Stabilization	22,000	0.19%
<b>Proposed 2025 Operating Budget Increase</b>	<b>\$ 517,900</b>	<b>4.59%</b>

Figure 2:



Labour expenses represent 90% of the main cost drivers, consistent with labour being the largest component of the operating budget.

A 2025 Proposed Operating and Capital Budget is detailed in Attachment 1.

Revenues:

Overall revenues have increased by \$24,200 mainly due to an expected increase in InterLINK reimbursement, and growing demand for printing and photocopying services as library visits continue to rise. Base provincial grant funding is expected to remain at the same level.

Expenditures:

Total labour costs are anticipated to increase by \$445,700. This increase includes an allowance for step increases, salary fringe increases, and for anticipated contract salary increases, which is currently under negotiation.



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Contracts related to Information Technology (IT) will increase by \$54,100. In 2024, the library's IT team has successfully enhanced the library's cybersecurity framework and implemented a number of internal controls. One such control is the introduction of a managed endpoint detection and response solution with CrowdStrike's Falcon Complete service. The implementation was made possible by surplus funds the library has dedicated for this purpose. As such, approximately \$21,900 of the increase is to support ongoing cybersecurity measures, \$18,400 due to existing contractual increases, and remaining \$13,500 to support the onboarding of a new scheduling system, Ultimate Kronos Group (UKG). This will integrate the library's scheduling and payroll processes with the City's, ensuring greater operational alignment and efficiency by streamlining administrative workflows.

The library continues to strategically utilize the available surplus funds to support one-time service enhancement projects and optimization of library spaces. However, increases to existing contracts and evergreening of new projects are often associated with ongoing costs which create financial demands that cannot be met with surplus funds as they require annual operating budget.

### Provincial Enhancement Grant

In 2023, the library received Enhancement Grants totaling \$628,813 that may be used over three years (2023-2025) to support local library service enhancement, including helping address shifting demands on services, collections, programs, and spaces. In 2024, as the BC Library Partners continues to advocate for increased funding for BC public libraries, the library has received an additional \$36,969 which can be utilized within the same time frame.

Over the past year, the Community Services Connectors program (Connectors program) has achieved significant success. This initiative trains individuals with lived and living experience to assist Richmond residents with low incomes by providing one-on-one, peer-led guidance on accessing social service benefits, affordable housing, employment resources and other essential community programs. The library offers a welcoming, low-barrier environment, fostering positive and enriching experiences. From January to July 2024, this program at Ironwood library has already supported nearly 300 community members. To sustain and expand this success in 2025, the library is reallocating funds within the Enhancement Grant to continue the Connectors program at Ironwood library and extend the service to Cambie library.

As the project to optimize the Ironwood and Cambie libraries progresses, adjustments in the project scope have required a reallocation of funding. This shift is necessary to ensure that the final spaces effectively meet the evolving needs of our communities.

The strategic use of this enhancement grant continues to minimize the need for one-time additional funding requests of City Council. Table 2 below summarizes the library's updated plan for the allocation of the Enhancement Grant.

**Table 2: Enhancement Grant**

	2023	2024*	2025	Total
<b>Staffing</b>	\$ -	\$138,000	\$235,000	\$373,000
<b>Community Services Connectors Program**</b>	1,500	13,500	30,000	45,000
<b>Space Optimization</b>	-	100,000	100,000	200,000
<b>Strategic Planning Initiatives</b>	-	-	47,782	47,782
<b>Total</b>	<b>\$1,500</b>	<b>\$251,500</b>	<b>\$412,782</b>	<b>\$665,782</b>

\*2024 amounts represent the projected spending in 2024.

\*\*Previously referred to as Peer-to-Peer navigation.

2025 Capital Budget

Over the past five years, the library has seen a steady rise in demand for eBooks and digital resources, leading to a gradual shift in our collections budget from a focus on physical materials to a more balanced allocation between physical and digital collections. While the demand for digital resources has grown, the demand for physical books has also been steadily increasing. Expanding our digital collections has required decreasing the investment in print materials.

To address this, the library has allocated \$150,000 from surplus funds specifically to enhance our print collections. This adjustment brings the total collections budget for 2025 to \$1,370,100. Of this, \$610,000 will be dedicated to eBooks and digital resources, while \$760,100 will strengthen our print collections. It's important to highlight that the municipal contribution to the capital budget remains unchanged at \$1,220,100.

A proposed Operating and Capital Budget is detailed in Attachment 1.

**Financial Impact**

In 2024 the approved municipal contribution was \$11,285,400. The proposed 2025 budget to maintain the same level of service and including the gradual elimination of the transfer from Budget Stabilization from the previous years requests a municipal contribution of \$11,803,300, which is a 4.59% increase over 2024's base contributions.

**Conclusion**

This report recommends a same level of service budget with a municipal contribution of \$11,803,300 be approved.



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

Att. 1: Richmond Public Library 2025 Proposed Operating and Capital Budget

Attachment 1

**Richmond Public Library  
2025 Proposed Operating and Capital Budget**

Description	2024 Budget	2025 Proposed Budget	Budget Variance	%
<b>Revenues</b>				
Provincial Grants	\$ 397,700	\$ 397,700	\$ -	0.00%
Other Revenue	57,000	80,000	23,000	40.35%
Investment Income	18,800	20,000	1,200	6.38%
<b>Total Revenues</b>	<b>\$ 473,500</b>	<b>\$ 497,700</b>	<b>\$ 24,200</b>	<b>5.11%</b>
<b>Expenses</b>				
Salaries and benefits *	\$ 9,174,100	\$ 9,654,800	\$ 480,700	5.24%
Library subscriptions and databases	787,500	789,800	2,300	0.29%
Supplies and equipment services *	492,600	519,300	26,700	5.42%
General and administration *	482,000	542,300	60,300	12.51%
Building, leases and maintenance	495,600	480,000	(15,600)	(3.15%)
Utilities	158,000	161,500	3,500	2.22%
<b>Total Operating Expenses</b>	<b>\$11,589,800</b>	<b>\$12,147,700</b>	<b>\$ 557,900</b>	<b>4.81%</b>
Transfer to Capital - Collections	\$610,100	\$760,100	\$150,000	24.59%
Transfer from Provision - Capital	-	(150,000)	(150,000)	0.00%
Transfer from Enhancement Grant	(375,000)	(412,800)	(37,800)	10.08%
One-time transfer from Budget Stabilization	(66,000)	(44,000)	22,000	(33.33%)
<b>Total Expenses and Transfers</b>	<b>\$11,758,900</b>	<b>\$12,301,000</b>	<b>\$ 542,100</b>	<b>4.61%</b>
<b>Municipal Contribution</b>	<b>\$11,285,400</b>	<b>\$11,803,300</b>	<b>\$ 517,900</b>	<b>4.59%</b>

*\*Includes \$412,800 funded from Enhancement Grant: \$235,000 for Salaries and benefits, \$130,000 for Supplies and equipment services, and \$47,800 for General and administration.*



# City of Richmond

## Report to Committee

**To:** Finance Committee  
**From:** Mike Ching, CPA, CMA  
 Director, Finance  
**Re:** 2025 Proposed Capital Budget

**Date:** November 15, 2024  
**File:** 03-0970-25-2025-01/2024-Vol 01

### Staff Recommendation

1. That the 2025 Proposed Capital Budget as presented in Appendix 3 totaling \$152,581,457 be approved; and
2. That the 2025 Proposed Capital Budget as approved be included in the Consolidated 5 Year Financial Plan (2025-2029).

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

<b>REPORT CONCURRENCE</b>	
<b>CONCURRENCE OF GENERAL MANAGER</b> 	
<b>SENIOR MANAGEMENT TEAM</b>	<b>INITIALS:</b> 
<b>APPROVED BY CAO</b> 	

## Executive Summary

The City is responsible for providing and maintaining infrastructure, facilities and other capital assets to serve its residents and businesses. The capital budget outlines the planned expenditures for adding, improving, replacing and extending the useful life of these assets. During the 2025 Capital Budget process, the Review Team (RT) reviewed and ranked each project submission based on established capital ranking criteria, with Council's strategic plans, policies and priorities as the primary factors. The Senior Management Team (SMT) further reviewed the capital budget recommendations, and this report presents the final recommendation for the Finance Committee's consideration.

The 2025 Proposed Capital Budget recommends allocating \$152.6 million, representing 78 capital projects to replace or upgrade essential infrastructure and assets, renew community amenities, expand the Electric Vehicle (EV) charging network and implement the public safety camera system. The Infrastructure and Building programs make up 59.8 per cent of the proposed budget. The City continues to invest in the Accelerated Flood Protection Program to address climate change-induced sea level rise. As such, \$27.5 million is recommended for the Flood Protection program, which includes dike upgrade designs and dike improvements, drainage pump station and generator upgrade program, canal stabilization and utility improvements in the Burkeville neighbourhood. The Building program includes \$10.5 million to complete repairs, replacements and associated works to the Seine Net Loft building at Britannia Shipyards.

The Parks program amounts to \$4.7 million, comprising of \$1.5 million to renew the Hugh Boyd Community Park Playground, \$0.8 million to construct four pickleball courts in South Arm Community Park and \$0.4 million for the South Dyke Trail Enhancements (around Crown Packaging) project.

The Equipment program totals to \$20.6 million, of which \$5.3 million is related to the replacement of fire rescue vehicles, \$7.0 million for the installation of EV stations within the City and \$2.5 million for the implementation of the public safety camera system at 10 key intersections.

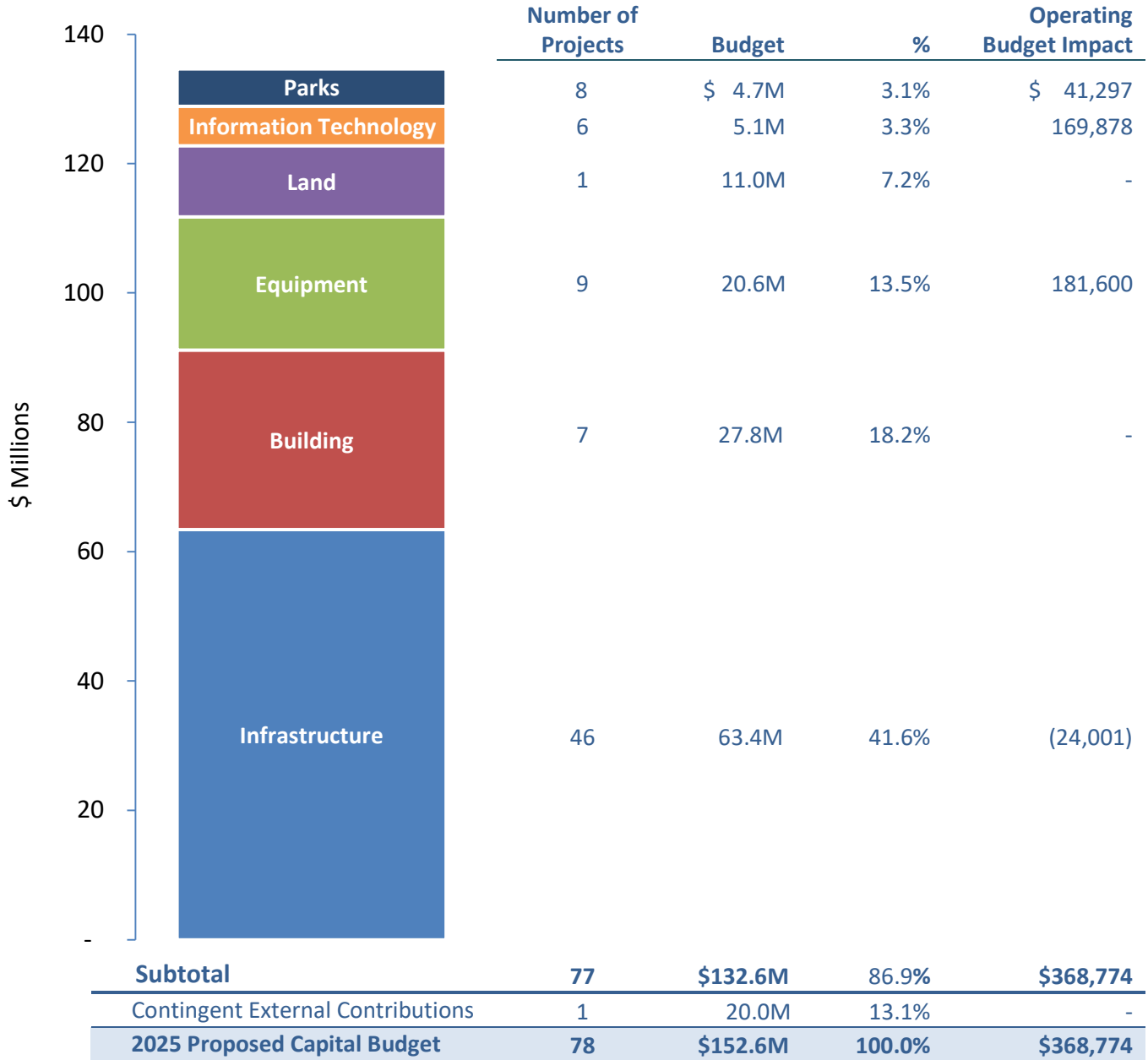
The Information Technology program includes \$3.4 million for the replacement of Richmond's Electronic Document Management Software (REDMS), the City's existing document and records management system, which has been in use for over 25 years. This update is necessary to ensure continued compliance with legislative requirements and to adopt modern record management practices.

The Land program includes \$10.0 million for strategic real estate acquisitions, along with \$1.0 million for land improvements on previously acquired property for potential future housing construction. Council approval is required for each real estate transaction.

The timing and availability of potential grant opportunities and developer contributions are uncertain during the budget process. To account for this, \$20.0 million has been allocated as a contingency for potential external capital funding that may become available but was not anticipated at the time of the budget process.

The 2025 Proposed Capital Budget is summarized in Figure 1 with the complete list of recommended projects included in Appendix 3.

**Figure 1: 2025 Proposed Capital Budget**



The 2025 Proposed Capital Budget totaling \$152,581,457 enables the City to maintain its ageing infrastructure and facilities, and advance new capital works which are both necessary to continuously meet community needs. The Operating Budget Impact (OBI) associated with these projects is \$368,774. The 2025 Proposed Capital Budget is recommended to be included in the Consolidated 5 Year Financial Plan (2025-2029).

## Staff Report

### Origin

Subsection 165(1) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The Proposed Capital Budget is one of the main components of the 5YFP Bylaw. The Budget includes all expenditures that add, improve, replace and extend the useful life of the City's asset inventory. The Proposed 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 2022-2026 Strategy #4 Responsible Financial Management and Governance:

*Responsible financial management and efficient use of public resources to meet the needs of the community.*

*4.1 Ensure effective financial planning to support a sustainable future for the City.*

*4.2 Seek improvements and efficiencies in all aspects of City business.*

*4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.*

*4.4 Work with all levels of governments for grant and funding opportunities.*

### Analysis

This report presents the 2025 Proposed Capital Budget detailing the 2025 recommended projects and the associated Operating Budget Impacts (OBI). This report also includes the projects currently planned for years 2026-2029 as required; however, the projects will be subject to final approval in each subsequent year.

The City owns \$4.1 billion in assets (historical cost) and the asset portfolio is highly diversified. The City's infrastructure includes 634 km of water pipes, 567 km of sewer pipes, 154 sanitary sewer pump stations, 1,338 km of asphalt roads and other infrastructural assets. The City has one of the most comprehensive flood protection systems in British Columbia, including 49 km of dikes, 598 km of drainage pipes, 61 km of culverts and tunnels, 155 km of channelized watercourses and 39 pump stations to keep the City a safe place to live, work and play. The City's park system comprises of 140 parks totaling approximately 2,153 acres and more than 136 km of trails. Within the parks, there are parks improvement assets like sports fields, playgrounds, shelters and community gardens. In addition, the City is responsible for approximately 167 civic facilities including seven fire halls, four police stations, nine community centres and two arenas.

To avoid service disruptions to its residents and businesses, the City must ensure its assets are in optimal condition.

Each type of asset has a different asset life cycle, and there are multiple factors to determine whether it is necessary to renew or upgrade an existing asset at the end of its asset life, or to acquire new assets to meet the infrastructure needs of the City's growth. Council's priorities, asset conditions, ongoing maintenance costs, technological advancements, operational needs and regulatory compliance, and safety standards are some of the primary factors for asset investment consideration. A City's capital plan is required to provide a roadmap for the renewals of the existing capital assets and the development of new assets to satisfy the City's growth and demands, considering the financial constraints.

### Capital Budget Process

Each year, the City prepares a five-year capital plan, including an annual capital budget for Council's consideration. To formulate the City's proposed capital plan, staff goes through a rigorous capital budgeting process. This process begins in early summer, where each division prepares its capital submissions based on its area of expertise, needs assessment, Council priorities and funding availability. Each capital submission includes a detailed project scope and a business case where alternatives are reviewed. External funding opportunities are also considered at this stage. Each division self-ranks its submissions using the established criteria summarized in Appendix 1. An Operating Budget Impact (OBI) request is prepared if there is an ongoing operating and maintenance requirement. Each division reviews its operating budget and will only submit OBI requests if it cannot be absorbed within its existing operating budget. The general managers review and approve their divisional capital submissions before the Review Team (RT) evaluates them.

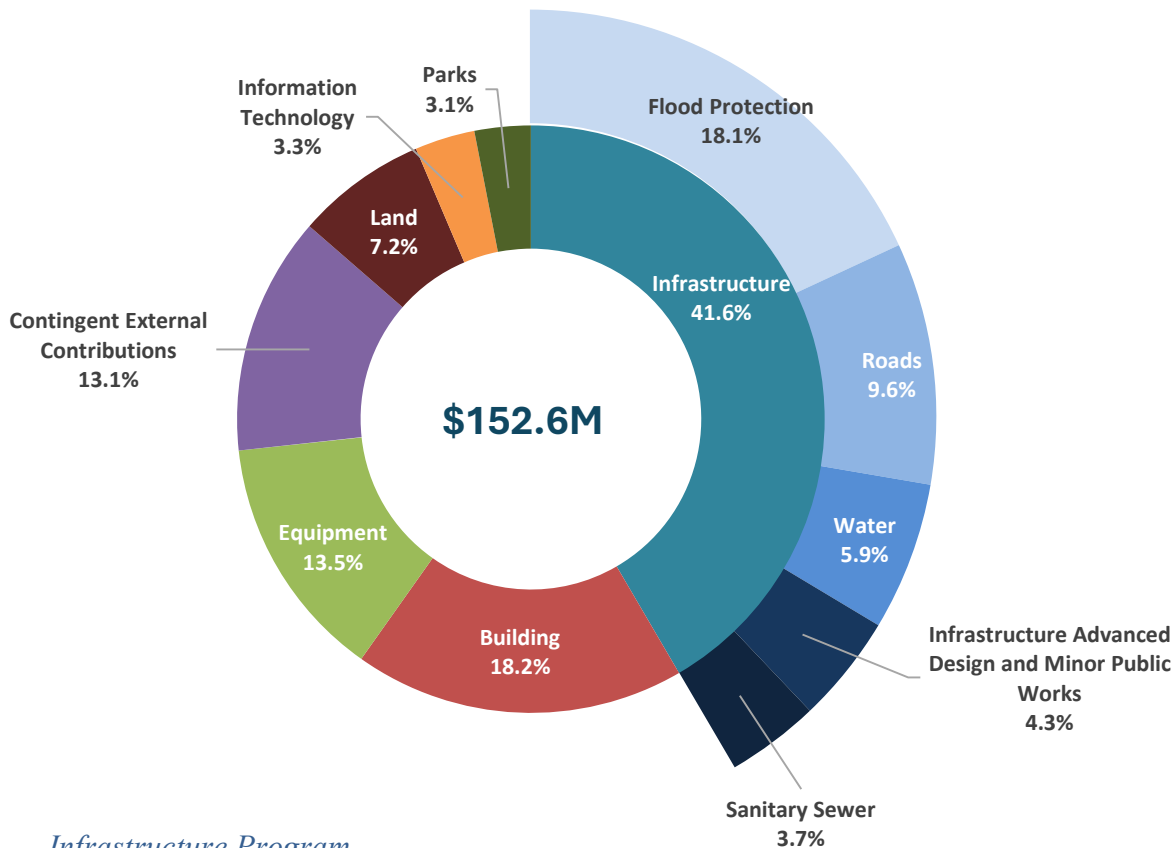
The RT is comprised of directors from each division, appointed by the Senior Management Team (SMT), to review and rank each capital request using the established ranking criteria. The recommendation is provided to SMT for review, discussion and recommendation. This final recommendation is included in the 2025 Proposed Capital Budget presented to the Finance Committee for review, approval and inclusion in the Consolidated 5 Year Financial Plan (2025-2029). The capital budget process is illustrated in Appendix 2.

### 2025 Proposed Capital Budget

The 2025 Proposed Capital Budget amounts to \$152.6 million of capital investment, focusing on infrastructure renewals, acceleration of the flood protection program, expansion of the Electric Vehicle (EV) Direct Current (DC) fast charging network and construction of new pickleball courts. The following graph (Figure 2) summarizes the 2025 Proposed Capital Budget by program.



**Figure 2: 2025 Recommended Projects by Program**



*Infrastructure Program*

The proposed capital budget for the Infrastructure program is \$63.4 million, with \$27.5 million allocated to the Flood Protection program and \$14.6 million to the Roads program. The City's Accelerated Flood Protection Program outlines a 50-year implementation plan to raise all 49 km of dikes surrounding the City to keep the City safe. To accelerate the Flood Protection program, the City plans to invest \$10.8 million in flood protection and dike improvements and \$6.0 million in dike upgrade designs. While the flood protection and dike improvements project emphasize flood protection improvements at priority locations to maintain or increase current flood protection service levels, the dike upgrade designs project will focus on planning, designing and providing detailed reports to facilitate the City's Accelerated Flood Protection Program. The City will also continue with the multi-year utility improvements project in the Burkeville neighbourhood.

Within the Roads program, a total of \$6.3 million is allocated for asphalt repaving within the City to maintain roadway service levels and support proactive roadway upgrades. The \$1.9 million arterial roadway improvement program includes a planned upgrade of the Cambie Road and Brown Road intersection to a signalized intersection.

Other key infrastructure projects include the Watermain Replacement and Upgrades Program, targeting to replace 4,900 m of watermain, and the Steveston Sanitary Sewer Rehabilitation Program, which is part of a multi-year program to assess, and rehabilitate or replace ageing gravity sewers in the Steveston area.

### *Building Program*

The Building program proposes a \$27.8 million capital investment, comprising of \$10.5 million for the roof, envelope and structural renewals of the Seine Net Loft, and \$4.5 million for Richmond Ice Centre Interior Renewals. The capital request for the Seine Net Loft accounts for scope additions due to further deterioration of the structure and unforeseen conditions resulting from further building assessments.

### *Parks Program*

The Parks program amounts to \$4.7 million, including \$1.5 million for the renewal of the Hugh Boyd Community Park Playground and \$0.8 million for the construction of pickleball courts. It is proposed to renew the Hugh Boyd Community Park Playground with a modern and inclusive playground for all community members, and construct four new pickleball courts in South Arm Community Park.

### *Land Program*

The 2025 Proposed Capital Budget includes \$10.0 million allocated for future strategic real estate acquisition, and \$1.0 million for land improvement on previously acquired property for future housing construction. Any real estate acquisition must meet the Council Approved Strategic Real Estate Investment Plan, and a separate Council approval is required for each real estate acquisition transaction.

### *Equipment Program*

The Equipment program amounts to \$20.6 million, representing 13.5 per cent of the proposed budget. Of this, \$7.0 million is allocated for Electric Vehicle DC Fast Charging Station Installations, addressing the growing demand for Direct Current Fast Chargers (DCFC) for electric vehicles. The project aims to install 24 to 30 DCFC within the City. Additionally, the Equipment program includes funding for the replacement of fire vehicles. Due to significant cost escalation, an additional \$5.0 million is required to fully fund the replacement of four front line fire vehicles previously approved by Council.

The Equipment program also includes the Public Safety Camera System (PSCS) – Phase 1 capital project. The first phase of the implementation is estimated to be \$2.5 million for the installation of the public safety camera systems at 10 key intersections, as identified by the Royal Canadian Mounted Police (RCMP). PSCS will be used strictly for law enforcement purposes to enhance public safety.

### *Information Technology Program*

The Information Technology program amounts to \$5.1 million, including a \$3.4 million investment for the replacement of the Richmond's Electronic Document Management Software (REDMS). REDMS has been pivotal to records management and collaboration at the City for over 25 years. However, it is not optimized to support the City's current office software and modern collaboration tools. The replacement will ensure continued adherence to legislative requirements and records management best practices in creating and preserving authentic records, upholding security measures and preserving detailed metadata.

The 2025 recommended capital projects are listed in Appendix 3. Capital projects that are not recommended for funding are summarized in Appendix 8. Individual capital submission details can be found in Appendices 9 and 10.

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 for funding may be reconsidered for recommendation by the Finance Committee, subject to funding availability.

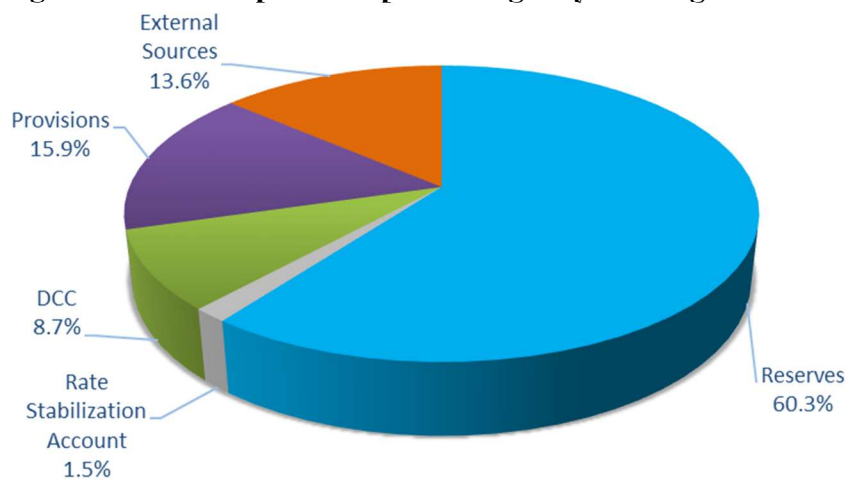
### Capital Budget Funding Sources

A capital project benefits the City for multiple years, but the capital investment can be substantial. The City funds capital investments from a range of funding sources as summarized below:

- Development Cost Charges (DCC) - These are legislated levies placed on new developments that result in increased demands on the City’s infrastructure and may only be used to pay for capital costs relating to parkland acquisition and development, storm drainage, roads, sanitary sewer and water infrastructure.
- Reserves - These are funds established by bylaws for specific capital purposes and are funded primarily by contributions from the Operating and Utility Budgets and developer contributions.
- Provisions - These include funds from senior government’s funding programs and funds set aside for future commitments and obligations.
- Rate Stabilization Account - These are operating surplus set aside for one-time funding opportunities or for deferring the City’s tax increases to a future year.
- Debt - These include external borrowings to finance long-term capital projects.
- External sources - These include grants, developer contributions other than DCCs, and other non-City funding sources.

The 2025 Proposed Capital Budget by funding source is illustrated in Figure 3.

**Figure 3: 2025 Proposed Capital Budget by funding source**



### *Development Cost Charges (DCC)*

While the City leverages new development to pay for growth-related infrastructure assets, only capital programs identified in the approved DCC plan can be funded from DCCs. The 2025 recommended capital projects that are funded from DCCs are listed in Appendix 6. In addition to growth, a DCC-funded capital project can also benefit the existing population. For the 2025 recommended capital projects, the benefit allocation to the existing population ranges from 0 to 75 per cent. In accordance with the *Local Government Act*, the City is responsible for paying for the portion of the total infrastructure cost that benefits the existing population, through tax or other funding sources, and the one per cent municipal assist factor to assist future growth in paying its share of the infrastructure costs. The City funding related to the Drainage, Water and Sanitary Sewer DCC programs will be funded from their corresponding utility reserves. The City funding for Roads, Parks Acquisition and Parks Development DCC programs will be funded from the Capital Reserve (Revolving Fund).

### *Capital Reserves*

Being a fiscally responsible city, the City established various capital reserves to finance the majority of its capital renewal projects. The City collects funds through utility fees or property taxes to fund the reserves to pay for the infrastructure (water, sewer and flood protection) and building renewals, the replacement of fire vehicles, and equipment and hardware. The Capital Reserve (Industrial Use) is also funded through rental income, as well as proceeds from real estate disposition. The contributions to these reserves are built-in to the Utility and Operating budgets and any increase in the contribution will require Council approval. These annual contributions to the reserves strengthen the reserve balance, which is essential for major capital investments like the Accelerated Flood Protection Program and the replacement of ageing infrastructure.

### *Capital Building and Infrastructure (CBI) Reserve*

In September 2003, Council approved the Long Term Financial Management Strategy (LTFMS - Policy 3707) directing a one per cent increase in transfer to reserves for infrastructure replacement needs. Since the establishment of this policy, the City has funded a number of major facility projects such as:

- Fire Hall No. 1
- Fire Hall No. 3
- First Nations Bunkhouse Reconstruction and Exhibit Development
- Minoru Centre for Active Living
- Phoenix Net Loft deconstruction
- Richmond Animal Shelter
- Bowling Green Community Activity Centre
- West Richmond Pavilion (formerly called Hugh Boyd Community Facility and Fieldhouse)
- Works Yard Replacement – Phase 1

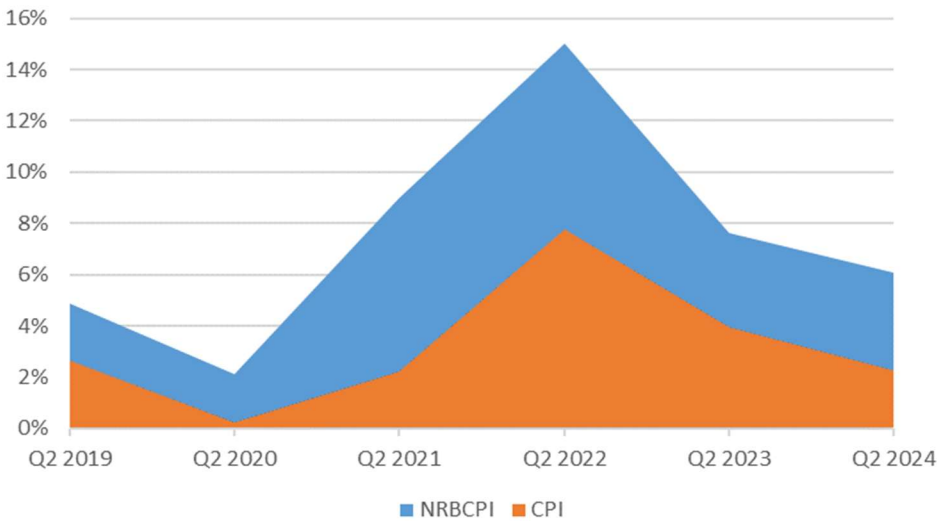
The Works Yard replacement project was estimated to be \$247.0 million (2023 dollars), and the project will be phased over 10 years. \$100.0 million has been approved thus far and \$80.0 million is included in the Proposed 5 Year Capital Plan (2025-2029). Other major upcoming facility projects include Britannia Shipyard - Seine Net Loft – Roof, Envelope and Structural

Renewals, Japanese Duplex Restoration and Fit Out and Phoenix Net Loft Program Implementation. A list of 2025 recommended capital projects funded by CBI are listed in Appendix 5.

The CBI Reserve is not only being used for replacement of major facilities, but also used to fund capital improvements for City-owned buildings. The City owns approximately 167 civic facilities, and a building assessment is conducted periodically on City-owned buildings to identify the potential capital work required. Feasibility level review and costing is then performed before submitting the capital requests to the budget process. Council priorities are considered when staff prepare the capital requests. Approximately \$165.1 million of CBI funding is estimated to be needed in the 5 Year Capital Plan (2025-2029) for the Building program.

The uncommitted balance of CBI as of December 31, 2023, is \$83.9 million and the 2024 contribution funded by tax revenue is \$26.2 million. Staff recommend maintaining the Council Policy LTFMS concerning the one per cent transfer to reserve to ensure there is sufficient funding in CBI for major facilities projects and the renewals of the City’s other ageing facilities such as the Richmond Ice Centre, the Gateway Theatre and the Community Safety Building. This also enables the City to keep pace with the rising construction costs driven by labour shortage, supply chain disruption, rising material prices and inflation. Figure 4 shows that the Non-Residential Building Construction Price Index (NRBCPI) has been increasing at a higher rate than the Consumer Price Index (CPI).

**Figure 4: Non-Residential Building Construction Price Index (NRBCPI) vs. Consumer Price Index (CPI) - Vancouver**



*Capital Reserve (Revolving Fund)*

There are new assets required to support Council's priorities, new programs and increasing demands that are not within the approved DCC plan, as well as existing asset renewals that do not have a designated capital reserve to fund its replacement. The Capital Reserve (Revolving Fund), mainly funded by taxes, was established to fund these capital costs. For 2025, there are 18 capital submissions competing for funding. Of this, 10 capital projects such as the Pickleball Court Construction and Hugh Boyd Community Park Playground Renewal are recommended, with a total funding request of \$5.1 million from the Revolving Fund. The 2025 recommended

projects funded by the Revolving Fund are listed in Appendix 4. Replacement of ageing infrastructure and responses to the sports facility needs assessment are considered priorities in 2025.

### *Provisions*

Provisions include senior government funding received by the City, such as the Canada Community Building Fund, which supports the infrastructure and capacity-building projects with environmental outcomes and Translink's Operations, Maintenance and Rehabilitation (OMR) program for the rehabilitation of the major road network. These senior government programs provide funding to the following 2025 capital projects:

- Annual Asphalt Re-Paving Program - MRN
- Electric Vehicle DC Fast Charging Station Installations
- GHG and Energy Management Projects
- Street Light LED Upgrade Program

### *Rate Stabilization Account (RSA)*

The Rate Stabilization Account (RSA) was approved by Council in 2013 to ensure that funding be available to help balance the budget for non-recurring items and level out tax increases. It can also be used to fund one-time capital expenditure requests. Each year, once the City's accounts from the prior year are finalized, any resulting surplus is transferred into the RSA. The RSA has an unaudited balance of \$16,914,372 available as of September 30, 2024. The combined RSA request from the one-time expenditure requests through the One-Time Expenditures Report and the 2025 Initial Capital Costs associated with Recommended Additional Level Expenditures Requests of the 2025 Proposed Operating Budget Report is \$2,937,145 (excluding the proposed Rate Stabilization of the 2025 Operating Budget). For the 2025 Proposed Capital Budget, \$2.3 million is also recommended to be funded from RSA, as shown in Appendix 7.

### *Debt*

Debt financing is preserved for significant large-scale capital projects whenever it is practical based on internal funding levels and external market conditions. The City has secured a \$96.0 million capital loan for the Steveston Community Centre and Library capital project, with a repayment term of 20 years. The unaudited long term debt balance as of September 30, 2024, is \$89.1 million.

### *External Sources*

External sources include grants, developer contributions, and external contributions. By securing these external resources, the City can optimize its capital investment by pursuing larger-scale and additional capital projects at a faster pace to support the City's initiatives and infrastructure development. The 2025 Proposed Capital Budget includes external funding for the following capital projects:

- Garden City Community Park Gathering Space
- Special Crosswalk Program
- Traffic Signal Program
- Transit-Related Amenity and Roadway Improvement Program
- Translink Bus Speed & Reliability Program 2025



The timing and availability of potential grant opportunities and developer contributions cannot always be anticipated at the time of the budget process. In 2024, the \$10 million Contingent External Contribution was fully allocated to various capital projects, of which the following are a few representative examples:

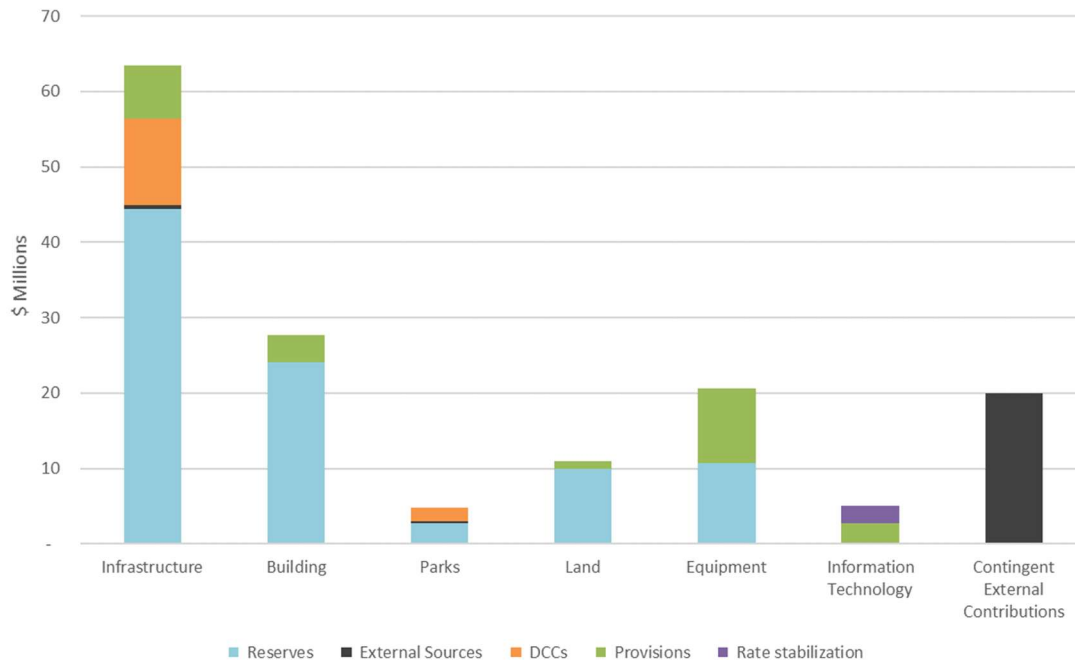
- No. 3 Road South Pump Station and Dike Upgrade
- Nature-Based Flood Protection Solutions Assessment
- Dike Rehabilitation
- Energy Management Projects - Gas Equipment Replacement and Upgrade Phase 1
- No. 2 Road Multi-Use Pathway, Steveston Highway to Williams Road
- Cambie Road/No. 5 Road- Intersection Improvements
- Arterial Roadway Improvement Program

Since the external funding confirmed in 2024 exceeded the \$10 million budget, the Contingent External Contributions for the 2025 Proposed Capital Budget has been increased to \$20 million.

Community contributions can enhance and demonstrate community support to the City's projects. Included in the 2025 Proposed Capital Budget is a \$300,000 contribution from the Rotary Club of Richmond Sunrise for the Garden City Community Park Gathering Space project, which is a community-based initiative to celebrate Richmond's cultural diversity within the park. This project aligns with the Council Strategic Plan 2022-2026 in fostering intercultural harmony, community belonging, and social connections.

The City balances the capital investments with various funding sources to maximize the value of its capital investment. The 2025 Proposed Capital Budget funding is summarized as follows:

**Figure 5: 2025 Capital Program by Funding Source**



2025 Operating Budget Impact (OBI)

Operating Budget Impacts (OBIs) are ongoing additional operating and maintenance costs associated with new, upgraded and contributed assets. Operating and maintenance costs can include labor, materials, utilities, equipment usage, annual software subscriptions and support contracts. These OBIs need to be added to the City’s operating budget to maintain the service level.

The total OBI relating to the 2025 recommended projects is \$368,774, with the following breakdown:

**Table 1: 2025 Capital OBI**

<b>2025 Capital OBI Breakdown</b>	<b>Amount</b>
Supplies and materials	\$ 574,414
Contract services	460,566
Public works maintenance	201,794
Transfer to Reserve for internal borrowing repayment	670,000
Revenue	(1,538,000)
<b>Total</b>	<b>\$368,774</b>

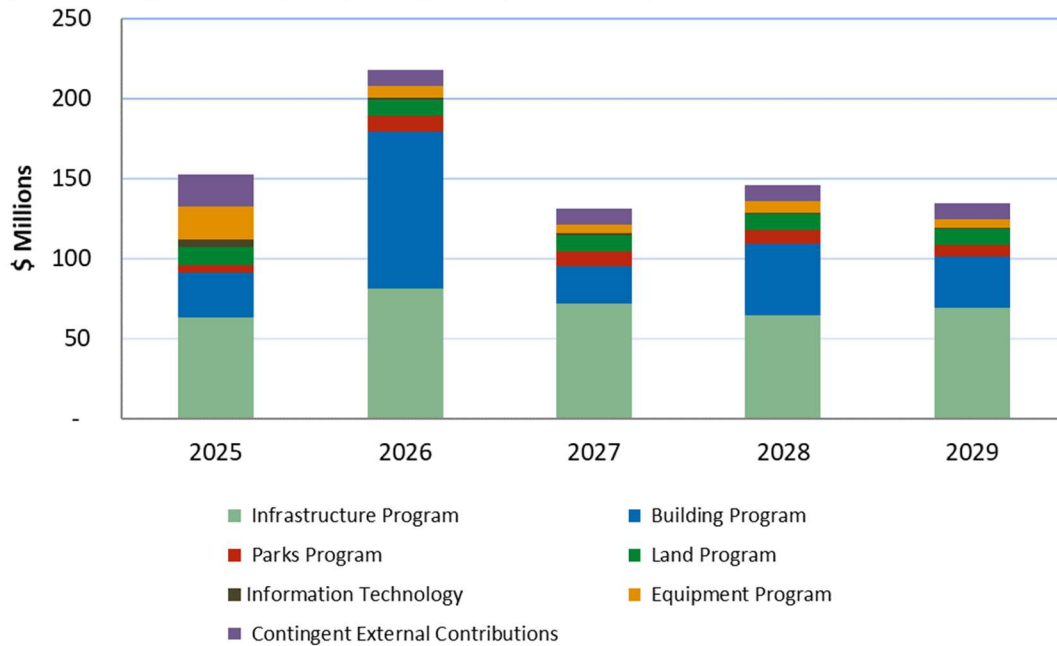
The OBIs resulting from the approved capital projects will be added to the Operating Budget in the same year that the capital projects are approved by Council.

Proposed 2025 to 2029 Capital Plan

The Proposed 5 Year Capital Plan (Plan) emphasizes the renewal of critical infrastructure assets, investment in major facility replacements, conservation of the City’s heritage buildings and expansion of multi-use pathways. The City plans to maintain a consistent level of capital investment over the next five years, apart from a spike in 2026 for the Works Yard Replacement – Phase 2. The majority of the Plan is allocated to the Infrastructure program and the Building program, with the distribution of capital funding by program illustrated in Figure 6.



**Figure 6: Capital Budget by Program (2025-2029)**



Within the Infrastructure program, \$141.9 million is allocated to the Flood Protection program, and \$14.1 million is planned for the construction of multi-use pathways. The City will continue to invest \$80.0 million in the Works Yard Replacement project, \$20.5 million in Richmond Ice Centre building renewals, \$5.5 million for the Covered Lacrosse Box, and \$32.8 million for various heritage building initiatives. A summary of the 5 Year Capital Plan (2025-2029) is presented in Appendix 11 and the funding sources are presented in Appendix 12. A detailed listing of the 2025–2029 recommended capital projects by program is presented in Appendix 13, with highlights of the 2026–2029 projects summarized in Appendix 15.

Due to funding constraints, not all capital submissions for future years can be included in the Plan. A summary of submissions that are not recommended for funding is provided in Appendix 14. One of the key projects is Lulu Island Park, envisioned as the City’s premier waterfront park in the City Centre area. This park development will be funded through the Parks DCC Program. All necessary parkland acquisitions were completed in 2024, funding for the Park Master Plan has been secured, and \$2.75 million is allocated for detailed design work in the 5-Year Capital Plan. Construction will be phased, with capital cost estimates to be refined during the detailed design stage.

As the DCC funding depends on the timing of new developments, and future funding availability cannot be precisely determined, the City has adopted a conservative approach in projecting DCC funding for future years. Consequently, capital submissions for the construction of Lulu Island Park’s Phase 1 and Phase 2 in 2028 and 2029 are not included in the 5-Year Capital Plan due to funding availability. Any future capital submissions that are currently excluded from the Plan may be reconsidered and potentially recommended in future budget cycles, as priorities, asset conditions, cost escalations, and funding availability are continuously reviewed. All capital submissions will be subject to final approval in each subsequent year.

## Financial Impact

The 2025 Proposed Capital Budget with a total value of \$152,581,457 will enable the City to maintain and advance the asset inventory in order to provide necessities and benefits to the community. It is recommended to include the 2025 Proposed Capital Budget and the Operating Budget Impact of \$368,774 in the Consolidated 5 Year Financial Plan (2025–2029).

## Conclusion

The recommended capital budget for 2025 is \$152,581,457. The Review Team worked closely with the SMT to represent the interests of all stakeholders to ensure that the 2025 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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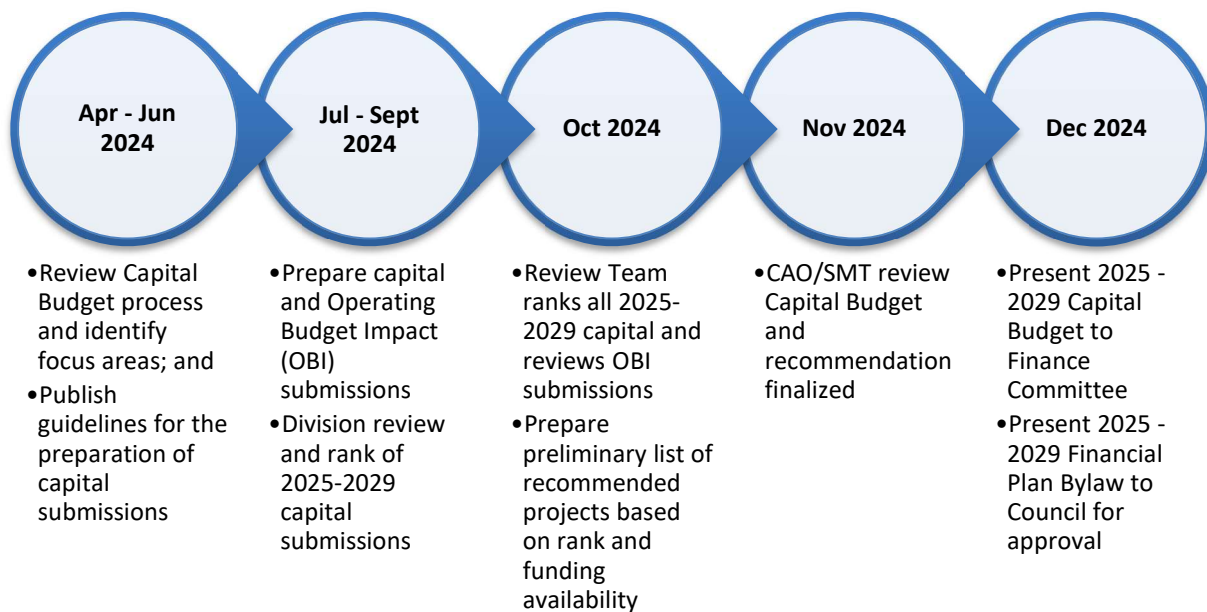
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- Appendix 1: Capital Ranking Criteria
- Appendix 2: 2025 Capital Budget Process
- Appendix 3: Summary of Capital Projects – Recommended for funding in 2025
- Appendix 4: 2025 Summary of Projects Funded by Revolving Fund
- Appendix 5: 2025 Summary of Projects Funded by Capital Building and Infrastructure Reserve
- Appendix 6: 2025 Summary of Projects Funded by Development Cost Charges
- Appendix 7: 2025 Summary of Projects Funded by Rate Stabilization Account
- Appendix 8: Summary of Capital Projects – Not Recommended for funding in 2025
- Appendix 9: Details of Projects Recommended for funding in 2025 by Program
- Appendix 10: Details of Projects Not Recommended for funding in 2025 by Program
- Appendix 11: 5 Year Capital Plan Summary (2025 - 2029)
- Appendix 12: 5 Year Capital Plan by Funding Sources (2025 - 2029)
- Appendix 13: 5 Year Capital Plan by Program (2025 - 2029) – Recommended
- Appendix 14: 5 Year Capital Plan by Program (2025 - 2029) – Not Recommended for funding
- Appendix 15: 2026 - 2029 Capital Plan Highlights
- Appendix 16: Glossary of Terms

## Capital Ranking Criteria

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

## 2025 Capital Budget Process



Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
<b>INFRASTRUCTURE PROGRAM</b>					
<i><b>Roads</b></i>					
Active Transportation Improvement Program	-	280,000	280,000	-	28
Annual Asphalt Re-Paving Program - MRN	-	1,771,825	1,771,825	-	29
Annual Asphalt Re-Paving Program - Non-MRN	-	4,136,685	4,136,685	-	30
Arterial Roadway Improvement Program	-	1,850,000	1,850,000	2,826	31
Citywide Connector Walkway Improvement Program	-	250,000	250,000	-	32
Citywide Sidewalk and Street Light Replacement Program	-	500,000	500,000	-	33
Neighbourhood Walkway Program	-	500,000	500,000	-	34
Special Crosswalk Program	10,000	340,000	350,000	5,347	35
Street Light Condition Assessment - Phase 1	-	400,000	400,000	-	36
Street Light LED Upgrade Program	-	490,000	490,000	(35,000)	37
Supplementary Asphalt Re-Paving Program - Non-MRN	-	400,000	400,000	-	38
Traffic Calming Program	-	200,000	200,000	-	39
Traffic Signal Power Backup System (UPS) Program	-	400,000	400,000	-	40
Traffic Signal Program	203,606	846,394	1,050,000	2,826	41
Traffic Video and Communication Program	-	400,000	400,000	-	42
Transit-Related Amenity and Roadway Improvement Program	152,000	98,000	250,000	-	43
Translink Bus Speed & Reliability Program 2025	150,000	-	150,000	-	44
Transportation Planning, Functional and Preliminary Design	-	1,250,000	1,250,000	-	45
<b>Total Roads</b>	<b>\$515,606</b>	<b>\$14,112,904</b>	<b>\$14,628,510</b>	<b>(\$24,001)</b>	
<i><b>Flood Protection</b></i>					
Box Culvert Repair	-	1,500,000	1,500,000	-	47
Burkeville Utility Improvements	-	3,000,000	3,000,000	-	48
Canal Stabilization and Drainage and Irrigation Upgrades	-	2,400,000	2,400,000	-	49
Development Coordinated Works - Flood Protection	-	250,000	250,000	-	50
Dike Upgrade Designs	-	6,000,000	6,000,000	-	51
Drainage Network Ecological Enhancement	-	200,000	200,000	-	52
Drainage Pump Station and Generator Upgrade Program	-	500,000	500,000	-	53
Flood Protection and Dike Improvements	-	10,790,000	10,790,000	-	54
Invasive Species Management	-	300,000	300,000	-	55
Laneway Drainage Upgrades	-	1,816,000	1,816,000	-	56
SCADA System Improvements	-	350,000	350,000	-	57
Watercourse Rehabilitation and Replacement	-	400,000	400,000	-	58
<b>Total Flood Protection</b>	<b>-</b>	<b>\$27,506,000</b>	<b>\$27,506,000</b>	<b>-</b>	
<i><b>Water</b></i>					
Development Coordinated Works - Water	-	250,000	250,000	-	60
Fire Hydrant Upgrades	-	400,000	400,000	-	61
Watermain Replacement and Upgrades Program	-	8,106,000	8,106,000	-	62
Watermain Tie-in and Restoration	-	300,000	300,000	-	63
<b>Total Water</b>	<b>-</b>	<b>\$9,056,000</b>	<b>\$9,056,000</b>	<b>-</b>	

Summary of Capital Projects – Recommended for funding in 2025

Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
<b>INFRASTRUCTURE PROGRAM</b>					
<i>Sanitary Sewer</i>					
Development Coordinated Works - Sanitary	-	1,250,000	1,250,000	-	65
Sanitary Pump Station and Forcemain Upgrades and Rehabilitation	-	900,000	900,000	-	66
Sanitary Sewer Gravity System Assessment and Rehabilitation	-	1,370,000	1,370,000	-	67
Sanitary Sewer Tie-in Program	-	150,000	150,000	-	68
Steveston Sanitary Sewer Rehabilitation Program	-	2,000,000	2,000,000	-	69
<b>Total Sanitary Sewer</b>	-	<b>\$5,670,000</b>	<b>\$5,670,000</b>	-	
<i>Infrastructure Advanced Design and Minor Public Works</i>					
Public Works Infrastructure Advanced Design	-	3,517,500	3,517,500	-	71
Public Works Minor Capital - Dikes	-	400,000	400,000	-	72
Public Works Minor Capital - Drainage	-	500,000	500,000	-	73
Public Works Minor Capital - Roads	-	475,000	475,000	-	74
Public Works Minor Capital - Sanitary	-	600,000	600,000	-	75
Public Works Minor Capital - Sanitation and Recycling	-	400,000	400,000	-	76
Public Works Minor Capital - Water	-	650,000	650,000	-	77
<b>Total Infrastructure Advanced Design and Minor Public Works</b>	-	<b>\$6,542,500</b>	<b>\$6,542,500</b>	-	
<b>TOTAL INFRASTRUCTURE PROGRAM</b>	<b>\$515,606</b>	<b>\$62,887,404</b>	<b>\$63,403,010</b>	<b>(\$24,001)</b>	
<b>BUILDING PROGRAM</b>					
<i>Building</i>					
Annual Building Improvements	-	3,700,000	3,700,000	-	79
Annual Infrastructure Replacements	-	3,000,000	3,000,000	-	80
Capital Buildings Project Development Advanced Design	-	1,500,000	1,500,000	-	81
City Hall and City Hall Annex Security Upgrades	-	550,000	550,000	-	82
Richmond Curling Club Priority Repairs	-	4,000,000	4,000,000	-	83
Richmond Ice Centre Interior Renewals	-	4,500,000	4,500,000	-	84
<b>Total Building</b>	-	<b>\$17,250,000</b>	<b>\$17,250,000</b>	-	
<i>Heritage</i>					
Britannia Shipyards - Seine Net Loft - Roof, Envelope and Structural Renewals	-	10,500,000	10,500,000	-	86
<b>Total Heritage</b>	-	<b>\$10,500,000</b>	<b>\$10,500,000</b>	-	
<b>TOTAL BUILDING PROGRAM</b>	-	<b>\$27,750,000</b>	<b>\$27,750,000</b>	-	
<b>PARKS PROGRAM</b>					
<i>Parks</i>					
Garden City Community Park Gathering Space	300,000	-	300,000	3,278	88
Hugh Boyd Community Park Playground Renewal	-	1,500,000	1,500,000	16,905	89
Minoru Park Clement Track Assessment and Improvement Concept	-	100,000	100,000	-	90
Parks Advance Planning and Design	-	600,000	600,000	-	91
Parks Ageing Infrastructure Replacement Program	-	400,000	400,000	-	92
Parks General Development	-	650,000	650,000	3,128	93
Pickleball Court Construction	-	800,000	800,000	12,650	94
South Dyke Trail Enhancements (around Crown Packaging)	-	400,000	400,000	5,336	95
<b>TOTAL PARKS PROGRAM</b>	<b>\$300,000</b>	<b>\$4,450,000</b>	<b>\$4,750,000</b>	<b>\$41,297</b>	

Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
<b>LAND PROGRAM</b>					
<i>Land</i>					
Strategic Real Estate Acquisition	-	11,000,000	11,000,000	-	97
<b>TOTAL LAND PROGRAM</b>	<b>-</b>	<b>\$11,000,000</b>	<b>\$11,000,000</b>	<b>-</b>	
<b>EQUIPMENT PROGRAM</b>					
<i>Vehicle</i>					
Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	-	3,376,978	3,376,978	-	99
<b>Total Vehicle</b>	<b>-</b>	<b>\$3,376,978</b>	<b>\$3,376,978</b>	<b>-</b>	
<i>Fire Vehicle</i>					
Fire Vehicle Replacement Reserve Purchases	-	287,338	287,338	-	101
Fire Vehicle Replacement Reserve Purchases - Additional Funding	-	5,000,000	5,000,000	-	102
<b>Total Fire Vehicle</b>	<b>-</b>	<b>\$5,287,338</b>	<b>\$5,287,338</b>	<b>-</b>	
<i>Equipment</i>					
CCTV Equipment	-	600,000	600,000	-	104
Electric Vehicle DC Fast Charging Station Installations	-	7,000,000	7,000,000	-	105
Fire Equipment Replacement from Reserve	-	672,993	672,993	-	106
GHG and Energy Management Projects	-	550,000	550,000	-	107
Parking Meter Replacement	-	600,000	600,000	-	108
Public Safety Camera System – Phase 1	-	2,493,794	2,493,794	181,600	109
<b>Total Equipment</b>	<b>-</b>	<b>\$11,916,787</b>	<b>\$11,916,787</b>	<b>\$181,600</b>	
<b>TOTAL EQUIPMENT PROGRAM</b>	<b>-</b>	<b>\$20,581,103</b>	<b>\$20,581,103</b>	<b>\$181,600</b>	
<b>INFORMATION TECHNOLOGY PROGRAM</b>					
<i>Information Technology</i>					
Annual Hardware Refresh	-	748,660	748,660	-	111
City Hall Meeting Room AV Equipment Upgrades	-	182,184	182,184	31,652	112
Cross Connection Control Program Online Portal	-	135,000	135,000	(27,000)	113
Document and Records Management System Modernization	-	3,439,500	3,439,500	108,876	114
Oracle RAC Server Refresh	-	442,000	442,000	56,350	115
Server Replacement	-	150,000	150,000	-	116
<b>TOTAL INFORMATION TECHNOLOGY PROGRAM</b>	<b>-</b>	<b>\$5,097,344</b>	<b>\$5,097,344</b>	<b>\$169,878</b>	
<b>2025 CAPITAL PROGRAM BEFORE CONTINGENT EXTERNAL CONTRIBUTIONS</b>	<b>\$815,606</b>	<b>\$131,765,851</b>	<b>\$132,581,457</b>	<b>\$368,774</b>	
<b>CONTINGENT EXTERNAL CONTRIBUTIONS</b>					
Contingent External Contributions	20,000,000	-	20,000,000	-	118
<b>TOTAL CONTINGENT EXTERNAL CONTRIBUTIONS</b>	<b>\$20,000,000</b>	<b>-</b>	<b>\$20,000,000</b>	<b>-</b>	
<b>TOTAL 2025 CAPITAL PROGRAM</b>	<b>\$20,815,606</b>	<b>\$131,765,851</b>	<b>\$152,581,457</b>	<b>\$368,774</b>	

The Revolving Fund is utilized to fund various capital projects and is funded from taxes.

<b>Project Name</b>	<b>Revolving Fund</b>	<b>Total Investment</b>	<b>Total OBI</b>	<b>Ref</b>
<b>INFRASTRUCTURE PROGRAM</b>				
<i>Roads</i>				
Citywide Connector Walkway Improvement Program	250,000	250,000	-	32
Citywide Sidewalk and Street Light Replacement Program	500,000	500,000	-	33
Street Light Condition Assessment – Phase 1	400,000	400,000	-	36
Supplementary Asphalt Re-Paving Program - Non-MRN	400,000	400,000	-	38
<b>Total Roads</b>	<b>\$1,550,000</b>	<b>\$1,550,000</b>	<b>-</b>	
<i>Infrastructure Advanced Design and Minor Public Works</i>				
Public Works Minor Capital - Roads	300,000	475,000	-	74
<b>Total Infrastructure Advanced Design and Minor Public Works</b>	<b>\$300,000</b>	<b>\$475,000</b>	<b>-</b>	
<b>TOTAL INFRASTRUCTURE PROGRAM</b>	<b>\$1,850,000</b>	<b>\$2,025,000</b>	<b>-</b>	
<b>PARKS PROGRAM</b>				
<i>Parks</i>				
Hugh Boyd Community Park Playground Renewal <sup>1</sup>	1,000,000	1,500,000	16,905	89
Parks Ageing Infrastructure Replacement Program	400,000	400,000	-	92
Pickleball Court Construction	800,000	800,000	12,650	94
South Dyke Trail Enhancements (around Crown Packaging)	400,000	400,000	5,336	95
<b>TOTAL PARKS PROGRAM</b>	<b>\$2,600,000</b>	<b>\$3,100,000</b>	<b>\$34,891</b>	
<b>EQUIPMENT PROGRAM</b>				
<i>Equipment</i>				
Parking Meter Replacement	600,000	600,000	-	108
<b>TOTAL EQUIPMENT PROGRAM</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>-</b>	
<b>Total Projects Funded by Revolving Fund</b>	<b>\$5,050,000</b>	<b>\$5,725,000</b>	<b>\$34,891</b>	
The City funding related to Roads DCC and Parks DCC capital projects are also funded by the Revolving Fund.				
City funding for Parks Acquisition DCC capital projects	-			
City funding for Parks Development DCC capital projects <sup>2</sup>	110,075			
City funding for Roads DCC capital projects	390,581			
<b>Total City Funding for DCC Capital Projects</b>	<b>\$500,656</b>			
<b>TOTAL FUNDING FROM REVOLVING FUND</b>	<b>\$5,550,656</b>			

<sup>1</sup> Hugh Boyd Community Park Playground Renewal is funded from both Parks Development DCC and Capital Reserve (Revolving Fund). The City funding related to the Parks Development DCC portion of the capital work is \$29,750, which is also funded from the Capital Reserve (Revolving Fund), and is separately included under the City funding for Parks Development DCC capital projects category. The combined funding from the Capital Reserve (Revolving Fund) for Hugh Boyd Community Park Playground Renewal is \$1,029,750.

<sup>2</sup> This includes \$29,750 of City funding for the Parks Development DCC portion of the capital work for Hugh Boyd Community Park Playground Renewal.



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

<b>Project Name</b>	<b>Capital Building and Infrastructure Fund</b>	<b>Total Investment</b>	<b>Total OBI</b>	<b>Ref</b>
<b>BUILDING PROGRAM</b>				
<i><b>Building</b></i>				
Annual Infrastructure Replacements	3,000,000	3,000,000	-	80
Capital Buildings Project Development Advanced Design	1,500,000	1,500,000	-	81
City Hall and City Hall Annex Security Upgrades	550,000	550,000	-	82
Richmond Curling Club Priority Repairs	4,000,000	4,000,000	-	83
Richmond Ice Centre Interior Renewals	4,500,000	4,500,000	-	84
<i><b>Total Building</b></i>	<i><b>\$13,550,000</b></i>	<i><b>\$13,550,000</b></i>	<i><b>-</b></i>	
<i><b>Heritage</b></i>				
Britannia Shipyards – Seine Net Loft – Roof, Envelope and Structural Renewals	10,500,000	10,500,000	-	86
<i><b>Total Heritage</b></i>	<i><b>\$10,500,000</b></i>	<i><b>\$10,500,000</b></i>	<i><b>-</b></i>	
<b>TOTAL BUILDING PROGRAM</b>	<b>\$24,050,000</b>	<b>\$24,050,000</b>	<b>-</b>	
<b>GRAND TOTAL</b>	<b>\$24,050,000</b>	<b>\$24,050,000</b>	<b>-</b>	

Development Cost Charges (DCC) are levies placed on new development that result in increased demands on City infrastructure and can be used on capital projects included in the approved DCC plan.

<b>Project Name</b>	<b>DCC Funding</b>	<b>City Funding<sup>1</sup></b>	<b>Total Investment<sup>2</sup></b>	<b>Total OBI</b>	<b>Ref</b>
<b>ROADS DCC</b>					
<i>Roads</i>					
Active Transportation Improvement Program	263,340	16,660	280,000	-	28
Arterial Roadway Improvement Program	1,739,925	110,075	1,850,000	2,826	31
Neighbourhood Walkway Program	470,250	29,750	500,000	-	34
Special Crosswalk Program	319,770	20,230	350,000	5,347	35
Traffic Calming Program	188,100	11,900	200,000	-	39
Traffic Signal Power Backup System (UPS) Program	376,200	23,800	400,000	-	40
Traffic Signal Program	796,034	50,360	1,050,000	2,826	41
Traffic Video and Communication Program	376,200	23,800	400,000	-	42
Transit-Related Amenity and Roadway Improvement Program	92,169	5,831	250,000	-	43
Transportation Planning, Functional and Preliminary Design	893,475	56,525	1,250,000	-	45
<b>Total Roads</b>	<b>\$5,515,463</b>	<b>\$348,931</b>	<b>\$6,530,000</b>	<b>\$10,999</b>	
<i>Infrastructure Advanced Design and Minor Public Works</i>					
Public Works Infrastructure Advanced Design <sup>3</sup>	658,350	41,650	3,517,500	-	71
<b>Total Infrastructure Advanced Design and Minor Public Works</b>	<b>\$658,350</b>	<b>\$41,650</b>	<b>\$3,517,500</b>	<b>-</b>	
<b>TOTAL ROADS DCC</b>	<b>\$6,173,813</b>	<b>\$390,581</b>	<b>\$10,047,500</b>	<b>\$10,999</b>	
<b>DRAINAGE DCC</b>					
<i>Flood Protection</i>					
Dike Upgrade Designs	3,597,165	36,335	6,000,000	-	51
<b>TOTAL DRAINAGE DCC</b>	<b>\$3,597,165</b>	<b>\$36,335</b>	<b>\$6,000,000</b>	<b>-</b>	
<b>WATER DCC</b>					
<i>Water</i>					
Watermain Replacement and Upgrades Program	1,501,546	15,167	8,106,000	-	62
<b>TOTAL WATER</b>	<b>\$1,501,546</b>	<b>\$15,167</b>	<b>\$8,106,000</b>	<b>-</b>	
<b>SANITARY SEWER DCC</b>					
<i>Infrastructure Advanced Design and Minor Public Works</i>					
Public Works Infrastructure Advanced Design <sup>3</sup>	207,281	5,219	3,517,500	-	71
<b>TOTAL SANITARY SEWER DCC</b>	<b>\$207,281</b>	<b>\$5,219</b>	<b>\$3,517,500</b>	<b>-</b>	

<sup>1</sup> The City funding includes the funding for the portion of the DCC capital project that benefits the existing population and the municipal assist factor.

<sup>2</sup> The Total Investment includes all funding sources: External and City Funding, refer to Appendix 3.

<sup>3</sup> This project is funded by multiple funding sources including Roads DCC and Sanitary Sewer DCC. The grand total of the total investment has been adjusted accordingly as the same project has been shown under multiple DCC categories.

<b>Project Name</b>	<b>DCC Funding</b>	<b>City Funding<sup>1</sup></b>	<b>Total Investment<sup>2</sup></b>	<b>Total OBI</b>	<b>Ref</b>
<b>PARKS DEVELOPMENT DCC</b>					
<i>Parks</i>					
Hugh Boyd Community Park Playground Renewal	470,250	29,750	1,500,000	16,905	89
Minoru Park Clement Track Assessment and Improvement Concept	94,050	5,950	100,000	-	90
Parks Advance Planning and Design	564,300	35,700	600,000	-	91
Parks General Development	611,325	38,675	650,000	3,128	93
<b>TOTAL PARKS DEVELOPMENT DCC</b>	<b>\$1,739,925</b>	<b>\$110,075</b>	<b>\$2,850,000</b>	<b>\$20,033</b>	
<b>GRAND TOTAL</b>	<b>\$13,219,730</b>	<b>\$557,377</b>	<b>\$27,003,500</b>	<b>\$31,032</b>	

<sup>1</sup> The City funding includes the funding for the portion of the DCC capital project that benefits the existing population and the municipal assist factor.

<sup>2</sup> The Total Investment includes all funding sources: External and City Funding, refer to Appendix 3.

The Rate Stabilization Account (RSA) is used to fund one-time expenditure requests or to defer the City’s annual tax increase to future years. Each year, once the City’s accounts from the prior year are finalized, any resulting surplus is transferred into the RSA.

<b>Project Name</b>	<b>RSA</b>	<b>Total Investment</b>	<b>Total OBI</b>	<b>Ref</b>
<b>INFORMATION TECHNOLOGY PROGRAM</b>				
<i>Information Technology</i>				
Document and Records Management System Modernization	2,339,500	3,439,500	108,876	114
<b>TOTAL INFORMATION TECHNOLOGY PROGRAM</b>	<b>\$2,339,500</b>	<b>\$3,439,500</b>	<b>\$108,876</b>	
<b>GRAND TOTAL</b>	<b>\$2,339,500</b>	<b>\$3,439,500</b>	<b>\$108,876</b>	

Project Name	External Funding	City Funding	Total Investment	Total OBI	Ref
<b>INFRASTRUCTURE PROGRAM</b>					
<i>Roads</i>					
Bridge Improvement Program	-	300,000	300,000	-	120
<b>TOTAL INFRASTRUCTURE PROGRAM</b>	-	<b>\$300,000</b>	<b>\$300,000</b>	-	
<b>BUILDING PROGRAM</b>					
<i>Building</i>					
UPS Replacement	-	450,000	450,000	69,000	122
<b>TOTAL BUILDING PROGRAM</b>	-	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$69,000</b>	
<b>PARKS PROGRAM</b>					
<i>Parks</i>					
McDonald Beach Boat Basin Dredging	-	425,000	425,000	-	124
Park Shelter and Shade Program	-	500,000	500,000	4,881	125
Trail Network Enhancements	-	200,000	200,000	3,450	126
<b>TOTAL PARKS PROGRAM</b>	-	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$8,331</b>	
<b>INFORMATION TECHNOLOGY PROGRAM</b>					
<i>Information Technology</i>					
Business Licencing Improvements	-	139,500	139,500	-	128
City Invoice Online Payment Solution	-	311,601	311,601	22,051	129
PeopleSoft nVision Report Assessment	-	128,248	128,248	-	130
<b>TOTAL INFORMATION TECHNOLOGY PROGRAM</b>	-	<b>\$579,349</b>	<b>\$579,349</b>	<b>\$22,051</b>	
<b>TOTAL 2025 CAPITAL PROGRAM – NOT RECOMMENDED FOR FUNDING</b>	-	<b>\$2,454,349</b>	<b>\$2,454,349</b>	<b>\$99,382</b>	

## Infrastructure Program

The City’s Infrastructure Program assets include: Road, Flood Protection, Water, and Sanitary Sewers.

### Infrastructure – Roads Program

The City’s Roads program includes projects that enhance mobility, safety and accessibility of the City’s transportation system. Projects range from road network upgrades and replacement of ageing infrastructure, expansion of walking and cycling paths for better safety and connectivity, neighbourhood and school zone traffic calming and improving access and amenities for transit users. These projects align with the City’s Official Community Plan modal share and Community Energy and Emissions Plan objectives and support a number of Council’s Strategic Focus areas through infrastructure projects that expand safe, sustainable and active travel choices in the City.

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<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Active Transportation Improvement Program</b>	<b>Submission ID:</b>	<b>6916</b>

**Location:**

Various Locations

**Cost:**

\$280,000

**Funding Sources:**

Roads DCC:

\$263,340

Capital Reserve (Revolving Fund):

\$16,660

**OBI:**

\$ -



**Scope:**

This project involves improvements to walking, cycling and other modes of active transportation throughout the City. Projects may involve expansion of on-street cycling routes and off-street multi-use pathways, enhancements to existing infrastructure to improve safety, comfort and accessibility of vulnerable road users, installation of bicycle parking infrastructure, pavement markings, signage and associated roadway geometric improvements, and other active transportation initiatives such as education and outreach materials.

Projects planned for 2025 include:

- Installing bicycle parking in high traffic areas (e.g. Steveston) and other locations.
- Installing eco-counters along high-volume active transportation routes to monitor cyclist, pedestrian and scooter usage volumes.
- Enhancing the walking and cycling network at various locations through immediate improvements, such as upgrading signage, stencils and road markings for cycling corridors, installing curb ramps, widening pathways up to current standards, improving protection and connecting missing gaps for the walking and cycling network.

The project may have potential cost sharing opportunities from Translink and ICBC.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Annual Asphalt Re-Paving Program - MRN</b>	<b>Submission ID:</b>	<b>6938</b>

**Location:**

Various Locations

**Cost:**

\$1,771,825

**Funding Sources:**

MRN Rehabilitation:

\$1,771,825

**OBI:**

\$ -



**Scope:**

This project involves re-paving Major Road Network (MRN) roads in alignment with the City's 2022 Ageing Utility and Road Infrastructure Planning - Update and Pavement Management Plan. The project scope includes 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, and line painting.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Annual Asphalt Re-Paving Program - Non-MRN</b>	<b>Submission ID:</b>	<b>6939</b>

**Location:**

Various Locations

**Cost:**

\$4,136,685

**Funding Sources:**

Asphalt Capping:

\$4,136,685

**OBI:**

\$ -



**Scope:**

This project involves re-paving City-owned Non-MRN roads in alignment with the City's 2022 Ageing Utility and Road Infrastructure Planning - Update and Pavement Management Plan.

The project scope includes 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, and line painting. In addition, this project includes consultant fees to review and update the Pavement Management Plan.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Arterial Roadway Improvement Program</b>	<b>Submission ID:</b>	<b>6915</b>

**Location:**

Various Locations

**Cost:**

\$1,850,000

**Funding Sources:**

Roads DCC:

\$1,739,925

Capital Reserve (Revolving Fund):

\$110,075

**OBI:**

\$2,826



**Scope:**

This project involves implementation of pedestrian and traffic improvements along arterial roads and at arterial road intersections. The scope of work may include new or enhancement of turn lanes, implementation of traffic signal improvements, removal or modification of channelized right-turns, enhancement of traffic signages, construction of new or upgraded sidewalks or walkways, and other pedestrian enhancements. The location for improvements are prioritized based on traffic volumes, collision history and level of pedestrian activities.

Improvements planned for 2025 include:

- Upgrade of the Cambie Road and Brown Road intersection to a signalized intersection. This project will support the Council-approved cycling improvements along Brown Road by enhancing pedestrian and cyclist safety, and will improve traffic flow at this intersection. This project is in alignment with the City Centre Area Plan which identifies Brown Road as a major road.

The project may have potential cost sharing opportunities from Translink and ICBC.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Citywide Connector Walkway Improvement Program</b>	<b>Submission ID:</b>	<b>7492</b>

**Location:**

Various Locations

**Cost:**

\$250,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$250,000

**OBI:**

\$ -



**Scope:**

Connector walkways are heavily used by pedestrians. This project involves the repair, replacement, or upgrade to connector walkways located in various neighbourhoods in Richmond. Assessments that have been conducted on these walkways indicate that the surface conditions have deteriorated over time due to tree root ingress and asphalt cracking. The scope of work for this project includes, but is not limited to, tree root pruning, resurfacing, widening, and other ancillary work.

This project would allow the City to enhance pedestrian safety and promote active modes of transportation.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Citywide Sidewalk and Street Light Replacement Program</b>	<b>Submission ID:</b>	<b>6937</b>

**Location:**

Various Locations

**Cost:**

\$500,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$500,000

**OBI:**

\$ -



**Scope:**

Per the City's 2022 Ageing Utility and Road Infrastructure Planning - Update, several of the street lights and street light service panels are at or nearing the end of their design life and need to be replaced. Additionally, there are sidewalks throughout the City that have subsided, incurred damage from tree root ingress or have become misaligned. Improvements and replacement of these sidewalks will encourage active modes of transportation.

This project includes the replacement of ageing street lighting infrastructure and the repair of deteriorating sidewalks. Street light replacement includes, but is not limited to, replacement of street lighting poles, service panels and luminaires, and retrofitting of deteriorated concrete bases and associated ancillary work.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Neighbourhood Walkway Program</b>	<b>Submission ID:</b>	<b>6906</b>

**Location:**

Various Locations

**Cost:**

\$500,000

**Funding Sources:**

Roads DCC:

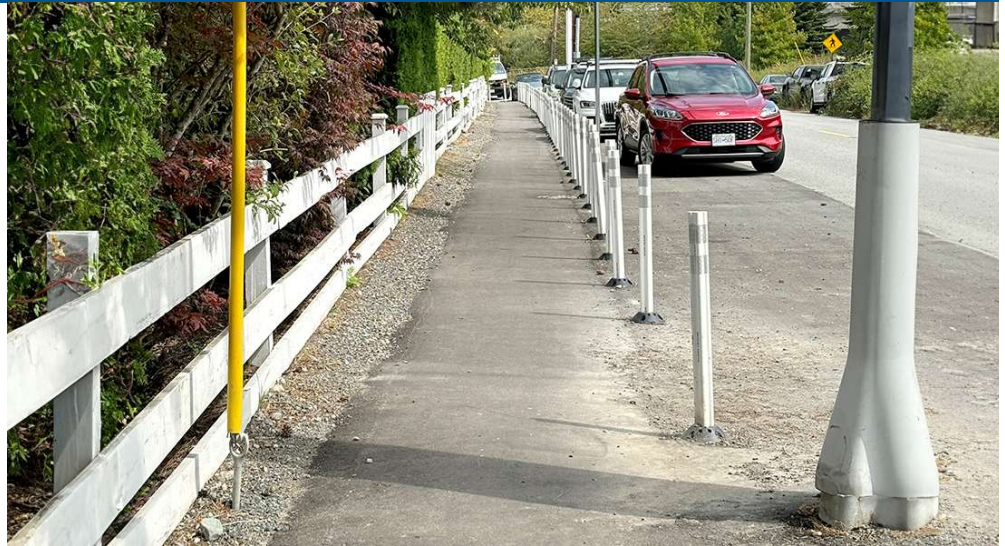
\$470,250

Capital Reserve (Revolving Fund):

\$29,750

**OBI:**

\$ -



**Scope:**

This project involves construction of new walkways and sidewalks or enhancement of existing walkways or sidewalks within neighbourhoods. Project scope includes construction of sidewalks or walkways, wheelchair ramps, curb and boulevard modifications, signage and road markings, and associated ancillary work such as design, survey, inspection and adjustment of existing infrastructure impacted by the works.

Project locations are prioritized based on the level of pedestrian activity, proximity to major attractions and amenities such as schools, bus stops, recreation centres, parks and retail centres and opportunities for traffic safety improvements. For 2025, it will include construction of a pedestrian pathway connecting the McLean neighbourhood in Hamilton to the adjacent bus stop and other walkway upgrades.

The project may have potential cost sharing opportunities from Translink and ICBC.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Special Crosswalk Program</b>	<b>Submission ID:</b>	<b>6908</b>

**Location:**

Various Locations

**Cost:**

\$350,000

**Funding Sources:**

Roads DCC:

\$319,770

Capital Reserve (Revolving Fund):

\$20,230

Developer Contribution:

\$10,000

**OBI:**

\$5,347



**Scope:**

This project involves upgrading existing crosswalks with pedestrian-activated special crosswalk systems that aid pedestrians in crossing the road and by alerting motorists of crossing pedestrians. Council has supported the upgrade of all crosswalks on arterial roads to be special crosswalks. Upgrade of crosswalks on local or collector roads are assessed based on warrant studies. The scope of work includes completion of warrant studies where upgrades are requested.

The preliminary list of locations for 2025 include:

- Ash Street and Granville Avenue
- Francis Road and Newmond Road
- Others as prioritized by warrant studies

The project may have potential cost sharing opportunities from Translink and ICBC.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Street Light Condition Assessment - Phase 1</b>	<b>Submission ID:</b>	<b>7754</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$400,000

**OBI:**

\$ -



**Scope:**

The City has a network of approximately 12,000 streetlights, many of which are nearing the end of their service life. The scope of work for this project includes an assessment of the City’s streetlight assets and development of a streetlight upgrade plan to replace and maintain ageing streetlights. The assessment will include, but not be limited to, collecting streetlight structural, luminaire and electrical attributes, and performing streetlights inventory reconciliation. This project is anticipated to be completed in two phases over multiple years.

Completion of the first phase of the project will improve the City’s asset management inventory for street light infrastructure, inform future phases of the project, and optimize future budget requirements for street light upgrades.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Street Light LED Upgrade Program</b>	<b>Submission ID:</b>	<b>6941</b>

**Location:**

Various Locations

**Cost:**

\$490,000

**Funding Sources:**

Enterprise Fund:

\$190,000

Canada Community Building Fund

(Gas Tax):

\$300,000

**OBI:**

(\$35,000)



**Scope:**

This multi-year program includes replacing high-pressure sodium (HPS) light fixtures with LED light fixtures. It will also extend the City's street light network by integrating more LED street lights.

This phase of the project is estimated to reduce electricity use by 390,000 kWh, which translates to approximately \$35,000 in cost savings annually.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Supplementary Asphalt Re-Paving Program - Non-MRN</b>	<b>Submission ID:</b>	<b>7753</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$400,000

**OBI:**

\$ -



**Scope:**

In accordance with the City's 2022 Ageing Utility and Road Infrastructure Planning Update, approximately \$3 million in additional annual funding beyond the Annual Asphalt Re-Paving Program - Non-MRN Capital Project is required to maintain roadway service levels and support proactive roadway upgrades. Addressing re-paving needs in a timely manner will result in an overall cost savings for the City.

The project scope includes costs associated with curb and gutter repairs, road base repair, asphalt parking re-paving, manhole and valve box adjustments, line painting, and ancillary work.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Traffic Calming Program</b>	<b>Submission ID:</b>	<b>6905</b>

**Location:**

Various Locations

**Cost:**

\$200,000

**Funding Sources:**

Roads DCC:

\$188,100

Capital Reserve (Revolving Fund):

\$11,900

**OBI:**

\$ -



**Scope:**

This project involves the implementation of traffic calming measures to enhance safety and comfort for road users and livability for residents by reducing speed and deterring short-cutting traffic within neighbourhoods. These measures may include curb bulges, traffic circles, speed humps, delineated walkways, traffic signage, pavement markings and introduction of streetscape features, such as trees or other landscaping improvements.

The scope of work for the project includes conducting speed studies to determine neighbourhood support for traffic calming works.

The project may have potential cost sharing opportunities from Translink and ICBC.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Traffic Signal Power Backup System (UPS) Program</b>	<b>Submission ID:</b>	<b>6909</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

Roads DCC:

\$376,200

Capital Reserve (Revolving Fund):

\$23,800

**OBI:**

\$ -



**Scope:**

This project involves installation of Uninterruptible Power Supply (UPS) system at signalized intersections. UPS systems provide continuous power supply to maintain traffic signal operation during power outages. The project will install UPS cabinet and base, controllers, batteries, underground conduits, and complete any ancillary work and site restoration required at approximately sixteen locations.

The preliminary list of locations for 2025 include:

- Buswell Street and Granville Avenue
- St. Albans Road and Granville Avenue
- No. 4 Road and Williams Road
- No. 4 Road and Granville Avenue
- No. 4 Road and Odlin Road
- No. 4 Road and Blundell Road
- St. Edwards Road and Bridgeport Road
- Simpson Road and Bridgeport Road
- Alderbridge Way and Elmbridge Way
- Holybridge Way and Elmbridge Way
- Minoru Road and Blundell Road
- No. 3 Road and Saba Road
- No. 5 Road and Horseshoe Way
- Gilbert Road and Westminster Hwy
- Great Canadian Way and River Road
- No. 3 Road and Blundell Road

74 per cent of signalized intersections are currently equipped with a UPS system. Through this annual program, staff anticipate that all remaining signalized intersections will be equipped with a UPS system over the next four years.

The project may have potential cost sharing opportunities from Translink and ICBC.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Traffic Signal Program</b>	<b>Submission ID:</b>	<b>6910</b>

**Location:**

Various Locations

**Cost:**

\$1,050,000

**Funding Sources:**

Roads DCC:

\$796,034

Capital Reserve (Revolving Fund):

\$50,360

Developer Contribution:

\$203,606

**OBI:**

\$2,826



**Scope:**

This project involves installation of new traffic signals or upgrade of existing traffic signals to accommodate traffic growth and improve traffic management and movement for all road users. The scope of work includes undertaking of traffic signal warrant studies, installation of traffic controllers, cabinets, poles, bases, junction boxes, underground conduit, in-ground and camera video detection, enhanced accessible pedestrian signals, traffic signal heads, intersection lighting, electrical wiring, traffic signal communication, LED street name signs, pavement markings, minor corner property acquisition to accommodate signal infrastructure, minor curb cuts, boulevard modifications and site restoration.

The preliminary list of locations for 2025 include:

- Traffic signal modifications at Cooney Road and Westminster Hwy.
- Traffic signal modifications at Knight Street and Westminster Hwy.
- Traffic signal modifications at Cambie Rd and Sexsmith Rd.
- Installation of left turn arrows at locations to be finalized pending traffic analysis.
- Installation of Audible Pedestrian Signals (APS) and LED lighting improvements at various sites funded via previous developer contributions.

In addition to the above, the project will also include a City-wide intersection lighting assessment to review existing lighting level at intersections within the City, and identify needs and priorities for upgrades.

The project may have potential cost sharing opportunities from Translink and ICBC.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Traffic Video and Communication Program</b>	<b>Submission ID:</b>	<b>6911</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

Roads DCC:

\$376,200

Capital Reserve (Revolving Fund):

\$23,800

**OBI:**

\$ -



**Scope:**

This project involves installing 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 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 2025, 75 per cent of signalized intersections will be equipped with video detection camera technology. Installation of video detection cameras at remaining signalized intersections will require build-out of the fibre communications network prior to camera installation. The scope of work includes purchase and installation of video detection cameras, fibre optic cables, fibre splicing and underground enclosures and fibre network switches required to communicate with the Traffic Management Centre. Through this annual program, it is anticipated that all signalized intersections can be upgraded to have video detection technology over the next 8 to 12 years.

The preliminary list of project locations for 2025 include:

Traffic Video Camera Installation

- Shell Road and Cambie Road
- St. Edwards Drive and Cambie Road
- Garden City Road and Cook Road
- Garden City Road and Westminster Highway

Fibre communications cable and conduit installation/cleaning/upgrades

- Cambie Road - Between Barga Drive and St. Edwards Drive
- Granville Avenue - Between No. 3 Road to Garden City Road
- Garden City Road - Between Granville Avenue and Westminster Highway
- St. Albans Road - South to Bennett Road
- Granville Avenue - Between No. 1 Road and Railway Avenue
- Railway Avenue - Between Francis Road and Blundell Road
- Williams Road - Between No. 2 Road and Railway Avenue

The project may have potential cost sharing opportunities from Translink and ICBC.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Transit-Related Amenity and Roadway Improvement Program</b>	<b>Submission ID:</b>	<b>6902</b>

**Location:**

Various Locations

**Cost:**

\$250,000

**Funding Sources:**

Roads DCC:

\$92,169

Capital Reserve (Revolving Fund):

\$5,831

Developer Contribution:

\$52,000

Grant:

\$100,000

**OBI:**

\$ -



**Scope:**

This project involves infrastructure improvements to bus stop locations across the City. These upgrades include civil modifications to improve accessibility, and amenity improvements to improve rider experience and encourage transit use.

Typical accessibility works include construction of bus stop landing pads and ramps, geometric modification at intersections to improve maneuverability around corners and construction of walkways or sidewalks connecting to bus stops to facilitate transit user comfort and other modifications to improve bus stop accessibility. Typical amenity improvements include additions of transit shelters, benches, and associated civil modifications.

Locations are prioritized based on boarding and alighting activity and availability of right-of-way, and will be determined in early 2025 in conjunction with Coast Mountain Bus Company.

The project may have potential additional funding from TransLink, ICBC and Pattison Outdoor Advertising.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Translink Bus Speed &amp; Reliability Program 2025</b>	<b>Submission ID:</b>	<b>7795</b>

**Location:**

Various Locations

**Cost:**

\$150,000

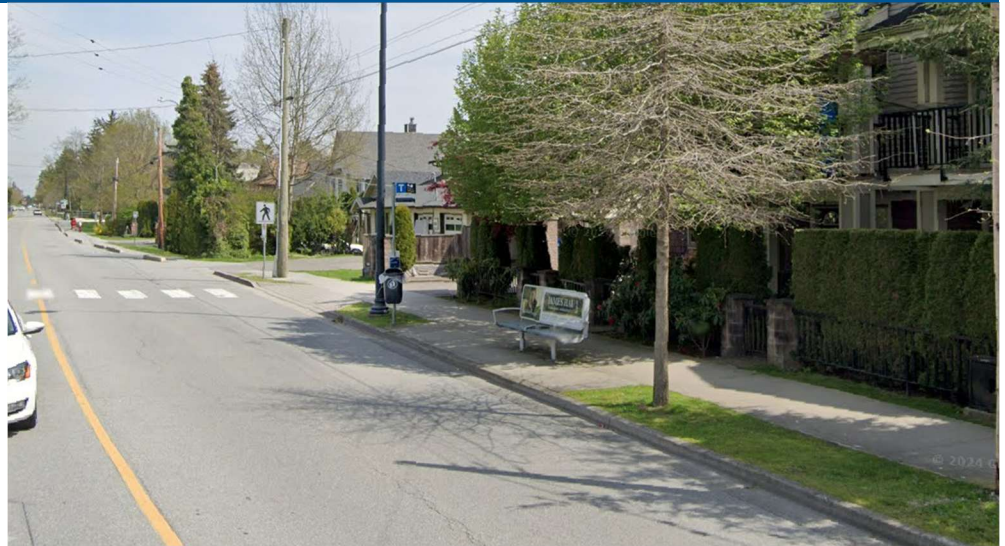
**Funding Sources:**

Grant:

\$150,000

**OBI:**

\$ -



**Scope:**

As part of its annual cost-sharing programs, Translink administers a Bus Speed & Reliability Program. This program funds both studies and capital upgrades to improve bus service in Lower Mainland municipalities. All projects are developed in tandem with Translink, which then provides grant funding for the entirety of costs once works have been completed.

In November 2023, the City applied for a grant to study potential improvements to bus speed and reliability at the intersection of Granville Avenue and Garden City Road. TransLink has approved \$150,000 for the study and functional design of improvements.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Transportation Planning, Functional and Preliminary Design</b>	<b>Submission ID:</b>	<b>6914</b>

**Location:**

Various Locations

**Cost:**

\$1,250,000

**Funding Sources:**

Roads DCC:

\$893,475

Capital Reserve (Revolving Fund):

\$56,525

Capstan Station:

\$300,000

**OBI:**

\$ -



**Scope:**

The scope of work includes the planning, administration and implementation of functional and preliminary design for potential transportation upgrades and traffic and transportation planning studies and assessments.

Potential projects for 2025 include:

- Functional design of Capstan Station Integration elements: This involves the development of functional designs for public realm elements at Capstan Station. Conceptual public realm elements are developed as part of the Council-approved Capstan Integration study. The functional designs of the public realm features will integrate priority elements identified through the study near the transit plaza. This project is funded from the Capstan Station Reserve Fund.
- Traffic assessments and functional design to support medium-term priorities identified within the City’s Cycling Network Plan.
- Advanced traffic data analytics: Utilization of big data to analyze vehicle speeds, traffic volumes and travel patterns throughout the City.
- Traffic assessments and functional design to support changes to the City’s Official Community Plan and potential changes to the City’s transportation network as a result of new provincial legislation.
- Development of conceptual designs for a shared street on Bayview Street, as recommended through the the staff report titled “Recommended Long-Term Steveston Streetscape Vision 2024.”

This project may have potential cost sharing opportunities from TransLink and ICBC.



## Infrastructure – Flood Protection Program

The City’s Flood Protection Program supports the maintenance and upgrade of flood protection infrastructure. Projects within this program include improvements to the flood protection system, replacement of ageing infrastructure, and upgrade of flood protection infrastructure to meet the demands of population growth and climate change, including effects of sea level rise and increased rainfall intensities.

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<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Box Culvert Repair</b>	<b>Submission ID:</b>	<b>6724</b>

**Location:**

Various Locations

**Cost:**

\$1,500,000

**Funding Sources:**

Flood Protection:

\$1,500,000

**OBI:**

\$ -



**Scope:**

The City's Box Culvert Inspection Program identifies locations where settlement, cracking and infiltration occur due to failing box culverts.

The scope of work for this project includes the repair and rehabilitation of concrete storm box culverts throughout the city. Repair work will include, but is not limited to, patching, grouting and structural lining. In addition, this funding will be used to perform point repairs as identified by the Box Culvert Inspection Program throughout the year.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Burkeville Utility Improvements</b>	<b>Submission ID:</b>	<b>6996</b>

**Location:**

Burkeville Area

**Cost:**

\$3,000,000

**Funding Sources:**

Flood Protection:

\$1,770,000

Watermain Replacement:

\$1,150,000

Sanitary Sewer:

\$80,000

**OBI:**

\$ -



**Scope:**

Burkeville's drainage system was initially designed using shallow ditches and small diameter road cross culverts. As the area is redeveloped, watercourse infills are becoming common. Watercourse infills change the nature of the drainage system in a way that may cause flooding. Therefore, a new drainage system with an increased capacity is required to accommodate these changes.

In addition, sanitary and water infrastructure will be upgraded where the scope of work overlaps with the upgrade of the drainage system to take advantage of construction efficiencies and minimize disruption to the residents. The current gravity sanitary sewer system is made up of vitrified clay and is approaching the end of its service life. Similarly, ageing watermains in the area require replacement. By coordinating the utility improvements, engineering and construction efficiencies will be achieved and public disruptions will be minimized.

This project is part of the overall multi-year utility improvements project in the Burkeville neighbourhood. This phase will include installation of new storm sewers, watermains, and sanitary sewers. The project will also include ancillary work to support utility installation, including environmental protection and road restoration.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Canal Stabilization and Drainage and Irrigation Upgrades</b>	<b>Submission ID:</b>	<b>6999</b>

**Location:**

Various Locations

**Cost:**

\$2,400,000

**Funding Sources:**

Flood Protection:

\$2,400,000

**OBI:**

\$ -



**Scope:**

The objective of this project is to stabilize canal banks and upgrade drainage and irrigation infrastructure throughout the city. The scope of work for this project includes, but is not limited to, canal bank stabilization and associated road restoration, culvert and headwall upgrades, canal re-grading, and flap gate and sensor installations. This project will also allow staff to conduct required assessments and investigations that will further enhance the City's drainage and irrigation network.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Development Coordinated Works - Flood Protection</b>	<b>Submission ID:</b>	<b>7004</b>

**Location:**

Various Locations

**Cost:**

\$250,000

**Funding Sources:**

Flood Protection:

\$250,000

**OBI:**

\$ -



**Scope:**

This project enables the City to leverage development to design and construct drainage infrastructure beyond what would be required as part of their development. These works include upgrades and replacement of ageing infrastructure that the City would complete, but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Dike Upgrade Designs</b>	<b>Submission ID:</b>	<b>7776</b>

**Location:**

Various Locations

**Cost:**

\$6,000,000

**Funding Sources:**

Drainage DCC:

\$3,597,165

Drainage Improvement:

\$36,335

Flood Protection:

\$2,366,500

**OBI:**

\$ -



**Scope:**

To combat climate change-induced sea level rise, the City's Accelerated Flood Protection Program outlines a plan to raise all 49 km of dikes surrounding the City within 50 years. This project will support this initiative by developing dike upgrade designs that will prepare projects for future construction.

The scope of work for this project involves planning, designing and providing detailed reports to facilitate the City's Accelerated Flood Protection Program. This includes, but is not limited to, project design, field investigations, public engagement and planning studies.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Drainage Network Ecological Enhancement</b>	<b>Submission ID:</b>	<b>6717</b>

**Location:**

Various Locations

**Cost:**

\$200,000

**Funding Sources:**

Flood Protection:

\$200,000

**OBI:**

\$ -



**Scope:**

The objective of this project is to assess, monitor, enhance and protect the City's ecological network, including the City's foreshore and riparian areas by identifying opportunities to improve ecosystem services on City-owned land. This project aims to increase the environmental resiliency and quality of the City's Ecological Network Management Strategy, the Integrated Rainwater Resource Management Plan, Riparian Response Strategy and various pollution prevention stewardship, enhancement and education opportunities.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Drainage Pump Station and Generator Upgrade Program</b>	<b>Submission ID:</b>	<b>6716</b>

**Location:**

Various Locations

**Cost:**

\$500,000

**Funding Sources:**

Flood Protection:

\$500,000

**OBI:**

\$ -



**Scope:**

This project involves upgrading ageing drainage pump stations to extend their service life and improve efficiency. The scope of work for this project includes, but is not limited to, the following:

- Installation of new pumps and generators.
- Upgrade of existing pumps and generators.
- Installation of new cameras and associated security infrastructure.
- Replacement of electrical and mechanical pump station components.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Flood Protection and Dike Improvements</b>	<b>Submission ID:</b>	<b>6995</b>

**Location:**

Various Locations

**Cost:**

\$10,790,000

**Funding Sources:**

Drainage Improvement:  
\$4,471,370

Flood Protection:  
\$6,318,630

**OBI:**

\$ -



**Scope:**

The City is protected from flooding by 49 km of perimeter dike and 39 drainage pump stations. This project includes flood protection improvements at priority locations to maintain or increase current flood protection service levels.

Dike improvements are required to meet medium to long-term flood protection needs and to accommodate local area objectives, such as the provision of basic recreation trails. This project involves dike construction work that includes dike raising, structural rehabilitation, re-grading, vegetation/critter management, tree removal and replacement, habitat and environmental compensation, and dike re-armouring at priority locations.

The scope of work for this project includes, but is not limited to, implementation of the City's Accelerated Flood Protection Program, preparation of planning studies and policies, and consulting services that support the Flood Protection Management Strategy and the City's flood protection improvement works. Subject to Council approval, additional land that is required to support dike upgrades will also be acquired through this project.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Invasive Species Management</b>	<b>Submission ID:</b>	<b>7010</b>

**Location:**

Various Locations

**Cost:**

\$300,000

**Funding Sources:**

Flood Protection:

\$300,000

**OBI:**

\$ -



**Scope:**

The purpose of this project is to reduce the spread of invasive species to minimize the impacts on the City’s flood protection system. The scope of work for this project includes the ongoing identification, mapping, research, removal, and/or control of priority invasive species, with the intention of maintaining the required performance of the flood protection system.

Typical activities include measures to eliminate or minimize the impacts that invasive species, such as parrot’s feather, wild chervil and knotweed have on City infrastructure and local biodiversity. Further research and efforts into the control of additional invasive species, disposal techniques and community based/citizen-science management will be explored as per the City’s Invasive Species Action Plan.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Laneway Drainage Upgrades</b>	<b>Submission ID:</b>	<b>7005</b>

**Location:**

Various Locations

**Cost:**

\$1,816,000

**Funding Sources:**

Flood Protection:

\$1,618,000

Sanitary Sewer:

\$198,000

**OBI:**

\$ -



**Scope:**

The planned scope of work for this project includes installation of drainage infrastructure in the Aintree Crescent Lane and Seagrave Lane. This does not include the addition of street lighting, curbs or gutters. To leverage construction efficiencies and minimize disruptions to the public, ageing sanitary sewers will also be rehabilitated where the scope of work overlaps with the laneway drainage upgrade.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>SCADA System Improvements</b>	<b>Submission ID:</b>	<b>7009</b>

**Location:**

Various Locations

**Cost:**

\$350,000

**Funding Sources:**

Flood Protection:

\$150,000

Sanitary Sewer BL10401:

\$200,000

**OBI:**

\$ -



**Scope:**

Through its Supervisory Control and Data Acquisition (SCADA) system, the City monitors and controls various equipment for the sanitary sewer, flood protection and water networks. The objective of this project is to maintain and improve the sanitary sewer, flood protection and water network operation, as well as maintain system security and technological viability.

The scope of work for this project includes, but is not limited to, the following:

- Rehabilitating, upgrading and installing computers, instruments and electrical systems throughout the SCADA system.
- Installing cameras and other security features at sanitary pump stations.
- Developing software programs to improve SCADA reporting.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Flood Protection</b>
<b>Project Name:</b>	<b>Watercourse Rehabilitation and Replacement</b>	<b>Submission ID:</b>	<b>7007</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

Flood Protection:

\$400,000

**OBI:**

\$ -



**Scope:**

The objective of this project is to repair watercourses throughout the city. The scope of work for this project includes, but is not limited to, rehabilitating failed headwalls and culvert crossings, and watercourse banks.

In addition, this project involves the infilling of non-Riparian Management Area watercourses, extending lengths of existing watercourse infills, and assessing and replacing ageing wood stave and corrugated steel culverts.

## Infrastructure – Water Program

The City’s Water Capital Program supports improvements to the water system, replaces ageing water infrastructure, completes infrastructure upgrades required to accommodate population growth and development, and promotes water conservation. Completion of these projects will support Council’s Strategic Goals of achieving a safe and resilient city while supporting strategic and well-planned growth.

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<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Water</b>
<b>Project Name:</b>	<b>Development Coordinated Works - Water</b>	<b>Submission ID:</b>	<b>6969</b>

**Location:**

Various Locations

**Cost:**

\$250,000

**Funding Sources:**

Watermain Replacement:

\$250,000

**OBI:**

\$ -



**Scope:**

This project enables the City to leverage development to design and construct water infrastructure beyond what would be required as part of their development. These works include upgrades and replacement of ageing infrastructure that the City would complete, but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Water</b>
<b>Project Name:</b>	<b>Fire Hydrant Upgrades</b>	<b>Submission ID:</b>	<b>7701</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

Watermain Replacement:  
\$400,000

**OBI:**

\$ -



**Scope:**

This project involves replacing ageing slide gate-style fire hydrants with compression-style fire hydrants. Compression-style fire hydrants have a break-away flange that prevents them from leaking and aligns with the industry standard.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Water</b>
<b>Project Name:</b>	<b>Watermain Replacement and Upgrades Program</b>	<b>Submission ID:</b>	<b>6965</b>

**Location:**

Various Locations

**Cost:**

\$8,106,000

**Funding Sources:**

Watermain Replacement:  
\$6,604,454

Water DCC:  
\$1,501,546

**OBI:**

\$ -



**Scope:**

This project supports the City's 2022 Ageing Utility and Road Infrastructure Planning – Update by replacing ageing watermains that are approaching the end of their service life. Watermain replacement minimizes unplanned maintenance and improves the available water supply for fire protection.

This project consists of the installation of 4,900 meters of 200 to 300 mm diameter watermains to replace and abandon existing infrastructure.

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

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Water</b>
<b>Project Name:</b>	<b>Watermain Tie-in and Restoration</b>	<b>Submission ID:</b>	<b>6966</b>

**Location:**  
Various Locations

**Cost:**  
\$300,000

**Funding Sources:**  
Watermain Replacement:  
\$300,000

**OBI:**  
\$ -



**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.



## Infrastructure – Sanitary Sewer Program

The City’s Sanitary Sewer Capital Program supports improvements to the sanitary sewer system, replaces ageing infrastructure, and completes infrastructure upgrades required to accommodate population growth and development. Completion of these projects will support Council’s Strategic Goals of achieving a safe and resilient city while supporting strategic and well-planned growth.

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<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Sanitary Sewer</b>
<b>Project Name:</b>	<b>Development Coordinated Works - Sanitary</b>	<b>Submission ID:</b>	<b>6975</b>

**Location:**

Various Locations

**Cost:**

\$1,250,000

**Funding Sources:**

Sanitary Sewer:

\$1,250,000

**OBI:**

\$ -



**Scope:**

This project enables the City to leverage development to design and construct sanitary infrastructure beyond what would be required as part of their development. These works include upgrades and replacement of ageing infrastructure that the City would complete, but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Sanitary Sewer</b>
<b>Project Name:</b>	<b>Sanitary Pump Station and Forcemain Upgrades and Rehabilitation</b>	<b>Submission ID:</b>	<b>6973</b>

**Location:**

Various Locations

**Cost:**

\$900,000

**Funding Sources:**

Sanitary Sewer:  
\$900,000

**OBI:**

\$ -



**Scope:**

This project involves the rehabilitation and upgrade of existing sanitary pump stations and forcemains.

The scope of work for pump station upgrades and rehabilitation includes electrical kiosk replacement, power supply upgrade, new motor control center installation, pump rewinding and concrete slab and aluminum hatch installation. This work is required to continue providing required levels of sanitary sewer servicing.

The scope of work for forcemain upgrades and rehabilitation includes installation of valves, hatches and pigging chambers along the City’s forcemains to improve access and replacement of sections of forcemain that are in poor condition. Installation of these appurtenances will allow for improved isolation and control of forcemains in the event of breaks or tie-ins, and improve the ability to maintain and inspect the forcemains.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Sanitary Sewer</b>
<b>Project Name:</b>	<b>Sanitary Sewer Gravity System Assessment and Rehabilitation</b>	<b>Submission ID:</b>	<b>7218</b>

**Location:**

Various Locations

**Cost:**

\$1,370,000

**Funding Sources:**

Sanitary Sewer:

\$1,370,000

**OBI:**

\$ -



**Scope:**

This project consists of the assessment and rehabilitation of the City’s gravity sanitary sewer system to meet the required levels of service. Assessments are required to determine infrastructure condition, identify defects, and fulfill Metro Vancouver’s requirement to assess all gravity sanitary sewers on a 20-year cycle. The project also includes ongoing flushing and grease cutting as a preventative maintenance measure, and sewer rehabilitation to address defects that are identified through the assessments.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Sanitary Sewer</b>
<b>Project Name:</b>	<b>Sanitary Sewer Tie-in Program</b>	<b>Submission ID:</b>	<b>6974</b>

**Location:**

Various Locations

**Cost:**

\$150,000

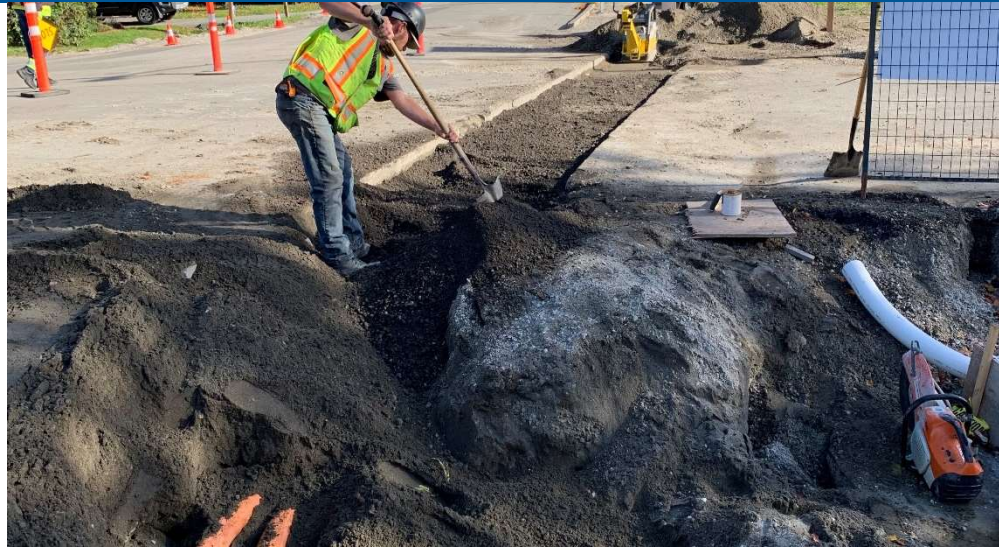
**Funding Sources:**

Sanitary Sewer:

\$150,000

**OBI:**

\$ -



**Scope:**

This project involves tie-in and restoration work for sanitary sewer projects completed as part of prior years' capital programs.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Sanitary Sewer</b>
<b>Project Name:</b>	<b>Steveston Sanitary Sewer Rehabilitation Program</b>	<b>Submission ID:</b>	<b>7040</b>

**Location:**

Various Locations

**Cost:**

\$2,000,000

**Funding Sources:**

Sanitary Sewer:  
\$2,000,000

**OBI:**

\$ -



**Scope:**

This project is part of a multi-year program to assess and rehabilitate or replace ageing gravity sewers in the Steveston area which are approaching the end of their service life.

Rehabilitation and replacement will mitigate risk of infrastructure failure, thereby maintaining a high level of service to sanitary customers. This project includes assessment, rehabilitation or replacement, and other activities required to facilitate sanitary system rehabilitation and replacement.

## Infrastructure – Infrastructure Advanced Design and Minor Public Works Program

This program includes planning, investigations and design for future infrastructure upgrades and funds minor capital rehabilitation, replacement or improvement work for water, sewer, flood protection, and sanitation and recycling infrastructure.

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<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Infrastructure Advanced Design and Minor Public Works</b>
<b>Project Name:</b>	<b>Public Works Infrastructure Advanced Design</b>	<b>Submission ID:</b>	<b>6946</b>

**Location:**

Various Locations

**Cost:**

\$3,517,500

**Funding Sources:**

Flood Protection:

\$1,567,500

Water Supply:

\$450,000

Roads DCC:

\$658,350

Capital Reserve (Revolving Fund):

\$41,650

Sanitary Sewer DCC:

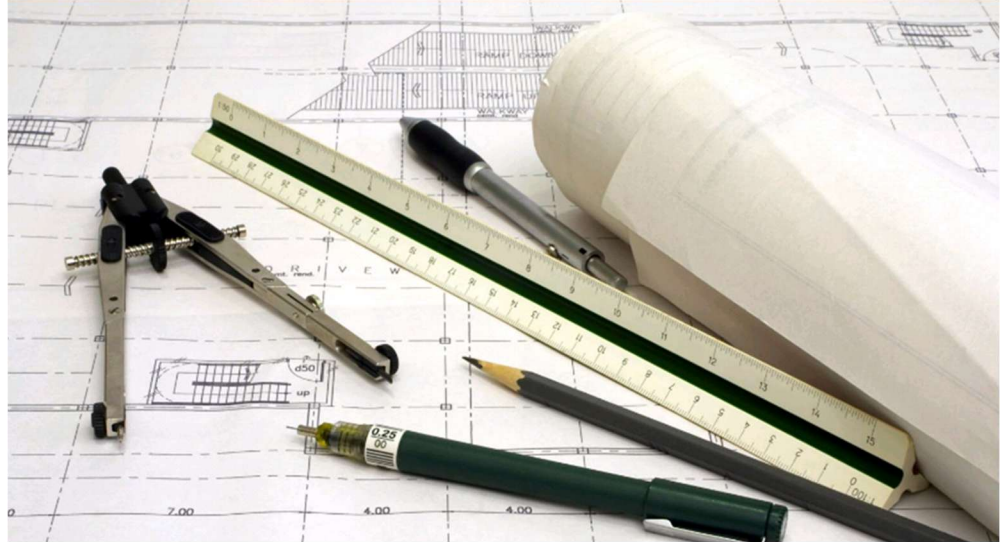
\$207,281

Sanitary Sewer BL10401:

\$592,719

**OBI:**

\$ -



**Scope:**

This project involves utilizing existing staff resources, and hiring consultants and contractors to plan and design future capital projects and deliver reports that define long-term infrastructure upgrades. The scope of work for this project includes, but is not limited to, project design, field investigations, public engagement, planning studies and infrastructure modelling. This project may also include equipment purchase that staff may require to perform the work.

Sanitary Project Design, Planning and System Modelling	\$800,000
Water Project Design, Planning and System Modelling	\$450,000
Flood Protection Project Design, Planning and System Modelling	\$1,567,500
Roads	<u>\$700,000</u>
Total	<u>\$3,517,500</u>

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Infrastructure Advanced Design and Minor Public Works</b>
<b>Project Name:</b>	<b>Public Works Minor Capital - Dikes</b>	<b>Submission ID:</b>	<b>6997</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

Flood Protection:

\$400,000

**OBI:**

\$ -



**Scope:**

This project involves minor work related to flood protection infrastructure, including but not limited to, the following:

- Restoration of rip rap and erosion repairs for dikes.
- Management of high risk vegetation.
- Purchase of flood protection devices, safety equipment and emergency supplies.
- Testing and implementation of new technologies to improve efficiencies for flood protection infrastructure inspections and response to resident inquiries that require site specific repairs.

In addition, this project involves environmental monitoring and restoration for the construction of new flood protection infrastructure, and environmental restoration for completed projects as part of prior years' capital programs.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Infrastructure Advanced Design and Minor Public Works</b>
<b>Project Name:</b>	<b>Public Works Minor Capital - Drainage</b>	<b>Submission ID:</b>	<b>7616</b>

**Location:**

Various Locations

**Cost:**

\$500,000

**Funding Sources:**

Flood Protection:

\$500,000

**OBI:**

\$ -



**Scope:**

This project involves minor work related to flood protection infrastructure, including but not limited to, the following:

- Installation of drainage inspection chambers and rehabilitation of pipes and manholes.
- Installation of monitoring equipment, safety upgrades, testing of new technologies to improve efficiencies and minor repairs at drainage pump stations.
- Purchase of flood protection devices, safety equipment and emergency supplies.
- Testing and implementation of new technologies to improve efficiencies for flood protection infrastructure inspections and response to resident inquiries that require site specific repairs.

In addition, this project involves environmental monitoring and restoration for the construction of new flood protection infrastructure, and environmental restoration for completed projects as part of prior years' capital programs.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Infrastructure Advanced Design and Minor Public Works</b>
<b>Project Name:</b>	<b>Public Works Minor Capital - Roads</b>	<b>Submission ID:</b>	<b>6945</b>

**Location:**

Various Locations

**Cost:**

\$475,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$300,000

Minor Capital:

\$175,000

**OBI:**

\$ -



**Scope:**

Each year, the City receives a number of requests for minor road-related projects. The minor capital program allows the City to respond to these requests in a timely and cost effective manner.

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 tree root ingress or settlement, repair of street lights, and response to resident requests that require site specific repairs.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Infrastructure Advanced Design and Minor Public Works</b>
<b>Project Name:</b>	<b>Public Works Minor Capital - Sanitary</b>	<b>Submission ID:</b>	<b>6971</b>

**Location:**

Various Locations

**Cost:**

\$600,000

**Funding Sources:**

Sanitary Sewer BL10401:

\$600,000

**OBI:**

\$ -



**Scope:**

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 requests, as well as manhole and valve box repairs.



<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Infrastructure Advanced Design and Minor Public Works</b>
<b>Project Name:</b>	<b>Public Works Minor Capital - Sanitation and Recycling</b>	<b>Submission ID:</b>	<b>7086</b>

**Location:**

Various Locations

**Cost:**

\$400,000

**Funding Sources:**

General Solid Waste and Recycling:  
\$400,000

**OBI:**

\$ -



**Scope:**

This project provides for Recycling Depot general site maintenance or repairs, expansion projects, funding for streetscape recycling containers in public spaces, and garbage and recycling cart replacements.

This project also includes equipment/vehicle purchases as required to support these program expansions as well as collection of overweight/heavy illegally dumped items.

This project is used to:

- 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.
- Undertake repairs or minor upgrades at the Recycling Depot. This could include building or acquiring small sheds, cages or structures to add material streams. This could also include the acquisition of new container types to enable addition of new materials for collection and undertake improvements to comply with safety, such as preparing and posting signs, installing barricades, and replacing concrete blocks that become damaged from equipment used to move large items as part of regular operations.
- Acquire equipment and vehicle items that may be needed to support operations, including stairs to assist safe drop off of items into taller recycling bins. It may also include items to support illegal dumping clean ups and clean up of homeless camps, including carrying aids (dollies, cutting tools, etc.).
- Acquire garbage and recycling carts to replace receptacles used by residents which are coming to the end of their expected life.

<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Infrastructure Advanced Design and Minor Public Works</b>
<b>Project Name:</b>	<b>Public Works Minor Capital - Water</b>	<b>Submission ID:</b>	<b>6968</b>

**Location:**

Various Locations

**Cost:**

\$650,000

**Funding Sources:**

Water Supply:  
\$650,000

**OBI:**

\$ -



**Scope:**

This project involves minor work related to the water infrastructure, including minor watermain repairs and replacements, operational efficiencies, changes to safety requirements, testing of new technologies and response to resident requests that require minor upgrades.

# Building Program

The Building Program encompasses major construction and renovation projects, along with minor facility upgrades and repairs. The City’s building assets include arenas, pools, community centres, libraries, heritage buildings, police stations, fire halls, and other municipal facilities.

## Building – Building Program

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<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Building</b>
<b>Project Name:</b>	<b>Annual Building Improvements</b>	<b>Submission ID:</b>	<b>7319</b>

**Location:**  
Various Locations

**Cost:**  
\$3,700,000

**Funding Sources:**  
Corporate:  
\$3,700,000

**OBI:**  
\$ -



**Scope:**

The Annual Building Improvement project services approximately 167 facilities. This project includes equipment replacements of HVAC and mechanical components, interior renovations and refurbishments and building upgrades.



<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Building</b>
<b>Project Name:</b>	<b>Annual Infrastructure Replacements</b>	<b>Submission ID:</b>	<b>7806</b>

**Location:**

Various Locations

**Cost:**

\$3,000,000

**Funding Sources:**

Building and Infrastructure:  
\$3,000,000

**OBI:**

\$ -



**Scope:**

This project addresses the increased asset replacements needed for approximately 167 ageing facilities.

These replacements include equipment failures and emergency replacements, asset replacements exceeding standard maintenance, building upgrades to address accessibility concerns, and site specific conditions.



<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Building</b>
<b>Project Name:</b>	<b>Capital Buildings Project Development Advanced Design</b>	<b>Submission ID:</b>	<b>7475</b>

**Location:**

Various Locations

**Cost:**

\$1,500,000

**Funding Sources:**

Building and Infrastructure:

\$1,500,000

**OBI:**

\$ -



**Scope:**

The scope of this project includes:

- Completing building and feasibility assessments, schematic design development and review required to develop the 2026 Capital Plan. Staff receive on average approximately 150 projects from user groups on an annual basis that require feasibility level review and costing in time for the budget process. Examples for the 2024 program include feasibility and costing for Britannia Shipyards Envelope System Renewals and City Hall Envelope Infrastructure Renewals.
- Responding to requests for feasibility and concept level design and costing services added to the 2025 work plan. Throughout the course of 2022 and 2023, there were approximately 34 such requests, examples of which include the renewals to the City Archives storage systems, Britannia Shipyards, Japanese Duplex and First Nations Bunkhouse design review and alterations, City Hall additional flag pole installation, and Richmond Curling Club accessibility upgrades for tournament participation. The same level of requests are anticipated for 2025.

<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Building</b>
<b>Project Name:</b>	<b>City Hall and City Hall Annex Security Upgrades</b>	<b>Submission ID:</b>	<b>7719</b>

**Location:**

City Hall

**Cost:**

\$550,000

**Funding Sources:**

Building and Infrastructure:

\$550,000

**OBI:**

\$ -



**Scope:**

The objective of this project is to enhance the security at City Hall and City Hall Annex.

After a detailed external review of the existing security measures, it was recommended to replace and update multiple security system elements that are original to the buildings. These works include a new card access system, security door replacements and additions, additional plexiglass installation and signage upgrades.

<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Building</b>
<b>Project Name:</b>	<b>Richmond Curling Club Priority Repairs</b>	<b>Submission ID:</b>	<b>7158</b>

**Location:**  
5540 Hollybridge Way

**Cost:**  
\$4,000,000

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

**OBI:**  
\$ -



**Scope:**

The scope of this project includes:

Foundations and Flooring:

The structural slab foundation of the facility was noted to have damage and deficiencies that need to be addressed, specifically liquefaction treatment and tying the slabs together. As this work will disturb existing floor systems, it will also include flooring renewals as needed throughout the facility.

Envelope and Glazing:

Doors, windows and glazing elements throughout this facility will be replaced with modern energy efficient versions to reduce energy loss, improve insulation as well as update the overall building efficiency and aesthetic.

HVAC replacements:

Secondary HVAC equipment including unit heaters, fans, distribution and circulation, as well as associated items will be replaced with energy efficient units to ensure continued facility operations.

Since taking over this facility in 2021, there have been multiple repair and renewal projects to bring the facility back to good condition. These ongoing projects have also identified a number of infrastructure renewals and building improvements that should be undertaken alongside them, which are addressed through this submission.

<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Building</b>
<b>Project Name:</b>	<b>Richmond Ice Centre Interior Renewals</b>	<b>Submission ID:</b>	<b>6589</b>

**Location:**  
14140 Triangle Road

**Cost:**  
\$4,500,000

**Funding Sources:**  
Building and Infrastructure:  
\$4,500,000

**OBI:**  
\$ -



**Scope:**

Structural, mechanical and interior finish systems 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.

Interior Finishes

Renovations include updates to all the washrooms and plumbing fixtures, as well as benching in the dressing/change rooms within the facility. Improvements to the skate rental shop include new and more durable millwork. This renovation also includes continuation and completion of the interior roof truss re-painting that has been completed in some, but not all rinks.

# Building – Heritage Program

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Britannia Shipyards – Seine Net Loft – Roof, Envelope and Structural Renewals ..... 86



<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Heritage</b>
<b>Project Name:</b>	<b>Britannia Shipyards – Seine Net Loft – Roof, Envelope and Structural Renewals</b>	<b>Submission ID:</b>	<b>7614</b>

**Location:**  
5180 Westwater Drive

**Cost:**  
\$10,500,000

**Funding Sources:**  
Building and Infrastructure:  
\$10,500,000

**OBI:**  
\$ -



**Scope:**

This project is to complete repairs, replacements and associated works to the Seine Net Loft building. This project accounts for scope additions due to further deterioration of the structure, and unforeseen conditions resulting from further building assessments.

Envelope

The siding and overall envelope of the Seine Net Loft Building has been found to be in poor condition and can no longer be sufficiently repaired to the required standards. This system will be replaced alongside the previously approved roofing work with new and aesthetically similar systems to prolong the life of this facility.

Structural

The foundation piles and other structural elements of the Seine Net Loft Building continue to deteriorate due to the environmental conditions such as increased water levels, powderpost beetle infestations and age. Through existing on-site works, further deterioration has been noted. This requires additional foundation replacements and strengthening to the structural elements of this facility and area, as well as water protection and conservation efforts to be made.

# Parks Program

Richmond is renowned for its high quality parks, trails, natural areas and its vibrant urban realm. The City’s park system consists of 140 parks that total approximately 2,153 acres serving the wellness and recreation needs of a diverse and growing community. More than 136 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 the residents continue to receive excellent service and that the City continues to be a regional and tourism destination.

## Parks – Parks Program

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<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Garden City Community Park Gathering Space</b>	<b>Submission ID:</b>	<b>7526</b>

**Location:**  
Garden City Community Park

**Cost:**  
\$300,000

**Funding Sources:**  
Community Contribution:  
\$300,000

**OBI:**  
\$3,278



**Scope:**

The Garden City Community Park Gathering Space is a community-based and Rotary Club of Richmond Sunrise’s initiative to celebrate Richmond’s cultural diversity within Garden City Community Park. The primary goal of the project, in alignment with the Council Strategic Plan 2022-2026, is to foster intercultural harmony, community belonging and social connections. This project includes a small plaza, benches, planting, shade trellis, fountain (rock bubbler) and signage that celebrates the City’s cultural diversity through incorporation of varied languages.

<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Hugh Boyd Community Park Playground Renewal</b>	<b>Submission ID:</b>	<b>7514</b>

**Location:**

Hugh Boyd Community Park

**Cost:**

\$1,500,000

**Funding Sources:**

Parks Development DCC:  
\$470,250

Capital Reserve (Revolving Fund):  
\$1,029,750

**OBI:**

\$16,905



**Scope:**

The Hugh Boyd Community Park playground is a designated community playground, serving the greater surrounding area and acting as a significant destination for West Richmond. The majority of the play equipment and supporting infrastructures have reached the end of their life cycle.

The renewal of the Hugh Boyd Community Park playground is imperative to establish a more inclusive and captivating space for all community members. The project aims to develop a modern and inclusive playground that caters to the diverse needs of the community, which prioritizes quality of life, accessibility, and sustainability.

The proposed playground renewal design will be based on comprehensive public engagement feedback. The playground will include a new, universally accessible playground surfacing and equipment to cater to a wider range of age groups and physical skill levels. Additionally, the existing playground infrastructures, such as borders and drainage, will be refreshed to create an enjoyable and comfortable play environment.



<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Minoru Park Clement Track Assessment and Improvement Concept</b>	<b>Submission ID:</b>	<b>7724</b>

**Location:**

Minoru Park

**Cost:**

\$100,000

**Funding Sources:**

Parks Development DCC:

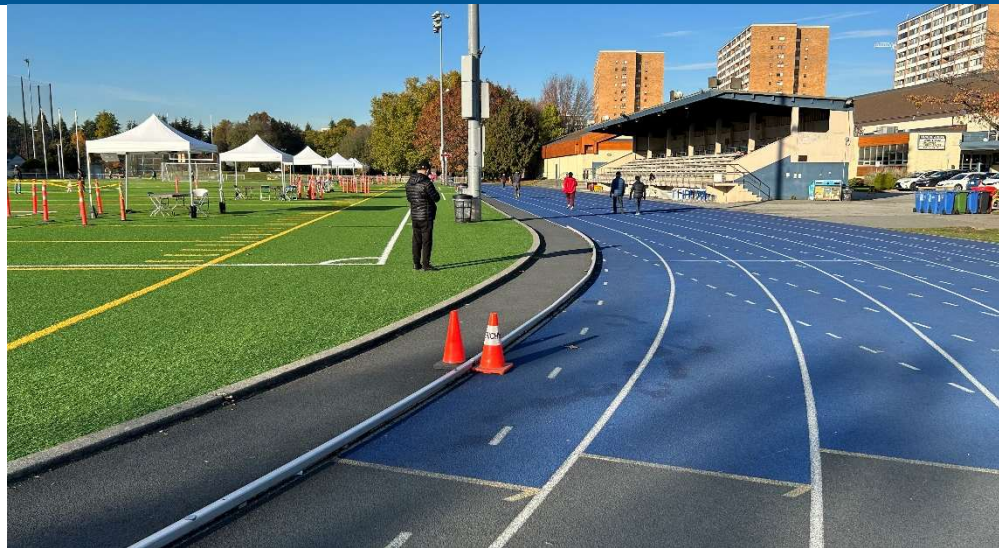
\$94,050

Capital Reserve (Revolving Fund):

\$5,950

**OBI:**

\$ -



**Scope:**

Clement Track is a competition sized, eight lane rubberized oval surface located in Minoru Park, between the Sports fields, Minoru Arena and the Minoru Centre for Active Living. The track is a popular amenity that services multiple user groups such as the Kajaks Track and Field Club and School District #38. The track is also popular with the general public for casual walking and running. There is an artificial turf field located in the centre of the track, and is regularly scheduled to local football, soccer, field lacrosse and ultimate sport organizations. Due to population growth, the volume of participants accessing this site has increased.

Staff are recommending that an assessment of the 'current state' of track usage be conducted to determine the types of upgrades that can be implemented to improve access and egress to the site. This project includes a site assessment, community engagement and consultation with aligning projects that take place concurrently (Wayfinding project). Outcomes may include recommended updates to the fencing, signage and spatial design of this amenity.



<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Parks Advance Planning and Design</b>	<b>Submission ID:</b>	<b>6381</b>

**Location:**

Various Locations

**Cost:**

\$600,000

**Funding Sources:**

Parks Development DCC:  
\$564,300

Capital Reserve (Revolving Fund):  
\$35,700

**OBI:**

\$ -



**Scope:**

This project provides resources for planning, research, public and stakeholder consultation, design and project management for a range of purposes, strategic planning projects, reports to 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).

2025 planned projects include:

- King George/Cambie Community Park master plan
- Sport Courts & Fields Strategy
- Railway Greenway Lighting Study and Detailed Design
- Spray Park Mechanical Condition Assessments
- Trail Improvement Studies
- Conceptual park and open space planning for various sites
- Park characterization projects

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.

<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Parks Ageing Infrastructure Replacement Program</b>	<b>Submission ID:</b>	<b>6380</b>

**Location:**

Various Locations

**Cost:**

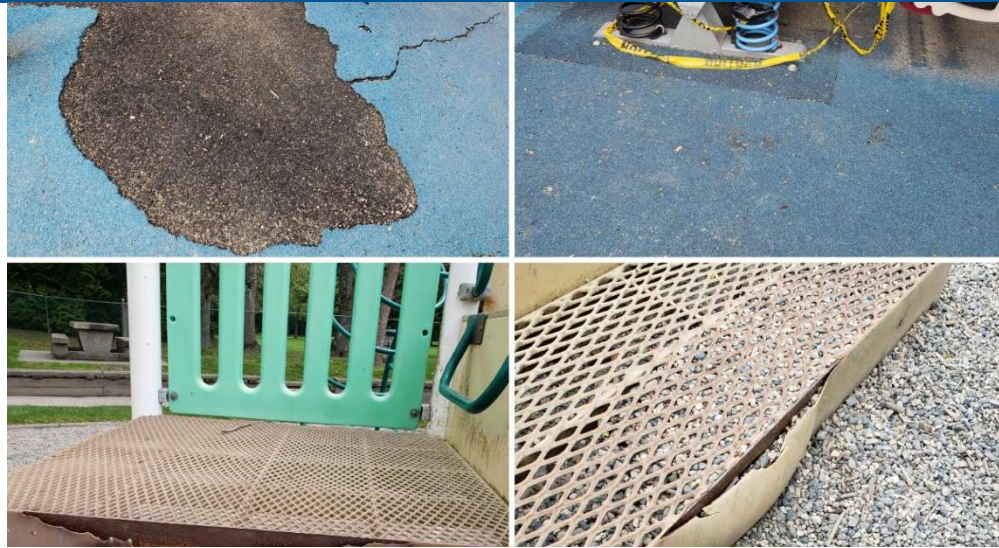
\$400,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$400,000

**OBI:**

\$ -



**Scope:**

This program targets the replacement of ageing parks and open space infrastructure, including courts, fencing, pavement and trails, furnishings, and engineered systems such as bridges, drain lines, mechanical components and lighting services. Park assets that are at their expected service life are prioritized for repairs or total replacement, subject to operational impact, accessibility, and asset conditions.

Priority projects identified for 2025 include:

- Electrical system maintenance: Light poles, fixtures, conductors, shields, and controls as prioritized through the park lighting condition assessments completed in 2024.
- Bridge structural improvements: Piles, framing, decks, rails, and approaches as prioritized through the park bridges condition assessments completed in 2023.
- Sport Court Repairs: Fencing, pavement, and furnishings as outlined through the condition assessments completed in 2023/2024.
- Trail repairs: Base compaction, asphalt re-paving, spot repairs, and root barrier installation.
- Nature play structure repair-replace-maintenance program.

<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Parks General Development</b>	<b>Submission ID:</b>	<b>6379</b>

**Location:**

Various Locations

**Cost:**

\$650,000

**Funding Sources:**

Parks Development DCC:  
\$611,325

Capital Reserve (Reolving Fund):  
\$38,675

**OBI:**

\$3,128



**Scope:**

Upgrades to existing parks are required to respond to ongoing growth in the community. This program funds improvements of existing park amenities and facilities that are not part of other park capital programs, yet are required to support the increased use as a result of an increasing resident population. These discrete and site-specific park enhancements address the community’s needs for ongoing park improvements to infrastructure, equipment and landscape amenities.

Examples of projects that have been supported by the Parks General Development program include new pathways, drinking fountains, gardens, dog off-leash areas, drainage systems, sport amenities, benches, other park furnishing and project contingencies. Specific projects will be identified and prioritized based on condition assessments carried out during the year.



<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Pickleball Court Construction</b>	<b>Submission ID:</b>	<b>7696</b>

**Location:**

South Arm Community Park

**Cost:**

\$800,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$800,000

**OBI:**

\$12,650



**Scope:**

In 2020, the City constructed nine new pickleball courts through renovation of underutilized spaces in Hugh Boyd Park and South Arm Community Park. As the only pickleball courts in the City, the courts are frequently full with users waiting for court time. Pickleball is the fastest growing sport in North America and demand is expected to continue to increase as the sport features a low barrier to entry and a highly social playing environment. This project is identified as a priority project through the Recreation Sports Facility Needs Assessment.

The project proposes the construction of four new pickleball courts inclusive of paving, coloured sport performance surfacing, perimeter fencing, drainage improvements and sport lighting at a concentrated location in South Arm Community Park. An acoustic engineer will be retained to improve noise performance of the amenity through site selection and design methodology.

Staff is in discussion with the community regarding a potential contribution to support this capital project. Any contributions received from the community will offset the City funding.

<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>South Dyke Trail Enhancements (around Crown Packaging)</b>	<b>Submission ID:</b>	<b>7694</b>

**Location:**

South Dyke Trail

**Cost:**

\$400,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$400,000

**OBI:**

\$5,336



**Scope:**

The multi-use pathway surrounding the Crown Packaging site at 13911 Garden City Road is part of the South Dyke Trail system. It connects the No. 3 Road Bark Park with the riverside trails to the east. Currently, the trail is about 1.5 to 2.0 m wide and primarily composed of gravel. It serves a variety of users, including pedestrians, cyclists, rollerbladers, joggers, and dogs on leash.

Due to increased usage, the trail's current width falls short of the City's standard minimum width of 3.0 m for multi-use trails. The South Dyke Trail Enhancements (around Crown Packaging) project aims to address this issue by widening the trail and making other improvements to better accommodate all user groups. The scope of work includes widening the trail, regrading, improving drainage, installing new signage, and enhancing the surface. Additionally, the pathway will be upgraded to better connect to and align with adjacent pathways to the west and east, complementing the planned enhancements for the No. 3 Road Bark Park. Staff will collaborate closely with the property owner at 13800 No. 3 Road, where the trail right-of-way is located, to ensure their agreement with the proposed improvements.



# Land Acquisition Program

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

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<b>Program:</b>	<b>Land Program</b>	<b>Sub-program:</b>	<b>Land</b>
<b>Project Name:</b>	<b>Strategic Real Estate Acquisition</b>	<b>Submission ID:</b>	<b>7083</b>

**Location:**

Various Locations

**Cost:**

\$11,000,000

**Funding Sources:**

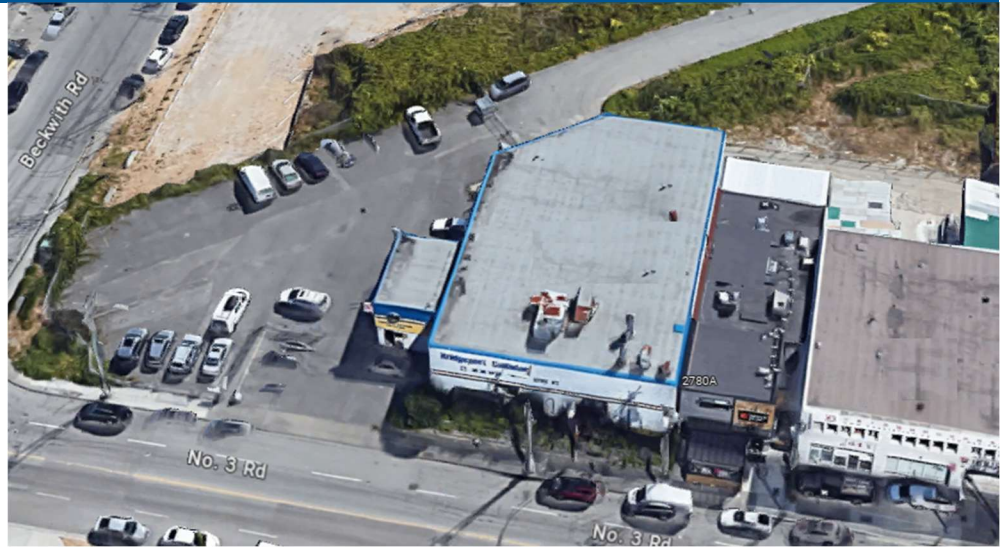
Capital Reserve (Industrial Use):  
\$10,000,000

**Property Costs:**

\$1,000,000

**OBI:**

\$ -



**Scope:**

This capital budget submission utilizes funding from the Capital Reserve (Industrial Use) for land acquisition to meet the Council Approved Strategic Real Estate Investment Plan, excluding Development Cost Charges (DCC) and other special reserve funded projects. \$10 million is to be invested in investment-class real estate.

This capital submission also includes an estimate for the preloading cost on previously acquired property to improve soil bearing capacity and readiness for future housing construction.

## Equipment Program

The equipment program includes machinery and vehicles for Public Works (PW), Fire Rescue Services and other equipment.

### Equipment – Vehicle Program

Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet) ..... 99

<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Vehicle</b>
<b>Project Name:</b>	<b>Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)</b>	<b>Submission ID:</b>	<b>7087</b>

**Location:**

Works Yard and Various City Departments

**Cost:**

\$3,376,978

**Funding Sources:**

Equipment Replacement – Public Works Vehicles:

\$2,586,978

Sewer Levy Stabilization:

\$360,000

Water Levy Stabilization:

\$430,000

**OBI:**

\$ -



**Scope:**

In accordance with the Sustainable Green Fleet Policy 2020, vehicles and equipment are eligible for the annual replacement project based on their age and condition.

This project involves consultations with user groups to determine needs and develop specifications for vehicle and equipment replacements. Bid documentation is then issued to the marketplace, with purchases consolidated where possible to achieve optimal value. Submissions are evaluated with input from users, and awards are made accordingly. The scope also includes vehicle outfitting and infrastructure as required to meet the specific needs of individual user departments. The work commences upon receiving Council approval, with timing dependent on delivery timeframes and product availability from successful vendors.

The preliminary list of replacement vehicles and equipment includes, but is not limited to, the following: 1 Tandem Dump, 3 Heavy Duty Trucks, 8 Medium Duty Trucks, 3 Light Duty Trucks, 1 Heavy Duty Van with Aerial Lift, 2 Medium Duty Vans, 1 Light Duty Van, 2 Trailers, 1 Weed Control Trailer, 1 Road Paver, 2 Ride-on Mowers, 1 Car, 1 Misc. Small Equipment, 1 Topdresser Attachment, 1 Stump Cutter, 1 Sandblaster, 1 Air Compressor, plus an unallocated amount for unforeseen replacements, pricing adjustments, equipment failure, required vehicle infrastructure, fleet services equipment and upgrades etc.

## Equipment – Fire Vehicle Program

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<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Fire Vehicle</b>
<b>Project Name:</b>	<b>Fire Vehicle Replacement Reserve Purchases</b>	<b>Submission ID:</b>	<b>7042</b>

**Location:**

Various Locations

**Cost:**

\$287,338

**Funding Sources:**

Equipment Replacement - Fire  
Rescue Vehicles:

\$287,338

**OBI:**

\$ -



**Scope:**

To ensure that Richmond Fire-Rescue (RFR) has robust, modern equipment to deliver Fire and Rescue services to the community, and adheres to the planned life span of the RFR equipment, RFR follows a replacement plan for its fire vehicles and equipment. Planned replacements for 2025 include a Fire Prevention Investigation Vehicle, which is a vehicle fully equipped to provide all fire investigation requirements, and a Battallion Chief Supervisory/Command vehicle.

<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Fire Vehicle</b>
<b>Project Name:</b>	<b>Fire Vehicle Replacement Reserve Purchases - Additional Funding</b>	<b>Submission ID:</b>	<b>7811</b>

**Location:**

Various Locations

**Cost:**

\$5,000,000

**Funding Sources:**

Emergency Response Fuel Facility:  
\$5,000,000

**OBI:**

\$ -



**Scope:**

Council has previously approved \$6,031,379 for the Fire Vehicle Replacement from Reserve capital projects from 2021 to 2024. The combined project scope is to replace four front line fire vehicles and a high flow industrial pumper.

Since the onset of the COVID pandemic, goods and services, including fire apparatus and equipment, have seen significant cost escalations beyond the control of the City. Most fire truck manufacturers were closed due to COVID for a period of time, and once reopened had experienced issues with staffing and getting back up to previous production capacity.

The market has experienced significant and rapid cost escalation without any foreseeable mitigating factors to curb this market trend. The trend is showing that replacement costs are currently doubled for a manufactured pumper or frontline heavy truck. The wait time between ordering and delivery has also increased from approximately 20 months to an estimated 36 months. The total replacement cost for the four front line fire vehicles, where one of them will have a high flow industrial pumper, is \$11.0 million. Additional funding of \$5.0 million is needed to complete the previous submissions due to recent price escalations.

## Equipment – Equipment Program

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<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Equipment</b>
<b>Project Name:</b>	<b>CCTV Equipment</b>	<b>Submission ID:</b>	<b>7730</b>

**Location:**

Various Locations

**Cost:**

\$600,000

**Funding Sources:**

Sanitary Sewer BL10401:

\$500,000

Flood Protection:

\$100,000

**OBI:**

\$ -



**Scope:**

The City uses closed-circuit television (CCTV) equipment regularly to respond to service requests and inspect between 1,100 m to 1,800 m of sanitary and drainage piping as part of ongoing maintenance. The CCTV equipment has begun to experience significant downtime as it is approaching the end of its service life and is in need of replacement. The equipment is housed on a City-owned vehicle.

The scope of work for this project includes purchasing of new CCTV equipment to replace the existing ageing CCTV equipment and refurbishing the existing City-owned vehicle with modifications for the new CCTV equipment.



<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Equipment</b>
<b>Project Name:</b>	<b>Electric Vehicle DC Fast Charging Station Installations</b>	<b>Submission ID:</b>	<b>7804</b>

**Location:**

Various Locations

**Cost:**

\$7,000,000

**Funding Sources:**

Enterprise Fund:

\$4,000,000

Equipment Replacement - Public Works Vehicles:

\$2,000,000

Canada Community Building Fund (Gas Tax):

\$500,000

Local Government Climate Action Program (Carbon Tax):

\$500,000

**OBI:**

\$ -



**Scope:**

This project is for the installation of 24-30 Direct Current Fast Chargers (DCFC) at the Richmond Curling Club, South Arm Community Centre, and either Minoru Park or the Richmond Ice Centre. Each site will have 8-10 DCFC chargers installed. Alternative sites may be selected based on feasibility assessments. The scope includes purchasing the chargers, conducting site assessments, performing necessary electrical upgrades, and installing the chargers at each location. The project also involves coordinating with stakeholders to ensure the smooth integration of the charging stations and pursuing funding opportunities to enhance the project's capacity and reach.

\$6.0 million of this project will be funded through a combination of the Equipment Replacement Reserve Fund – Public Works Vehicles (\$2.0 million) and the Enterprise Fund (\$4.0 million).



<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Equipment</b>
<b>Project Name:</b>	<b>Fire Equipment Replacement from Reserve</b>	<b>Submission ID:</b>	<b>7041</b>

**Location:**  
All Fire Halls

**Cost:**  
\$672,993

**Funding Sources:**  
Equipment Replacement - Fire  
Rescue Vehicles:  
\$672,993

**OBI:**  
\$ -



**Scope:**

To ensure that Richmond Fire-Rescue (RFR) has robust, modern equipment to deliver Fire and Rescue services to the community, the planned replacements for 2025 include:

**Self-Contained Breathing Apparatus (SCBA):**

SCBA Equipment upgrades and replacement are planned and funded by the Equipment Replacement - Fire Rescue Vehicles Reserve. SCBA paks, and Cylinders are planned in this year’s replacement (\$231,855).

**Lucas Device replacements:**

Lucas Devices are automated chest compression devices which are utilized in most cardiac events. These devices reduce fatigue, and there is no longer a need for switching CPR providers every two minutes. They improve quality of chest compressions as well as being able to sustain life-saving circulation during prolonged resuscitation attempts. They are shown to be safe and effective and to save patients that would otherwise have been considered unrecoverable (\$288,938).

Personal Protective Gear Washers and Dryers in order to ensure the Protective Clothing Ensembles are clean and dry and prolong the life of the gear providing for a quicker maintenance turnaround for operational readiness (\$45,000).

High Rise Fire Attack Kits and Pump Operator Equipment, which allow staff to mitigate incidents at any of the cities high rise apartment buildings and allow us to be more efficient and effective in water distribution at a high floor (\$43,200).

Hydrant Kits which allow easy access to hydrants and maximize the usage of the Hydrant at any fire event (\$54,000), as well as 2 commercial ice machines and storage units to be strategically stationed at Fire Hall #3 and #5, to provide effective cooling services for staff at medium to long term field deployments (\$10,000).

<b>Program:</b>	Equipment Program	<b>Sub-program:</b>	Equipment
<b>Project Name:</b>	GHG and Energy Management Projects	<b>Submission ID:</b>	7090

**Location:**

Various Locations

**Cost:**

\$550,000

**Funding Sources:**

Canada Community Building Fund  
(Gas Tax):  
\$550,000

**OBI:**

\$ -



**Scope:**

Greenhouse gas (GHG) reduction, energy management and building mechanical projects (e.g. HVAC) as identified through the completion of the following ongoing studies: Low Carbon Electrification (BC Hydro), GHG Reduction Master Plan (FortisBC), and GHG Reduction Pathway Feasibility Study (Federation of Canadian Municipalities). The City is utilizing these studies to identify a variety of GHG emission reduction measures, as well as project phasing and funding pathways for a group of civic facilities that collectively represent over 50 per cent of annual natural gas consumption within the City’s corporate portfolio.

Key objectives for this project include significantly reducing operational greenhouse gas emissions through a combination of energy efficiency improvements, mechanical system electrification, and assessing how these measures can make these buildings more resilient to the negative effects of climate change.

<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Equipment</b>
<b>Project Name:</b>	<b>Parking Meter Replacement</b>	<b>Submission ID:</b>	<b>7797</b>

**Location:**

Various Locations

**Cost:**

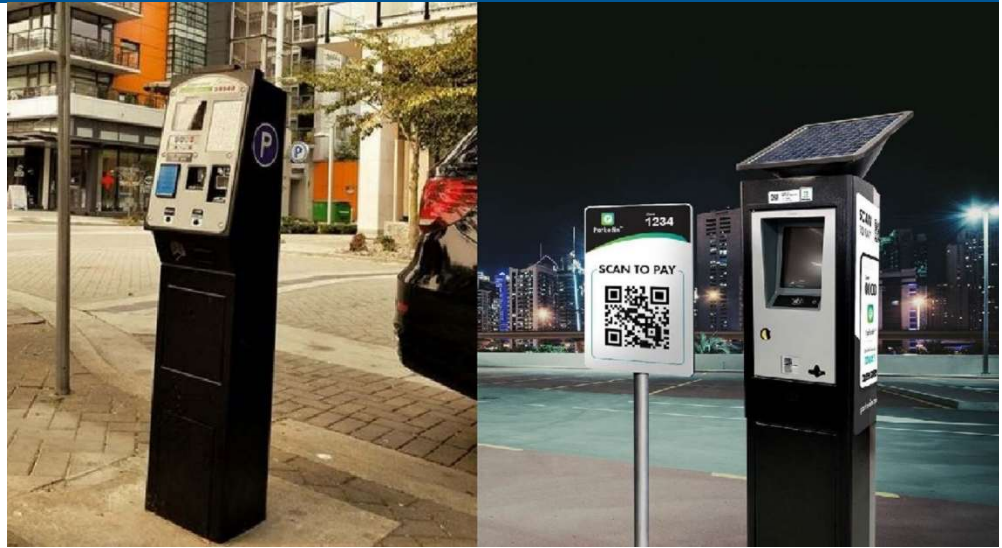
\$600,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$600,000

**OBI:**

\$ -



**Scope:**

61 parking meters were originally installed in 2011 and have reached the end of their life expectancy. Phase 1 of the parking meter replacement project will replace 26 parking meters. There will be a submission for the budget year 2026 to replace the remaining parking meters. These meters are capable of managing both on-street and off-street parking. This project also addresses the urgent need for mobile pay options to enhance transaction security and reduce fraud-related risks. This will facilitate strengthened financial security, improve user experience and operational efficiency. This upgrade aligns with the adoption of new parking technologies and a trend of increased parking transactions.

<b>Program:</b>	<b>Equipment Program</b>	<b>Sub-program:</b>	<b>Equipment</b>
<b>Project Name:</b>	<b>Public Safety Camera System – Phase 1</b>	<b>Submission ID:</b>	<b>7788</b>

**Location:**  
City Wide

**Cost:**  
\$2,493,794

**Funding Sources:**  
Policing:  
\$2,493,794

**OBI:**  
\$181,600



**Scope:**

The recommended Phase 1 of the Public Safety Camera System (PSCS) is \$2,493,794 with \$181,600 OBI. These costs include ultra-high-definition camera equipment, installation and hardware (e.g. fibre optic cables and traffic cabinets) at intersections, segregated secured network architecture, camera control software, data storage and system redundancy.

The Office of the Information and Privacy Commissioner (OIPC) previously raised concerns about a similar system, but legal analysis confirmed the City’s authority to proceed with appropriate safeguards. Council has resolved, subject to final budget approval, to implement the PSCS. Council has further directed that the PSCS, including phasing options, be considered through the budget process.

Following consultation with the Richmond Royal Canadian Mounted Police (RCMP), the ten priority intersections under Phase 1 are:

1. No. 5 Road & Steveston Highway\*
2. Shell Road & Steveston Highway
3. No. 5 Road & 10700 Block
4. No. 5 Road & Horseshoe Way
5. Garden City Road & Sea Island Way\*
6. Great Canadian Way & Bridgeport Road
7. Knight Street & Westminster Highway\*
8. No. 6 Road & Westminster Highway
9. Jacombs Road & Westminster Highway\*
10. Gilbert Road & River Road

Based on the assessment of the size and geography of the priority intersections, it was estimated that 48 PSCS cameras would be required. The majority of the intersections require approximately four PSCS cameras per intersection, except six PSCS cameras per intersections are required for four intersections which are assessed as large intersections with complex traffic patterns (marked with \*).



## Information Technology Program

The Information Technology Program is focused on delivering innovation and best-in-class services to staff and the public. We operate a multi-faceted portfolio that enables Council goals and provides benefits to the community while ensuring the integrity and ongoing operation of City systems through adoption of recognized best practices in IT Systems and Cybersecurity Management and a planned approach to address ageing infrastructure requirements.

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<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>Annual Hardware Refresh</b>	<b>Submission ID:</b>	<b>7036</b>

**Location:**

City Hall

**Cost:**

\$748,660

**Funding Sources:**

Hardware Upgrade:

\$748,660

**OBI:**

\$ -



**Scope:**

The City maintains the best practice of replacing ageing computer hardware (including Macbooks and iMac computers) on a defined schedule to mitigate the effects of equipment failure. For the desktop and laptop environment, this schedule is based on a five-year refresh cycle. These assets are depreciated and written down after disposal approvals have been received. The City either trades in older assets or disposes them in a certified, environmentally sound manner.

This project scope is to perform the scheduled replacement of end-of-life computer hardware, with plans to include 230 desktops, 134 laptops, 232 smartphones and 32 iPads.

<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>City Hall Meeting Room AV Equipment Upgrades</b>	<b>Submission ID:</b>	<b>7799</b>

**Location:**  
City Hall

**Cost:**  
\$182,184

**Funding Sources:**  
Hardware Upgrade:  
\$182,184

**OBI:**  
\$31,652



**Scope:**

The primary objective of this project is to upgrade the Audiovisual (AV) equipment in City Hall Meeting House rooms (M.1.002 and M.2.004) to a modern, integrated system that supports hybrid meeting capabilities. Key drivers include:

- Growing demand for hybrid meetings due to demographic and technological changes.
- A need for accessible, efficient meeting spaces as the City continues to grow.

The current system suffers from:

- Frequent failures in projectors, audio, and control panels.
- Lack of video functionality and hybrid meeting capabilities.
- Extensive staff time required for troubleshooting, leading to increased costs.

Benefits of upgrading include:

- Enhanced communication and accessibility.
- Improved operational efficiency and reduced staff time for troubleshooting.
- Potential revenue from room rentals by external groups.
- Alignment with Council Strategic Priorities.

<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>Cross Connection Control Program Online Portal</b>	<b>Submission ID:</b>	<b>7796</b>

**Location:**

City Hall

**Cost:**

\$135,000

**Funding Sources:**

Enterprise Fund:

\$135,000

**OBI:**

(\$27,000)



**Scope:**

This project aims to replace the existing Cross Connection Control system, Backflow Prevention Management Software (BPMS), with an AMANDA-based solution that includes an online portal for customers to access services. The scope of work involves extending AMANDA Case Management and Compliance System (AMANDA) to manage backflow device records and their annual test cycles, as well as enhancing the CitizenPortal to enable customers to submit and pay for test report submissions. The project will also include migrating data from the existing BPMS to AMANDA. It is scheduled to begin in the second quarter of 2025, with completion anticipated by the end of 2025, subject to project and resource planning.

<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>Document and Records Management System Modernization</b>	<b>Submission ID:</b>	<b>7787</b>

**Location:**  
City Hall

**Cost:**  
\$3,439,500

**Funding Sources:**  
Software:  
\$1,100,000

Rate Stabilization Account:  
\$2,339,500

**OBI:**  
\$108,876



**Scope:**

This project will replace Richmond’s Electronic Document Management Software (REDMS). Digital records management fuels the engine of City productivity and innovation. Much of what we are able to achieve relies on accurate and timely access to information, and it is built into almost every business process at the City. REDMS has been a key part of records management and collaboration at the City of Richmond for over 25 years, but as the software it runs on is not optimized to support Microsoft 365 and modern collaboration tools, the City must shift to a new, modern system.

Records management is the keystone to a transparent and accountable government. A new product will ensure continued adherence to legislative requirements and records management best practices in creating and preserving authentic records, upholding security measures and preserving detailed metadata. Comprehensive records management is a key corporate service for staff productivity. Access to the City’s corporate memory – its history and past decisions – is crucial information for Council and senior management when making decisions. This project directly supports the City’s Digital Strategy and projects such as MyPermit and Automated Plan Review AI Software.

As REDMS is integrated with several other City applications, an important part of the project will be to migrate and enhance these existing workflows, including managing supplier invoices, city grants payments, business licenses and permits, and Work Order documents.

The project will begin with an evaluation and selection of a replacement system through the City’s purchasing process to meet the City’s future records management needs. Other project steps will include a migration for the nearly eight million records in REDMS, set up of records classification, retention, and indexing, staff training, and secure access control.

<b>Program:</b>	Information Technology Program	<b>Sub-program:</b>	Information Technology
<b>Project Name:</b>	Oracle RAC Server Refresh	<b>Submission ID:</b>	7792

**Location:**

City Hall

**Cost:**

\$442,000

**Funding Sources:**

Hardware Upgrade:

\$442,000

**OBI:**

\$56,350



**Scope:**

Legacy Oracle servers deployed in development/test environment need to be refreshed to ensure that the Oracle RAC databases used in various applications are running in a stable and reliable environment. It is important that the backend servers are fully supported and have not reached end of life.

The City has two SPARC S7-2 servers that are 7.5 years old that host the Oracle RAC development/test environment. The servers need to be decommissioned as this environment has reached the end of its life span and replaced to match the production environment servers (SPARC T8-1 Model).

The existing version of Oracle 19c will be phased out and replaced with Oracle 23ai, the latest long-term Oracle release that provides deep integration of Artificial Intelligence (AI) technologies which is consistent with City's vision of enhancing the efficiency, intelligence and security of enterprise applications. The implementation of Oracle 23ai requires the creation of new zones in parallel to aid in the migration of production Oracle databases and relies on the availability of adequately sized development/test environment.



<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>Server Replacement</b>	<b>Submission ID:</b>	<b>7793</b>

**Location:**

City Hall

**Cost:**

\$150,000

**Funding Sources:**

Hardware Upgrade:

\$150,000

**OBI:**

\$ -



**Scope:**

In 2012, the City strategically began replacing individual servers that provided support for specific applications with a server environment that enabled virtual servers to be defined utilizing a common platform and resources. This provided a massive reduction in the number of physical servers while continuing to maintain high service levels, and provided environmentally focused benefits such as reduced IT data center footprint, reduction of energy consumption and carbon emissions.

The virtualized host environment is the backbone of the City's virtualized infrastructure. It currently consists of 28 server hosts, procured and put in production at various dates, and some have reached or passed the end-of-life cycle. Planning to consolidate and gradually refresh this environment via an annual refresh process would allow alignment with an IT policy-dictated server farm life-cycle of seven years. The initial phase proposed via this project will replace nine server hosts procured between 2012 and 2016, with two modern and more capable servers. Subsequent refreshes will be planned in the following years for the remaining devices that will reach the end of their life cycles in the future years.

This request is to keep the environment up to date and under warranty, and thus minimize risks to all of the IT-provided systems.

## Contingent External Contributions

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

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<b>Program:</b>	<b>Contingent External Contributions</b>	<b>Sub-program:</b>	<b>Contingent External Contributions</b>
<b>Project Name:</b>	<b>Contingent External Contributions</b>	<b>Submission ID:</b>	<b>6898</b>

**Location:**

City Wide

**Cost:**

\$20,000,000

**Funding Sources:**

Grant:

\$20,000,000

**OBI:**

\$ -

**Scope:**

The Capital Budget includes an estimate for external capital grants and contributions that are not currently foreseen or anticipated during the budget process. Spending will only be incurred if the funding is confirmed, and the budget will only be amended in accordance with the Budget Amendments Policy (Policy 3001). Including an estimate in the Consolidated 5 Year Financial Plan allows staff to request budget or scope changes to the Council approved capital projects without having to wait for the financial plan amendment, which is typically presented to Council in the fall each year.

## Infrastructure Program – Not Recommended For Funding

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

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<b>Program:</b>	<b>Infrastructure Program</b>	<b>Sub-program:</b>	<b>Roads</b>
<b>Project Name:</b>	<b>Bridge Improvement Program</b>	<b>Submission ID:</b>	<b>7755</b>

**Location:**

Various Locations

**Cost:**

\$300,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$300,000

**OBI:**

\$ -



**Scope:**

The scope of work for this project includes further structural inspections, engineering design, and repair or replacement of bridge structures and watercourse crossings. Specific areas include, but are not limited to, the Woodward Slough Bridge, Shell Road Pedestrian Bridge, 13871 No. 3 Road Bridge, Finn Road Bridge, No. 6 Road South Bridge and watercourse crossings throughout the City.

Repair or replacement work may include, but not be limited to, culvert installation, utility relocation, restoration, railing improvements, barrier installation, sidewalk repair, signage installation, expansion joint sealing and ancillary work associated with bridge and watercourse crossing repair or replacement.



## Building Program – Not Recommended For Funding

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

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<b>Program:</b>	<b>Building Program</b>	<b>Sub-program:</b>	<b>Building</b>
<b>Project Name:</b>	<b>UPS Replacement</b>	<b>Submission ID:</b>	<b>7702</b>

**Location:**

City Hall

**Cost:**

\$450,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$450,000

**OBI:**

\$69,000



**Scope:**

Uninterruptible power supply (UPS) protect computers and other equipment from power surges and guarantee power in the event of an outage. The UPS at the City Hall and Works Yard is over 15 years. There are also several equipment communications rooms which do not have any UPS protection.

This project will replace the UPS systems in the City Hall and Works Yards data centres and provide individual UPS protection for 15 equipment communication rooms.

## Parks Program – Not Recommended For Funding

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

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<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>McDonald Beach Boat Basin Dredging</b>	<b>Submission ID:</b>	<b>5244</b>

**Location:**

McDonald Beach Park

**Cost:**

\$425,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$397,500

Waterfront Improvement:  
\$27,500

**OBI:**

\$ -



**Scope:**

This project is for the dredging and disposal of the dredgate materials at McDonald Beach Boat Basin. The sediment accumulation has gradually increased over the years to the point where vessels can only enter or exit during high tides, creating operational issues with the users of the facilities. McDonald Beach was last dredged in 2001.

In 2009, Council adopted the Waterfront Strategy and its vision that "Richmond will be a community that celebrates its rich past and recognizes the full potential of its island legacy - a dynamic, productive, and sustainable world class waterfront." This project contributes towards the City's Vision of being the most appealing and livable city in Canada.

<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Park Shelter and Shade Program</b>	<b>Submission ID:</b>	<b>7370</b>

**Location:**

Various Locations

**Cost:**

\$500,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$500,000

**OBI:**

\$4,881



**Scope:**

This project proposes to construct canopies and shades in parks to improve adaptation to climate change.

From 2021 to 2024, the City installed temporary pop-up park shelters which were well-received and emphasized the increasing demand for shade in the open space realm. The Parks Shelter and Shade Program will increase the availability of shade amenities in parks, which includes canopies and shade sails. The program will prioritize and implement new shade amenities at strategic locations in the built environment, such as playgrounds, plazas, and picnicking areas. Recently installed park shelters at McLean Neighbourhood Park, Dover Neighbourhood Park and Garden City Community Park have been enjoyed by the public.



<b>Program:</b>	<b>Parks Program</b>	<b>Sub-program:</b>	<b>Parks</b>
<b>Project Name:</b>	<b>Trail Network Enhancements</b>	<b>Submission ID:</b>	<b>6472</b>

**Location:**

Various Locations

**Cost:**

\$200,000

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$200,000

**OBI:**

\$3,450



**Scope:**

This project supports the enhancement of the trail network throughout the City, and allows collaboration with project partners to achieve goals outlined in the Council-endorsed 'Experience the Fraser' project. As part of the 2010 Richmond Trail Strategy (RTS), projects have been identified to improve neighbourhood connections, create accessible routes to major destinations, and ultimately complete a comprehensive trail system throughout the City. Projects are both community and opportunity driven. Further development of the trail system supports goals and actions under the 'Connectivity' focus area of the 2022 Parks and Open Space Strategy (POSS).

Each year, existing trails are upgraded and new trails are constructed to achieve goals outlined in the RTS and POSS. Widening and/or realignment of existing trails in community parks, such as South Arm Community Park, to improve accessibility and connectivity would be an effective use of dedicated funding. These projects encourage various forms of active transportation, recreation, and address community wellness objectives.

The design and construction of various trail projects includes both pervious (gravel, crushed stone, etc.) and impervious surfaces (concrete, asphalt, etc.), and associated landscape features and park amenities such as trees, shrubs, water fountains, seating, and picnic tables.

# Information Technology Program – Not Recommended For Funding

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

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<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>Business Licencing Improvements</b>	<b>Submission ID:</b>	<b>7798</b>

**Location:**

City Hall

**Cost:**

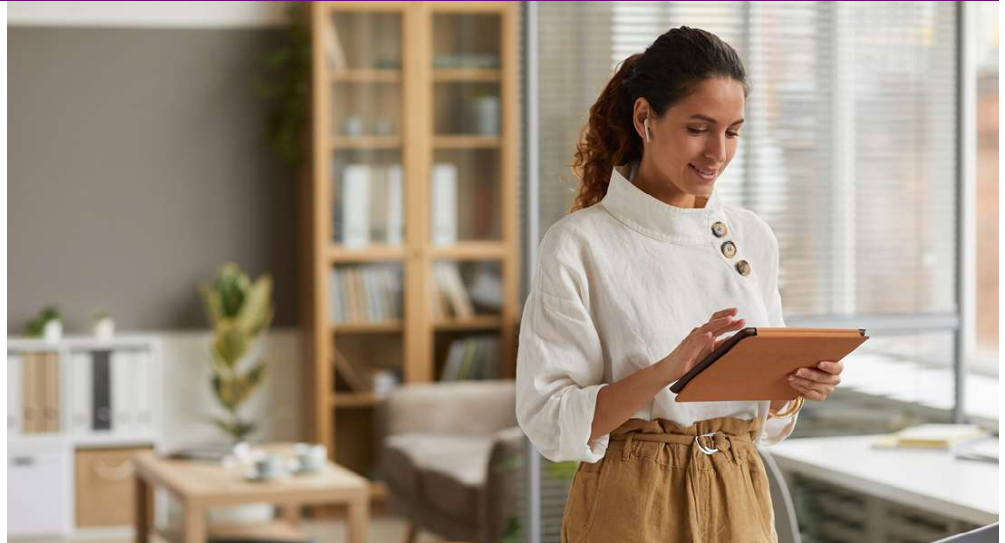
\$139,500

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$139,500

**OBI:**

\$ -



**Scope:**

The MyBusiness Portal provides new and existing business owners with the convenience to apply for, update, and renew their licences online. While it has enabled customers to use the self-serve option, the processing time has increased due to an increase in the number of change applications (720 applications in 2023), compared to none prior to the launch, as MyBusiness encourages business owners to keep their licence up to date before they can renew.

This project aims to streamline the business licence application and renewal processes based on the licence type, the scope of changes required, and the necessity of manual review where domain expertise is required.

<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>City Invoice Online Payment Solution</b>	<b>Submission ID:</b>	<b>7800</b>

**Location:**

City Hall

**Cost:**

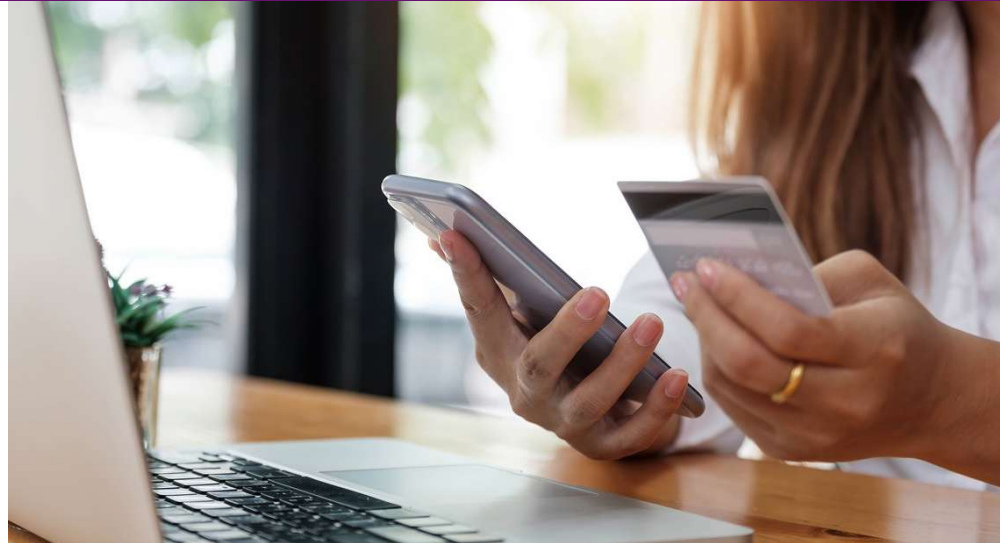
\$311,601

**Funding Sources:**

Capital Reserve (Revolving Fund):  
\$311,601

**OBI:**

\$22,051



**Scope:**

The City’s current Accounts Receivable (AR) process is manual, involving multiple steps for processing payments, leading to errors and increased workload. Customers have requested an online payment option, which is currently unavailable. To address these issues, the project aims to implement the eBill module in PeopleSoft Financials. This will allow customers to view and pay their invoices online using a credit card, with payments automatically recorded and settled in the PeopleSoft Receivables module.

This project includes the following:

- Implementation of the eBill module within PeopleSoft Financials.
- Registration of customers login to PeopleSoft Financials.
- Implementation of the customer portal for reviewing invoices and payment history and performing online credit card payment on selected invoices with an added 2 per cent service charge.
- Integration to third party electronic payment vendor for credit card payment processing.
- Record and create receivable settlements automatically on successful credit card payment in PeopleSoft Financials.

<b>Program:</b>	<b>Information Technology Program</b>	<b>Sub-program:</b>	<b>Information Technology</b>
<b>Project Name:</b>	<b>PeopleSoft nVision Report Assessment</b>	<b>Submission ID:</b>	<b>7789</b>

**Location:**

City Hall

**Cost:**

\$128,248

**Funding Sources:**

Capital Reserve (Revolving Fund):

\$128,248

**OBI:**

\$ -



**Scope:**

The goal of this project is to evaluate the nVision Report Tool to determine if it meets the City’s needs and to identify opportunities for improvement or alternative replacements if necessary. The following activities will be carried out:

- Current State Assessment – This includes an inventory of City-owned reporting tools, analysis of current reports, usage analysis, and performance evaluation.
- Requirements Gathering – This involves collecting business requirements, technical requirements, and future needs.
- Gap Analysis – This step identifies gaps based on the results of the current state assessment and requirements gathering.
- Tool Evaluation and Recommendations – This includes researching City-owned reporting tools and other tools that may address the identified gaps, providing proof of concept where applicable, performing a cost-benefit analysis, and delivering a final recommendation.
- Implementation Planning – This involves developing a roadmap for implementing the recommended changes, including timelines, resource allocation, key milestones, change management, and risk assessment.



**CITY OF RICHMOND**  
**5 YEAR CAPITAL PLAN SUMMARY (2025 – 2029)**  
(in \$000s)

	2025	2026	2027	2028	2029
<b>Infrastructure Program</b>					
Roads	14,629	24,191	26,644	16,309	16,686
Flood Protection	27,506	36,020	24,156	26,885	27,304
Water	9,056	10,134	10,779	10,215	13,977
Sanitary Sewer	5,670	6,500	5,600	5,700	5,800
Infrastructure Advanced Design and Minor Public Works	6,543	4,370	4,666	5,135	5,514
<b>Total Infrastructure Program</b>	<b>\$63,404</b>	<b>\$81,215</b>	<b>\$71,845</b>	<b>\$64,244</b>	<b>\$69,281</b>
<b>Building Program</b>					
Building	17,250	76,000	22,500	44,700	31,500
Heritage	10,500	21,800	500	-	-
<b>Total Building Program</b>	<b>\$27,750</b>	<b>\$97,800</b>	<b>\$23,000</b>	<b>\$44,700</b>	<b>\$31,500</b>
<b>Parks</b>					
Parkland	-	5,000	5,000	5,000	4,000
Parks	4,750	4,800	4,550	3,830	3,600
<b>Total Parks Program</b>	<b>\$4,750</b>	<b>\$9,800</b>	<b>\$9,550</b>	<b>\$8,830</b>	<b>\$7,600</b>
<b>Land Program</b>	<b>\$11,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Equipment Program</b>					
Vehicle	3,377	2,981	4,868	4,030	4,433
Fire Vehicle	5,287	3,005	-	97	302
Equipment	11,916	1,164	680	3,050	550
<b>Total Equipment Program</b>	<b>\$20,580</b>	<b>\$7,150</b>	<b>\$5,548</b>	<b>\$7,177</b>	<b>\$5,285</b>
<b>Information Technology Program</b>	<b>\$5,097</b>	<b>\$1,790</b>	<b>\$1,304</b>	<b>\$728</b>	<b>\$420</b>
<b>Contingent External Contributions</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Total Capital Program</b>	<b>\$152,581</b>	<b>\$217,755</b>	<b>\$131,247</b>	<b>\$145,679</b>	<b>\$134,086</b>

**CITY OF RICHMOND**  
**5 YEAR CAPITAL PLAN BY FUNDING SOURCES (2025 – 2029)**  
(in \$000s)

<b>DCC Reserves</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Drainage DCC	3,597	3,422	4,677	6,309	4,927
Parks Acquisition DCC	-	4,703	4,703	4,703	3,762
Parks Development DCC	1,740	3,057	1,740	1,082	1,599
Roads DCC	6,174	11,145	14,437	8,417	6,631
Sanitary DCC	207	658	-	-	-
Water DCC	1,502	1,425	505	351	1,461
<b>Total DCC</b>	<b>\$13,220</b>	<b>\$24,410</b>	<b>\$26,062</b>	<b>\$20,862</b>	<b>\$18,380</b>
<b>Statutory Reserves</b>					
Capital Building and Infrastructure	24,050	69,800	19,226	25,150	27,500
Capital Reserve	15,551	23,010	14,895	19,228	14,959
Capstan Station	300	2,000	-	-	-
Drainage Improvement	4,508	-	-	-	-
Equipment Replacement	5,547	5,964	4,217	5,688	4,054
Flood Protection	20,341	28,430	20,715	22,261	24,441
Sanitary Sewer	5,948	5,987	5,830	5,126	-
Sanitary Sewer BL10401	1,893	7,675	1,000	6,413	7,050
Water Supply	1,100	10,225	900	10,078	12,130
Watermain Replacement	8,704	8,923	8,988	5,811	-
<b>Total Statutory Reserves</b>	<b>\$87,942</b>	<b>\$162,014</b>	<b>\$75,771</b>	<b>\$99,755</b>	<b>\$90,134</b>
<b>Other Sources</b>					
Enterprise Fund	4,325	490	490	490	490
Grant and Developer Contribution	20,816	16,644	15,186	10,100	10,100
Other Sources	22,748	11,888	11,372	11,947	12,715
Rate Stabilization Account	2,340	-	-	-	-
Sewer Levy Stabilization	360	268	300	311	381
Solid Waste and Recycling	400	300	300	300	300
Water Levy Stabilization	430	1,741	1,766	1,914	1,586
<b>Total Other Sources</b>	<b>\$51,419</b>	<b>\$31,331</b>	<b>\$29,414</b>	<b>\$25,062</b>	<b>\$25,572</b>
<b>Total Capital Program</b>	<b>\$152,581</b>	<b>\$217,755</b>	<b>\$131,247</b>	<b>\$145,679</b>	<b>\$134,086</b>

**CITY OF RICHMOND**  
**5 YEAR CAPITAL PLAN BY PROGRAM (2025 – 2029)**  
(in \$000s)

	2025	2026	2027	2028	2029
<b>Infrastructure Program</b>					
<b>Roads</b>					
Active Transportation Improvement Program	280	1,350	750	750	750
Annual Asphalt Re-Paving Program - MRN	1,772	1,807	1,843	1,880	1,918
Annual Asphalt Re-Paving Program - Non-MRN	4,137	4,344	4,561	4,789	5,028
Arterial Roadway Improvement Program	1,850	1,600	3,000	800	800
Bridge Improvement Program	-	300	300	300	300
Capstan Station Integration Capital Works	-	2,000	-	-	-
Citywide Connector Walkway Improvement Program	250	250	-	-	-
Citywide Sidewalk and Street Light Replacement Program	500	500	500	500	500
Neighbourhood Walkway Program	500	500	500	500	500
Shell Road Multi-Use Pathway, Highway 99 to River Road	-	-	8,400	-	-
Special Crosswalk Program	350	350	350	350	350
Steveston Highway Multi-Use Pathway, Shell Road to No 5 Road	-	5,700	-	-	-
Street Light Condition Assessment - Phase 1	400	-	-	-	-
Street Light Condition Assessment - Phase 2	-	400	-	-	-
Street Light LED Upgrade Program	490	490	490	490	490
Supplementary Asphalt Re-Paving Program - Non-MRN	400	-	-	-	2,000
Top 20 Collision Prone Intersections-Implementation of Medium-/Long-term Improvements	-	1,400	3,500	3,500	2,000
Traffic Calming Program	200	200	200	200	200
Traffic Signal Power Backup System (UPS) Program	400	400	400	400	-
Traffic Signal Program	1,050	600	600	600	600
Traffic Video and Communication Program	400	400	400	400	400
Transit-Related Amenity and Roadway Improvement Program	250	250	250	250	250
Translink Bus Speed & Reliability Program 2025	150	-	-	-	-
Transportation Planning, Functional and Preliminary Design	1,250	600	600	600	600
Williams Road Cycling Protections	-	750	-	-	-
<b>Total Roads</b>	<b>\$14,629</b>	<b>\$24,191</b>	<b>\$26,644</b>	<b>\$16,309</b>	<b>\$16,686</b>
<b>Flood Protection</b>					
Box Culvert Repair	1,500	-	250	250	250
Burkeville Utility Improvements	3,000	2,889	250	-	-
Canal Stabilization and Drainage and Irrigation Upgrades	2,400	5,964	250	1,955	700

	2025	2026	2027	2028	2029
Development Coordinated Works - Flood Protection	250	250	250	250	250
Dike Upgrade Designs	6,000	5,000	5,000	5,000	5,000
Disaster Mitigation and Adaptation Fund Infrastructure Upgrades	-	13,234	-	-	-
Drainage Network Ecological Enhancement	200	-	150	-	150
Drainage Pump Station and Generator Upgrade Program	500	250	250	250	250
Flood Protection and Dike Improvements	10,790	6,427	5,985	10,480	6,170
Habitat Offsetting	-	-	1,500	-	-
Invasive Species Management	300	200	200	200	200
Laneway Drainage Upgrades	1,816	1,306	2,071	500	500
North Dyke Upgrade	-	-	-	-	13,334
SCADA System Improvements	350	350	350	350	350
South Dyke Upgrade	-	-	7,500	7,500	-
Watercourse Rehabilitation and Replacement	400	150	150	150	150
<b>Total Flood Protection</b>	<b>\$27,506</b>	<b>\$36,020</b>	<b>\$24,156</b>	<b>\$26,885</b>	<b>\$27,304</b>
<b>Water</b>					
Development Coordinated Works - Water	250	250	250	250	250
Fire Hydrant Upgrades	400	-	-	-	-
Water Metering Program	-	1,700	1,700	1,700	1,700
Watermain Replacement and Upgrades Program	8,106	7,884	8,529	7,965	11,727
Watermain Tie-in and Restoration	300	300	300	300	300
<b>Total Water</b>	<b>\$9,056</b>	<b>\$10,134</b>	<b>\$10,779</b>	<b>\$10,215</b>	<b>\$13,977</b>
<b>Sanitary Sewer</b>					
Danube Sanitary Pump Station Upgrade	-	-	-	-	1,800
Development Coordinated Works - Sanitary	1,250	250	250	250	250
Richmond Park Sanitary Pump Station Upgrade	-	1,500	-	-	-
Sanitary Pump Station and Forcemain Upgrades and Rehabilitation	900	900	900	900	900
Sanitary Sewer Gravity System Assessment and Rehabilitation	1,370	700	700	700	700
Sanitary Sewer Tie-in Program	150	150	150	150	150
Steveston Sanitary Sewer Rehabilitation Program	2,000	3,000	2,000	2,000	2,000
Turner North Sanitary Pump Station Upgrade	-	-	1,600	-	-
Turner South Sanitary Pump Station Upgrade	-	-	-	1,700	-
<b>Total Sanitary Sewer</b>	<b>\$5,670</b>	<b>\$6,500</b>	<b>\$5,600</b>	<b>\$5,700</b>	<b>\$5,800</b>
<b>Infrastructure Advanced Design and Minor Public Works</b>					
Public Works Infrastructure Advanced Design	3,518	2,120	2,416	2,885	3,264
Public Works Minor Capital - Dikes	400	400	400	400	400
Public Works Minor Capital - Drainage	500	400	400	400	400
Public Works Minor Capital - Roads	475	300	300	300	300
Public Works Minor Capital - Sanitary	600	400	400	400	400
Public Works Minor Capital - Sanitation and Recycling	400	300	300	300	300

	2025	2026	2027	2028	2029
Public Works Minor Capital - Water	650	450	450	450	450
<b>Total Infrastructure Advanced Design and Minor Public Works</b>	<b>\$6,543</b>	<b>\$4,370</b>	<b>\$4,666</b>	<b>\$5,135</b>	<b>\$5,514</b>
<b>Total Infrastructure Program</b>	<b>\$63,404</b>	<b>\$81,215</b>	<b>\$71,845</b>	<b>\$64,244</b>	<b>\$69,281</b>
<b>Building Program</b>					
<b>Building</b>					
Annual Building Improvements	3,700	4,000	4,000	4,000	4,000
Annual Infrastructure Replacements	3,000	3,000	3,000	3,000	3,000
Capital Buildings Project Development Advanced Design	1,500	1,500	1,500	1,500	1,500
Caretaker Suite Infrastructure Renewals - Phase 2	-	-	2,000	-	-
Childcare Facility Infrastructure Renewals	-	-	-	-	1,000
City Hall and City Hall Annex Security Upgrades	550	-	-	-	-
City Hall Envelope Infrastructure Renewals	-	8,000	-	-	-
Community Safety Building - Roof Replacement and Mechanical Renewals	-	-	7,000	-	-
Covered Lacrosse Box	-	5,500	-	-	-
Debeck House System and Envelope Renewals	-	-	1,500	-	-
East Richmond Hall Envelope and HVAC Renewals	-	-	500	-	-
Gateway Theatre Mechanical and HVAC Renewals	-	-	-	-	11,000
Hamilton Community Centre Infrastructure Renewals	-	-	-	200	-
Library Cultural Centre - System Replacements and Elevator Renewals	-	-	-	-	5,000
Library Cultural Centre Envelope System Renewals	-	-	3,000	-	-
Richmond Curling Club Priority Repairs	4,000	-	-	-	-
Richmond Ice Centre Building Improvements	-	4,000	-	-	-
Richmond Ice Centre Interior Renewals	4,500	-	-	-	-
Richmond Ice Centre Roof Replacement - North Roof	-	-	-	6,000	-
Richmond Ice Centre Roof Replacement - South Roof	-	-	-	-	6,000
Works Yard Replacement - Phase 2	-	50,000	-	-	-
Works Yard Replacement - Phase 3	-	-	-	30,000	-
<b>Total Building</b>	<b>\$17,250</b>	<b>\$76,000</b>	<b>\$22,500</b>	<b>\$44,700</b>	<b>\$31,500</b>
<b>Heritage</b>					
Britannia Shipyards - Seine Net Loft - Roof, Envelope and Structural Renewals	10,500	-	-	-	-
Japanese Duplex Restoration and Fit Out	-	5,800	-	-	-
Phoenix Net Loft Program Implementation	-	16,000	-	-	-
Steveston Post Office and Museum Infrastructure Renewals	-	-	500	-	-
<b>Total Heritage</b>	<b>\$10,500</b>	<b>\$21,800</b>	<b>\$500</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Building Program</b>	<b>\$27,750</b>	<b>\$97,800</b>	<b>\$23,000</b>	<b>\$44,700</b>	<b>\$31,500</b>



	2025	2026	2027	2028	2029
<b>Parks Program</b>					
<b>Parkland</b>					
Parkland Acquisition	-	5,000	5,000	5,000	4,000
<b>Total Parkland</b>	<b>\$ -</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$4,000</b>
<b>Parks</b>					
East Richmond Court Repairs	-	-	750	-	-
Garden City Community Park Gathering Space	300	-	-	-	-
Garden City Lands - Phase 4	-	-	-	-	1,000
Hugh Boyd Community Park Playground Renewal	1,500	-	-	-	-
Lulu Island Park - Detailed Design Phase	-	2,000	750	-	-
Minoru Park Central Amenity Space: Phase One Construction	-	-	-	-	500
Minoru Park Clement Track Assessment and Improvement Concept	100	-	-	-	-
Minoru Park Clement Track Safety Improvements	-	100	-	-	-
Minoru Park Field 2 Synthetic Turf Replacement	-	-	750	-	-
Minoru Park Latrace Field Synthetic Turf Replacement	-	-	-	1,580	-
Minoru Park Tree Resilience Plan	-	350	-	-	-
Parks Advance Planning and Design	600	600	600	500	500
Parks Ageing Infrastructure Replacement Program	400	500	600	500	500
Parks General Development	650	500	500	500	500
Parks Identity and Wayfinding Signage Program	-	150	-	150	-
Pickleball Court Construction	800	-	-	-	-
Playground Replacement Program	-	600	600	600	600
South Dyke Trail Enhancements (around Crown Packaging)	400	-	-	-	-
<b>Total Parks</b>	<b>\$4,750</b>	<b>\$4,800</b>	<b>\$4,550</b>	<b>\$3,830</b>	<b>\$3,600</b>
<b>Total Parks Program</b>	<b>\$4,750</b>	<b>\$9,800</b>	<b>\$9,550</b>	<b>\$8,830</b>	<b>\$7,600</b>
<b>Land Program</b>					
<b>Land</b>					
Strategic Real Estate Acquisition	11,000	10,000	10,000	10,000	10,000
<b>Total Land Program</b>	<b>\$11,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>

	2025	2026	2027	2028	2029
<b>Equipment Program</b>					
<b>Vehicle Replacement</b>					
Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	3,377	2,981	4,868	4,030	4,433
<b>Total Vehicle Replacement</b>	<b>\$3,377</b>	<b>\$2,981</b>	<b>\$4,868</b>	<b>\$4,030</b>	<b>\$4,433</b>
<b>Fire Vehicle</b>					
Fire Vehicle Replacement Reserve Purchases	287	3,005	-	97	302
Fire Vehicle Replacement Reserve Purchases - Additional Funding	5,000	-	-	-	-
<b>Total Fire Vehicle</b>	<b>\$5,287</b>	<b>\$3,005</b>	<b>\$ -</b>	<b>\$97</b>	<b>\$302</b>
<b>Equipment</b>					
CCTV Equipment	600	-	-	-	-
Electric Vehicle DC Fast Charging Station Installations	7,000	-	-	-	-
Fire Equipment Replacement from Reserve	673	-	130	2,500	-
GHG and Energy Management Projects	550	550	550	550	550
Parking Meter Replacement	600	614	-	-	-
Public Safety Camera System – Phase 1	2,493	-	-	-	-
<b>Total Equipment</b>	<b>\$11,916</b>	<b>\$1,164</b>	<b>\$680</b>	<b>\$3,050</b>	<b>\$550</b>
<b>Total Equipment Program</b>	<b>\$20,580</b>	<b>\$7,150</b>	<b>\$5,548</b>	<b>\$7,177</b>	<b>\$5,285</b>
<b>Information Technology Program</b>					
<b>Information Technology</b>					
Annual Hardware Refresh	748	1,090	418	728	420
City Hall Meeting Room AV Equipment Upgrades	182	-	-	-	-
Cross Connection Control Program Online Portal	135	-	-	-	-
Document and Records Management System Modernization	3,440	-	-	-	-
Oracle RAC Server Refresh	442	-	-	-	-
Permit Optimization Project	-	-	886	-	-
Roads Asset Modelling - Phase 2	-	700	-	-	-
Server Replacement	150	-	-	-	-
<b>Total Information Technology Program</b>	<b>\$5,097</b>	<b>\$1,790</b>	<b>\$1,304</b>	<b>\$728</b>	<b>\$420</b>
<b>Contingent External Contributions</b>					
<b>Contingent External Contributions</b>					
Contingent External Contributions	20,000	10,000	10,000	10,000	10,000
<b>Total Contingent External Contributions</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
<b>Grand Total</b>	<b>\$152,581</b>	<b>\$217,755</b>	<b>\$131,247</b>	<b>\$145,679</b>	<b>\$134,086</b>

**CITY OF RICHMOND**  
**5 YEAR CAPITAL PLAN BY PROGRAM (2025 – 2029) NOT RECOMMENDED FOR FUNDING**  
(in \$000s)

	2025	2026	2027	2028	2029
<b>Infrastructure Program</b>					
<b>Roads</b>					
Bridge Improvement Program	300	-	-	-	-
Citywide Connector Walkway Improvement Program	-	-	250	-	-
Supplementary Asphalt Re-Paving Program - Non-MRN	-	2,000	2,000	2,000	-
<b>Total Roads</b>	<b>\$300</b>	<b>\$2,000</b>	<b>\$2,250</b>	<b>\$2,000</b>	<b>\$ -</b>
<b>Total Infrastructure Program</b>	<b>\$300</b>	<b>\$2,000</b>	<b>\$2,250</b>	<b>\$2,000</b>	<b>\$ -</b>
<b>Building Program</b>					
UPS Replacement	450	-	-	-	-
<b>Total Building Program</b>	<b>\$450</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Parks Program</b>					
Cricket Amenities	-	200	-	-	-
London Steveston Softball Diamond Construction	-	-	-	2,500	-
Lulu Island Park – Phase 1 Construction	-	-	-	5,000	-
Lulu Island Park – Phase 2 Construction	-	-	-	-	5,500
McDonald Beach Boat Basin Dredging	425	-	-	-	-
Minoru Park Playground Construction Services	-	2,000	-	-	-
Park Shelter and Shade Program	500	-	500	-	500
Pickleball Court Construction	-	1,200	-	-	-
Richmond Nature Park Bog Restoration	-	500	-	-	-
Richmond Nature Park Enhancements	-	500	-	-	-
Synthetic Turf Multi-Sport Field	-	-	4,300	-	-
Terra Nova Slough Habitat Enhancement	-	-	1,000	-	-
Trail Network Enhancements	200	-	-	-	-
<b>Total Parks Program</b>	<b>\$1,125</b>	<b>\$4,400</b>	<b>\$5,800</b>	<b>\$7,500</b>	<b>\$6,000</b>
<b>Information Technology Program</b>					
Business Licencing Improvements	140	-	-	-	-
City Invoice Online Payment Solution	312	-	-	-	-
PeopleSoft nVision Report Assessment	128	-	-	-	-
<b>Total Information Technology Program</b>	<b>\$580</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$2,455</b>	<b>\$6,400</b>	<b>\$8,050</b>	<b>\$9,500</b>	<b>\$6,000</b>

The following is an overview of the major Capital programs proposed for the years 2026 to 2029.

## **INFRASTRUCTURE PROGRAM**

### **Flood Protection and Dike Improvements (2026–2029: \$29,062,100)**

The City has 49 km of perimeter dike and 39 drainage pump stations that provide the City with flood protection from ocean storm surges and freshets. This project includes flood protection improvements at priority locations to maintain or increase current flood protection service levels. Dike construction works includes, but is not limited to, dike raising, structural rehabilitation, re-grading and dike re-armouring at priority locations.

### **Disaster Mitigation and Adaptation Fund Infrastructure Upgrades (2026: \$13,234,000)**

The City 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, with all work to be completed by 2028.

### **Steveston Highway Multi-Use Pathway, Shell Road to No. 5 Road (2026 - \$5,700,000)**

This project involves extension of cycling infrastructure east of the approved Steveston Highway MUP from Shell Road to No. 5 Road. This will connect the Ironwood village neighbourhood and the nearby residential development to over 15km of contiguous protected cycling facilities across the City.

Primary project works will include paving of the asphalt path and associated concrete works, pedestrian crossing enhancements, road paving, above-ground utility relocations and tree and landscaping modifications where required.

### **Richmond Park Sanitary Pump Station Upgrade (2026: \$1,500,000)**

This project will upgrade the Richmond Park Sanitary Pump Station to support the potential for future local redevelopment. The scope of work for this project will include major upgrades of the station's ageing mechanical and electrical components. The pump station upgrade will be designed to service the projected 2041 OCP population in the catchment area, and the project requirements will be determined in a technical assessment to be carried out in 2025.

### **Turner North Sanitary Pump Station Upgrade (2027: \$1,600,000)**

This project will upgrade the Turner North Sanitary Pump Station to extend its service life. The existing pump station is over 40 years old and will require major upgrades due to ageing mechanical and electrical systems, as well as differential settlements. The scope of the project will include major upgrades of the station's ageing mechanical and electrical components. Detailed project requirements will be determined in a technical assessment to be carried out in 2025.

## **BUILDING PROGRAM**

### **Works Yard Replacement (2026–2028: \$80,000,000)**

In July 2023, Council approved the existing Lynas Lane location as the site for the Works Yard Replacement project.

The Works Yard is critical to operations, emergency response and disaster recovery, supporting services, equipment, and materials that are fundamental for the operations and maintenance of the City's infrastructure. The existing Works Yard facilities and infrastructure do not meet modern building code standards, are not constructed to post-disaster standards and are constructed below current floodplain construction levels. These deficiencies will restrict or eliminate the City's ability to respond and recover from a significant seismic or flood event until the replacement facility is constructed.

In order to maintain existing operations at the Works Yard, the project will be delivered in multiple phases, over an estimated 7 to 10 years. The plan includes demolishing current structures, designing and constructing new buildings, storage facilities, and parking.

In July 2024, Council adopted Project Guiding Principles to support decision-making and provide overall direction for engagement and design development throughout the multi-phase project. These Guiding Principles and key design parameters will shape the project's iterative and progressive engagement plan.

## **PARKS PROGRAM**

### **Lulu Island Park Design (2026–2027: \$2,750,000)**

These capital requests follow the Park's master planning process beginning in 2025 and will allow the City to begin to secure funding for the future phases for Lulu Island Park. 2026 will see the commencement of design, detailed site assessments, site works and continuous preparation of a five-year budget.

The concept for Lulu Island Park was approved by Council in 2007 and was 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. To date, the City has fully completed the acquisition of all related properties that will make up the 37-acre park.

### **East Richmond Court Repairs (2027: 750,000)**

The proposed project at Odlin Neighbourhood Park, Odlinwood Neighbourhood Park, and Hamilton Community Parks aims to enhance the community's recreational facilities by replacing the aging asphalt court surfaces. This includes localized base and crack repairs, installation of a new Plexipave acrylic coating, drainage improvements, and the potential addition of a tennis practice wall at Hamilton Community Park. New court accessories will also be installed to improve usability and overall experience.

## **LAND PROGRAM**

### **Strategic Real Estate Acquisition (2026–2028: \$40,000,000)**

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, without having to wait for the financial plan amendment which is typically presented to Council in the fall of each year.



**EQUIPMENT PROGRAM****Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet) (2026–2029: \$16,312,121)**

In accordance with Sustainable Green Fleet Policy 2020, vehicles are eligible for the annual replacement project based on their age and condition. The replacement process 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.

**INFORMATION TECHNOLOGY PROGRAM****Annual Hardware Refresh (2026–2029: \$2,656,335)**

The City maintains the best practice of replacing ageing computer hardware 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. These assets are depreciated and written off after disposal approvals have been received. The City either trades in older assets or disposes them in a certified, environmentally sound manner.

This project scope is to perform the scheduled replacement of end-of-life City computer hardware, which includes desktops, laptops, monitors (desktop and video conferencing enabled), docking stations, smart phones and iPads.

<b>Abbreviation</b>	<b>Full Form</b>
5YFP	5 Year Financial Plan
APS	Accessible Pedestrian Signal
AI	Artificial Intelligence
AMANDA	AMANDA Case Management and Compliance System
AR	Accounts Receivable
AV	Audiovisual
BPMS	Backflow Prevention Management Software
CBI	Capital Building and Infrastructure Reserve
CCTV	Closed Circuit Television
CPR	Cardiopulmonary Resuscitation
CPI	Consumer Price Index
DC	Direct Current
DCC	Development Cost Charges
DCFC	Direct Current Fast Chargers
EV	Electrical Vehicle
GHG	Greenhouse Gas
HPS	High Pressure Sodium
HVAC	Heating, Ventilation, and Air Conditioning
ICBC	Insurance Corporation of British Columbia
IT	Information Technology
LED	Light-Emitting Diodes
LTFMS	Long Term Financial Management Strategy
MRN	Major Road Network
MUP	Multi-Use Pathway
NRBCPI	Non-Residential Building Construction Price Index
OBI	Operating Budget Impact
OCP	Official Community Plan
OIC	Officer In Charge
OIPC	Office of the Information and Privacy Commissioner
OMR	Operations, Maintenance, and Rehabilitation
Oracle RAC	Oracle Real Application Clusters
Plan	The Proposed 5 Year Capital Plan
POSS	Parks and Open Space Strategy
PPE	Personal Protective Equipment
PSCS	Public Safety Camera System
PW	Public Works
RCMP	Royal Canadian Mounted Police
REDMS	Richmond's Electronic Document Management Software

<b>Abbreviation</b>	<b>Full Form</b>
Revolving Fund	Capital Reserve (Revolving Fund)
RFR	Richmond Fire-Rescue
RPL	Richmond Public Library
RSA	Rate Stabilization Account
RT	Review Team
RTS	Richmond Trail Strategy
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SMT	Senior Management Team
TMC	Traffic Management Centre
UPS	Uninterruptable Power Supply



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<b>To:</b>	Finance Committee	<b>Date:</b>	November 19, 2024
<b>From:</b>	Mike Ching, CPA, CMA Director, Finance	<b>File:</b>	03-0970-01/2024-Vol 01
<b>Re:</b>	<b>2025 Proposed Operating Budget</b>		

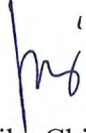
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**Staff Recommendations:**


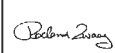

That:

1. The 2025 Proposed Operating Budget as presented in Budget Option 1 for a total of 5.86% be approved as outlined below:
  - a. A same level of service budget increase of \$6,115,400 after tax growth with a tax increase of 1.99% be approved; and
  - b. Ongoing funding for expenditures previously approved by Council totaling \$5,675,000 as presented in *Table 11* on page 22 with a tax increase of 1.85% be approved; and
  - c. Emerging organizational additional levels in the amount of \$2,647,135 as presented in Attachments 9, 10, 11, and 12 of the staff report titled 2025 Proposed Operating Budget with a tax increase of 0.86% be approved; and
  - d. The Rate Stabilization Account be used to pay for the one-time initial capital costs for the recommended additional levels from Attachment 11 and 12 totaling \$246,688 be approved; and
  - e. Transfer to reserves for Investment in Community Facilities as per Council's Long Term Financial Management Strategy in the amount of \$3,066,765 with a tax increase of 1.00% be approved; and
  - f. Senior level government and other government agency increase of \$2,121,638 with a tax increase of 0.69% be approved; and
  - g. Use of reserves for program expenditures for Affordable Housing, Child Care and Public Art programs of \$1,442,191 as presented in Attachment 8 on page 59 be approved; and
  - h. Operating budget impacts totalling \$368,774 with a tax increase of 0.12% be approved; and
  - i. The Rate Stabilization Account be used to reduce the overall impact of additional operating costs for a total of \$2,000,000 resulting in a tax decrease of 0.65% be approved; and

- 2. The 2025 Operating Budget as approved be included in the Consolidated 5 Year Financial Plan (2025-2029).



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

<b>REPORT CONCURRENCE</b>	
<b>CONCURRENCE OF GENERAL MANAGER</b> 	
<b>REVIEWED BY SMT</b>	<b>INITIALS:</b> 
<b>APPROVED BY CAO</b> 	



## Executive Summary

Subsection 165(1) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The 2025 Operating Budget forms the basis of the City's 5YFP. In preparing that plan, the City reviews market forces and cost pressures to develop a budget that reflects Council's strategic goal of Responsible Financial Management and the efficient use of public resources to meet community needs.

Staff is recommending a 2025 Proposed Operating Budget tax increase of 5.86% (*Table 1*). This will result in an increase of approximately \$128 in municipal taxes for an average residential property with an assessment value of \$1,306,478 (based on 2024 assessment value and tax rates).

The proposed budget increase is driven by several factors:

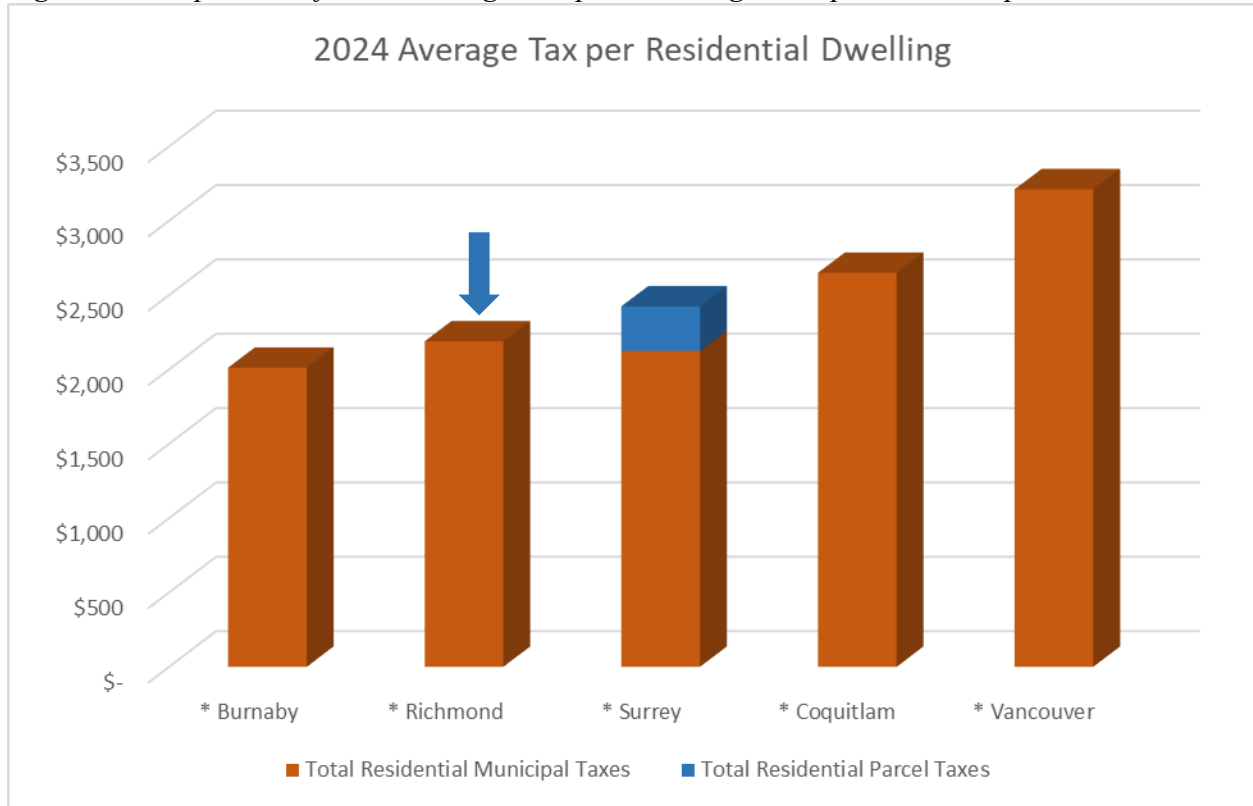
- Increases in labour costs due to negotiated collective agreements for 2024 and 2025.
- Changes in benefit obligations for union staff, as well as adjustments to auxiliary wages for Parks, Recreation and Culture, are also included in the proposed budget.
- Increased labour costs for Richmond RCMP detachment along with policing vehicles, equipment, supplies, training and the PRIMECorp System.
- An additional six RCMP officers and two municipal support staff for Richmond.
- Additional Fire Prevention Captains to comply with the new Fire Safety Act.
- Increase in E-Comm fees for the operation of the emergency 911 service.
- Utilization of the Rate Stabilization Fund to reduce the 2025 tax impact.
- 1.00% increase in community infrastructure investment in accordance with Council's Long Term Financial Management Strategy (LTFMS).

Table 1: 2025 Proposed Operating Budget

	Budget Component	Total 2025 Operating Budget Increase (in '000s)	Tax Impact	Equivalent for Average Residential Property
1	Same Level of Service Increase <b>(LTFMS target of 2.10%)</b> (see page 18) - Includes reserve funded programs (see Attachment 8, page 59)	\$6,115	1.99%	\$43
2	Previously Approved Expenditures (see page 22) - Impacts from the collective agreement for 2024 - Amounts deferred from the 2024 Operating Budget through utilization of Rate Stabilization Account - Auxiliary Rate Adjustment – PRC Division - Steveston Community Centre and Library Replacement OBI Phase-in (Year 3 of 4)	5,675	1.85%	40
3	Emerging Organizational Additional Level Increases - Externally Funded Items (see Attachment 9, page 64) - OBI from Previously Approved Capital budget (see Attachment 10, page 71) - No Tax Impact Positions (see Attachment 11, page 72) - Recommended Emerging Organizational Additional Levels (see Attachment 12, page 74)	2,647	0.86%	19
4	Investment in Community Facilities (Transfer to Reserves) (see page 23)	3,067	1.00%	22
<b>LTFMS Policy: Same Level of Service, Previously Approved Expenditures, Additional Levels, and 1% Infrastructure Replacement Needs</b>		<b>17,504</b>	<b>5.70%</b>	<b>124</b>
5	External Senior Government Increases (see page 25): - Community Safety Cost-Sharing Obligations - Canada Pension Plan Enhancements - WorkSafeBC Rate Increases	2,122	0.69%	15
6	Operating Budget Impacts (see page 26) - OBI from 2025 Capital Budget	369	0.12%	3
7	- Proposed Rate Stabilization (see page 27)	(2,000)	(0.65%)	(14)
<b>Subtotal of External Senior Government, Operating Budget impacts and Rate Stabilization</b>		<b>\$491</b>	<b>0.16%</b>	<b>4</b>
<b>2025 Proposed Operating Budget Increase</b>		<b>\$17,995</b>	<b>5.86%</b>	
<b>Annual equivalent tax increase for average residential property</b>				<b>\$128</b>

The City has kept property taxes below the average amongst other Metro Vancouver municipalities (*Figure 1*).

*Figure 1: Comparison of 2024 Average Tax per Dwelling - Comparator Group*

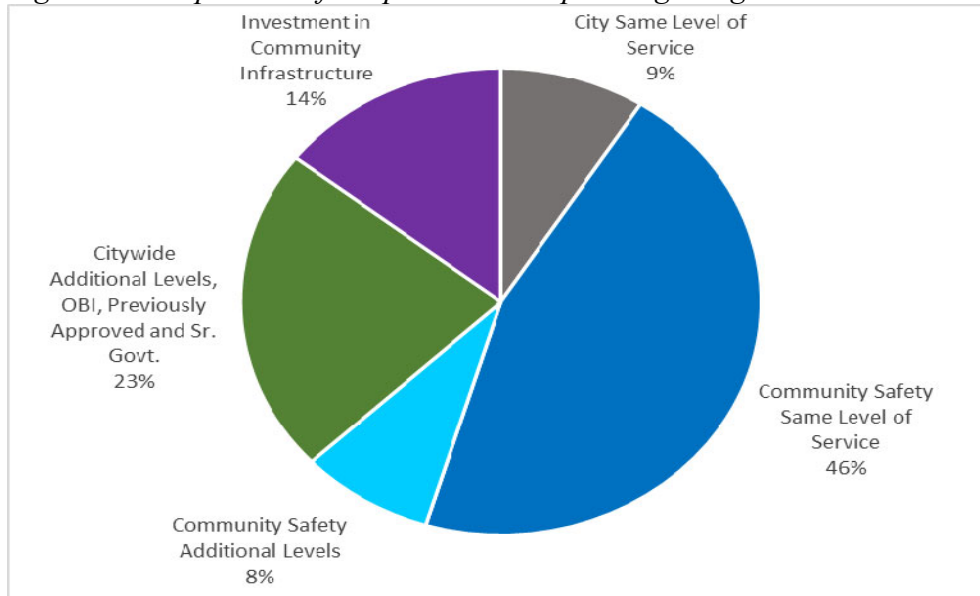


Council’s LTFMS policy is that the tax increase to maintain current programs and maintain existing infrastructure at the same level of service will be at Vancouver’s Consumer Price Index (CPI) rate. 2025 CPI forecasts for Vancouver are estimated at 2.10%. The City continually reviews its programs and services to identify service improvements and cost reductions, and ensure fees charged are in line with the current market. Staff were directed to identify opportunities to reduce the budget while maintaining service levels, increase revenue estimates where possible, and reallocate existing resources to reflect emerging needs. Staff also aggressively pursued external grant funding opportunities to offset increases in the operating budget. Attachment 9 (page 64) summarizes the applications awarded to the City.

Staff have prepared three budget options and recommend Council approve Budget Option 1, (*Figure 2*). Of the proposed budget:

- 53.95% supports Community Safety
- 31.60% reflects City wide operating budget increases
- 14.45% is allocated to investment in community infrastructure

Figure 2: Components of Proposed 2025 Operating Budget Increase



Labour cost, including the RCMP, represents approximately 80.66% of the City’s operating expense increase. Attachment 4 (page 48) summarizes the municipal tax dollar breakdown to maintain the same level of service (without proposed additional levels and OBI). Community Safety continues to be the largest component of the budget with approximately 40 cents of every municipal tax dollar collected spent on policing and Fire Rescue services.

For discussion of alternative budget options, refer to pages 27-31.

The 2025 Operating Budget, as approved by Council, will form the basis of the Consolidated 5 Year Financial Plan as required under the Community Charter. Based on preliminary assumptions, Table 2 provides estimated increases for the years 2026-2029. The estimates for 2026-2029 are based on information currently available and will be revised each budget year.

Table 2: Proposed 5 Year Financial Plan (2025-2029)

Proposed 5 Year Financial Plan	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Same Level of Service Before Transfer to Utility Budget	2.26%	2.00%	2.00%	2.10%	2.10%
Less: Transfer to Utility Budget	(0.27%)	-	-	-	-
<b>Same Level of Service Increase</b>	<b>1.99%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.10%</b>	<b>2.10%</b>
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
External Senior Government Related Increases	0.69%	0.55%	0.38%	0.40%	0.37%
Emerging Organizational Additional Levels	0.82%	0.51%	0.51%	0.50%	0.40%
Operating Budget Impact from Capital Budget	0.16%	0.20%	0.18%	0.18%	0.18%
Council Previously Approved Expenditures	1.85%	0.69%	0.55%	0.39%	0.12%
Less: Rate Stabilization	(0.65%)	(0.45%)	(0.30%)	(0.15%)	0.00%
<b>Proposed Operating Budget Increase</b>	<b>5.86%</b>	<b>4.50%</b>	<b>4.32%</b>	<b>4.42%</b>	<b>4.17%</b>

## Staff Report

### Origin

Subsection 165(1) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The 2025 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. Under section 165 of the *Community Charter*, the financial plan cannot plan for a deficit. In addition, any deficit that results from one year needs to be included in the financial plan the following year.

Pursuant to Council Policy 3016, the operating and capital budgets and the five year financial plan must be presented to Council by the first Council Meeting in January in which the annual budget is being prepared. It is also prudent to approve the budgets prior to the start of the budget year in order for staff to have clear direction on budget and spending authorization from the start of the fiscal year. External organizations that evaluate the fiscal management of Canadian municipalities have acknowledged Richmond's commitment to this best practice.

The 2025 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.*"

This report supports Council's 2022-2026 Strategic Plan #4 Responsible Financial Management:

*Responsible financial management and efficient use of public resources to meet the needs of the community.*

- 4.1 Ensure effective financial planning to support a sustainable future for the City.*
- 4.2 Seek improvements and efficiencies in all aspects of City business.*
- 4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.*
- 4.4 Work with all levels of governments for grant and funding opportunities.*

Council's 2022-2026 Strategic Plan is summarized in Attachment 1.



## Analysis

### Environmental Scan

#### *Economic Outlook*

Global growth is slow and relatively steady, with the notable absence of a recession.

In the context of the global forecast, Canada is aligned with the slowing growth observed and predicted to continue. Real Gross Domestic Product (GDP) is expected to remain stable at 1.2% in 2024 before rising to 2.1% in 2025. Household savings rates continue to be higher than pre-pandemic levels, and both home and vehicle sales have started to increase within the last few months. While the unemployment rate has also increased, this is related in part to population increases, which have, in turn, supported consumption through increased demand. Inflation in Canada is continuing to moderate and is expected to stabilize around the 2.00% target in the medium term.

British Columbia, like Canada, is facing slowing growth. Economic growth in the province is forecast at 1% for 2024, eventually increasing to 2% in 2025 and 2.3% in 2026. Inflation in B.C. is also following the national downward trajectory, with growth of the Consumer Price Index (CPI) expected to decrease to 2.7% year-over-year in 2024, 2.2% in 2025, and 2.2% in 2025. The primary downside risks to B.C.'s economic outlook include ongoing price pressures that could keep interest rates elevated for a longer period, while at the same time there is some risk of pent-up consumer demand driving inflation as interest rates decrease. Challenges related to the housing market also persist.

Metro Vancouver's GDP is anticipated to grow by 1.1% in 2024, before increasing to 2.5% in 2025 and 2.7% in 2026. This marks the smallest annual increase in growth since the pandemic but reflects the fact that the local economy is on par with the Canadian and provincial estimates. Inflation growth in Metro Vancouver is also anticipated to closely mirror national and provincial trends. Price growth has been easing, approaching the Bank of Canada's target rate of 2.00%. The CPI projection for Vancouver as published by the Conference Board of Canada in their autumn forecast is 2.10%.

In Richmond, the city benefits from a well-diversified economy, which supports resiliency and assists in navigating the current low growth environment. Businesses across sectors continue to face challenges including labour shortages, elevated capital costs and high input costs for both goods and services. That said, economic activity in Richmond continues to be strong, with a number of existing businesses looking to grow and others interested in setting up operations in the city. Industrial vacancy rates are starting to ease after a long period of record lows, while office vacancy rates are now closely aligned with the Metro Vancouver average. Slow but steady growth is anticipated in 2025, reflecting global and regional economic trends.

These external economic conditions influence the City's operations and financial situation. For example, the organization faces high costs for services and materials due to the extended period of inflationary pressures. Competition for labour remains challenging, especially for certain skillsets and amidst attractive private sector compensation packages. Contracted services, such as

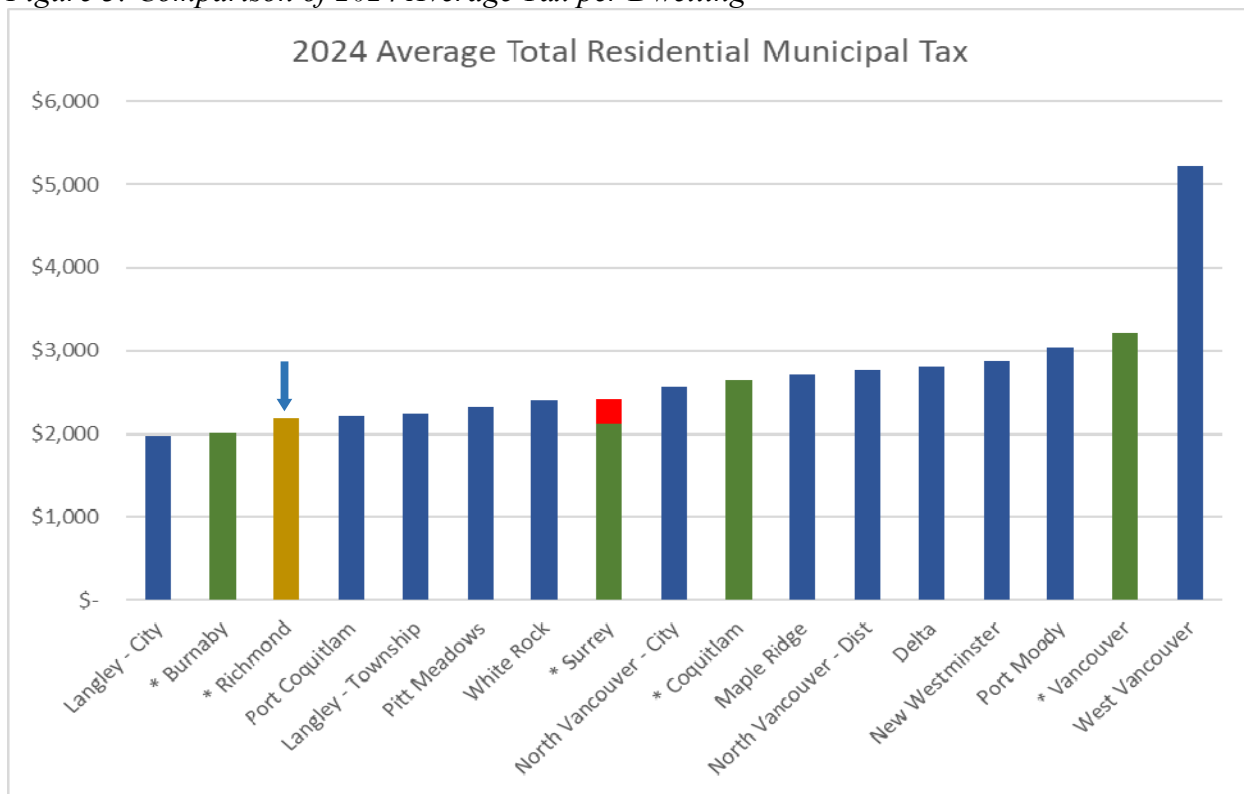
the RCMP, are also subject to cost increases outside of the City’s control. The factors discussed in this economic outlook were considered as part of the City’s 2025 budget preparation.

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 2024 average taxes per dwelling in Richmond ranks as the third lowest at \$2,189 annually. Within the comparator group of Vancouver, Coquitlam, Burnaby and Surrey, Richmond has the second lowest average tax per dwelling. *Figure 3* shows the comparison of all Metro Vancouver municipalities.

*Figure 3: Comparison of 2024 Average Tax per Dwelling*

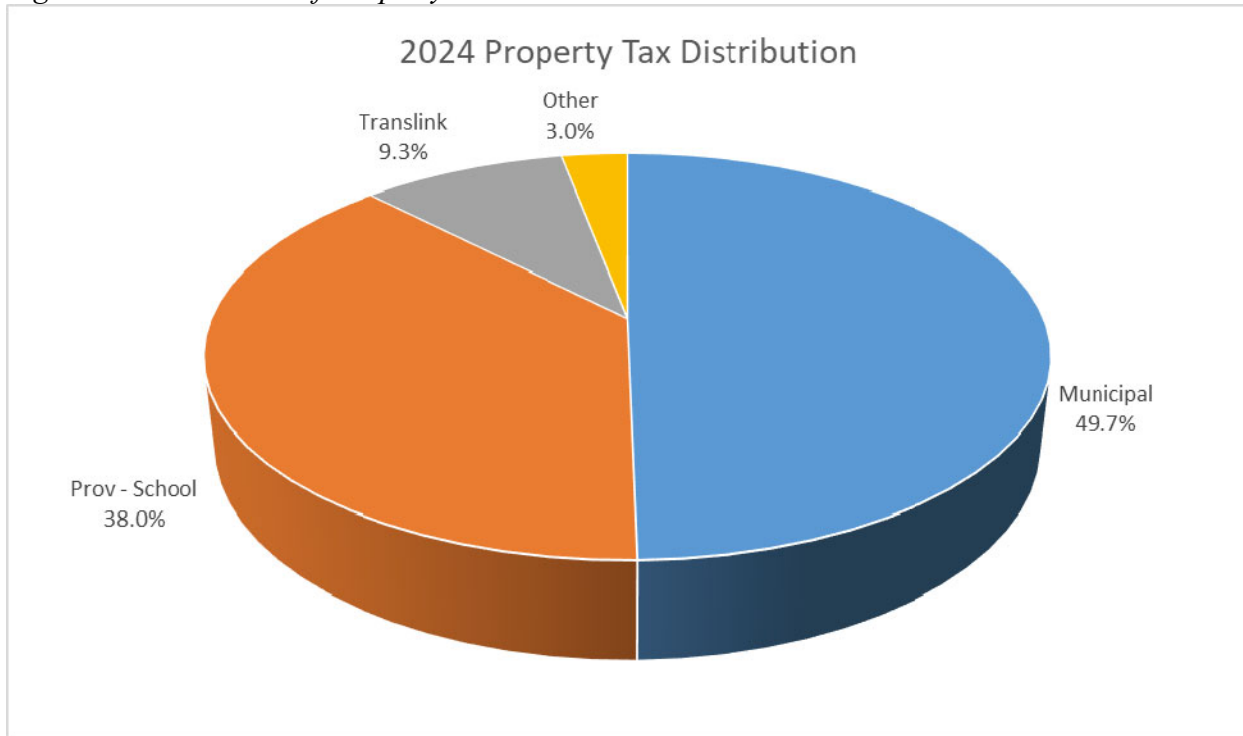


\* Denotes Comparator group

*Taxes Collected for Other Government Agencies*

Over half of the property tax bill that is collected is on behalf of other agencies. Council has no control over these levies; the City is obligated to collect these and remit directly to the taxing authorities. *Figure 4* shows that in 2024, 50.31% of the residential tax bill was comprised of levies collected for other taxing jurisdictions including TransLink, School Board, Metro Vancouver, BC Assessment and Municipal Finance Authority.

Figure 4: Distribution of Property Taxes



*Municipal Portion of Property Tax*

Just under half of the property tax bill goes toward programs and services that are directly delivered or contracted by the City. In 2024, 49.69% of the residential tax bill was for municipal costs. Attachment 4 provides a breakdown of the 2025 municipal tax dollar – same level of service (without 2025 proposed OBIs and additional levels, which are subject to Council approval). Community Safety continues to be the largest component of the budget with approximately 40 cents of every municipal tax dollar collected spent on Policing and Fire rescue services. Over 13 cents is allocated toward Project Development and Facility Services in order to ensure facilities are adequately maintained, including community facility infrastructure replacement needs (refer to Investment in Community Facilities Infrastructure on page 23). All services are fundamental to the residents’ quality of life and to support the local economy and vibrancy within the community.

*Transfer of Operations and Maintenance Costs to the Flood Protection Utility*

Council approved the 2025 Utility Budget on November 12, 2024, which includes the Water Utility, Sanitary Sewer Utility, Flood Protection Utility and Sanitation and Recycling Utility.

In 2024, the Dike Brushing and Repair Program was included in Roads operations and maintenance expenditures within the Operating Budget. With program activities directly related to maintaining flood protection infrastructure, it is appropriate that this program is reorganized under the Flood Protection operations and maintenance budget. As referenced in the 2025 Utility Budget, there is a corresponding reduction of \$831,000 to the City’s 2025 Operating Budget as a result of moving this program to the Flood Protection Utility.

## Long Term Financial Management Strategy (LTFMS)

### *External Debt*

At its meeting on May 9, 2022, Council approved the final step in the process to borrow \$96.0 million with an interest rate of 4.09% in order to provide funding for the Steveston Community Centre and Library replacement project, with payments amortized over 20 years. The loan proceeds were received in September 2022 and annual debt payments of \$7.3 million commenced in 2023.

The City previously borrowed \$50.0 million at an interest rate of 3.30%, amortized over a 10-year term, which was utilized to partially fund the Minoru Centre for Active Living. The final debt payment on this loan was made in 2024.

During the period of time that debt servicing payments were required on both loans, funding from surplus was utilized in order to avoid any additional tax impact related to servicing the annual payments of \$7.3 million. \$6.4 million of the annual debt payment is funded from an allocation gaming revenue with the remainder of \$0.9 million funded by property taxes.

### *Gaming Revenue*

As a host local government to the River Rock Casino, the City receives 10.00% of net casino revenue. The amount received is not within the City's control, however Council has full discretion over how to allocate these funds. In the 2024 Budget it was estimated that \$12.5 million revenue would be received. Actual receipts have trended slightly below this amount, therefore it is proposed to reduce the budget to \$11.5 million. *Table 3* summarizes the proposed allocation of gaming revenue in comparison to 2024, which continues to comply with Council's LTFMS.

*Table 3: Casino Funding Allocation (in \$000s)*

Casino Funding	Allocation	2025 Proposed Budget	2024 Budget	Change
Debt Servicing	Fixed	\$6,400	\$6,400	-
Grants	25.00%	2,875	3,125	(250)
Operating (RCMP)	4 Officers	979	914	65
Council Community Initiatives Account	2.00%	230	250	(20)
Capital Reserve	Remainder	1,016	1,811	(795)
<b>Total</b>		<b>\$11,500</b>	<b>\$12,500</b>	<b>(1,000)</b>

### *Grants*

After adjusting the estimated gaming revenue budget, holding the allocation toward grants at 25.00% still provides sufficient funding for all grant contributions and programs in 2025. As the majority of grants are indexed to inflation, based on current CPI projections, this allocation amount would provide partial funding for the grants program for 2026; the remaining balance would be funded by the Grants Provision which has a balance of \$5.9 million as of October 31,

2024. This funding source would be drawn upon to supplement funding for the grants program until 2038. Due to the uncertainty in the amount of casino revenue that will be received each year, the grants may need to be funded by taxation sources in the future. *Table 4* summarizes the contributions and grants funded by Gaming Revenue.

*Table 4: Grants Funded by Gaming Revenue (in \$000s)*

<b>Grants Funded by Gaming Revenue</b>	<b>Amount</b>
<b>Approved Contributions:</b>	
Gateway Theatre contribution	\$1,514
Richmond Centre for Disability contribution	204
Richmond Therapeutic Equestrian Society contribution	69
<b>Approved Contributions</b>	<b>\$1,787</b>
<b>City Grants Program:</b>	
Health, Social and Safety grants	698
Arts, Culture and Heritage grants	130
Parks and Recreation grants	126
Various Youth Grants	59
Community Environmental Enhancement	38
<b>City Grants Program</b>	<b>\$1,051</b>
<b>Grants Provision for Future Grants</b>	<b>37</b>
<b>Total</b>	<b>\$2,875</b>

### *RCMP*

Since 2007, a portion of gaming revenue has been allocated to contribute towards policing costs. At that time Council approved directing a portion of this new source of revenue toward the cost of policing within the City in order to reduce the tax impact. This allocation has remained fixed at funding the cost of four officers as originally approved, with the amount rising each year in accordance with the RCMP contract. There is no change to this portion of the allocation model; however, due to the uncertainty in the amount of casino revenue that will be received combined with rising RCMP contract costs, this may need to be funded by taxation sources in the future.

### *Council Community Initiatives*

The Council Community Initiatives Account provides funding for one-time expenditures that address social, environmental, recreation and sports, heritage, arts and culture, safety and security, or infrastructure needs. No change is proposed to this portion of the allocation model. The Council Community Initiatives Account Provision has a balance of \$1.2 million as of October 31, 2024.



### *Capital Reserve*

The remainder of casino revenue is allocated to the Capital Reserve. If the actual revenue received falls short of the budgeted estimate, or if the actual revenue exceeds the budget estimate, the transfer to the Capital Reserve will be adjusted accordingly.

### Budget Challenges

#### *Senior Government Downloading*

In recognition of Federal and Provincial government responsibility of social equity issues such as homelessness, housing affordability, poverty and addiction, temporary grant funding is provided from time to time. While the temporary funding is helpful to address initial impacts, the impacts are downloaded to the City leaving Council to decide whether to fund a longer-term strategy when the senior government funding ends. The drop-in centre shower program is an example that was initially supported through external funding and the Council approved funding to continue the program through property taxation in the 2024 Operating Budget.

Significant funding toward housing initiatives has been received from both the Federal and Provincial governments, which the City has utilized in combination with the Affordable Housing program that Council had previously approved. Together, these resources establish the Housing Office department under the direction of the Deputy Chief Administrative Officer. It is proposed to begin phasing-in ongoing funding to facilitate the continuation of this broadened initiative beyond the term of the temporary grant funding.

#### *Contractual Obligations*

There are a number of known non-discretionary cost pressures affecting the 2025 proposed operating budget including:

- Wage and fringe benefit impacts negotiated for collective bargaining agreements
- Contractual cost increases, driven by other organizations collective bargaining agreements (RCMP, E-Comm)
- External Senior Government agency increases
- Operating Budget Impacts (OBI) from the Capital Budget
- Funding for investment in Community Facilities, including ageing facilities, recently acquired facilities, and new facilities

Costs have risen due to collective bargaining agreements that were settled at higher rates than were provided for in budget estimates, this applies to the City, RCMP and E-Comm.

#### *Inflation*

In 2024, the projected Vancouver CPI increase was 2.41% but the actual 12-month average Vancouver CPI for September 2024 is trending higher. However, staff have not adjusted the base budget for the difference between the actual CPI, and under the projection of the forecasted CPI from 2024, non-discretionary increases are budgeted only as specified in agreements. Expenses

impacted by inflation include asphalt, vehicle/equipment operating and future replacement costs, supplies and delivery charges.

CPI measures the basket of goods purchased by households; however, the basket of goods that the City needs to fund are vastly different. In comparison, the Municipal Price Index which includes funding community safety services, a unionized workforce and a complex infrastructure network is estimated at 4.09%.

Council's Long Term Financial Management Strategy (LTFMS) policy is that the tax increase to maintain current programs and maintain existing infrastructure at the same level of service will be at Vancouver's CPI rate. Projected 2025 CPI forecasts for Vancouver are estimated at 2.10% by the Conference Board of Canada in their autumn forecast.

### Budget Process

The 2025 Proposed Operating Budget presents a same level of service budget and only non-discretionary increases that can be clearly identified and supported are included. Inflationary increases are not automatically included in the budget without adequate supporting documentation, such as contract renewals that are in compliance with purchasing policies and guidelines. Where such contract renewals have led to budget reductions, these savings are already reflected within the base budget.

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 2025 Budget Cycle.

### *Operational Efficiencies*

The City undergoes a continuous review of its programs and services in order to identify service improvements and cost reductions, and to ensure the fees we charge are in line with the current market. The City's operating expenditures are carefully managed, and considerable measures have been taken to minimize cost increases where possible. Staff continue to look for efficiencies and innovative ways to deliver services that streamline business processes, contain costs and leverage the increased use of technology. Below are examples of some of the efficiencies staff have achieved:

- Through data review and analysis, staff have increased asset utilization and improved route planning efficiencies. This is demonstrated by optimizing routes for sweeper operators, directing them to the nearest dump sites instead of returning to the Works Yard each time. Additionally, staff reviewed the Global Positioning System (GPS) data and determined parking a flail mower at Sidaway provides quicker access to operational routes in east Richmond thereby allowing more brush cutting to be completed.
- Automating traffic data collection which avoids having to send staff to capture traffic data information creating time efficiency for staff and enabling collection of broader set of data.
- The GPS /Automatic Vehicle Locating (AVL) system can notify staff about the battery capacity of plug-in hybrid electric vehicles. This functionality allows staff to better utilize the

electric system, reducing fuel consumption and primarily running the vehicle on battery power. For example, a vehicle previously consuming 10L per 100km can be reduced to 2L per 100km when properly charged.

- Standardizing forms for data requests by enhancing communication between requester and Geographic Information Systems Technicians as it minimizes numerous email exchanges.
- Researching fees charged by other municipalities for similar services to ensure rates are competitive; this resulted in a number of fees being increased in the Consolidated Fees Bylaw for 2025, some of which will be adjusted in a phased approach to gradually bring fees in alignment (e.g. Building record request fees).
- Introduction of new fees in line with other municipalities (e.g. Crane swing permit).
- Improved collection effort to reduce unpaid invoices and tickets.
- Bidders being requested to leverage channels that entitle the City to benefit from Federal or Provincial government approved discounts that limit the magnitude of price increases over the term of a contract. This strategy was recently highlighted in an award of contract for Data Encryption services.
- Negotiating long term contracts in return for more favourable pricing arrangements. Council have approved staff recommendations for long term agreements when appropriate (e.g. Contract 8054P - Telecommunications Services awarded to Telus for an initial 6-year agreement, which can be extended for a further 6 year term upon mutual agreement).
- Requiring bidders to agree to fixed prices over the initial term of a contract (typically 3 years).
- Ensuring future increases for renewal terms are in line with CPI per contractual agreements or at least negotiated whenever possible.
- Value engineering efforts – in cases where bids received are in excess of a Council approved budget the best value is negotiated to ensure projects remain within approved budgets. A recent example includes the contract for Steveston Community Playground Construction Services where reductions in scope were negotiated with the successful bidder through a value engineering effort to ensure the cost of the contract was within the pre-determined project budget. This was also the case when staff negotiated the contract for the re-construction of Minoru Lakes.
- Drafting bid and contract documents to ensure that the City can benefit from all available grants. City departments collaborate with suppliers to provide contract documents that are required to qualify for and obtain grant funding. This ensures an efficient audit of the grant expenditures can be completed when required.

### Budget Assumptions

*Table 5* summarizes the key financial indicators of the 2025 Operating Budget gathered as of November 2024. These rates are continuously monitored for any significant changes.

The City is subject to various contractual increases to deliver the same level of service. The majority of the contractual increases for 2025 are greater than the projected Consumer Price Index (CPI) of 2.10%, such as the RCMP Contract, collective agreements, E-Comm and natural gas and electricity.

*Table 5: Key Financial Drivers / Indicators*

Key Financial Drivers / Indicators	2025	2026	2027	2028	2029
Vancouver Consumer Price Index (CPI) <sup>1</sup>	2.10%	2.00%	2.00%	2.10%	2.10%
Richmond Municipal Price Index (MPI) <sup>2</sup>	4.09%	3.22%	3.22%	3.14%	3.25%
User Fees <sup>3</sup>	2.00%	2.00%	2.00%	2.10%	2.10%
E-Comm <sup>4</sup>	12.39%	18.16%	12.23%	11.33%	11.36%
RCMP Contract Increase <sup>5</sup>	7.40%	3.70%	3.30%	3.80%	3.50%
Collective Bargaining Agreements <sup>6</sup>	5.00%	3.50%	3.50%	TBD	TBD
Natural Gas <sup>7</sup>	3.00%	3.00%	3.00%	3.00%	3.00%
Electricity <sup>7</sup>	2.30%	2.30%	2.30%	2.30%	2.30%
Growth (Tax Base) <sup>8</sup>	1.18%	1.02%	1.07%	1.07%	1.04%

Sources:

<sup>1</sup> The Conference Board of Canada Major City Insights Autumn 2024; 2029 is projected based on 2028 forecasts;<sup>2</sup> Finance Department, City of Richmond;<sup>3</sup> User fees are based on CPI. 2025 is based on the CPI projections of Conference Board of Canada in September 2024 which was used as the basis for the Consolidated Fees Bylaw which was introduced on October 7, 2024 and adopted on November 12, 2024.<sup>4</sup> Based on estimates provided by E-Comm;<sup>5</sup> Based on Multi-Year Financial Plan from RCMP E Division;<sup>6</sup> Collective bargaining agreements only include CUPE 718 and 394. 2025 rate is inclusive of 1.00% rate differential from 2024 budget variance;<sup>7</sup> Climate & Environment Department, City of Richmond;<sup>8</sup> Finance Department, City of Richmond

The collecting bargaining process for CUPE 394 and 718 concluded in May 2024. The ratified agreement includes rates for 2024-2027. As the 2024 budget included only an estimate of the 2024 rates, the difference (1.00%) must be funded along with the 2025 rate increase of 4.00%.

The City's most recent collective agreement with the Richmond Firefighters' Association, Local 1286 covered the years 2020-2021. The Richmond Public Library's CUPE Local 3966 has merged with CUPE 718, with the most recent collective agreement covering the years 2020-2023. These collective agreements are under negotiation at the time of writing this report. *Table 6* provides a summary of the negotiated rate increases and those that are yet to be determined.

*Table 6: Summary of Collective Bargaining Agreements*

Collective Agreements	2024*	2025	2026	2027	2028
CUPE 718 (Inside Workers)	4.50%	4.00%	3.50%	3.50%	TBD
CUPE 394 (Outside Workers)	4.50%	4.00%	3.50%	3.50%	TBD
CUPE 718-05 (Library)	TBD	TBD	TBD	TBD	TBD
Firefighters (IAFF) 1286	TBD	TBD	TBD	TBD	TBD

\*General wage increase only, excluding one-time inflationary support and retention payment

The 2025 Operating Budget includes preliminary estimates for rates that are not finalized. If negotiated rates differ from the estimates, an adjustment will be required in future budgets.

## 2025 Proposed Operating Budget

This section of the report discusses each component of the 2025 Proposed Operating Budget.

### **1. Same Level of Service Increase**

To ensure effective delivery of all City programs and services, the Chief Administrative Officer has restructured the organization into the following divisions:

- Law and Community Safety
- Parks, Recreation and Culture
- Engineering and Public Works
- Finance and Corporate Services
- Corporate Administration
- Planning and Development

Attachment 5 presents the same level of service net budget by Division.

The All Divisions summary included in Attachment 6 shows the City's base operating budget to deliver the same level of service as last year, which totals \$439.2 million. Attachment 6 presents the net base budget by Division to deliver the same levels of service in 2025, before external senior government related increases and Council previously approved amounts.

Attachment 7 presents the same level of service budget for All Divisions by revenue and expense category. This includes programs funded by reserves for Affordable Housing, Child Care and Public Art programs, which are summarized in Attachment 8.

#### *Main Cost Drivers*

Labour and fringe benefit impacts and contract services, including RCMP, represent approximately 80.66% of the City's operating expense budget in order to maintain the same level of service. Therefore, the impacts of the new collective agreement have a significant impact on the same level of service budget for 2025. As shown in *Table 5*, salaries increased by 5.00% for 2025, including the amount required for 2024 which settled at a higher rate than was estimated in the 2024 budget. In addition, the 2025 budget includes enhanced benefit coverage and step progression increases as outlined in the collective agreement.

The RCMP contract increase is mainly due to increases in labour costs for the unionized workforce, overall administration allocated to the Richmond Detachment, as well as policing vehicles, equipment, supplies, increased costs for training and user service fee of the PRIMECorp System.

Increases in IT contract costs include infrastructure service agreements as well as annual subscription licenses for various software utilized across the City. Leveraging technology results in efficiencies gained through more accurate and efficient data processing. These costs are necessary to ensure staff have the appropriate tools to support service delivery functions.



The proposed increase of \$518K in the municipal contribution to the Richmond Public Library has been included in the City's same level of service budget, driven by anticipated impacts of the Library's collective agreement negotiations, increased fringe benefit rates mandated by Provincial and Senior governments and increased IT contract costs. The annual contribution to the Lulu Island Energy Company will continue to be funded from appropriated surplus resulting in no additional tax impact.

The same level of service increase as shown in *Table 7* is 1.99%, which is below the CPI target of 2.10%, in compliance with Council's LTFMS. Further details can be found in *Table 8-Table 10*.

*Table 7: Same Level of Service Increase- Summary*

<b>Expense and Revenue Summary</b>	<b>Amount (in '000s)</b>	<b>Tax Impact</b>
Main Cost Drivers (Detailed in <i>Table 8</i> )	\$15,289	<b>4.99%</b>
Expenses decreases (Detailed in <i>Table 9</i> )	(1,896)	<b>(0.62%)</b>
Revenue increases (Detailed in <i>Table 10</i> )	(3,947)	<b>(1.29%)</b>
<b>Subtotal</b>	<b>\$9,446</b>	<b>3.08%</b>
Less: Transfer of Dike Maintenance to utility	(831)	<b>(0.27%)</b>
Less: Tax growth	(\$2,500)	<b>(0.82%)</b>
<b>Same Level of Service Increase after tax growth</b>	<b>\$6,115</b>	<b>1.99% tax impact</b>

*Table 8: Main Cost Drivers*

<b>Main Cost Drivers</b>	<b>Amount (in '000s)</b>	<b>% of total increase</b>
Labour and fringe benefit impacts associated with collective agreements (general wage increase of 4.00% for 2025 from <i>Table 6</i> )	\$8,008	52.38%
RCMP contract	4,326	28.29%
IT contracts	747	4.89%
Municipal contribution increase – Richmond Public Library	518	3.39%
Material and equipment	682	4.46%
Contract others	273	1.78%
Pool chemicals	247	1.61%
Property insurance increase	186	1.22%
Utilities increase (natural gas, electricity)	174	1.14%
Vehicle charges	128	0.84%
<b>Total Main Cost Drivers</b>	<b>\$15,289</b>	<b>100.00%</b>

In 2024, Council appointed new members to the Richmond Olympic Oval Corporation Board of Directors. An estimate for the municipal contribution to the Oval has been included totaling \$3.57 million which is a proposed reduction of \$0.43 million from the contribution approved in the 2024 Operating Budget. This amount is subject to Board and Council approval.

### *Expense Reductions*

Staff reviewed budgets for amounts that could be eliminated due to changes in service delivery methods such as increased use of technology, changes to specific agreements and operational changes. Traditional newspaper advertising has been eliminated and replaced by increased use of websites, social media platforms and public engagement tools. In addition, staff are increasing utilization of virtual meetings which has resulted in less office supplies, meeting expenses and reduced printing costs as materials are distributed through electronic means and less physical materials are printed.

*Table 9: Same Level of Service Expense Decreases*

<b>Expense Decreases</b>	<b>Amount (in '000s)</b>	<b>Mitigated Tax Impact %</b>
Decrease in expenses due to cost recovery	(442)	(0.14%)
Estimated decrease in municipal contribution to Oval	(431)	(0.14%)
Reduction in various maintenance programs due to more efficient utilization of resources	(288)	(0.09%)
Completion of enterprise fund repayments for various building retrofit projects	(183)	(0.06%)
Reduction in the budget for temporary staff which is not operationally required	(161)	(0.05%)
Reduction in expense estimate (tax appeals, professional fees)	(130)	(0.04%)
Reduction in consulting and external contracts	(80)	(0.03%)
Traditional advertising expenses replaced with increased utilization of website and social media accounts	(78)	(0.03%)
Less supplies and meeting expenses due to shift to virtual meetings and on screen review	(53)	(0.02%)
Reduction in unpaid invoice write-offs due to more efficient collection efforts	(50)	(0.02%)
<b>Total Expense Decreases</b>	<b>(\$1,896)</b>	<b>(0.62%)</b>

### *Revenue Increases*

In addition to increasing user fees by CPI wherever possible, staff conducted market reviews to ensure fees are in line with other municipalities and proposed bylaw fee changes were appropriate through the Consolidated Fees Bylaw. Staff also reviewed revenues for consistent trends where amounts could be more aggressively estimated. The following table summarizes the revenue increases that help to mitigate the tax impact of non-discretionary budget increases.

*Table 10: Same Level of Service Increase- Revenues*

<b>Revenue Increases</b>	<b>Amount (in '000s)</b>	<b>Mitigated Tax Impact %</b>
Increase in investment income due to adjustment in portfolio mix, term durations and interest rates	(1,000)	(0.33%)
Recreation revenue increase to align with increased participation and fee increases (Aquatics, arenas, etc.)	(829)	(0.27%)
Increase in penalties and interest on delinquent taxes due to increase in interest rates prescribed by the Provincial government and additional folios	(550)	(0.18%)
Building permit revenue to align with expected development activity	(500)	(0.16%)
Increase in other revenue estimates (Payment in lieu of taxes, School Tax Commission, ride-hailing, traffic management, Building Record request fees etc.)	(468)	(0.15%)
CPI increase for revenues	(448)	(0.15%)
Increase in revenue to offset revenue funded programs	(152)	(0.05%)
<b>Total Revenue Increases</b>	<b>(\$3,947)</b>	<b>(1.29%)</b>

*Tax Growth*

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 Authority, new tax growth for 2025 is estimated at \$2.5 million.

**2. Council Previously Approved Expenditures***Retroactive impacts of the CUPE 718 and 394 Collective Agreements*

The same level of service increase for labour and fringe benefits associated with the collective agreement presented in *Table 8* is for the 2025 rate increase of 4.00%. In addition to this, the new collective agreement includes retroactive increases that require ongoing funding.

Increase for 2024 Exceeded Estimates

When the 2024 budget was prepared, the estimated wage increase was 3.50%. Since the settled rate increase was 4.50%, the 2025 budget needs to be further increased to fund this 1.00% rate differential. In addition, changes to extended health benefits and other allowances (dirty pay, shift premiums, first aid attendants, tool allowance, etc.) were also approved as part of the new collective agreement. The total amount of these retroactive impacts is \$2.30 million.

### Auxiliary Rate Adjustment – Parks, Recreation and Culture

Another outcome of the CUPE Collective Bargaining Agreement Memorandum of Agreement was a commitment to review various auxiliary positions within Parks, Recreation and Culture through external market wage rate analysis, retroactive to January 1, 2024. Metro Vancouver has recently submitted information on the external review and the Human Resources department is in the process of reviewing the data. The estimated impact of these adjustments is \$1.5 million.

#### *Amounts Funded through Rate Stabilization in the 2024 Budget*

As part of the 2024 Operating Budget, Council approved \$1.61 million from the Rate Stabilization Account to reduce the overall tax impact. In order to ensure ongoing funding for all approved programs and services, this amount needs to be funded as part of the 2025 Operating Budget. Each year, staff recommend a reasonable amount to fund from Rate Stabilization taking into account funding available, projected funding needs and ensuring that the amount that will require funding in future years will not become a burden to future tax payers.

#### *Steveston Community Centre and Library OBI*

On October 4, 2022, a groundbreaking ceremony was held, officially marking the start of construction for the new building, which is anticipated to be complete by 2026. Among the features of the new three-storey 5,607 square metre (60,350 square feet) facility will be:

- A community centre with a double gymnasium, fitness centre, active studio, and multipurpose and meeting rooms
- Gathering spaces and a shared community living room
- A library with enhanced collections, children's and youth spaces, educational program rooms and space for silent study

Starting with the 2023 Operating Budget, staff recommended phasing-in funds for the new facility, and this will continue over the years 2025-2026. In October 2024 the OBI estimate was revised from \$1.10 million to \$1.09 million with the phase in plan revised accordingly. An increase of \$268K is required in 2025 and 2026, or an estimated tax impact of 0.09% per year.

The previously approved expenditures are summarized in *Table 11* totaling \$5,675,000 or a tax impact of 1.85%.

*Table 11: Previously Approved Expenditures*

Previously Approved Expenditures	Amount (in '000s)	Tax Impact
Retroactive impacts of the collective agreement for 2024 (Rate differential of 1.00% and additional benefits)	\$2,295	0.75%
Rate Stabilization for 2024 Budget	1,612	0.52%
Auxiliary Staff Adjustment - Parks, Recreation and Culture	1,500	0.49%
OBI from Major Facilities Replacement Projects – Steveston Community Centre and Library (Year 3 of 4)	268	0.09%
<b>Total Previously Approved Expenditures</b>	<b>\$5,675</b>	<b>1.85%</b>

### 3. Externally Funded Programs

City staff work collaboratively with senior levels of government and external agencies to identify opportunities to apply for grant funding. Staff have aggressively pursued external grant funding opportunities which helps to offset increases in the operating budget.

Attachment 9 summarizes the successful applications that the City has been awarded. In order to have the authority to incur any expenditure, including those funded by external organizations, the amounts must be included in the City's 5 Year Financial Plan.

### 4. Emerging Organizational Additional Level of Service Requests

For 2025, 30 requests to meet growing demands for new services were considered totaling \$8.7 million. The Senior Management Team (SMT) appointed a Review Team comprised of Directors across the City to review each request using established ranking criteria. The prioritized requests were also carefully reviewed by the CAO and SMT.

Following the rigorous review process, a total of 17 additional level submissions are recommended for funding by the CAO and SMT, of which nine have a tax impact, and eight are funded through incremental revenue sources or reallocation of existing budgets. Requests for ongoing funding where a temporary funding source could be identified were not included but will be reconsidered in future years.

Please refer to Attachments 10, 11 and 12 for a description of the recommended emerging organization additional levels, and Attachment 13 for the description of those that could not be recommended for funding in 2025 due to budget constraints. The recommended totals are also summarized in *Table 12*.



*Table 12: Emerging Organizational Additional Levels – Recommended for Funding in 2025*

<b>Emerging Organizational Additional Levels</b>	<b>Amount (in '000s)</b>	<b>Tax Impact</b>
Attachment 10: OBI from Previously Approved Capital Project (1 RFT)	130	0.04%
Attachment 11: No Tax Impact Positions – additional expenses - 7 RFTs are funded by revenue or reallocation of existing budgets - 2 TFTs are funded by external grants	1,166	0.38%
Attachment 11: No Tax Impact Positions – offset by revenue, grants and reduction of operating expenses	(1,166)	(0.38%)
Attachment 12: Emerging Organizational Additional Levels (includes 7 RFT and 6 RCMP Officer positions) - Includes 6 RCMP Officers and 2 Municipal Employees to support the RCMP Detachment - 4 RFTs associated with new Provincial Legislation - 1 RFT Manager, Indigenous Relations - Phase in of Housing Accelerator Fund to base budget (Year 1 of 4)	2,517	0.82%
<b>Total Emerging Organizational Additional Levels</b>	<b>\$2,647</b>	<b>0.86%</b>

The proposed 2025 Operating Budget presented in Budget Option 1 includes recommended additional level requests totaling \$2.6 million a 0.86% tax impact. The Finance Committee has the discretion to change the recommendation for funding any of the emerging organizational additional level requests, with resulting tax impacts.

## **5. Investment in Community Facilities (Transfer to Reserves)**

In September 2003, Council approved the Long Term Financial Management Strategy (LTFMS - Policy 3707) directing a one per cent increase in transfer to reserves for infrastructure replacement needs. Since the establishment of this policy, the City has funded a number of major facility projects such as:

- Fire Hall No. 1
- Fire Hall No. 3
- First Nations Bunkhouse Reconstruction and Exhibit Development
- Minoru Centre for Active Living
- Phoenix Net Loft deconstruction
- Richmond Animal Shelter
- Bowling Green Community Activity Centre
- West Richmond Pavilion (formerly named as Hugh Boyd Community Facility and Fieldhouse)
- Works Yard Replacement – Phase 1

The Works Yard replacement project was estimated to be \$247.0 million (2023 dollars), and the project will be phased over 10 years. \$100.0 million has been approved thus far and \$80.0 million is included in the Proposed 5 Year Capital Plan (2025-2029). Other major upcoming facility projects include Britannia Shipyard - Seine Net Loft – Roof, Envelope and Structural

Renewals, Japanese Duplex Restoration and Fit Out and Phoenix Net Loft Program Implementation.

Council's LTFMS policy is to transfer an additional 1.00% to reserves to fund community infrastructure replacement needs to ensure the safety and well-being of the community. As a result of this policy, the annual investment toward community infrastructure in 2024 was \$26.2 million. In particular, the Works Yard funding strategy is predicated on the continued implementation of this strategy. It is recommended to continue with Council's LTFMS and transfer an additional 1.00% into the Capital Building & Infrastructure reserve to fund the City's ageing building infrastructure program and future major building replacements.

The proposed 2025 Operating Budget includes \$3,066,765 in accordance with this Council policy, a 1.00% tax impact.

## 6. External Senior Government Related Increases

Council Policy 3707 item 2 states:

*“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.”*

Table 13 summarizes the items included in the 2025 budget increase that are mandated by the following senior government legislation:

- *Emergency Communications Corporations Act (Provincial)*
- *Police Act (Federal)*
- *Canada Pension Plan Act (Federal)*
- *Workers Compensation Act (Provincial)*

In accordance with Council policy, these items are identified and included in the tax increase above and beyond the CPI target.

### *Community Safety Cost Sharing Obligations*

#### *Emergency Communications 911:*

The City is a shareholder in E-Comm and is required to share in the costs of operating Emergency Communications 911. Richmond's estimated portion of the 2025 E-Comm increase is \$0.8 million to fund these essential operations, which is a 12.39% increase over the 2024 budget.

The primary driver of the 2025 increase relates to increases associated with the collective agreement for CUPE 8911 which was ratified in May 2023 and additional staffing required to address increasing call volumes. Further drivers of the preliminary cost increase relates to E-Comm's multi-year Transformation Plan which was approved by E-Comm's Board of Directors in November 2022 to strengthen and renew the business, which includes initiatives to enhance cyber security, data and analytics. These transformation costs are projected to continue through at least 2028.

E-Comm's budget is scheduled to be reviewed by their Board in November 2024. E-Comm has engaged an independent advisor to undertake a governance review as a response to the evolving complexities and challenges that E-Comm is facing in serving their stakeholders.

#### *Specialized RCMP Teams:*

In addition to the complement of RCMP officers contracted by the City, there are additional costs associated with regional and provincial specialized teams which are allocated to each City. Richmond's incremental allocation of these costs are summarized in *Table 13*.

#### *External Senior Government Impacts on Fringe Benefits*

Associated with labour, there are mandatory costs paid to external government agencies which the City has no control over. The City takes on higher costs associated with enhancements to the Canada Pension Plan as outlined by the Federal Government and is obligated to pay WorkSafeBC rates.

CPP continues to increase based on the enhancements made by the Federal Government which has introduced additional tiers that will provide higher benefits and greater financial stability to pensioners.

WorkSafeBC rates have increased due to the collective industry classification for local government as there has been an upward trend in claims for this sector.

The estimated impacts of these changes are also summarized in *Table 13*. The total impact of all external senior government increases is \$2,121,638 a tax impact of 0.69%.

*Table 13: External Senior Government Related Increases*

<b>External Senior Government Increases</b>	<b>Amount (in '000s)</b>	<b>Tax Impact</b>
E-Comm Enhancements	\$832	0.27%
Integrated Teams and Real Time Intelligence Centre	485	0.16%
Provincial Integrated Homicide Investigative Team RCMP	95	0.03%
<b>Community Safety Cost-Sharing Obligations</b>	<b>1,412</b>	<b>0.46%</b>
Canada Pension Plan (CPP) Enhancement	460	0.15%
WorkSafeBC Rate Increases	250	0.08%
<b>Total External Senior Government Increases</b>	<b>\$2,122</b>	<b>0.69%</b>

## 7. Operating Budget Impact (OBI)

Operating Budget Impacts (OBI) are 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.

*Table 14: Operating Budget Impact*

OBI	OBI Amount (in '000s)	Tax Impact
OBI from 2025 Proposed Capital Budget	369	0.12%
<b>Total Operating Budget Impact</b>	<b>\$369</b>	<b>0.12%</b>

### *OBI from 2025 Proposed Capital Budget*

Table 14 presents the OBI impact from the 2025 Proposed Capital Budget recommended by staff, which is \$368,548, or an estimated tax impact of 0.12%. If Council approves additional projects or removes any of the recommended projects, this amount may change.

## 8. Rate Stabilization

The City’s Rate Stabilization Account (RSA) was approved by Council in 2013 in order to ensure that funding be available to help balance the budget for non-recurring items and smooth out tax increases. The establishment of an RSA for the operating budget was also based on past experience where external non-controllable events impacted the City’s operating budget and there was no funding available to offset this “temporary condition”.

The City has used RSA in a practical and effective manner, and staff are careful in managing the usage to ensure that the RSA is not carried forward on an indefinite basis. The risk and downside of utilizing RSA is that once it has been carried forward in this way, it must be maintained because the reduction or elimination of it will create pressure on the following year’s operating budget. The tax increase is not reduced but temporarily shifted.

In the 2024 Operating Budget, the Rate Stabilization Account was utilized to reduce the tax impact by \$1.6 million. This amount was deferred to 2025 resulting in a tax impact of 0.56%.

Staff recommends using rate stabilization funding of \$2.0 million in the 2025 budget. This will reduce the 2025 tax impact by 0.65% and will gradually be phased into the budget within the five-year financial plan.

Utilizing more rate stabilization would decrease the 2025 tax increase but will also result in a higher tax increase for the following years. Table 15 summarizes how the RSA balance is proposed to be utilized as a result of the 2025 Budget Process.

Table 15: Proposed RSA Utilization

<b>RSA Balance as of October 31, 2024</b>		<b>\$16,914,372</b>
<b>From 2025 One-Time Expenditures report:</b>		
2025 One-Time Expenditures	(2,690,457)	
<b>From 2025 Proposed Operating Budget report:</b>		
Proposed Rate Stabilization of the 2025 Operating Budget	(2,000,000)	
2025 Initial Capital Costs from Emerging Organizational Additional Levels – Recommended for Funding in 2025 <b>No Tax Impact Positions</b> (Attachment 12)	(126,688)	
2025 Initial Capital Costs from No Tax Impact Positions (Attachment 11)	(120,000)	
<b>From 2025 Proposed Capital Budget report:</b>		
2025 Capital Project funded by RSA	(2,339,500)	
<b>Total 2025 Proposed RSA Utilization</b>		<b>(7,276,645)</b>
<b>Balance After Proposed 2025 Utilization</b>		<b>\$9,637,727</b>

### 2025 Budget Options

Staff have prepared three budget options for Council’s consideration in order to provide resources for emerging organization needs.

All options include:

- Non-discretionary increases to maintain the same level of service, in compliance with Council’s LTFMS
- Investment in community facility infrastructure replacement needs, in accordance with Council’s LTFMS for planned capital projects
- Funding for the retroactive impacts of the Collective Bargaining Agreement for CUPE 718 and 394 including additional amounts for 2024, auxiliary rate adjustments for Parks, Recreation and Culture
- Mandatory Senior Government Increases
- Continued phase-in of OBI related to the new Steveston Community Centre and Library which is under construction
- Operating Budget Impacts from the Proposed Capital Budget

The options presented including varying amounts of:

- Recommended Emerging Operational Additional Levels
- Rate Stabilization Funding

### *Option 1 – Recommended Emerging Organizational Additional Levels with Rate Stabilization (Recommended)*

Option 1 includes the same level of service non-discretionary increases, which have been offset by expense decreases, revenue increases and a transfer to the Utility Budget. It includes external senior government mandatory increases and the retroactive impacts of the collective bargaining agreements which were ratified in 2024. It continues to phase-in funding for the new Steveston



Community Centre and Library which is anticipated to be completed in 2026 and includes the OBI impact of the 2025 Proposed Capital Budget.

Option 1 also fully complies with the LTFMS policy to increase investment in community infrastructure by 1.00%, providing funding for future phases of approved capital projects.

The emerging organizational additional levels recommended in Budget Option 1 (as presented in Attachments 10, 11 and 12) provides funding for a number of high priority requests submitted for consideration in the budget process. There were many other important requests that were also reviewed but could not be recommended for funding in 2025 due to budget constraints (Attachment 13). 53.95% of the proposed budget increase under Budget Option 1 is for Community Safety.

**Emerging Organizational Additional Levels (Budget Option 1)**

The emerging organizational additional levels in Budget Option 1 includes:

- Ongoing funding for pilot initiatives that achieved successful results, as the temporary funding source has been fully utilized (Manager, Indigenous Relations).
- 6 RCMP officers and 2 municipal employees to support the RCMP Detachment (see Table 16).
- Additional resources required to comply with new provincial legislation (Fire Safety Act, Bill 16, Bill 44).
- Phase in of Housing Accelerator Fund to base budget over 4 years.

*Table 16: Law and Community Safety Emerging Organizational Additional Levels (Budget Option 1)*

<b>Law and Community Safety Emerging Organizational Additional Levels (Budget Option 1)</b>					
<b>RCMP Officers</b>	<b>Municipal Employees to Support the RCMP Detachment</b>	<b>Fire Prevention Captains (Fire Safety Act)</b>	<b>Total Law and Community Safety Positions</b>	<b>Amount (in '000s)</b>	<b>Tax Impact</b>
6	2	2	<b>10</b>	\$1,763	0.57%
<b>Law and Community Safety Emerging Organizational Additional Levels (Budget Option 1) – 10 Community Safety Positions</b>				<b>\$1,763</b>	<b>0.57%</b>

Council approved the Utility Budget on November 12, 2024, which includes significant increases mainly due to the North Shore Wastewater Treatment Plan which increases the financial burden for households. Recognizing these significant increases from Metro Vancouver which could not be avoided, staff are recommending a reduced amount of emerging organizational additional levels than would have otherwise been the case had it not been for this situation.

Option 1 proposes to include \$2.0 million of Rate Stabilization funding to reduce the 2025 tax impact. This is an optimal amount of rate stabilization which does not place too much pressure on future budgets and preserves a sufficient amount of rate stabilization funding for unknown future impacts.

Option 1 results in an overall tax impact of 5.86% and is the recommended option, which amounts to an increase of \$128 for an average residential property with an assessment value of \$1,306,478. This option is recommended by staff.

*Option 2 – Increased Emerging Organizational Additional Levels*

Budget Option 2 includes everything in Option 1 with additional amounts in the emerging organizational additional levels.

Emerging Organizational Additional Levels (Budget Option 2)

The emerging organizational additional levels included in Budget Option 2 are the same as Budget Option 1, with incremental positions highlighted in yellow in *Table 17*. Budget Option 2 includes a total of 10 RCMP officers and 6 municipal employees to support the RCMP Detachment which represents the full request submitted by the Officer In Charge of the RCMP Detachment.

*Table 17: Law and Community Safety Emerging Organizational Additional Levels (Budget Option 2)*

<b>Law and Community Safety Emerging Organizational Additional Levels (Budget Option 2)</b>					
<b>RCMP Officers</b>	<b>Municipal Employees to Support the RCMP Detachment</b>	<b>Fire Prevention Captains (Fire Safety Act)</b>	<b>Total Law and Community Safety Positions</b>	<b>Amount (in '000s)</b>	<b>Tax Impact</b>
6	2	2	10	\$1,763	0.57%
<b>Law and Community Safety Emerging Organizational Additional Levels (Budget Option 1) – 10 Community Safety Positions</b>				<b>\$1,763</b>	<b>0.57%</b>
4	4	0	8	\$1,118	0.37%
10	6	2	18	\$2,881	0.94%
<b>Law and Community Safety Emerging Organizational Additional Levels (Budget Option 2) – 18 Community Safety Positions</b>				<b>\$2,881</b>	<b>0.94%</b>

There were many other important requests that were also reviewed but could not be recommended for funding in 2025 due to budget constraints (Attachment 13). 56.26% of the proposed budget increase under Budget Option 2 is for Community Safety.

Option 2 proposes to include \$2.0 million of Rate Stabilization funding to reduce the 2025 tax impact. This is an optimal amount of rate stabilization which does not place too much pressure on future budgets and preserves a sufficient amount of rate stabilization funding for unknown future impacts.

Option 2 results in an overall tax impact of 6.23%, which amounts to an increase of \$136 for an average residential property with an assessment value of \$1,306,478.

*Option 3 – Increased Emerging Organizational Additional Levels and Preserve Rate Stabilization*

Option 3 includes everything in Budget Option 2, however, it does not utilize any rate stabilization funding which recognizes the full impact of 2025 increases without deferral to future years. This allows preservation of the rate stabilization balance to fund future one-time initiatives and to offset future increases which are not fully known at this time.

Option 3 results in an overall tax impact of 6.88%, which amounts to an increase of \$150 for an average residential property with an assessment value of \$1,306,478.

*Table 18* summarizes all three options, with the varying amounts highlighted in yellow.

Table 18: Proposed Budget Options (in \$000s)

Budget Components	Option 1	Option 2	Option 3
	<i>Recommended</i>		
	Reduced Emerging Additional Levels with Rate Stabilization	Emerging Additional Levels with Rate Stabilization	Emerging Additional Levels with preservation of Rate Stabilization
Same Level of Service	2.81%	2.81%	2.81%
Less: 2025 Tax Growth	(0.82%)	(0.82%)	(0.82%)
<b>Same Level of Service after tax growth (below CPI target of 2.10%) - Table 7, page 18</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>
Previously Approved Expenditures Table 11, page 22	1.85%	1.85%	1.85%
Law and Community Safety Emerging Organizational Additional Level Increases - Budget Option 1 (Attachment 12, page 75) - Budget Option 2 and 3 (Attachment 12 + Attachment 13 # 1-4, page 76)	0.57%	0.94%	0.94%
Citywide Emerging Organizational Additional Level Increases (Attachments 10, 11 and 12)	0.29%	0.29%	0.29%
Investment in Infrastructure Replacement Needs (Transfer to Reserves) page 23	1.00%	1.00%	1.00%
<b>LTFMS Policy: Same Level of Service + Previously Approved Expenditures + Emerging Organizational Additional Levels + 1.00% for Infrastructure Replacement Needs</b>	<b>5.70%</b>	<b>6.07%</b>	<b>6.07%</b>
Community Safety Cost-Sharing Obligations Table 13 page 25	0.46%	0.46%	0.46%
Canada Pension Plan Enhancements Table 13 page 25	0.15%	0.15%	0.15%
WorkSafeBC Rate Increases Table 13 page 25	0.08%	0.08%	0.08%
<b>Senior Government Increases</b>	<b>0.69%</b>	<b>0.69%</b>	<b>0.69%</b>
Estimated OBI from 2025 Capital Budget Table 13 page 26	0.12%	0.12%	0.12%
<b>Operating Budget Impacts</b>	<b>0.12%</b>	<b>0.12%</b>	<b>0.12%</b>
Rate Stabilization page 27	(0.65%)	(0.65%)	-
<b>Subtotal of Senior Government Increases, Operating Budget Impacts and Rate Stabilization</b>	<b>0.16%</b>	<b>0.16%</b>	<b>0.81%</b>
<b>Preliminary 2025 Operating Budget Increase</b>	<b>5.86%</b>	<b>6.23%</b>	<b>6.88%</b>
Annual equivalent tax increase for average residential property	\$128	\$136	\$150

## Financial Impact

The CAO and SMT have done considerable work including conducting significant reviews to achieve a combined same level of service budget of 1.99% which is below the CPI target of 2.10%. The Proposed Operating Budget Option 1 of 5.86% is recommended as presented in *Table 19*.

*Table 19: 2025 Proposed Operating Budget Increase*

Items	Total 2025 Operating Budget Increase (in \$000s)	Tax Impact	Equivalent for Average Residential Property
Same Level of Service before tax growth	\$8,615	2.81%	\$61
Less: 2025 Estimated Tax Growth	(2,500)	(0.82%)	(18)
<b>Same Level of Service after tax growth (below CPI target of 2.10%)</b>	<b>6,115</b>	<b>1.99%</b>	<b>43</b>
Previously Approved Expenditures	5,675	1.85%	40
Emerging Organizational Additional Level Increases	2,647	0.86%	19
Investment in Infrastructure Replacement Needs (Transfer to Reserves)	3,067	1.00%	22
<b>LTFMS Policy: Same Level of Service + Previously Approved Expenditures + Emerging Organizational Additional Levels + 1.00% for Infrastructure Replacement Needs</b>	<b>17,504</b>	<b>5.70%</b>	<b>124</b>
Community Safety Cost-Sharing Obligations	1,412	0.46%	10
Canada Pension Plan Enhancements	460	0.15%	3
WorkSafeBC Rate Increases	250	0.08%	2
External Senior Government Increases	<b>2,122</b>	<b>0.69%</b>	<b>15</b>
Operating Budget Impacts	369	0.12%	3
Less Proposed Rate Stabilization	(2,000)	(0.65%)	(14)
<b>Subtotal of Senior Government Increases, Operating Budget Impacts and Rate Stabilization</b>	<b>491</b>	<b>0.16%</b>	<b>4</b>
<b>Proposed 2025 Operating Budget Increase</b>	<b>\$17,995</b>	<b>5.86%</b>	
<b>Annual equivalent tax increase for average residential property</b>			<b>\$128</b>

## Conclusion

In keeping with Council's mandate as stipulated in the Long Term Financial Management Strategy policy, the 2025 recommended operating budget increase is 5.86%. The increase maintains the same level of service below CPI target and includes funding for emerging organizational additional levels, 1.00% transfer to reserves in support of funding for community facilities replacement needs, various senior government increases and operating budget impacts



from the Proposed Capital Budget and recommended One-Time Expenditures. Rate stabilization funding is utilized to partially offset the impacts.

The 2025 Operating Budget, as approved by Council, will form the basis of the Consolidated 5 Year Financial Plan, which is required under the *Community Charter*. Based on preliminary assumptions, *Table 20* provides estimated increases for the years 2026-2029. The Plan estimates for 2026-2029 are based on information currently available and will be revised with each respective budget year.

*Table 20: Proposed 5 Year Financial Plan (2025-2029)*

Proposed 5 Year Financial Plan	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Same Level of Service Before Transfer to Utility Budget	2.26%	2.00%	2.00%	2.10%	2.10%
Less: Transfer to Utility Budget	(0.27%)	-	-	-	-
<b>Same Level of Service Increase</b>	<b>1.99%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.10%</b>	<b>2.10%</b>
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
External Senior Government Related Increases	0.69%	0.55%	0.38%	0.40%	0.37%
Emerging Organizational Additional Levels	0.82%	0.51%	0.51%	0.50%	0.40%
Operating Budget Impact from Capital Budget	0.16%	0.20%	0.18%	0.18%	0.18%
Council Previously Approved Expenditures	1.85%	0.69%	0.55%	0.39%	0.12%
Less: Rate Stabilization	(0.65%)	(0.45%)	(0.30%)	(0.15%)	0.00%
<b>Proposed Operating Budget Increase</b>	<b>5.86%</b>	<b>4.50%</b>	<b>4.32%</b>	<b>4.42%</b>	<b>4.17%</b>



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MS:mp

**2025 Proposed Operating Budget**

**Index of Attachments**

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1. Council Strategic Plan (2022-2026)

# Council Strategic Plan 2022–2026



 <p><b>Proactive in Stakeholder and Civic Engagement</b></p> <p>Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.</p>	 <p><b>Strategic and Sustainable Growth</b></p> <p>Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.</p>	 <p><b>A Safe and Prepared Community</b></p> <p>Community safety and preparedness through effective planning, strategic partnerships and proactive programs.</p>	 <p><b>Responsible Financial Management and Governance</b></p> <p>Responsible financial management and efficient use of public resources to meet the needs of the community.</p>	 <p><b>A Leader in Environmental Sustainability</b></p> <p>Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.</p>	 <p><b>A Vibrant, Resilient and Active Community</b></p> <p>Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.</p>
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## 2. Economic Outlook

Richmond continues to be a major employment centre for the region, with a strong and diverse economic base that positions the City well to weather economic challenges. Local businesses contribute over 40%<sup>1</sup> of the City's property tax revenues, resulting in the ability to provide residents with exceptional levels of municipal services while ensuring a reasonable allocation of taxation among property classes. Richmond's economy is subject to continually evolving 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

Global growth is slow and relatively steady, with the notable absence of a recession. The International Monetary Fund (IMF) is currently projecting a global growth rate of 3.2% in 2024 and 2025, with a five-year forecast of 3.1%. While the overall forecast has remained relatively similar since last spring, the outlook for various regions has shifted, with stronger growth observed in the U.S. and Asia, and downward revisions to the growth forecast for the Middle East, Central Asia and sub-Saharan Africa.<sup>2</sup>

A number of global shocks and ongoing uncertainty are impacting economic forecasts. Globally, the Russia-Ukraine war continues to weigh on the outlook, and as does the impact of ongoing violence in Israel and Gaza, and more broadly in the Middle East. Other factors impacting the global forecast include increasing geoeconomic fragmentation after decades of global integration, effects of monetary policy tightening required to reduce inflation, and extreme weather events. Weighing heavily on the forecast is the impact of the recent U.S. election and uncertainty related to global trade, depending on the policies implemented by the new administration.

In the context of the global forecast, Canada is aligned with the slowing growth observed and predicted to continue globally. That said, projections suggest an upward trend is in sight. Real GDP is expected to remain stable in 2024 before rising to 2.1% in 2025. Both headline and core consumer price inflation are also expected to stabilize around the 2% target in the medium term. A challenge over the short and medium term will be balancing the potential impact of pent-up consumer demand as interest rates fall to avoid a return to higher inflation. While there is some uncertainty in the shorter term, stabilization and growth are expected to slowly return in the longer term.

### 1. Global Forecast<sup>3</sup>

Global economic activity started to strengthen midway through 2024, driven notably by robust exports from Asia, particularly in the technology sector. The International Monetary Fund (IMF) is currently projecting a global growth rate of 3.2% in 2024 and 2025, with a five-year forecast of 3.1%.

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<sup>1</sup> [City of Richmond, 2023 Annual Report](#), p. 60

<sup>2</sup> [International Monetary Fund, World Economic Outlook October 2024](#).

<sup>3</sup> [International Monetary Fund, World Economic Outlook, July, 2024](#).

Notably, the U.S. growth forecast has strengthened, offsetting downgrades in other regions, including Europe. Downward revisions in the growth outlook for the Middle East, Central Asia and sub-Saharan Africa are related to production and shipping disruptions, as well as extreme weather events, civil unrest, and other conflicts. Yet in Asia, the picture is different, as significant global investments in artificial intelligence are driving strong demand for semiconductors and other electronics produced in the region.<sup>4</sup> There is uncertainty in the forecast regarding the impact of the recent U.S. election and potential global trade and other economic impacts, depending on the policies implemented by the new administration.

Globally, inflation is now projected to reach 3.5% by the end of 2025, down from a peak of 9.4% year-over-year in the third quarter of 2022, and below the average of 3.6% between 2000 and 2019.<sup>5</sup> Although inflation has generally decreased thanks to falling energy and goods prices, consistently high inflation in the services sector continues to pose challenges in reducing overall price pressures.

As global inflation returns to a more acceptable levels, central banks in advanced economies including the U.S. Federal Reserve have started to ease monetary policy. However, along with rising prices, prolonged high interest rates have put pressure on the economic outlook in many countries which has challenged policymakers seeking a balanced approach.

The IMF also points out the potential risk of escalating conflict in the Middle East, which could result in energy price shocks and increased global shipping costs, depending on a number of factors, including duration, continued severity, regional stability, and the broader geopolitical context of the conflict.

Current forecasts for economic growth and inflation reflect the continuing recovery from impacts of the COVID-19 pandemic, geopolitical tensions, and the cost-of-living crisis. Factors impacting the forecasts include increasing geoeconomic fragmentation after decades of global integration, uncertainty regarding trade following the recent U.S. election, effects of monetary policy tightening required to reduce inflation, withdrawal of fiscal supports, and extreme weather events.

## **2. Canadian Forecast<sup>6</sup>**

In the context of the global forecast, Canada is aligned with the slowing growth observed and predicted to continue across advanced economies. After a period of slowdown in 2023 and early 2024, the Canadian economy is anticipated to start recovering in the second half of 2024 with expected improvements in both exports and household spending. Real GDP growth rates are expected to be 1.2% in 2024, followed by 2.1% in 2025. A key unknown in the forecast is the impact of potential trade policy changes in the U.S., which is Canada's largest trading partner. Anticipated tariffs and similar protectionist policies could have ramifications across industries and for consumers, affecting both inflation and economic growth.

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<sup>4</sup> [International Monetary Fund, World Economic Outlook, October 2024.](#)

<sup>5</sup> [International Monetary Fund, World Economic Outlook, October 2024.](#)

<sup>6</sup> [Scotiabank Global Economics \(September 10, 2024\); Scotiabank Global Economics \(October 18, 2024\); TD Economics, Canadian Quarterly Economic Forecast \(September 19, 2024\)](#)



The current outlook for Canadian consumers suggests that spending may remain modest, though there is some uncertainty around consumer behaviour as interest rates fall. Real consumer spending grew by 0.6% in the second quarter of 2024, and the third quarter is expected to show similar trends. The slight improvement in consumer spending growth is largely due to stronger-than-expected population growth and back-to-back interest rate cuts by the Bank of Canada.<sup>7</sup>

Consumer Price Index inflation in Canada is approaching the 2% target as monetary policy aims to alleviate price pressures and drivers of core inflation have decreased significantly. CPI is predicted to grow by 2.4% in 2024 and 2.0% in 2025. Wage growth remains strong, and inflation in services is proving to be persistent. Inflation in shelter prices also continues to be elevated, driven by still high rent and mortgage interest costs.

Canada's labour market has cooled significantly over the past year, with the growth in the labour force nearly outpacing the rate of hiring. The unemployment rate is forecast to be 6.3% in 2024, rising to 6.5% in 2025. The job market is especially challenging for youth, who represent over 40% of the increase in unemployment over the past year, despite making up only 14% of the labour force. Population growth is also expected to taper off in the coming years after recent increases, which will impact labour market dynamics.

<b>Canadian Economic Indicators</b>	<b>2022</b>	<b>2023</b>	<b>2024f</b>	<b>2025f</b>	<b>2026f</b>
Real GDP (% change)	3.8	1.2	1.2	2.1	N/A
Consumer Price Index (% change)	6.8	3.9	2.4	2.0	N/A
Residential Investment (% change)	-12.0	-10.2	-0.4	5.2	N/A
Business Investment (% change)	4.3	-0.6	-0.4	4.3	N/A
Unemployment Rate (%)	5.3	5.4	6.3	6.5	N/A
Housing Starts (000s)	262	240	242	253	N/A

[Source: Scotiabank Global Economics \(October 18, 2024\)](#)

<sup>7</sup> Note: To date in 2024, the Bank of Canada (BoC) has announced three consecutive rate cuts of 25 basis points each, followed by a fourth cut of 50 basis points in October 2024. Inflation has been easing (from 8.1% in June 2022 to 2.7% in June 2024) in alignment with the Bank of Canada (BoC)'s interest rate decisions.

### 3. British Columbia Forecast<sup>8</sup>

B.C.'s economy is projected to grow at a rate below the national average this year, primarily due to the continued pressure on consumer spending from interest rate hikes in 2022-23.<sup>9</sup> Additional factors contributing to this outlook include declining retail sales and exports in the first half of 2024, and one of the highest average household debt burdens across the country. As interest rates decline and these pressures ease, economic growth is anticipated to rebound in 2025, driven by a rise in investment, stronger consumer spending, and a recovery in exports.

The primary downside risks to B.C.'s economic outlook include ongoing price pressures and challenges in the housing market. Additional risks involve weaker global demand, the effects of climate change, the economic impacts of international geopolitical conflicts, and volatility in commodity markets. Despite persistent global economic uncertainty, the province's diverse economy positions it well to navigate ongoing global, national, and local economic challenges. Economic growth in the province is forecast at 1% for 2024, and eventually increasing to 2% in 2025 and 2.3% in 2026. Inflation in B.C. is also following the national downward trajectory, with the Consumer Price Index expected to slow its growth to 2.7% year-over-year in 2024, 2.2% in 2025, and 2.0% in 2026.

Over the next 12 to 18 months, consumer spending and home sales may strengthen, aligned with interest rate reductions by the Bank of Canada. Residential construction activity is expected to ease slightly from the high levels observed in 2022 and 2023, but it is projected to strengthen in the medium term, driven by lower borrowing costs and government housing policies designed to expand supply.

Employment has exceeded expectations this year, as a recession was previously anticipated, and B.C.'s labour market is projected to experience strong growth in the near term, driven by high population growth. However, this growth is expected to slow in 2025 and 2026 as the population increases moderate following federal government policy changes. The unemployment rate is expected to increase from the historically low levels seen in 2022 to 5.4% in both 2024 and 2025, before starting to trend down to 5.3% in 2026.

<b>British Columbia Indicators</b>	<b>2022</b>	<b>2023</b>	<b>2024f</b>	<b>2025f</b>	<b>2026f</b>
Real GDP (% change)	3.8	1.5	1.0	2.0	2.3
Consumer Price Index (% change)	6.9	3.9	2.7	2.2	2.0
Population (% Change)	2.5	3	3	1.2	1.2
Retail Sales (% Change)	3.1	-0.1	1	2.5	3.5
Unemployment Rate (%)	4.6	5.2	5.4	5.4	5.3
Housing Starts (000s)	46.7	50.5	46.7	48.5	50.0

[Source: Government of BC. Taking Action For You, First Quarterly Report, September 2024.](#)

<sup>8</sup> [Government of BC. Taking Action For You, First Quarterly Report, September 2024.](#) (data)

<sup>9</sup> [TD Economics, Provincial Economic Forecast, September 19, 2024](#)

## Local Trends

### 1. Metro Vancouver<sup>10</sup>

Metro Vancouver's GDP is anticipated to grow by 1.1% in 2024, before increasing to 2.5% in 2025 and 2.7% in 2026. This marks the smallest annual increase in growth since the pandemic but reflects the fact that the local economy is on par with the Canadian and provincial estimates. Inflation growth in Metro Vancouver is also anticipated to closely mirror national and provincial trends. Price growth has been easing, approaching the Bank of Canada's target rate of 2.00%. CPI is expected to be 2.6% in 2024, and then stabilize to 2.1% in 2025 and 2.0% in 2026.

Metro Vancouver housing starts are expected to drop by 10.5% in 2024 and by 9.4% in 2025 before stabilizing at around 26,000 units in the coming years. Affordability concerns and higher-than-anticipated interest rates present two risks to this forecast. With fewer projects scheduled to begin this year and a projected decrease in housing starts, a decline in construction output for 2024 is anticipated. However, the construction sector is expected to show positive results in the next couple of years, although growth will likely remain modest in 2025 and 2026.

Total employment is expected to continue to climb steadily, and Metro Vancouver's unemployment rates are forecasted to be lower than those of B.C. and Canada, reflecting a still tight local labour market. Unemployment is anticipated to decrease to 5.3% in 2024, 4.9% in 2025 and dip further to 4.7% in 2026. Closely related to both consumer demand and labour market strength, Metro Vancouver's population grew by 4.8% in 2023, and this is expected to continue though start to moderate to 3.5% in 2024 and 2.0% in 2025.

Over the next couple of years, the Metro Vancouver region is expected to benefit from hosting several major sporting events, including the Grey Cup in November 2024, the Invictus Games in 2025, and seven FIFA World Cup matches in 2026. These events are anticipated to bring large numbers of visitors to the region, supporting local businesses and the regional economy.

<b>Metro Vancouver Economic Indicators</b>	<b>2022</b>	<b>2023</b>	<b>2024f</b>	<b>2025f</b>	<b>2026f</b>
Real GDP (% Change)	4.1	1.7	1.1	2.5	2.7
Consumer Price Index (% Change)	6.8	4.2	2.6	2.1	2.0
Population (% Change)	3.6	4.8	3.5	2.0	1.1
Retail Sales (% Change)	5.1	0.0	0.9	3.0	4.4
Unemployment Rate (%)	4.7	5.5	5.3	4.9	4.7
Housing Starts (000s)	26.0	33.2	29.8	27.0	26.8

[Source: Conference Board of Canada Major City Insights, Vancouver \(October 2024\)](#)

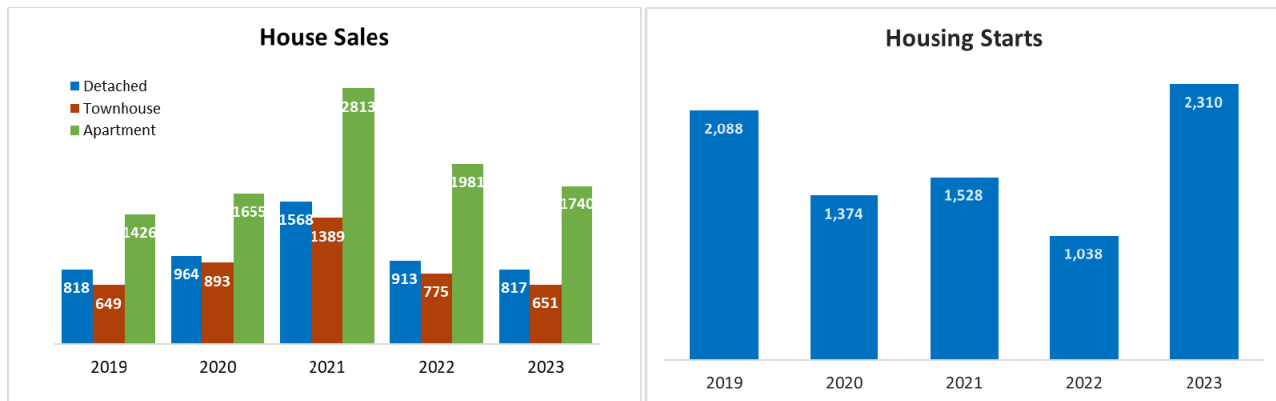
<sup>10</sup> [Conference Board of Canada Major City Insights, Vancouver \(October 2024\)](#)

## 2. Richmond<sup>11</sup>

Richmond benefits from a well-diversified economy and has key strengths across its multiple sectors. A healthy share of Richmond's jobs are community-oriented, serving local residents and other businesses, as well as those jobs that are export-oriented, serving national and international markets. 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.

That said, businesses are grappling with challenges from the overall economic slowdown and inflation. These challenges include securing financing for complex projects, labour shortages, and high input costs. Industrial vacancy rates have begun to ease following a prolonged period of record lows, while office vacancy rates are now closely aligned with the Metro Vancouver average. Slow but steady growth is expected in 2025, in line with global and regional economic trends.

## 3. Housing Market



In 2023, sales of all types of housing decreased in Richmond, following a similar decreasing trend in 2022. However, these declines have been less pronounced than those observed between 2021 and 2022. This is aligned with the beginning of interest rate increases by the Bank of Canada starting March 2022 in their efforts to curb inflation, which continued through mid-2024.

Between 2022 and 2023, sales of detached homes decreased by 10.5%, with townhome and apartment sales declining by around 16% and 12.2% respectively. Sales made during the first two quarters of 2024 relative to the same period last year reflect a similar declining trend across all three types of housing, with a decrease of 12.6% for detached home sales, 8.9% for townhomes, and 14.3% for apartments. As further interest rate cuts are expected later in 2024, these dynamics may start to shift in 2025 as the cost of financing is reduced.

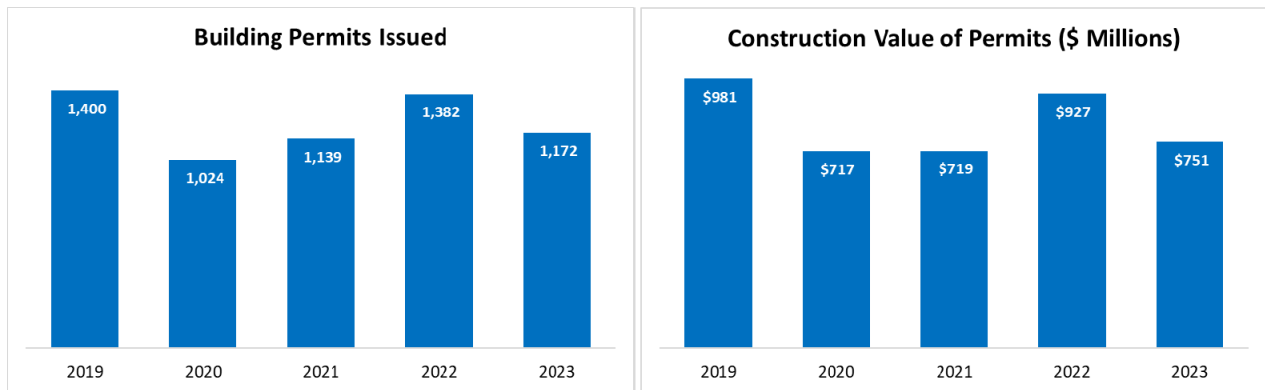
Housing starts in Richmond increased by 122.5% between 2022 and 2023 and further increased by 8.6% during the first two quarters of 2024 as compared to the same period in 2023. This recent trend in Richmond contrasts with the decline in housing starts across Metro Vancouver in 2024, although the overall direction may become more evident over a longer period. Multiple

<sup>11</sup> City of Richmond Interactive Data, <http://www.businessinrichmond.ca/data-centre/> (unless stated otherwise).

and complex dynamics are affecting housing starts, including population expansion leading to increased future demand, while at the same time, the high cost of capital and materials as well as labour shortages may be constraining factors.

<b>Housing Indicators</b>	<b>2024 to Q2</b>	<b>2023 to Q2</b>	<b>% Change</b>
Total Sales - Detached	415	475	-12.6%
Total Sales - Townhouse	339	372	-8.9%
Total Sales - Apartment	803	937	-14.3%
Housing Starts	934	860	8.6%

#### 4. Construction Activity



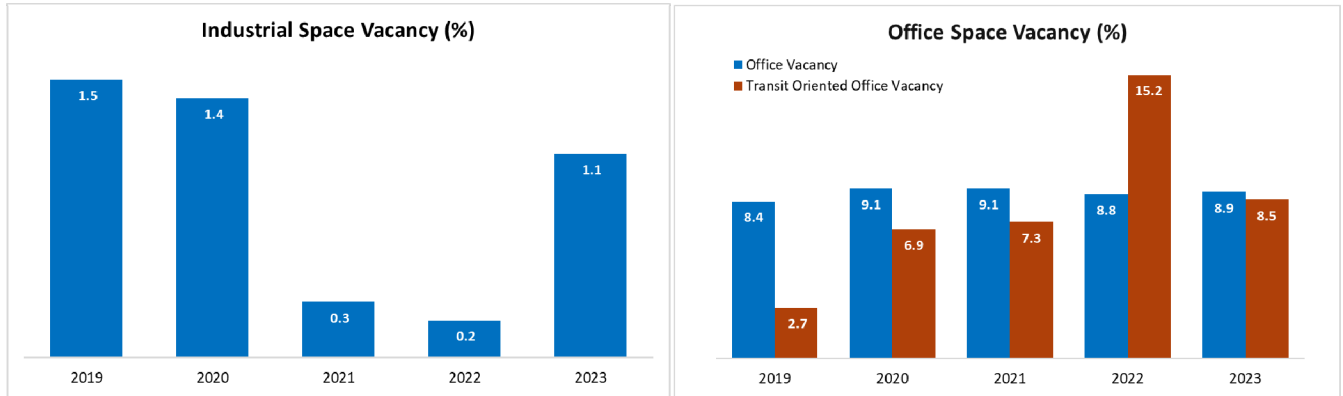
At the end of the second quarter of 2024, the construction value of building permits issued in Richmond had reached \$475 million, 13% higher than during the same period in 2023. At the same time, the number of building permits issued during the first six months of 2024 fell by 2% over the same period in 2023. Positive growth in the number of permits for commercial and institutional buildings partly offset the negative growth in the case of residential buildings, with industrial permits remaining unchanged.

An increase in construction value coupled with a decrease in the number of building permits issued can be attributed to fewer but larger and more complex developments with longer development cycles, including the multi-family developments taking place in the City Centre.

<b>Construction Indicators</b>	<b>2024 to Q2</b>	<b>2023 to Q2</b>	<b>% Change</b>
Building Permits Issued	619	633	-2.2%
Construction Value (\$ millions)	475	419	13%



## 5. Commercial Space<sup>12</sup>



Richmond has over 45 million square feet of industrial space, which is one of the largest shares of Metro Vancouver’s regional industrial inventory (by any one municipality/ jurisdiction). The city’s industrial space vacancy has reflected a declining trend since 2018, dropping to a highly constrained 0.2% in 2022, before rising to 1.1% in 2023. It then rose to 1.4% in the first six months of 2024, a 180% increase from the same period last year. That said, Richmond’s industrial vacancy rate at the end of Q2 2024 was lower than the 2.7% vacancy rate in Metro Vancouver, which is indicative of constraints across the region.

Average net asking rent prices for industrial space in Richmond (\$19.61/sq ft) were also slightly lower than the Metro Vancouver average (\$20.16/ sq ft) as of Q2 2024, both of which are slightly lower than net asking rent prices at the same time last year.

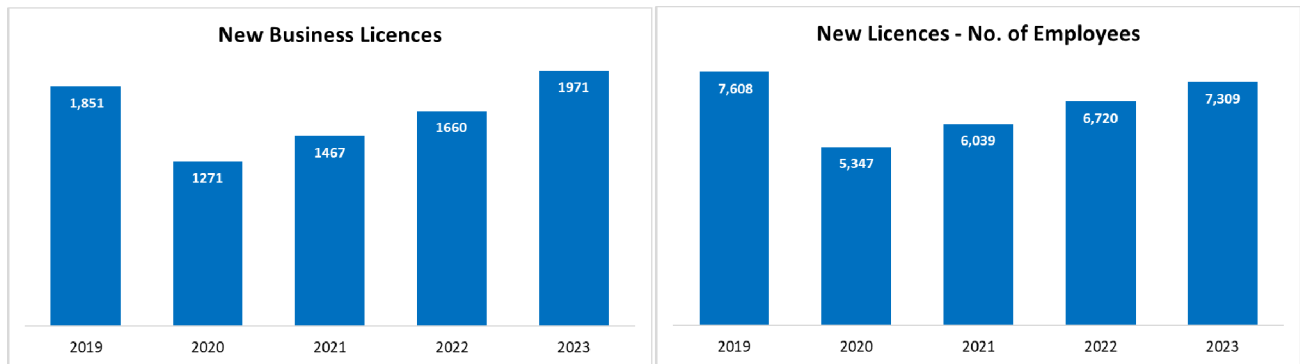
Office space vacancy has increased slightly in Richmond, though has remained relatively steady over the past several years. In 2021, the office vacancy rate was 9.1%, edging down to 8.8% in 2022 and then rising again to 8.9% in 2023. By the end of the second quarter in 2024, it had increased to 10.4%, similar to Metro Vancouver’s average of 10.3% and below downtown Vancouver’s 14.1% over the same period.

Due to limited financing availability and rising financing costs, along with the continuation of hybrid work and moderately improving economic conditions, tenant growth has remained limited with increasing construction costs as an additional factor. Sublease activity may continue as tenants reassess their real estate needs, capital expenditures, and occupancy costs.

<sup>12</sup> [Cushman & Wakefield Vancouver Office and Industrial Market Beat Reports \(Q2 2024\)](#). Note that the large increase in the transit-oriented office vacancy in 2022 was primarily driven by the Paramount development (6388 No. 3 Road) coming to market. Short-term fluctuations are expected as new supply is added. The definition of “transit-oriented office” is office space within 600 meters of a Skytrain station. As this definition includes a limited number of developments in the City Centre, any change (whether related to new inventory or absorption) may have a seemingly disproportionate impact on the data.

<b>Commercial Space Indicators</b>	<b>2024 to Q2</b>	<b>2023 to Q2</b>	<b>% Change</b>
Industrial Inventory (million sf)	46	45.43	1%
Industrial Vacancy Rate (%)	1.4	0.5	180%
Office Inventory (million sf)	5.09	5.04	1%
Office Vacancy Rate (%)	10.4%	9%	16%

**6. Business Growth**

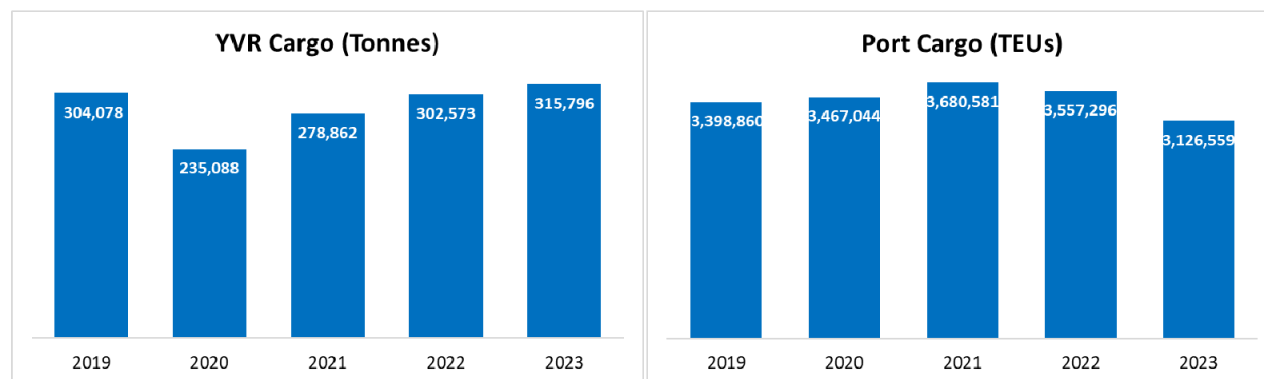


Economic activity in Richmond continues to be strong, and there has been a sustained increase in new business licenses and associated employment since 2020. The first half of 2024 saw a 17% rise in new business licenses compared to the same period in 2023, along with an 18% rise in employees associated with these new licenses.

At the end of the second quarter of 2024, the number of valid licenced businesses had increased by 6% as compared to the second quarter of 2023. The total number of valid business licences has remained relatively steady throughout the past 5+ years at between 13,000 and 14,500. This reflects a healthy balance in Richmond's business landscape, where the arrival of new businesses and the expansion of existing ones counterbalances closures and relocations.

<b>Local Business Activity</b>	<b>2024 to Q2</b>	<b>2023 to Q2</b>	<b>% Change</b>
Valid Business Licences	14,007	13,212	6%
New Business Licences	1,071	912	17%
New Licences – No. of Employees	4,023	3,405	18%

## 7. Trade



YVR continues to experience a steady recovery in cargo volumes following the sharp decline caused by the COVID-19 pandemic. With a noteworthy increase of 4.3% between 2022 and 2023, 2023 cargo volumes surpassed their 2019 counterparts. This positive trend continued into the first half of 2024, with a 7% rise compared to the same period in 2023. In early 2024, the Government of Canada announced a \$75 million investment, which will be matched by YVR, to increase overall cargo handling capacity by more than 50% at YVR by 2027.<sup>13</sup> This expansion is anticipated to further support cargo volumes in the medium to long term.

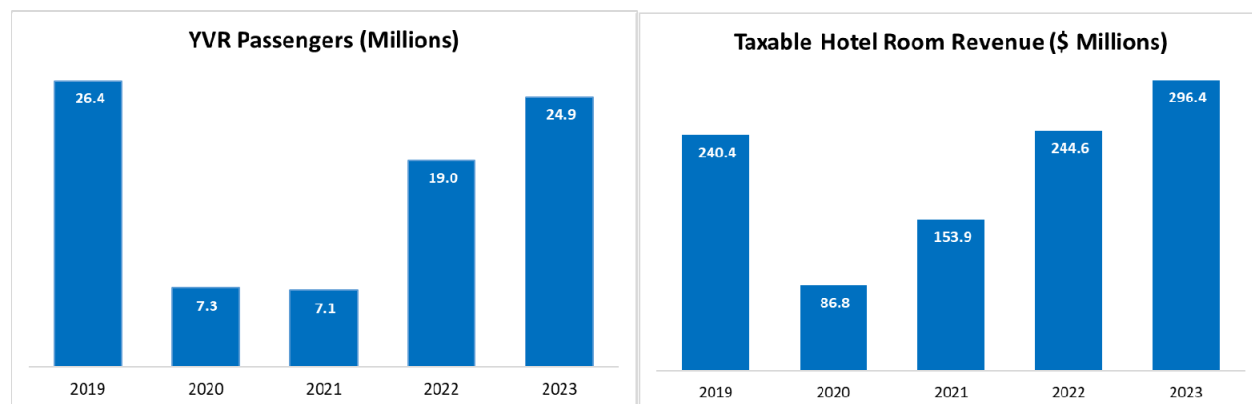
While cargo volumes moving through the Port of Vancouver have grown steadily in recent years, a decline of 12% was observed between 2022 and 2023. However, most recently, cargo volumes increased 14% in the first two quarters of 2024, relative to the same period in 2023. The previous decline in year-over-year container volumes is aligned with broader trends witnessed across the North American West Coast marked by slow global economic growth and the effect on imports by overstuffed retailer inventories, following supply chain constraints in earlier years<sup>14</sup>.

Trade Indicators	2024 to Q2	2023 to Q2	% Change
YVR Cargo (tonnes)	156,797	146,662	7%
PMV Cargo (TEUs)	1,769,018	1,554,904	14%

<sup>13</sup> [YVR News, January 11, 2024.](#)

<sup>14</sup> [Port of Vancouver, March 22, 2024.](#)

## 8. Tourism



Following severe declines in the tourism sector due to the COVID-19 pandemic, there has been significant positive growth in the last several years. Between 2022 and 2023, the number of passengers moving through YVR increased by around 31%, and this growth trajectory continued in the first two quarters of 2024, with passenger volumes reaching 12.6 million. This figure marks an increase of 7.4% from passenger volumes witnessed in the first half of 2023, second only to the record of 12.68 million passengers set in the first half of 2019.

Similarly, hotel room revenues have also recovered strongly, with a 21.2% increase between 2022 and 2023, and a 9.2% increase in the first two quarters of 2024 as compared to the same period in 2023. While tourism and associated travel and accommodation demand from some international markets, including China, have not fully recovered, the sector is expected to benefit more broadly from upcoming sporting events in the next few years, including the Grey Cup in November 2024, the Invictus Games in 2025, and seven FIFA World Cup matches in 2026.<sup>15</sup> Projections from Destination Vancouver highlight hotel capacity challenges in Metro Vancouver, with demand expected to surpass supply by 2026.<sup>16</sup>

The Municipal and Regional District Tax (MRDT) partnership model between the City of Richmond, the Richmond Hotel Association, and Tourism Richmond is expected to generate between \$25-35 million in funding over a five-year period (2022 – 2027) to support tourism sector growth through destination marketing and development initiatives. MRDT revenue collected during the first half of 2024 was 9% higher than the first half of 2023, and the near-term forecast anticipates continued strong revenues.

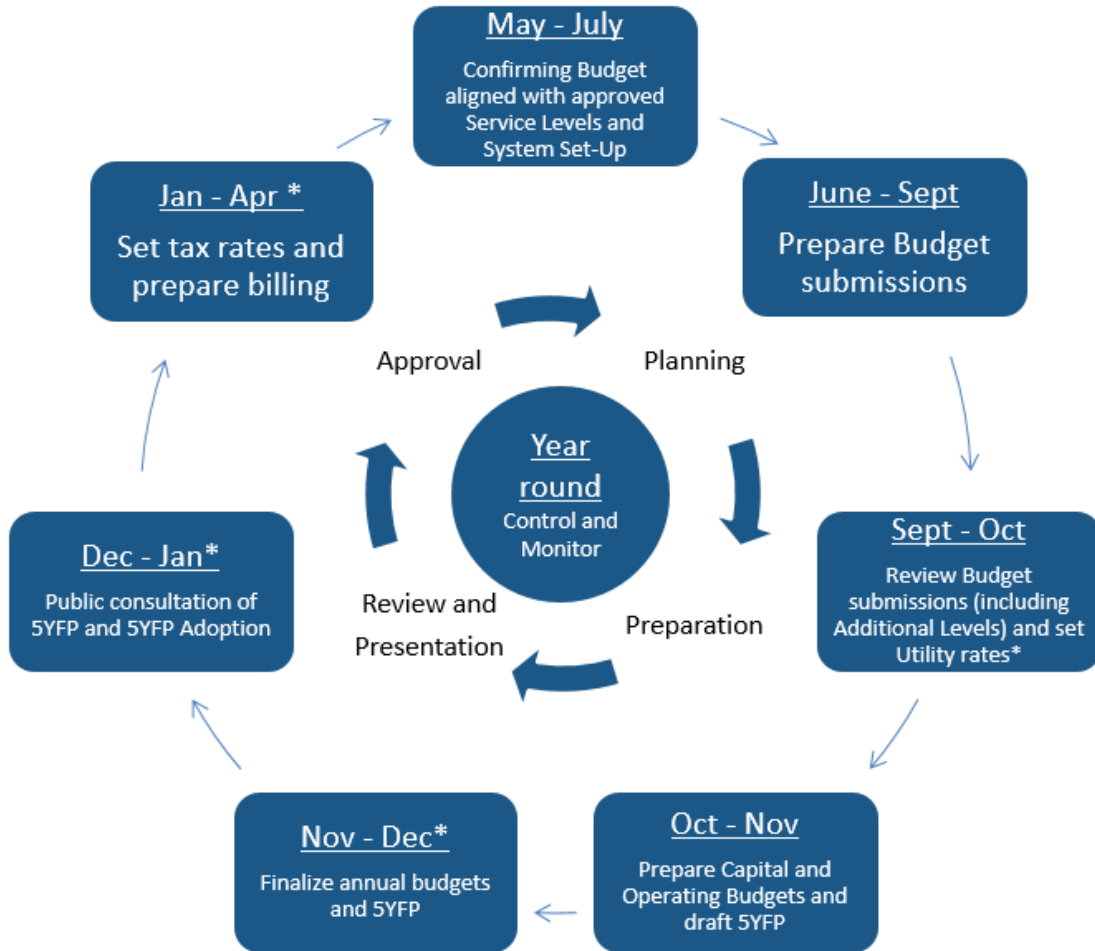
Tourism Indicators	2024 to Q2	2023 to Q2	% Change
YVR Passengers (millions)	12.6	11.7	7%
Hotel Room Revenue (\$ millions)	147.8	135.3	9%

<sup>15</sup> [Conference Board of Canada Major City Insights, Vancouver \(October 2024\)](#)

<sup>16</sup> Destination Vancouver, 2024 Economic and Tourism Outlook Forum (October 11, 2023); insights from YVR.

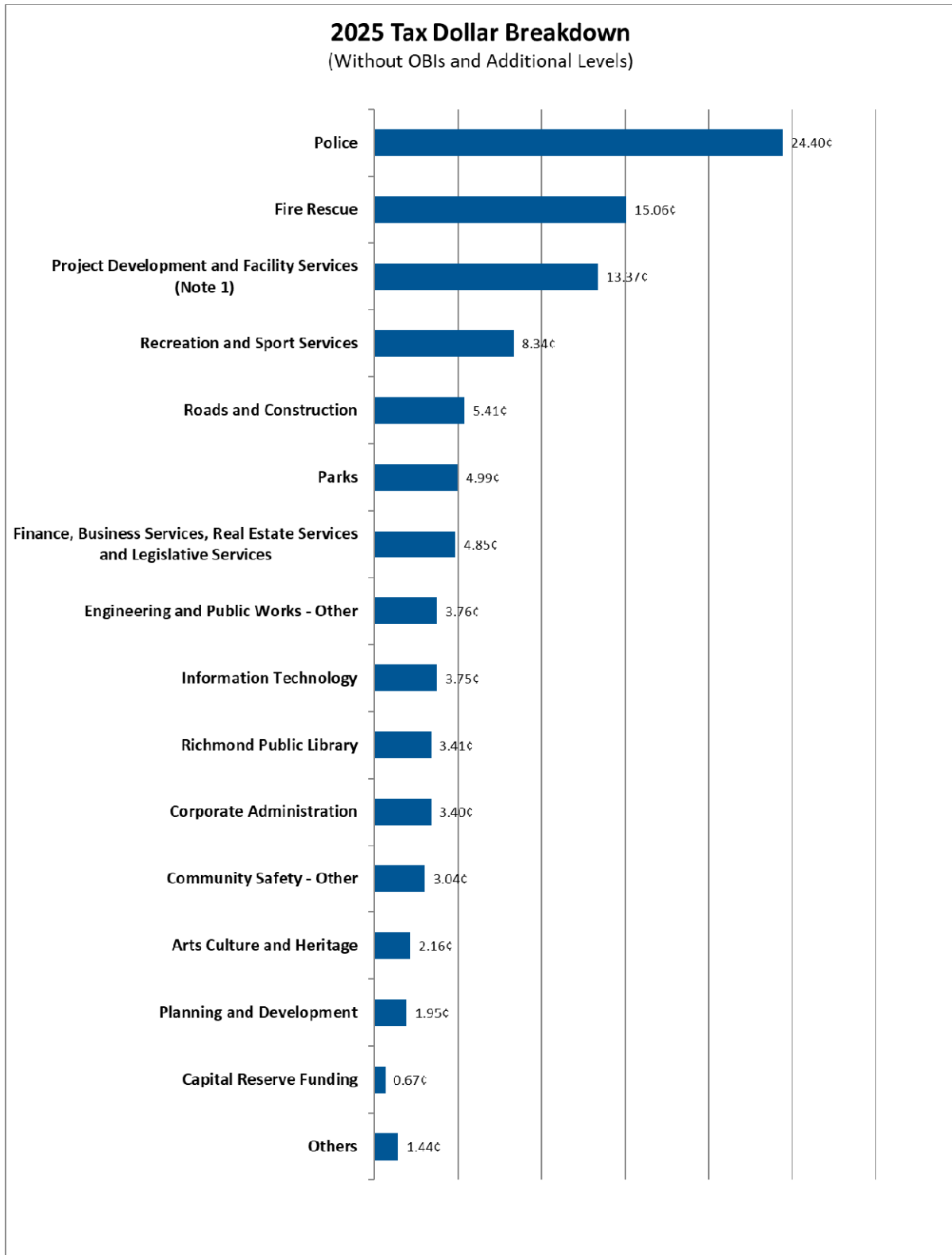
3. 2025 Budget Cycle

# 2025 Budget Cycle



\* Council Involvement

#### 4. 2025 Tax Dollar Breakdown



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



**5. 2025 Same Level of Service Net Base Budget**

Department/Division	2024 Adjusted Base Budget (in '000s) (Restated for Comparison)	2025 Proposed Net Base Budget (in '000s)	Amount Change (in '000s)	Percent Change	Tax Impact
Policing	\$78,094	\$82,912	\$4,818	6.17%	1.57%
Fire Rescue	\$49,469	\$51,255	\$1,786	3.61%	0.58%
Law and Community Safety - Other	\$5,570	\$5,666	\$96	1.72%	0.03%
<b>Law and Community Safety - Total</b>	<b>\$133,133</b>	<b>\$139,833</b>	<b>\$6,700</b>	<b>5.03%</b>	<b>2.18%</b>
Parks Recreation and Culture	\$49,457	\$51,091	\$1,634	3.30%	0.53%
Library	\$11,285	\$11,803	\$518	4.59%	0.17%
<b>Parks Recreation and Culture including Library</b>	<b>\$60,742</b>	<b>\$62,894</b>	<b>\$2,152</b>	<b>3.54%</b>	<b>0.70%</b>
<b>Engineering and Public Works</b>	<b>\$46,589</b>	<b>\$48,222</b>	<b>\$1,633</b>	<b>3.51%</b>	<b>0.53%</b>
<b>Finance and Corporate Services</b>	<b>\$27,832</b>	<b>\$29,379</b>	<b>\$1,547</b>	<b>5.56%</b>	<b>0.50%</b>
<b>Corporate Administration</b>	<b>\$11,020</b>	<b>\$11,603</b>	<b>\$583</b>	<b>5.29%</b>	<b>0.19%</b>
<b>Planning and Development</b>	<b>\$6,623</b>	<b>\$6,436</b>	<b>(\$187)</b>	<b>(2.82%)</b>	<b>(0.06%)</b>
<b>Fiscal</b>	<b>(\$285,939)</b>	<b>(\$288,921)</b>	<b>(\$2,982)</b>	<b>1.04%</b>	<b>(0.96%)</b>
<b>Same Level of Service Increase</b>	<b>\$0</b>	<b>\$9,446</b>	<b>\$9,446</b>		<b>3.08%</b>
Less: Estimated 2025 New Tax Growth		(\$2,500)	(\$2,500)		(0.82%)
Less: Transfer of Dike Maintenance to Utility		(\$831)	(\$831)		(0.27%)
<b>Same Level of Service Increase After Tax Growth</b>	<b>\$0</b>	<b>\$6,115</b>	<b>\$6,115</b>		<b>1.99%</b>

**6. 2025 Same Level of Service Base Budget Details**

**All Divisions**

All Divisions includes Law and Community Safety, Parks, Recreation and Culture (including Library), Engineering and Public Works (excluding Utilities), Finance and Corporate Services, Corporate Administration, Planning and Development, and Fiscal.

	<b>2024 Adjusted Base Budget (Restated for Comparison)</b>	<b>2025 Proposed Base Budget</b>	<b>Change 2025 \$</b>	<b>Change 2025 %</b>
<b>Revenues</b>	<b>(420,590,200)</b>	<b>(429,720,400)</b>	<b>(9,130,200)</b>	<b>2.17%</b>
<b>Expenditures</b>				
Labour	192,764,600	201,240,600	8,476,000	4.40%
Contract Services	108,530,800	113,128,400	4,597,600	4.24%
Operating Expenses	45,623,200	45,604,600	(18,600)	(0.04%)
<b>Total Operating Expenses</b>	<b>346,918,600</b>	<b>359,973,600</b>	<b>13,055,000</b>	<b>3.76%</b>
<b>Fiscal Expenses</b>	<b>73,614,200</b>	<b>62,743,800</b>	<b>(10,870,400)</b>	<b>(14.77%)</b>
<b>Transfers</b>	<b>\$57,400</b>	<b>16,449,400</b>	<b>16,392,000</b>	<b>28,557.49%</b>
<b>Grand Total<sup>1</sup></b>	<b>-</b>	<b>9,446,400</b>	<b>9,446,400</b>	<b>-</b>

<sup>1</sup> 2025 Proposed Base Budget increase represents the same level of service before Tax Growth. Each line consolidates All Divisions together with the Richmond Public Library amounts.

**FTE**

	<b>2025 FTE</b>
<b>Total</b>	<b>1,502.2</b>

The same level of service Full-Time Equivalent (FTE) for 2025 includes positions approved by Council in the 2024 budget process (additional levels, budget amendments, etc.) and reflects the current organizational structure. This does not include emerging organizational additional levels that are proposed in the 2025 operating budget as these are subject to Council approval.

**FTE – Library**

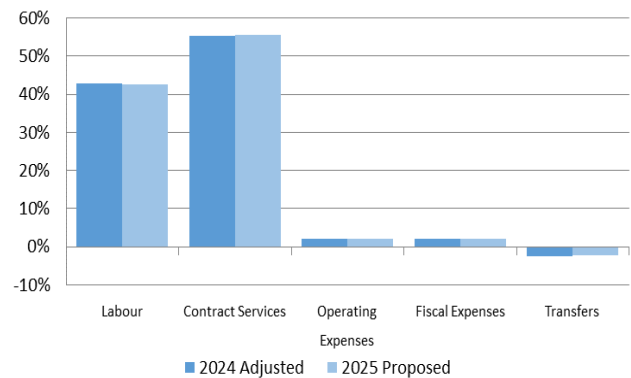
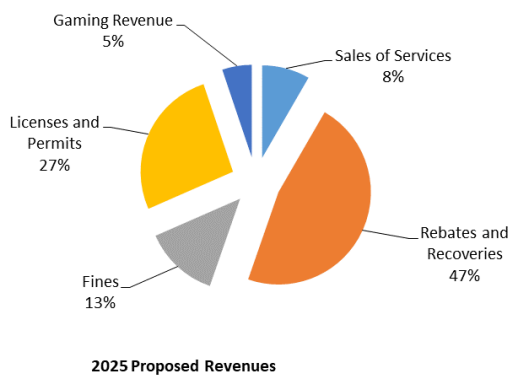
	<b>2025 FTE</b>
<b>Total</b>	<b>95.5</b>

**Law and Community Safety**

Subsequent to the approval of the 2024 budget, the CAO announced a reorganization of the Community Safety Division and the Finance & Corporate Services Division. The Law department was moved from the Law and Legislative Services division to the Law and Community Safety division and the Legislative Services department is moved from the Law and Legislative Services division to the Finance and Corporate Services division. Law and Legislation Services as a separate division is dissolved and the Community Safety Division was renamed as the Law and Community Safety Division.

The City’s primary community safety providers are Police (RCMP), Fire-Rescue, 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. The Law department is responsible for providing advice to City Council and staff regarding the City’s legal rights and obligations.

	2024 Adjusted Base Budget (Restated for Comparison)	2025 Proposed Base Budget	Change 2025 \$	Change 2025 %
<b>Revenues</b>	<b>(17,866,800)</b>	<b>(19,088,100)</b>	<b>(1,221,300)</b>	<b>6.84%</b>
<b>Expenditures</b>				
Labour	64,509,300	67,117,500	2,608,200	4.04%
Contract Services	83,530,400	88,706,000	5,175,600	6.20%
Operating Expenses	3,312,200	3,481,700	169,500	5.12%
<b>Total Expenditures</b>	<b>151,351,900</b>	<b>159,305,200</b>	<b>7,953,300</b>	<b>5.25%</b>
<b>Fiscal Expenses</b>	<b>3,244,300</b>	<b>3,294,500</b>	<b>50,200</b>	<b>1.55%</b>
<b>Transfers</b>	<b>(3,596,000)</b>	<b>(3,678,200)</b>	<b>(82,200)</b>	<b>2.29%</b>
<b>Grand Total</b>	<b>\$133,133,400</b>	<b>\$139,833,400</b>	<b>\$6,700,000</b>	<b>5.03%</b>



**FTE**

	2025 FTE
<b>Total</b>	<b>441.3</b>

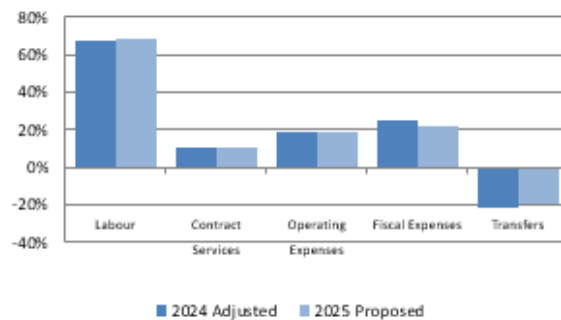
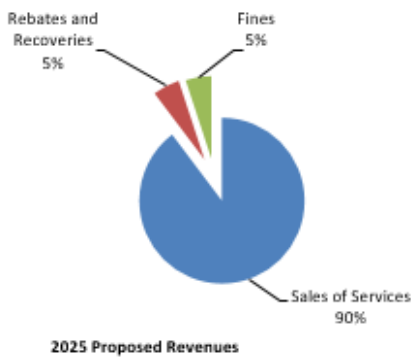
**RCMP Contract Complement (Funded)**

	<b>2025 FTE</b>
Officers	276.0
Less: Non-Budgeted	(11.0)
<b>Municipal Policing</b>	<b>265.0</b>
Specialized Police Operations and Integrated Homicide Investigation Team	15.1
<b>Total</b>	<b>280.1</b>

**Parks, Recreation and Culture**

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.

	<b>2024 Adjusted Base Budget (Restated for Comparison)</b>	<b>2025 Proposed Base Budget</b>	<b>Change 2025 \$</b>	<b>Change 2025 %</b>
<b>Revenues</b>	<b>(13,095,200)</b>	<b>(13,949,000)</b>	<b>(853,800)</b>	<b>6.52%</b>
<b>Expenditures</b>				
Labour	50,698,400	53,127,600	2,429,200	4.79%
Contract Services	7,274,200	7,608,500	334,300	4.60%
Operating Expenses	13,470,100	13,706,200	236,100	1.75%
<b>Total Expenditures</b>	<b>71,442,700</b>	<b>74,442,300</b>	<b>2,999,600</b>	<b>4.20%</b>
<b>Fiscal Expenses</b>	<b>16,202,600</b>	<b>15,059,000</b>	<b>(1,143,600)</b>	<b>(7.06%)</b>
<b>Transfers</b>	<b>(13,808,000)</b>	<b>(12,658,300)</b>	<b>1,149,700</b>	<b>(8.33%)</b>
<b>Grand Total</b>	<b>\$60,742,100</b>	<b>\$62,894,000</b>	<b>\$2,151,900</b>	<b>3.54%</b>



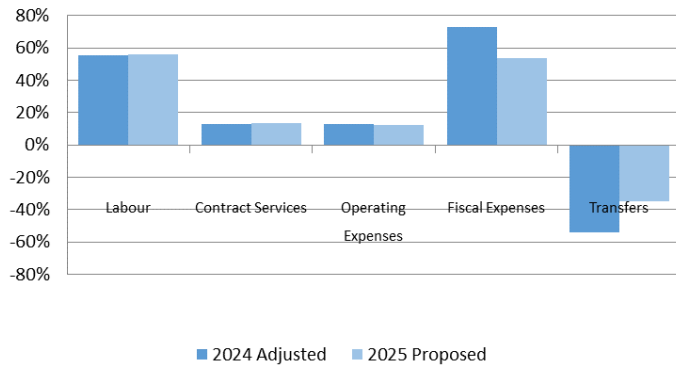
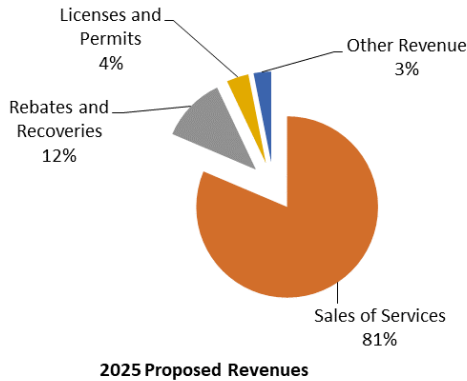
**FTE**

	<b>2025 FTE</b>
Parks, Recreation and Culture	429.5
Library	95.5
<b>Total</b>	<b>525.0</b>

**Engineering and Public Works (excluding Utilities)**

Comprises engineering planning, design, construction and maintenance services for all utilities and City building infrastructure. Responsible for roads and construction services, transportation, street lighting, climate, environment, corporate and community energy programs. This division includes Project Development and Facility Services.

	2024 Adjusted Base Budget (Restated for Comparison)	2025 Proposed Base Budget	Change 2025 \$	Change 2025 %
<b>Revenues</b>	<b>(4,203,900)</b>	<b>(4,970,700)</b>	<b>(766,800)</b>	<b>18.24%</b>
<b>Expenditures</b>				
Labour	27,978,000	29,469,100	1,491,100	5.33%
Contract Services	6,541,500	7,399,900	858,400	13.12%
Operating Expenses	6,749,400	6,500,000	(249,400)	(3.70%)
<b>Total Expenditures</b>	<b>41,268,900</b>	<b>43,369,000</b>	<b>2,100,100</b>	<b>5.09%</b>
<b>Fiscal Expenses</b>	<b>36,932,600</b>	<b>28,386,300</b>	<b>(8,546,300)</b>	<b>(23.14%)</b>
<b>Transfers</b>	<b>(27,409,000)</b>	<b>(18,562,600)</b>	<b>8,846,400</b>	<b>(32.28%)</b>
<b>Grand Total</b>	<b>\$46,588,600</b>	<b>\$48,222,000</b>	<b>\$1,633,400</b>	<b>3.51%</b>



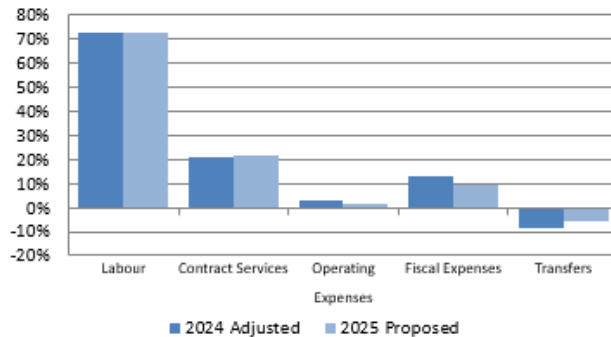
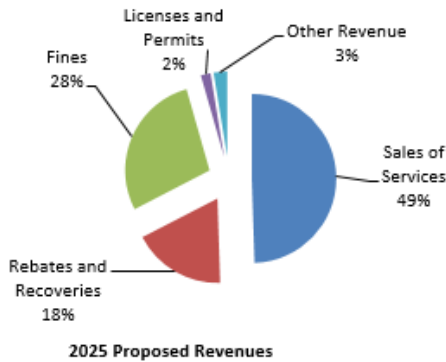
**FTE**

	2025 FTE
<b>Total</b>	<b>287.7</b>

**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 business services. Following a reorganization in 2024, this division includes the City Clerk’s Office which serves as a secretariat for Council and its Committees performing functions including agenda preparation, recording of minutes, processing and certifying bylaws, and record management.

	2024 Adjusted Base Budget (Restated for Comparison)	2025 Proposed Base Budget	Change 2025 \$	Change 2025 %
<b>Revenues</b>	<b>(721,700)</b>	<b>(806,100)</b>	<b>(84,400)</b>	<b>11.69%</b>
<b>Expenditures</b>				
Labour	20,762,400	21,898,900	1,136,500	5.47%
Contract Services	5,814,100	6,506,900	692,800	11.92%
Operating Expenses	737,200	539,300	(197,900)	(26.84%)
<b>Total Expenditures</b>	<b>27,313,700</b>	<b>28,945,100</b>	<b>1,631,400</b>	<b>5.97%</b>
<b>Fiscal Expenses</b>	<b>3,729,900</b>	<b>2,907,400</b>	<b>(822,500)</b>	<b>(22.05%)</b>
<b>Transfers</b>	<b>(2,489,900)</b>	<b>(1,667,300)</b>	<b>822,600</b>	<b>(33.04%)</b>
<b>Grand Total</b>	<b>\$27,832,000</b>	<b>\$29,379,100</b>	<b>\$1,547,100</b>	<b>5.56%</b>



**FTE**

<b>Total</b>	<b>2025 FTE</b> <b>169.0</b>
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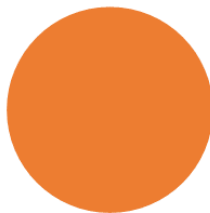


**Corporate Administration**

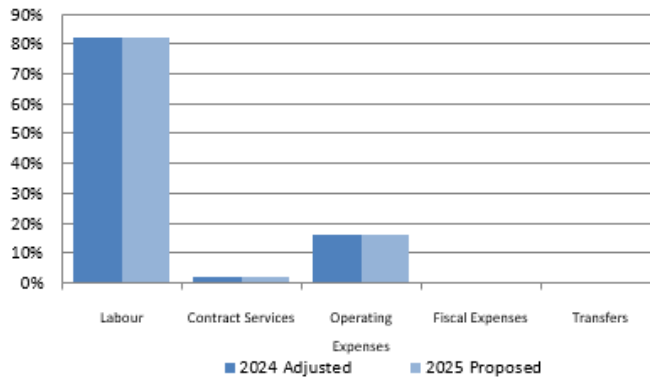
The CAO's Office oversees the overall administration of the corporate body (business units/operations) of the City and employees. Other departments and functions include, Deputy CAO Administration, human resources, corporate communications, production centre, intergovernmental relations, special projects 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.

	2024 Adjusted Base Budget (Restated for Comparison)	2025 Proposed Base Budget	Change 2025 \$	Change 2025 %
<b>Revenues</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>-</b>	<b>-%</b>
<b>Expenditures</b>				
Labour	9,030,900	9,512,500	481,600	5.33%
Contract Services	222,400	229,500	7,100	3.19%
Operating Expenses	1,765,700	1,859,500	93,800	5.31%
<b>Total Expenditures</b>	<b>11,019,000</b>	<b>11,601,500</b>	<b>582,500</b>	<b>5.29%</b>
<b>Fiscal</b>	<b>300</b>	<b>300</b>	<b>-</b>	<b>-%</b>
<b>Transfers</b>	<b>5,800</b>	<b>5,800</b>	<b>-</b>	<b>-%</b>
<b>Grand Total</b>	<b>\$11,020,100</b>	<b>\$11,602,600</b>	<b>\$582,500</b>	<b>5.29%</b>

Sales of Services  
100%



2025 Proposed Revenues



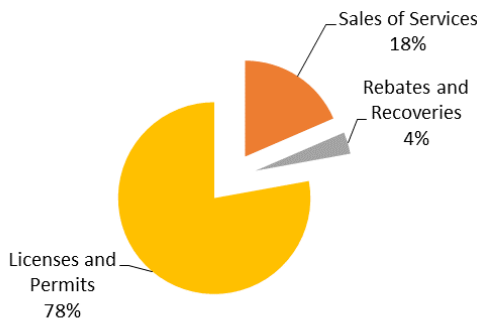
**FTE**

<b>Total</b>	<b>2025 FTE</b> <b>60.5</b>
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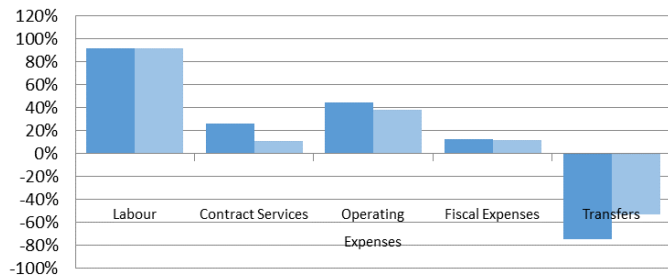
**Planning and Development**

Incorporates policy planning, development applications, building approvals, and community social development, which includes social planning, 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. The affordable housing program has moved to the newly established Housing Office which is overseen by the Deputy Chief Administrative Officer.

	2024 Adjusted Base Budget (Restated for Comparison)	2025 Proposed Base Budget	Change 2025 \$	Change 2025 %
<b>Revenues</b>	<b>(10,173,800)</b>	<b>(10,947,000)</b>	<b>(773,200)</b>	<b>7.60%</b>
<b>Expenditures</b>				
Labour	15,301,000	15,810,400	509,400	3.33%
Contract Services	4,417,500	1,859,900	(2,557,600)	(57.90%)
Operating Expenses	7,510,800	6,749,200	(761,600)	(10.14%)
<b>Total Expenditures</b>	<b>27,229,300</b>	<b>24,419,500</b>	<b>(2,809,800)</b>	<b>(10.32%)</b>
<b>Fiscal Expenses</b>	<b>2,118,400</b>	<b>2,049,400</b>	<b>(69,000)</b>	<b>(3.26%)</b>
<b>Transfers</b>	<b>(12,551,100)</b>	<b>(9,085,800)</b>	<b>3,465,300</b>	<b>(27.61%)</b>
<b>Grand Total</b>	<b>\$6,622,800</b>	<b>\$6,436,100</b>	<b>(\$186,700)</b>	<b>(2.82%)</b>



2025 Proposed Revenues



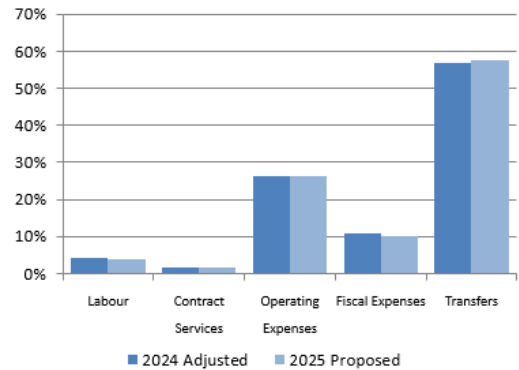
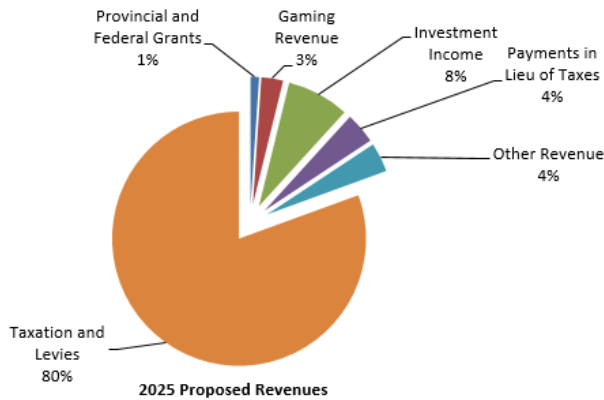
■ 2024 Adjusted ■ 2025 Proposed

**FTE**

	2025 FTE
<b>Total</b>	<b>114.2</b>

**Fiscal**

	2024 Adjusted Base Budget (Restated for Comparison)	2025 Proposed Base Budget	Change 2025 \$	Change 2025 %
<b>Revenues</b>	<b>(374,523,800)</b>	<b>(379,954,500)</b>	<b>(5,430,700)</b>	<b>1.45%</b>
<b>Expenditures</b>				
Labour	4,484,500	4,304,600	(179,900)	(4.01%)
Contract Services	730,700	817,700	87,000	11.91%
Operating Expenses	12,077,800	12,768,700	690,900	5.72%
<b>Total Expenditures</b>	<b>17,293,000</b>	<b>17,891,000</b>	<b>598,000</b>	<b>3.46%</b>
<b>Fiscal Expenses</b>	<b>11,385,800</b>	<b>11,046,400</b>	<b>(339,400)</b>	<b>(2.98%)</b>
<b>Transfers</b>	<b>59,905,600</b>	<b>62,095,900</b>	<b>2,190,300</b>	<b>3.66%</b>
<b>Grand Total</b>	<b>(285,939,400)</b>	<b>(288,921,200)</b>	<b>(2,981,800)</b>	<b>1.04%</b>



## 7. 2025 Same Level of Service Base Budget by Category (in \$000s)

	2024 Adjusted Base Budget (Restated for Comparison)	2025 Proposed Base Budget	Change 2025 \$	Change 2025 %
<b>Revenues</b>				
Taxation and Levies	(\$306,677)	(\$306,677)	-	-%
Sales of Services	(39,488)	(44,445)	(4,957)	12.55%
Investment Income – Statutory Reserves (requirement pursuant to the <i>Community Charter</i> )	(17,999)	(22,000)	(4,001)	22.23%
Investment Income – General	(7,270)	(8,270)	(1,000)	13.76%
Payment in Lieu of Taxes	(14,650)	(15,000)	(350)	2.39%
Licenses and Permits	(12,832)	(13,683)	(851)	6.63%
Gaming Revenues	(12,500)	(11,500)	1,000	(8.00%)
Other Revenue	(9,174)	(8,145)	1,029	(11.22%)
<b>Total Revenues</b>	<b>(420,590)</b>	<b>(429,720)</b>	<b>(9,130)</b>	<b>2.17%</b>
<b>Operating Expenses</b>				
Wages and salaries	192,765	201,241	8,476	4.40%
RCMP Contract (City excluding YVR)	60,808	65,134	4,326	7.11%
Contract Services (RCMP YVR Contract, E- Comm and Integrated Teams, IT licenses, maintenance, etc.)	47,722	47,994	272	0.57%
Supplies and Materials	45,623	45,604	(19)	(0.04%)
<b>Total Operating Expenses</b>	<b>346,918</b>	<b>359,973</b>	<b>13,055</b>	<b>3.76%</b>
<b>Fiscal Expenses (Excluding Amortization and Transfers from Capital)</b>				
Interest and Financing (Interest on Long Term Debt and capital leases, bad debts)	5,169	4,281	(888)	(17.18%)
<b>Total Fiscal Expenses (Excluding Amortization and Transfers from Capital)</b>	<b>5,169</b>	<b>4,281</b>	<b>(888)</b>	<b>(17.18%)</b>
<b>Transfers (Excluding Equity Amortization and Transfers from Capital)</b>				
Repayment of Debt	9,610	3,707	(5,903)	(61.43%)
Transfers to Statutory Reserves and Provisions	58,893	71,205	12,312	20.91%
<b>Total Transfers (Excluding Equity Amortization and Transfers from Capital)</b>	<b>68,503</b>	<b>74,912</b>	<b>6,409</b>	<b>9.36%</b>
<b>Grand Total</b>	<b>-</b>	<b>\$9,446</b>	<b>\$9,446</b>	

Each line consolidates All Divisions together with the Richmond Public Library amounts. Amounts include estimates for fully recoverable expenses which have no tax impact. Base amounts include E-Comm. and integrated teams before external senior government increases. Base amounts exclude externally funded programs.

### 8. 2025 Program Expenditures Funded by Reserves

The Affordable Housing, Child Care, and Public Art programs are fully funded by their respective reserve funds, which receive contributions from development activity. The *Community Charter* requires that the funding source for all proposed expenditures be included in the City’s Consolidated 5 Year Financial Plan, and specifically those funded by statutory reserve funds. Accordingly, this attachment outlines the planned program expenditures and their specific reserve funding sources.

Summary of Operating Programs Funded by Reserves		
Project Name	Reserve Funding Source	2025
Affordable Housing Operating Initiatives	Affordable Housing Operating	\$400,000
12040 Horseshoe Way Repayment	Affordable Housing - City Wide	525,000
<b>Affordable Housing Total</b>		<b>925,000</b>
Child Care - Administration	Child Care Operating	100,000
Child Care Projects - City-wide (Capital Grants)	Child Care Development	50,000
Child Care Projects - City-wide (Non-Capital Grants)	Child Care Operating	10,000
<b>Child Care Total</b>		<b>160,000</b>
Public Art Program	Public Art Program	357,191
<b>Public Art Total</b>		<b>357,191</b>
		<b>\$1,442,191</b>

The proposed expenditures for 2025 and the planned expenditures for 2026-2029 are summarized in this attachment for each program.

#### **Affordable Housing Program 2025**

The City recognizes that a diverse range of housing choices for individuals and families of varying incomes is essential in creating a liveable community. In 2024, the City created a Housing Office to allow greater focus and resourcing to be dedicated to the delivery of housing options along a housing continuum. 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 1,700 affordable housing units since the City’s first Affordable Housing Strategy was adopted in 2007.

The following developments highlight the successes of the City in delivering housing to some of the most vulnerable members of the community:

- Kiwanis Towers, which provides 296 affordable rental units for low-income seniors.
- Storeys, which provides 129 affordable rental units for low-income households.
- Alderbridge Supportive Housing, which provides 40 units for residents experiencing homelessness.
- Aster Place (Bridgeport) Supportive Housing, which provides 40 units for residents experiencing homelessness.
- Forthcoming projects, including:

- Pathways development, which will provide 80 affordable rental units for low and moderate-income single people, families and seniors.
- Rapid Housing Initiative development, which will provide 25 affordable rental units for women and women with children who are homeless or at risk of becoming homeless.

Affordable Housing Program (in '000s)	2025	2026	2027	2028	2029
Affordable Housing Operating Initiatives	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
12040 Horseshoe Way (Shelter) Repayment	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525
<b>Total Affordable Housing Program</b>	<b>\$ 925</b>	<b>\$ 925</b>	<b>\$ 925</b>	<b>\$ 925</b>	<b>\$ 925</b>
Affordable Housing Funding Sources (in '000s)					
Affordable Housing Operating Reserve	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Affordable Housing City-Wide Reserve	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525
<b>Total Affordable Housing Funding Sources</b>	<b>\$ 925</b>	<b>\$ 925</b>	<b>\$ 925</b>	<b>\$ 925</b>	<b>\$ 925</b>

Affordable Housing Operating Initiatives

The Council-adopted Affordable Housing Strategy 2017–2027 and Homelessness Strategy 2019–2029 guide the City’s actions regarding affordable housing and homelessness service provision. The Affordable Housing program provides staff with the necessary resources to advance the implementation of these strategies. Examples include staff salaries, administration costs, and consulting services related to research, public engagement and economic analysis.

Internal Debt Payment

On December 21, 2016, Council approved a transfer of \$7 million from the Capital Reserve – Industrial Use Fund to the Affordable Housing Reserve to purchase land at 12040 Horseshoe Way in order to partner with BC Housing to build a new emergency shelter. Under the *Community Charter*, these funds must be repaid to the source reserve fund with interest. Internal repayments from the Affordable Housing Reserve are being made over 15 years (payments commenced in 2018 and will end in 2032) in installments of \$525,000.

**Child Care Program 2025**

Child care is an important service for Richmond residents and an essential need for many parents. The Draft 2024-2034 Richmond Child Care Strategy, endorsed for public consultation by City Council on June 24, 2024, and the 2021–2031 Richmond Child Care Action Plan, adopted by City Council on April 12, 2021, outline the City’s commitment to child care. The identified priorities include creating and maintaining child care spaces, supporting quality, inclusivity and accessibility, advocacy, collaboration and providing access to education and information to support educators, families and the community.

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 and other development related opportunities that may evolve over time. The



City manages and maintains 13 existing City-owned child care facilities including two Early Childhood Development Hubs.

Dedicated City staff resources help 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.

Child Care Program (in '000s)	2025	2026	2027	2028	2029
Child Care - Administration	\$ 100	\$-	\$-	\$-	\$-
Child Care - City-Wide (Capital Grants)	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
Child Care - City-Wide (Non-Capital Grants)	\$ 10	\$ 10	\$ 10	\$-	\$-
<b>Total Child Care Program</b>	<b>\$ 160</b>	<b>\$ 60</b>	<b>\$ 60</b>	<b>\$ 50</b>	<b>\$ 50</b>
Child Care Funding Sources (in '000s)					
Child Care Operating Reserve	\$ 110	\$ 10	\$ 10	\$-	\$-
Child Care City-Wide Reserve	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
<b>Total Child Care Funding Sources</b>	<b>\$ 160</b>	<b>\$ 60</b>	<b>\$ 60</b>	<b>\$50</b>	<b>\$ 50</b>

#### Child Care - Administration

A source of funding is required to support the City's Child Care section and assist in implementing specific actions in the Council endorsed Draft 2024–2034 Richmond Child Care Strategy and the 2021–2031 Richmond Child Care Action Plan.

The Child Care Planner 2 position, which was created as an auxiliary position in 2017 and became a regular position in 2020, is funded through the Child Care Operating Reserve and plays an important role in supporting the ongoing collaboration with the operators of the 13 City-owned child care facilities and Early Childhood Development (ECD) Hubs, supporting the Richmond Child Care Grant Program and Child Care Development Advisory Committee and assisting with the planning, design and construction of new child care facilities secured as community amenity contributions. Specific job duties include working with developers, community members and child care operators to support the creation of new child care facilities and the stability, health and safety of existing child care facilities. Further work includes assisting with the planning and development of new child care facilities (including ECD Hubs), researching, developing and updating City publications and working documents, and responding to requests for information from the community, parents and child care providers.

In addition, any funds remaining after ensuring sufficient funding for the Child Care Planner 2 position may be used to pay for administrative 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 amenities under development including ECD Hubs and child care facilities as necessary.

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. There is currently sufficient funding in the Child Care Operating Reserve to fund this request for 2025.

**Child Care - City-Wide (Capital Grants)**

Sufficient funding is required to administer the City's 2025 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). Grants will be advertised in September 2024 and with Council approval, be awarded in February or March 2025.

The Child Care City-Wide Reserve is an appropriate source of funding for this expense. It was established to fund capital expenses to support the development of quality child care within the city. There is currently sufficient funding in the Child Care City-Wide Reserve to fund this request for 2025.

**Child Care - City-Wide (Non-Capital Grants)**

Funding is required to enable the provision of the 2025 Child Care Professional and Program Development Grants (non-capital). These grants support non-profit organizations in Richmond to deliver professional development initiatives for Early Childhood Educators and child care providers. These grants may also support the purchase of toys, equipment and resources for lending libraries that are available to Richmond child care providers. Grants will be advertised in September 2024 and with Council approval, be awarded in February or March 2025.

The Child Care Operating Reserve is an appropriate source of funding for such expenses. It was established, in part, to fund grants to support the development of quality child care within the city. There is currently sufficient funding in the Child Care Operating Reserve to fund this request for 2025.

**Public Art Program 2025**

The Public Art Program is a self-sustaining project funded by private development contributions to the Public Art Reserve, guided by a Council-approved policy (Policy 8703 and supported by a Council-appointed Public Art Advisory Committee).

The Public Art Program contributes to Council’s Strategic Plan 2022 – 2026 *Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources*. The Public Art Program advances the Richmond Art Strategy 2019 - 2024, approved by Council in July 2019.

<b>Public Art Program (in '\$'000s)</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Public Art Program</b>	<b>357</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>170</b>
<b>Total Public Art Program</b>	<b>\$357</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>
<b>Funding Source:</b>					
<b>Public Art Program Reserve</b>	<b>\$357</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>
<b>Total Public Art Funding Source</b>	<b>\$357</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>	<b>\$170</b>

The scope of work consists of \$357,191 of developer-funded public art projects as detailed below.

<b>Proposed Public Arts Projects 2025</b>	<b>Estimated Costs</b>
Annual Community Public Art Programs - Urban Infrastructure Art Wrap Program, Engaging Artists in Community Program, Community Mural Program	\$90,000
Community Public Art Projects - No. 3 Road Art Columns	\$40,000
Community Education, Artists Professional Development and Mentorship, Public Art Bus Tours	\$10,000
Collaboration with other City Partners - Capture Photography Festival, Children's Art Festival, Culture Days	\$30,000
ORIS Development – 23200 Gilley Road – RZ49-754305	\$187,191
<b>Total</b>	<b>\$357,191</b>

## 9. Externally Funded Programs

City staff work collaboratively with senior levels of government and external agencies to identify opportunities to apply for grant funding. This attachment summarizes the successful applications that the City has been awarded. In order to have the authority to incur any expenditure, including those funded by external organizations, the amounts must be included in the City's 5 Year Financial Plan.

Each 5 Year Financial Plan is repealed upon adoption of the subsequent financial plan, and therefore external grants that have not been fully expended need to be included in the financial plan to retain expenditure authorization for unspent amounts. The amount included in the 2025 Budget is based on funding available from the external source and anticipated to be spent in 2025. If the funding remains unspent at the end of the year, it would be included again in the subsequent budget year, subject to the terms of the external agreement. There is no tax impact as a result of including these expenditures in the 5 Year Financial Plan.

Externally Funded Programs(in \$000s)	Full Award Amount / Annual Contribution	2025 Estimated Expenditures
Housing Accelerator Fund (page 65)	<b>\$35,932</b>	\$14,417
Rapid Housing Initiative (page 65)	<b>9,117</b>	207
Major Road Network Program ( page 66)*	<b>4,252</b>	4,252
Local Government Climate Action Program (page 67)	<b>2,791</b>	622
Richmond Building Safer Communities Fund (page 68)	<b>2,682</b>	637
Municipal and Regional District Tax*	<b>1,200</b>	1,200
Housing Capacity Funding (page 68)	<b>1,150</b>	400
Richmond Food Hub (page 69)	<b>1,000</b>	214
Japanese Canadian Legacies Society grant for Japanese Canadian Boat Building Exhibit	400	150
Richmond Boatbuilder Grant	226	100
City of Richmond GHG Reduction Pathways for City Owned Buildings	200	200
Municipal Insurance Association of British Columbia grant for Cybersecurity enhancements	150	150
Community Based FireSmart Education Grant	100	50
Richmond Circular City Strategy Material Flow Analysis Grant	88	88
Rick Hansen Foundation grant for accessibility upgrades of City Facilities	82	82
Richmond Youth Situation Table	50	50
Indigenous Engagement Grant	48	48
Next Gen 911 Grant	45	45

Externally Funded Programs(in \$000s)	Full Award Amount / Annual Contribution	2025 Estimated Expenditures
Other Grants	220	220
<b>Total Externally Funded Programs</b>	<b>\$59,733</b>	<b>\$23,132</b>
<b>Total Grants/External Funding</b>	<b>(\$59,733)</b>	<b>(\$23,132)</b>
<b>Tax Impact of Including Externally Funded Programs</b>	<b>\$-</b>	<b>\$-</b>

\*Estimated annual funding allocation

### **Housing Accelerator Fund**

The City of Richmond was successful in its application for the Housing Accelerator Fund with the Canada Mortgage and Housing Corporation (CMHC).

The City of Richmond is working towards a number of new affordable housing initiatives for consideration in the coming months and through to 2025 and 2027. Initiatives will include a housing grant program, technology solutions to expedite the processing of permits, relaxed parking supply requirements, and enhanced opportunities to establish working partnerships with non-profit housing operators, housing cooperatives and other agencies engaged in delivering affordable housing.

Housing Accelerator Fund (in \$000's)	2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
<b>Contribution Disbursement</b>	<b>\$3,549</b>	<b>\$14,417</b>	<b>\$8,983</b>	<b>\$8,983</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,932</b>
<b>Total Housing Accelerator Fund (HAF)</b>	<b>\$3,549</b>	<b>\$14,417</b>	<b>\$8,983</b>	<b>\$8,983</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,932</b>
<b>Funding Source:</b>							
<b>Grant from Federal Government</b>	<b>\$3,549</b>	<b>\$14,417</b>	<b>\$8,983</b>	<b>\$8,983</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,932</b>
<b>Total HAF Funding Sources</b>	<b>\$3,549</b>	<b>\$14,417</b>	<b>\$8,983</b>	<b>\$8,983</b>	<b>\$0</b>	<b>\$0</b>	<b>\$35,932</b>

### **Rapid Housing Initiative**

The City of Richmond received \$9.1 million in funding from the Government of Canada's Rapid Housing Initiative's (RHI) city stream in 2023.

The City of Richmond has partnered with BC Housing and Turning Point Housing Society on a new 25-unit affordable rental housing development located at 4831 Steveston Highway for residents in need of safe and secure housing.

The project is currently under construction and targeted for completion no later than March 2025. To date, \$8.9 million has been disbursed and the remaining \$0.2 million is to be disbursed in 2025 upon substantial completion of the project.

Rapid Housing Initiative (in \$000's)	2023/2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
Contribution Disbursement	\$8,910	\$207	\$0	\$0	\$0	\$0	\$9,117
<b>Total Rapid Housing Initiative (RHI)</b>	<b>\$8,910</b>	<b>\$207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,117</b>
<b>Funding Sources:</b>							
Grant from Federal Government	\$8,910	\$207	\$0	\$0	\$0	\$0	\$9,117
<b>Total RHI Funding Sources</b>	<b>\$8,910</b>	<b>\$207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,117</b>

### **Municipal and Regional District Tax**

Enabled by regulation under Section 123 of the *Provincial Sales Tax Act*, the City applies to the Government of B.C. once every five years to be a designated recipient of the 3% Municipal and Regional District Tax (MRDT). The MRDT is applied to the sales of short-term accommodation, such as hotels, in participating areas of British Columbia. It is intended to help grow B.C. visitation and jobs and to amplify B.C.'s tourism marketing efforts in a competitive global marketplace. Applications are subject to provincial requirements including enacting a City bylaw, developing a 5-year strategic business plan, and obtaining the majority support of hoteliers who charge the tax on the purchase price of accommodation. The most recent application by the City of Richmond was approved for the period from July 1, 2022, to June 30, 2027.

MRDT funds are utilized in accordance with established strategic plans that are jointly developed by partners and approved by the Government of B.C., as well as legal agreements between the City, the Richmond Hotel Association and Tourism Richmond. The prescribed uses of the funds are as follows:

- Tourism marketing, programs and projects
- Sport hosting marketing, programs and projects
- Destination enhancement initiatives including investments in the operation of tourism attractions, major events, tourism product development and direct sales.

In addition, 100% of MRDT received from Online Accommodation Platforms (OAPs) is directed to the City's Affordable Housing Reserve Fund in accordance with the City bylaw. These amounts are not included in the below forecast.

MRDT revenue forecasts are highly variable and are subject to changing industry conditions, including major events that may attract visitors to the region as well as past situations such as travel restrictions related to the COVID-19 pandemic.

The following table summarizes the City's planned expenditures funded by MRDT, which may need to be revised should the actual amount received be different from current estimates. In particular, this provides funding for a temporary full-time Destination Development Coordinator position, a temporary full-time Tourism Development Liaison position and various auxiliary positions for enhanced hours. Any additional funds received are contributed toward Destination Enhancing Initiatives.



Although the current agreement ends in June 30, 2027, it is anticipated that the current program expenditure would continue to be funded through future agreements.

Programs Funded by Municipal and Regional District Tax (in \$000's)	2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Enhanced Hours and Programming for Steveston Heritage Sites	\$400	\$400	\$400	\$400	\$400	\$400
Sport Hosting	\$400	\$400	\$400	\$400	\$400	\$400
Economic Development Tourism Liaison	\$135	\$135	\$135	\$135	\$135	\$135
Destination Enhancing Initiatives	\$264	\$264	\$264	\$264	\$264	\$264
<b>Total Programs Funded by Municipal and Regional District Tax (in \$000's)</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,200</b>

### Local Government Climate Action Program (LGCAP)

The Government of British Columbia (the Province) announced the Local Government Climate Action Program (LGCAP) in May 2022 as a replacement to the previous Climate Action Revenue Incentive Program (CARIP), which was discontinued in 2021. LGCAP uses a revised approach for allocating funding to local governments and Modern Treaty First Nations. Through this revised approach, the City of Richmond receives funding from the Province for five fiscal years (2022 to 2026). Per Council direction from November 14, 2022, LGCAP funding is being allocated strategically each year to support community-wide program actions by the City that are key to achieving the 50% citywide greenhouse gas emission reduction target by 2030, as noted in the Community Energy & Emissions Plan (CEEP) 2050 and to source three temporary full time Senior Climate Action Specialists and one temporary full time Corporate Energy Manager positions.

In March 2024 the Province advanced the equivalent of three years of program funding totaling \$1,658,659, accordingly there will be no further disbursements through March 2027.

Local Government Climate Action Program (LGCAP) (in \$000's)	2022 - 2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
<b>Estimated spending</b>	<b>\$644</b>	<b>\$622</b>	<b>\$622</b>	<b>\$622</b>	<b>\$281</b>	<b>\$0</b>	<b>\$2,791</b>
Local Government Climate Action Program (LGCAP) funding (in \$000's)	2022 - 2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
<b>Grant from Provincial Government</b>	<b>\$2,791</b>	<b>\$0</b>	<b>\$0</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>\$2,791</b>
<b>Total LGCAP Funding Sources</b>	<b>\$2,791</b>	<b>\$0</b>	<b>\$0</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>\$2,791</b>

### **Major Road Network Operation, Maintenance and Rehabilitation Program**

The City of Richmond received \$4.17 million in funding in 2024 from the South Coast British Columbia Transportation Authority (TransLink) for operating, maintaining and rehabilitating the Major Road Network (MRN). There is an estimated 174 lane kilometers of MRN in the City of Richmond. It is estimated to increase annually by CPI.

Major Road Network Program (in \$000's)	2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
Operations and Maintenance	\$2,432	\$2,480	\$2,530	\$2,581	\$2,633	\$2,685
Capital	\$1,737	\$1,772	\$1,807	\$1,843	\$1,880	\$1,918
<b>Total Major Road Network Program</b>	<b>\$4,169</b>	<b>\$4,252</b>	<b>\$4,337</b>	<b>\$4,424</b>	<b>\$4,513</b>	<b>\$4,603</b>
Grant from TransLink	\$4,169	\$4,252	\$4,337	\$4,424	\$4,513	\$4,603
<b>Total MRN Funding Sources</b>	<b>\$4,169</b>	<b>\$4,252</b>	<b>\$4,337</b>	<b>\$4,424</b>	<b>\$4,513</b>	<b>\$4,603</b>

### **Richmond Building Safer Communities Fund**

The City of Richmond was allocated a total of \$2.7 million from the Federal Building Safer Communities Fund (BSCF) over four years to implement prevention and intervention programming to address gun and gang violence among young people. The City will implement BSCF programs and initiatives that target at-risk youth. In 2025, the City will use the BSCF funds to establish a youth situation table, deliver targeted prevention and intervention programming, increase community awareness on youth gangs and violence, provide vocational training and job-related supports for at-risk youth, source a temporary full-time Coordinator position and provide professional development for staff. As the BSCF initiatives conclude in March 2026, evaluations will be conducted in the latter 2025 to assess their impact and effectiveness, and a sustainability plan will be developed for Council's consideration. There is a potential for an extension of BSCF programming if the federal government extends funding beyond March 31, 2026, or if new funding opportunities become available to the City.

Building Safer Communities Fund (in \$000's)	2023/2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
Program implementation	\$1,911	\$637	\$134	\$0	\$0	\$0	\$2,682
<b>Total Building Safer Communities Fund</b>	<b>\$1,911</b>	<b>\$637</b>	<b>\$134</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,682</b>
<b>Funding Source:</b>							
Grant from Federal Government	\$1,911	\$637	\$134	\$0	\$0	\$0	\$2,682
<b>Total BSCF Funding Sources</b>	<b>\$1,911</b>	<b>\$637</b>	<b>\$134</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,682</b>

### **Housing Capacity Initiative**

The City of Richmond received \$1.15 million in funding from the Province of British Columbia for capacity funding for local government implementation of the legislative changes to support housing initiatives in 2024. To date, \$0.3 million is projected to be disbursed in 2024, and the balance is planned to be disbursed in the coming years as per table below to cover the costs of

hiring consultants and staff related to the implementation of the housing bills (e.g., growth projections, economic analysis, designers/architects).

Housing Capacity (in \$000's)	2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
<b>Contribution Disbursement</b>	<b>\$300</b>	<b>\$400</b>	<b>\$300</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,150</b>
<b>Total Housing Capacity</b>	<b>\$300</b>	<b>\$400</b>	<b>\$300</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,150</b>
<b>Funding Source:</b>							
<b>Grant from Federal Government</b>	<b>\$300</b>	<b>\$400</b>	<b>\$300</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,150</b>
<b>Total Housing Capacity Funding Sources</b>	<b>\$300</b>	<b>\$400</b>	<b>\$300</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,150</b>

### **Richmond Food Hub**

Funded by a \$1 million grant from the Government of B.C., the City of Richmond is undertaking work to establish a commercially focused Richmond Food Hub as part of the B.C. Food Hub Network. Phase 1 of the initiative, which is currently in progress, is a gap analysis and needs assessment to better understand Richmond's current strengths and identify how a Food Hub could respond to gaps and benefit the local economy through expanded access to key resources, information, equipment, tools and space.

Based on the results of Phase 1, and depending on Council direction and the ability to secure sufficient additional funding, the City could then proceed with Phases 2 and 3. This could include a competitive procurement approach to seek an entity (or partnering entities) to provide the location and/or facility to establish a Food Hub, and an associated business plan for its operations and governance structure. Phase 2 is anticipated to take place during spring 2026. Phase 3, the construction and/or redevelopment of the potential site with partners would follow, with a potential launch date in fall 2027.

Funds from the Government of B.C. are and will be used to support staff resourcing for a temporary full-time Project Lead-Economic Initiatives position, other resourcing costs, and Hub implementation costs related to advancing an identified site/facility toward launch. It is anticipated that approximately 34% of the grant will be spent in Phase 1 (spring 2024 – winter 2025-26), 2% in Phase 2 (spring 2026), and 64% in Phase 3 (summer 2026 – fall 2027).

Richmond Food Hub (in \$000's)	2024 Estimate	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
<b>Feasibility and implementation</b>	<b>\$74</b>	<b>\$214</b>	<b>\$113</b>	<b>\$599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>
<b>Total Richmond Food Hub</b>	<b>\$74</b>	<b>\$214</b>	<b>\$113</b>	<b>\$599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>
<b>Funding Sources:</b>							
<b>Grant from Provincial Government</b>	<b>\$74</b>	<b>\$214</b>	<b>\$113</b>	<b>\$599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>
<b>Total Richmond Food Hub Funding Sources</b>	<b>\$74</b>	<b>\$214</b>	<b>\$113</b>	<b>\$599</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>

**Contingent Grants**

An estimate of \$2.0 million has been included in the budget for operating grants the City has applied for or will apply for in the future as funding programs are announced. Spending will only be incurred against this estimated budget in accordance with the approved funding agreement for the specific initiative. Approved funding will be transferred to the appropriate division's budget through the financial plan amendment, which is typically presented to Council in the fall each year.

**10. OBI Previously Approved Capital Project**

<b>2025 OBI from Previously Approved Capital Project</b>				
<b>Ref</b>	<b>Requested By</b>	<b>Description</b>	<b>Amount</b>	<b>Tax Impact</b>
1	Engineering and Public Works	<b>Mini-Sweeper Operator (RFT)</b> Staff are seeking Council approval to establish a regular cleaning schedule for bike lanes. By implementing this initiative using specialized equipment and dedicated labour funding, we can foster a more user friendly and accessible environment for cyclists. This measure is vital for strengthening community support for active mobility and preventing costly disruptions and complaints. Effective maintenance of our cycling infrastructure is essential to promote active transportation.	\$129,759	0.04%
<b>2025 Total OBI from Previously Approved Capital Project</b>			<b>\$129,759</b>	<b>0.04%</b>

**11. No Tax Impact Positions**

2025 No Tax Impact Positions			Funding Source
Ref	Requested By	Description	
1	Law and Community Safety	<b>Conversion of Two Short Term Rental Inspectors from TFT to RFT (2 RFTs)</b> Conversion of two existing Temporary Full Time (TFT) Short Term Rental Inspector positions that were previously approved by Council to be funded by the Rate Stabilization Account to Regular Full Time (RFT) positions. These positions will be funded by rental and business licence revenue. This submission requires \$120,000 initial capital cost for the purchase of two vehicles.	Revenue Funded
2	Law and Community Safety	<b>Conversion of Soil Bylaw Enforcement Officer from TFT to RFT</b> Conversion of an existing TFT Soil Bylaw Enforcement Officer position to a RFT. This position will be funded from volume fee and permit revenue.	Revenue Funded
3	Law and Community Safety	<b>Conversion of Business License Inspector from TFT to RFT</b> The TFT Business Licence Inspector be converted to RFT to sustain improved compliance, fee collection and operational efficiency. This position will be funded from increased fines revenue and collection of overdue fees.	Revenue Funded
4	Deputy CAO's Office	<b>GIS Analyst, Housing Data &amp; Analysis (TFT)</b> A GIS Analyst is requested to help compile housing-related datasets and prepare area mapping to support consistent and informed affordable housing policy and programs, including: analysis; accessing and developing new data assets; creating maps; and compiling information sets to support policy. This position can temporarily be funded by the Housing Accelerator Fund grant.	Grant Revenue Funded
5	Deputy CAO's Office	<b>Planner 2, Housing Policy (TFT)</b> A Planner 2 is requested to develop consistent and informed policy, including detailed economic analysis, background research and engagement with interested parties. Current undertakings would progress initiatives related to Housing Accelerator Fund. This position can temporarily be funded by the Housing Accelerator Fund grant.	Grant Revenue Funded
6	Law and Community Safety	<b>Coordinator - Business Licenses and Bylaw Enforcement (RFT)</b> Current workload (e.g. recording standard operation procedures, analytics, performance reporting, staff scheduling and coordination across various enforcement units) has reached a critical point where efficiency and effectiveness are paramount for maintaining regulatory compliance. This position will be funded from increase in revenues.	Revenue Funded
7	Corporate Administration	<b>Mental Health &amp; Wellness Advisor (RFT)</b> A dedicated asset to increase the Mental Health & Wellness of the organization that will mitigate existing risks, enhance service delivery, and support the department's long-term objectives. Growing staffing levels and new legislation continue to add layers and variables. This position will be funded by previously approved impacts from new infrastructure and growth.	Reallocation of existing budgets



2025 No Tax Impact Positions			
Ref	Requested By	Description	Funding Source
8	Finance and Corporate Services	<b>Business Transformation Portfolio Manager (RFT)</b> This role leads business transformation initiatives related to customer experience, operational efficiency and risk mitigation. This includes process re-engineering and other activities to successfully implement strategies and programs like the Digital Strategy and Permitting Optimization Project.	Reallocation of existing budgets
2025 No Tax Impact Positions			Total
			\$1,166,038
Initial Capital Cost associated with No Tax Impact Position			\$120,000

**12. Emerging Organizational Additional Levels – Recommended for Funding in 2025**

Emerging Organizational Additional Levels - Recommended for Funding in 2025				
Ref	Requested By	Description	Amount	Tax Impact
1	Corporate Administration	<p><b>Manager, Indigenous Relations (RFT)</b>                      At the Council meeting on May 8, 2023, Council approved funding from the Rate Stabilization Account for a Manager, Indigenous Relations. This is a request to provide ongoing funding for the role.</p>	\$178,279	0.06%
2	Law and Community Safety	<p><b>RCMP Resource Plan Requests - 6 Additional Officers</b>                      The RCMP requests 10 additional RCMP officers for 2025, as a result of community priorities, population growth and increases in the complexity of files and disclosure. This submission requires \$80,016 initial capital cost.</p>		
		<p>Due to the tax impact and other increases that will impact tax payers, it is recommended to provide funding for 6 out of the requested 10 additional officers.</p>	\$1,199,766	0.39%
3	Law and Community Safety	<p><b>RCMP Resource Plan Requests – Enhanced Digital Field Technician (RFT)</b>                      The RCMP requests an additional municipal employee to support the RCMP Detachment as a result of an increase in calls for service, population, police officer case load and increasing investigational complexities which also greatly affect municipal employee resources. This submission requires \$13,336 initial capital cost.</p>		
		<p>Due to the tax impact and other increases that will impact tax payers, it is recommended to provide funding for a total of 2 out of the requested 6 additional municipal employees to support the RCMP Detachment.</p>	\$99,295	0.03%
4	Law and Community Safety	<p><b>RCMP Resource Plan Requests – Inventory Clerk (RFT)</b>                      The RCMP requests an additional municipal employee to support the RCMP Detachment as a result of an increase in calls for service, population, police officer case load and increasing investigational complexities which also greatly affect municipal employee resources. This submission requires \$13,336 initial capital cost.</p>		
		<p>Due to the tax impact and other increases that will impact tax payers, it is recommended to provide funding for a total of 2 out of the requested 6 additional municipal employees to support the RCMP Detachment.</p>	\$77,929	0.02%

<b>Emerging Organizational Additional Levels - Recommended for Funding in 2025</b>				
<b>Ref</b>	<b>Requested By</b>	<b>Description</b>	<b>Amount</b>	<b>Tax Impact</b>
5	Law and Community Safety	<b>Fire Safety Act Implementation (Fire Prevention Captains 2 RFTs)</b> Due to the implementation of the new Fire Safety Act, Richmond Fire Rescue is requesting 2 additional Fire Prevention Captains to comply with the new legislation. In addition an increase of \$33,125 is requested to the RFR training budget to ensure ongoing compliance with the legislation for the department. This submission requires \$20,000 initial capital cost.	\$386,369	0.13%
6	Engineering and Public Works	<b>Traffic Technician 1 (RFT)</b> This position will support development application transportation review as recent provincial legislation changes (Bill 16) allows road dedication and frontage upgrades through Building Permit applications.	\$97,036	0.03%
7	Engineering and Public Works	<b>Engineering Technician (RFT)</b> This position will support development application reviews associated with the new small-scale multi-unit housing under the province's Bill 44, and review frontage upgrades that can be secured through Building Permit Applications under the province's Bill 16.	\$109,762	0.04%
8	Planning and Development / Deputy CAO Office	<b>Housing Accelerator Fund Phase In (Year 1 of 4)</b> The Federal Housing Accelerator Fund is currently funding 8 RFT staff to advance long term affordable housing projects: Low-End Market Rental program, partnerships with senior governments for built projects, develop informed policy and acceleration of rental housing development applications. This request is to provide ongoing funding for these positions when the federal funding agreement ends in 2027. It is proposed to phase in funding for these 8 positions over 4 years aligned with the term of the federal funding. Phasing in this funding over the years 2025-2028 will enable the grant funding to be utilized to further advance Housing initiatives.	\$368,940	0.12%
<b>2025 Total Emerging Organizational Additional Levels - Recommended</b>			<b>\$2,517,376</b>	<b>0.82%</b>
<b>Law and Community Safety Emerging Organizational Additional Levels</b>			<b>\$1,763,359</b>	<b>0.57%</b>
<b>Citywide Emerging Organizational Additional Levels</b>			<b>\$754,017</b>	<b>0.25%</b>
<b>Initial Capital Cost associated with Recommended Emerging Organizational Additional levels recommended to be Funded by Rate Stabilization Account</b>			<b>\$126,688</b>	

**13. Emerging Organizational Additional Levels – Not Recommended for Funding in 2025**

Emerging Organizational Additional Levels – Not Recommended for Funding in 2025				
Ref	Requested By	Description	Amount	Tax Impact
1	Law and Community Safety	<p><b>RCMP Resource Plan Requests – 4 additional officers</b>                      The RCMP requests additional RCMP officers for 2025. This request is supported by the Richmond RCMP Detachment 3-year Resource Plan 2025-2027 as a result of community priorities, population growth and increases in the complexity of files and disclosure. This submission requires \$53,344 initial capital cost.</p> <p>Due to the tax impact and other increases that will impact tax payers, it is recommended to provide funding for 6 out of the requested 10 additional officers.</p>	\$799,844	0.26%
2	Law and Community Safety	<p><b>RCMP Resource Plan Requests – Inventory Clerk (2 RFTs)</b>                      The RCMP requests additional municipal employees to support the RCMP Detachment as identified in the. Richmond RCMP Detachment 3-year Resource Plan 2025-2027, as a result of an increase in calls for service, population, police officer case load and increasing investigational complexities which also greatly affect municipal employee resources. This submission requires \$26,672 initial capital cost.</p> <p>Due to the tax impact and other increases that will impact tax payers, it is recommended to provide funding for a total of 2 out of the requested 6 additional municipal employees to support the RCMP Detachment.</p>	\$155,588	0.05%
3	Law and Community Safety	<p><b>RCMP Resource Plan Requests – Training Clerk (RFT)</b>                      The RCMP requests an additional municipal employee to support the RCMP Detachment as identified in the. Richmond RCMP Detachment 3-year Resource Plan 2025-2027, as a result of an increase in calls for service, population, police officer case load and increasing investigational complexities which also greatly affect municipal employee resources. This submission requires \$13,336 initial capital cost.</p> <p>Due to the tax impact and other increases that will impact tax payers, it is recommended to provide funding for a total of 2 out of the requested 6 additional municipal employees to support the RCMP Detachment.</p>	\$74,821	0.03%

Emerging Organizational Additional Levels – Not Recommended for Funding in 2025				
Ref	Requested By	Description	Amount	Tax Impact
4	Law and Community Safety	<p><b>RCMP Resource Plan Requests – Media Designer (RFT)</b>                      The RCMP requests an additional municipal employee to support the RCMP Detachment as identified in the Richmond RCMP Detachment 3-year Resource Plan 2025-2027, as a result of an increase in calls for service, population, police officer case load and increasing investigational complexities which also greatly affect municipal employee resources. This submission requires \$13,336 initial capital cost.</p> <p>Due to the tax impact and other increases that will impact tax payers, it is recommended to provide funding for a total of 2 out of the requested 6 additional municipal employees to support the RCMP Detachment.</p>	\$87,978	0.03%
5	Law and Community Safety	<p><b>Fire Prevention Captains Staff Increase (2 RFTs)</b>                      The City of Richmond continues to grow in population and densification. Single family residential properties (non inspectable) are developed and expanded into developments that include multi family residential units/buildings, day cares, shops, parking garages and common areas (one inspectable property). This submission requires \$20,000 initial capital cost.</p>	\$353,244	0.12%
6	Parks Recreation and Culture	<p><b>Asset Management - Labourer 2 (RFT)</b>                      Council approved Parks Capital Projects completed in 2022 and 2023 resulted in a growth in parks asset inventory, and has increased the requirement for labour to conduct maintenance. With the completion of Parks Capital Projects in 2024, the total labour OBI allocated for Asset Management now amounts to one full time staff.</p>	\$156,062	0.05%
7	Parks Recreation and Culture	<p><b>Urban Forestry - Labourer 2 (RFT)</b>                      In 2022-2024, 3,787 new trees were planted through development, service agreements and compensation plantings. A new position is requested to provide all tree maintenance aspects such as: pruning, clearance, watering, health, mulching, infrastructure management, inspection and leaf control. This submission requires \$145,000 initial capital cost for vehicles.</p>	\$156,062	0.05%
8	Law and Community Safety	<p><b>Increase annual contribution to the Fire Vehicle and Equipment Reserve</b>                      At the General Purposes Committee meeting on November 18, 2024, the Committee endorsed increasing the annual transfer to the Fire Vehicle and Equipment Reserve by \$600,000 to ensure the reserve remains sustainable based on the current known market prices and conditions.</p> <p>Due to the tax impact and other increases that will impact tax payers, the request for ongoing funding was not recommended in 2025; however, staff recommend a one-time transfer from Rate Stabilization for 2025, which will provide additional time to analyze options to be brought forward in the 2026 budget process.</p>	\$600,000	0.20%

Emerging Organizational Additional Levels – Not Recommended for Funding in 2025				
Ref	Requested By	Description	Amount	Tax Impact
9	Finance and Corporate Services	<b>Microsoft Cloud Data Backup Solution</b> Implementation of a comprehensive Microsoft Cloud Data Backup solution is requested to ensure the security, compliance, and availability of the City's data stored within the Microsoft Cloud environment, which includes services like email, documents, and collaboration tools. This submission requires \$20,000 initial capital cost.	\$115,575	0.04%
10	Engineering and Public Works	<b>Roads and Construction: Program Manager (RFT)</b> Changes to accessibility and WorkSafeBC standards coupled with capital construction, increase resource demands impacting maintenance operations. Additional management support is requested to improve capacity for efficiency and performance.	\$174,598	0.06%
11	Parks, Recreation and Culture/ Engineering and Public Works	<b>Blackberry Management: Natural Areas Technician Position (RFT) Climate &amp; Environment Coordinator 2 (RFT) and Parks Labourer including a Truck</b> Natural areas in Richmond incorporate native plants, mini forests and pollinator pasture meadows. These new position will require specialized knowledge and skills to maintain these areas with a focus on invasive plant management initiatives.		
		This request includes funding for labour dedicated to the eradication of blackberry in Richmond parks. This submission requires \$145,000 initial capital cost.	\$534,431	0.17%
12	Corporate Administration	<b>Human Resources Advisor (RFT)</b> A Human Resources Advisor to support the specific hiring needs of the Public Works department is requested to provide a consistent resource and service level.	\$130,730	0.04%
13	Planning and Development	<b>Bill 46 - Benefit and Assist Factors – Transfer to Capital Reserve</b> Impacts of Bill 46 legislation will require local governments to fund a mandatory minimum contribution toward new community amenities funded by the forthcoming Amenity Cost Charges Bylaw, in the form of assist and benefit factors. This bylaw is anticipated to be adopted in 2025; providing funding would ensure proposed projects can be funded when development contributions are received.	\$1,533,383	0.50%
<b>Total Emerging Organizational Additional Levels – Not Recommended for Funding in 2025</b>			<b>\$4,872,316</b>	<b>1.60%</b>





# City of Richmond

## Report to Committee

**To:** Finance Committee **Date:** November 19, 2024  
**From:** Mike Ching, CPA, CMA **File:** 03-0970-01/2024-Vol 01  
 Director, Finance  
**Re:** 2025 One-Time Expenditures

### Staff Recommendation

That the one-time expenditures totaling \$2,690,457 as outlined in Attachment 1 of the 2025 One-Time Expenditures staff report, be approved with funding from the Rate Stabilization Account and included in the Consolidated 5 Year Financial Plan (2025-2029).

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

Att. 1

<b>REPORT CONCURRENCE</b>	
<b>CONCURRENCE OF GENERAL MANAGER</b>	
<b>REVIEWED BY SMT</b>	<b>INITIALS:</b>
<b>APPROVED BY CAO</b>	

## 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 2025-2029 Consolidated 5 Year Financial Plan (5YFP).

This report supports Council's Strategic Plan 2022-2026 #4 Responsible Financial Management and Governance:

*Responsible financial management and efficient use of public resources to meet the needs of the community.*

- 4.1 Ensure effective financial planning to support a sustainable future for the City.*
- 4.2 Seek improvements and efficiencies in all aspects of City business.*
- 4.3 Foster community trust through open, transparent and accountable budgeting practices and processes.*
- 4.4 Work with all levels of governments for grant and funding opportunities.*

### Analysis

For 2025, there are eleven one-time expenditure requests totalling \$2,690,457. 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 additional tax impact from any of the proposed requests as they will be funded from the RSA.

The RSA was approved by Council in 2013 in order to ensure that funding be available to help balance the budget for non-recurring items and smooth out tax increases. The establishment of an RSA for the operating budget was also based on past experience where external non-controllable events impacted the City's operating budget and there was no funding available to offset this "temporary condition".

The RSA has an unaudited balance of \$16,914,372 available as of October 31, 2024. While there is no additional tax impact from utilizing the RSA to fund one-time expenditure requests, the ability to fund such requests depends on the annual surplus.

The City has used RSA in a practical and effective manner and staff are careful in managing the usage to ensure that the RSA is not carried forward on an indefinite basis. The risk and downside

of utilizing RSA is that once it has been carried forward in this way, it must be maintained because the reduction or elimination of it will create pressure on the following year’s operating budget. The tax increase is not reduced but temporarily shifted.

The CAO and SMT have carefully reviewed all one-time expenditure requests to be funded from RSA. A description of the requests recommended by the CAO and SMT for funding in 2025 are included in Attachment 1.

Council may change any of the staff recommendations. The Consolidated 5 Year Financial Plan (2025-2029) will include the amounts as approved by Council.

One-Time Expenditure Requests

Table 1 shows the summary of the one-time expenditure requests:

**Table 1 – One-Time Expenditure Requests Summary**

# of One-Time Expenditures Requested	Recommended Amount (In \$000s)
11	\$2,690

Table 2 summarizes how the available RSA balance is proposed to be utilized as a result of the 2025 budget process:

**Table 2 – Proposed RSA Utilization**

<b>RSA Balance Available as of October 31, 2024</b>		<b>\$16,914,372</b>
<b>2025 One-Time Expenditures - Recommended (Attachment 1)</b>	<b>(2,690,457)</b>	
<b><i>From 2025 Proposed Operating Budget report:</i></b>		
Proposed Rate Stabilization of the 2025 Operating Budget (Budget Option 1)	(2,000,000)	
2025 Initial Capital Costs from Emerging Organizational Ongoing Additional Levels (Attachment 12)	(126,688)	
2025 Initial Capital Costs from No Tax Impact Positions (Attachment 11)	(120,000)	
<b><i>From 2025 Proposed Capital Budget report:</i></b>		
2025 Capital Project funded by RSA (Appendix 7)	(2,339,500)	
<b>Total 2025 Proposed RSA Utilization</b>		<b>(7,276,645)</b>
<b>Remaining Balance After Proposed 2025 Utilization</b>		<b>\$9,637,727</b>

One-Time Initial Capital Costs Associated with Recommended Additional Level Expenditures Requests

The 2025 Proposed Operating Budget recommends approval of No Tax Impact positions and Emerging Organizational Additional Levels of service which require upfront costs for vehicles and equipment. This includes Short Term Rental Inspectors, Fire Safety Act Implementation, Police Officers and Police support staff. A total of \$246,688 is required and this one-time cost is

recommended to be funded from the Rate Stabilization Account. If Council approves a different amount of Emerging Organizational Additional Levels from what has been recommended by staff in the 2025 Proposed Operating Budget, the initial capital costs may need to be updated accordingly as outlined in each request for funding.

The 2025 Proposed Capital Budget recommends funding for one project to come from Rate Stabilization. If Council makes any changes to the recommendation this amount may need to be updated accordingly.

A total of \$2,000,000 from the RSA is proposed to be utilized to reduce the tax impact as presented in the 2025 Proposed Operating Budget (Budget Option 1).

**Financial Impact**

The recommended one-time expenditures totaling \$2,690,457 as outlined in Attachment 1 are proposed to be funded from the Rate Stabilization Account with no additional tax impact. The final amount approved by Council will be included in the Consolidated 5 Year Financial Plan (2025-2029).

**Conclusion**

One-time expenditure requests were carefully reviewed by the CAO and SMT. The high priority requests in the amount of \$2,690,457 as summarized in Attachment 1 are recommended to be approved and included in the Consolidated 5 Year Financial Plan (2025-2029).



Melissa Shiau, CPA, CA  
Manager, Financial Planning and Analysis  
(604-276-4231)

MS:gh

Att. 1: 2025 One-Time Expenditure Requests – RECOMMENDED

2025 One-Time Expenditure Requests – RECOMMENDED			
Ref	Category	Description	Amount
1	New Provincial Legislation	<b>Fire Safety Act Implementation (One-time Training Budget)</b> Due to recent regulatory changes, funding is requested to educate and train Richmond Fire-Rescue staff to meet the minimum competency requirements of the new regulations.	\$204,399
2	Infrastructure Need	<b>Contribution to the Fire Vehicle and Equipment Reserve</b> At the General Purposes Committee meeting on November 18, 2024, the Committee endorsed increasing the annual transfer to the Fire Vehicle and Equipment Reserve by \$600,000 to ensure the reserve remains sustainable based on the current known market prices and conditions. Due to budget constraints, the request for ongoing funding could not be recommended in 2025; however, staff recommend a one-time transfer from Rate Stabilization for 2025, which will provide additional time to analyze options to be brought forward in the 2026 budget process.	\$600,000
3	Council Strategic Plan	<b>Recreation Fee Subsidy Program (RFSP) - Central Fund</b> The RFSP requests Central Fund support as work on the Parks, Recreation and Culture Pricing Policy progresses. Funding contributions from Associations/Societies to support RFSP is on hold while the age of eligibility for seniors is revisited as directed by Council.	\$116,000
4	Council Strategic Plan	<b>City of Richmond Signature and Community Events Plan 2025-2029</b> This request is to fund the 2025 City events in alignment with the Guiding Principles for City Events, and as detailed in the City of Richmond Signature and Community Events Plan 2025-2029 Report to Committee, which was endorsed by Council on October 21, 2024. Events contribute to social and economic well-being, build community capacity and identity and raise Richmond's profile.	\$930,600
5	Infrastructure Need	<b>ArcGIS Desktop Transition to ArcGIS Pro Project</b> ESRI Canada is the City of Richmond's geographic information system (GIS) software provider and City staff use GIS software (ArcGIS Desktop) to collect and analyze geographic data (such as data seen on Richmond Interactive Map). ESRI's ArcGIS Desktop Application will be retired in March of 2026 and replaced by ArcGIS Pro software application. To transition successfully, funding is requested to redevelop customizations.	\$60,000
6	Council Strategic Plan	<b>Richmond Celebrates FIFA 26 - Community Event Campaign</b> The Richmond Celebrates FIFA 26 Community Event Campaign is a series of community-led events that emphasize grassroots programming and engagement. These events are designed to be inclusive, engage neighbourhoods across the City, and empower Richmond residents and organizations to host local celebrations that reflect the City's diverse cultures throughout FIFA World Cup 26. Tourism Richmond has confirmed their commitment as a funding partner for the event campaign.	\$200,000

2025 One-Time Expenditure Requests – RECOMMENDED – continued

Ref	Category	Description	Amount
7	<b>Council Strategic Plan</b>	<b>Volunteer Management Strategy Update</b> An update to the 2018-2021 Volunteer Management Strategy is requested to provide direction in the delivery of volunteer opportunities for the betterment of Richmond's increasingly diverse community and changing landscape in volunteerism.	\$50,000
8	<b>Council Strategic Plan</b>	<b>Heritage Boat Restoration Pilot Program</b> At the Regular Council meeting on July 8, 2024, Council endorsed, "That funding Option 1 – One-Time Additional Level to support a pilot Heritage Boat Restoration Program for 2025 and 2026, be considered as part of the 2025 budget process." This funding will support the Shipyard Operations Supervisor position and other program costs.	\$330,458
9	<b>Council Strategic Plan</b>	<b>Britannia Shipyards Park Concept Plan</b> At the Regular Council meeting on July 8, 2024, Council endorsed, "That funding of \$80,000 to support the development of a site concept plan be considered as part of the 2025 budget process." A new concept plan will be developed that identifies heritage boat display locations and improves site operations and landscaping.	\$80,000
10	<b>Council Strategic Plan</b>	<b>Continuation of the Instructor/Lifeguard Subsidy Program</b> The Instructor/Lifeguard Subsidy Program began as a one-year pilot in 2023 for low-income residents to pursue a career in aquatics. At the Regular Council meeting on May 13, 2024, Council endorsed the continuation of the program through 2025 and that a one-time additional level request be considered in the 2025 budget process.	\$45,000
11	<b>Infrastructure Need</b>	<b>Grants Intake Application System Replacement</b> The custom-built Grant Intake Application System is in need of a replacement. The benefits of a replacement includes: an improved user experience for all (grant applicants, reviewers and administrators); ability to support multiple city grant seasons per year; on-time submissions, reviews, and reporting to allow Council to keep city grant awards on schedule. The replacement application will be similar to those used by other municipalities in the region.	\$74,000
<b>2025 One-Time Expenditures Total – RECOMMENDED</b>			<b>\$2,690,457</b>





# City of Richmond

## Report to Committee

**To:** Finance Committee

**Date:** November 15, 2024

**From:** John Irving, P.Eng., MPA  
Deputy CAO,  
Chief Executive Officer, Lulu Island Energy  
Company

**File:** 01-0060-20-LIEC1/2024-  
Vol 01

Jerry Chong, CPA, CA  
General Manager, Finance and  
Corporate Services  
Chief Financial Officer, Lulu Island Energy  
Company

**Re:** Lulu Island Energy Company – 2025 Operating and Capital Budgets

### Staff Recommendation

That the Lulu Island Energy Company report titled “Lulu Island Energy Company – 2025 Operating and Capital Budgets”, dated November 15, 2024 from the Chief Executive Officer and Chief Financial Officer, Lulu Island Energy Company be received for information.

John Irving, P.Eng., MPA  
Deputy CAO,  
Chief Executive Officer,  
Lulu Island Energy Company  
(604-276-4140)

Jerry Chong, CPA, CA  
General Manager, Finance and  
Corporate Services  
Chief Financial Officer,  
Lulu Island Energy Company  
(604-276-4064)

REPORT CONCURRENCE	
REVIEWED BY SMT	INITIALS: ACI
APPROVED BY CAO 	

## Report to Board

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**DATE:** October 28, 2024

**TO:** LIEC Board of Directors

**FROM:** Alen Postolka, P.Eng., Director, District Energy

**Re:** **Lulu Island Energy Company – 2025 Operating and Capital Budgets**

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### Staff Recommendation

1. That the 2025 operating budget for Lulu Island Energy Company as presented in the staff report titled “Lulu Island Energy Company – 2025 Operating and Capital Budgets”, dated October 28, 2024 be approved; and
2. That the 2025 capital budget for Lulu Island Energy Company and funding as presented in the staff report titled “Lulu Island Energy Company – 2025 Operating and Capital Budgets”, dated October 28, 2024, totalling \$10,312,000 be approved.

### Background

Lulu Island Energy Company (LIEC), a wholly-owned corporation of the City of Richmond (City), provides district energy services on behalf of the City. LIEC owns and operates the Alexandra District Energy Utility (ADEU) and the City Centre District Energy Utility (CCDEU). Attachment 1 provides an overview of LIEC’s District Energy Utility (DEU) services. DEU is a key strategy in achieving the City’s goal of net zero emissions by 2050. LIEC’s systems have already resulted in a reduction of over 19,960 tonnes of greenhouse gas (GHG) emissions.

On September 22, 2022, LIEC entered into a Project Agreement (PA) with Corix Utilities Inc. (Corix) and Canada Infrastructure Bank (CIB) to design, build, finance, operate and maintain CCDEU Infrastructure, providing heating and cooling services to new residential, commercial, and mixed-use developments within the City Centre area. The existing Oval Village District Energy Utility (OVDEU) infrastructure was incorporated into the CCDEU project, and all OVDEU capital work and operations will be executed under the PA.

The purpose of this report is to seek the Board’s approval of LIEC’s 2025 operating and capital budgets. Upon approval, staff will present LIEC’s 2025 operating and capital budgets to City Council for information, in order to follow the City’s reporting process.

### 2025 Operating Budget

All capital and operating costs are recovered through revenues from metered billings, ensuring that the business is financially self-sustainable. Although LIEC’s DEUs are at different stages of their operational life, they are still relatively new utilities. Hence, the operating costs are estimated using previous years’ operational and maintenance expenses and electricity and natural gas usage, while taking into consideration projected costs for the new infrastructure in the upcoming year.

Customers' energy use and building performance are estimated based on historical metered energy consumption, average building performance in a region, and energy modeling reports from the developer's engineers when actual data is unavailable.

The 2025 operating budget incorporates estimated revenues and expenses from the ADEU and CCDEU based on the current projections, development activity, and timing of connections for the 2025 year. The budgeted operating expenses also include the approved accrued amounts owing as defined in the CCDEU Project Agreement.

LIEC is classified as a Government Business Enterprise (GBE). As a GBE, LIEC is required to apply International Financial Reporting Standards (IFRS) in the preparation of its financial statements. Table 1 outlines the proposed 2025 operating budget alongside a comparison to the 2024 submission.

Table 1: 2025 Operating Budget under IFRS

	<b>2025 Budget</b>	<b>2024 Budget</b>	<b>\$ Changes</b>	<b>% Change</b>
<b>Revenues</b>				
Metered Billings (Quarterly)	\$10,490,541	\$8,843,699	\$1,646,842	19%
Service fee	981,486	981,486	-	-%
	11,472,027	9,825,185	1,646,842	17%
<b>Cost of Sales</b>				
Contracts	3,039,245	2,384,880	654,365	27%
Utilities	3,081,202	2,714,879	366,323	13%
Amortization	2,253,789	1,923,980	329,809	17%
	8,374,236	7,023,739	1,350,497	19%
<b>Gross margin</b>	<b>3,097,791</b>	<b>2,801,446</b>	<b>296,345</b>	<b>11%</b>
<b>General and Administration Expenses</b>				
Salaries and benefits	1,256,558	1,038,072	218,486	21%
Administration expenses	446,424	417,741	28,683	7%
Insurance	454,486	418,160	36,326	9%
Professional Fees	438,560	465,282	(26,722)	(6%)
	2,596,028	2,339,255	256,773	11%
<b>Net income before other items</b>	<b>501,763</b>	<b>462,191</b>	<b>39,572</b>	<b>9%</b>
<b>Contributions and Financing expense</b>				
Developer contributions	944,980	557,442	387,538	70%
Energy modeling review fee	27,000	27,000	-	0%
Financing income	640,000	400,000	240,000	60%
Financing expense	(1,899,002)	(1,084,616)	(814,386)	75%
	(287,022)	(100,174)	(186,848)	-
<b>Net Income</b>	<b>\$214,741</b>	<b>\$362,017</b>	<b>(\$147,276)</b>	<b>(41%)</b>
<b>Earnings before interest, taxes and amortization (EBITA)</b>				
Net income per above	\$214,741	\$362,017	\$(147,276)	(41%)
Net financing expense	1,259,002	684,616	574,386	84%
Amortization expense	2,253,789	1,923,980	329,809	17%
<b>EBITA</b>	<b>\$3,727,532</b>	<b>\$2,970,613</b>	<b>\$756,919</b>	<b>25%</b>

## Revenues

The budgeted revenues are based on the projected building connection timings and customer energy usage. The 2025 budgeted metered billings are expected to increase in 2025 by \$1,646,842 to \$10,490,541 (2024 – \$8,843,699) due to:

- An increase of \$1,175,099 from additional energy use as a result of servicing developments that were connected in 2024 (Richmond Center Phase 1a), alongside anticipated partial year connection of three new buildings in 2025 (Richmond Centre Phase 1b, Luxe Townline Ventures, and ASPAC 7a); and
- An increase of \$471,744 due to the annual utility rate increase as approved by City Council.

There is no requested increase in the LIEC annual service fee of \$981,486. The fee is for LIEC services to explore and advance district energy opportunities in Richmond, and results in numerous benefits to the City and the Richmond community. With or without LIEC, the City would need to fund these costs in order to successfully implement district energy initiatives for the City and position itself at the forefront of tackling local and global environmental challenges. The City identified district energy utilities (DEUs) as a leading strategy to achieve the City's greenhouse gas (GHG) reduction goals. To date, it is estimated that LIEC's district energy system has resulted in a reduction of over 19,960 tonnes of GHG emissions.

The overall budgeted revenue is expected to increase by \$1,646,842 to \$11,472,027 (2024 – \$9,825,185).

## Cost of Sales

The cost of sales is the accumulated total expenses associated with the metered billing revenue, which includes contracts, utilities (electricity and natural gas), and amortization expenses. The total contracts expense, which includes maintenance, operating labour, and asset management costs, has increased by \$654,365 to \$3,039,245 (2024 - \$2,384,880). This increase is due to the additional operation and maintenance activities required to service additional buildings in the CCDEU service area, the renewal of the ADEU O&M contract, as well as the on-site low carbon energy plants (LCEP) in 2025.

Utility expenses are projected to increase by \$366,323 to \$3,081,202 (2024– \$2,714,879). This increase is due to utility (electricity and natural gas) rate increases, and increased energy demand. The growth in energy demand due to the additional connections and operation of on-site LCEPs will result in higher overall use of electricity and natural gas to run thermal energy distribution equipment to deliver energy to customer buildings.

The amortization expense is projected to increase due to the timing of assets being capitalized. Overall, the cost of sales is expected to increase by \$1,350,497 to \$8,374,236 (2024 – \$7,023,739).

The gross margin as a percentage of revenue has decreased to 27% (2024 – 28.5%) mainly due to additional maintenance required and higher utility costs for the LCEP’s. Low carbon energy production technologies in LCEP’s are more complex than natural gas boilers, and are using low carbon electricity which is more expensive than natural gas. The gross margin are expected to increase as new connected buildings are fully occupied.

**General and Administration Expenses**

The general and administration expenses are expenditures incurred to support business activities, such as salaries and benefits, administration, professional fees, insurance, and others. The expenditures have increased in comparison to 2024 due to the increase in operation, project management and administration costs associated with the efforts to deliver and operate LIEC infrastructure. As more customers are connected to the utility, the general and administration expenses in relation to the revenue will become insignificant when compared to the scale of the LIEC’s infrastructure projects.

**Table 2: Percentage of Revenue**

<b>Percentage of Revenue</b>	<b>2025</b>	<b>2024</b>
Gross margin	27.0%	28.5%
Salaries and benefits	11.0%	10.6%
Administration expense	3.9%	4.3%
Insurance expense	4.0%	4.3%
Professional fees	3.8%	4.7%
Total general and administration expense	22.6%	23.8%
Net income	1.9%	3.7%
EBITA	32.5%	30.2%

The budgeted general and administration expenses are projected to increase by \$256,773 to \$2,596,028 (2024 – \$2,339,255) due to:

- Salaries and benefits – The increase of \$218,486, bringing the total to \$1,256,558 for 2024 (2024 - \$1,038,072), primarily reflects the implementation of additional staffing levels as approved by the Board in November, 2023 to address the additional efforts needed to deliver and operate infrastructure necessary to service new customers and bring more revenue. This amount also accounts for an additional finance position as approved by the board on October 10, 2024 as a part of the KPMG’s risk and readiness report, as well as the inflationary adjustments to current salaries and fringe benefits.
- Administration expense – the administration expense has increased by \$28,685 to \$446,424 (2024 – \$417,741) mainly due to the new staff professional memberships, and increase to the administration and overhead fees that LIEC pays to the City for day-to-day support and coordination on district energy projects, which is estimated to be \$77,068 in 2025 (2024 – \$58,644). The administration expense also include Project Agreement administration expenses to administer Corix’s special purpose entity, LIEC reporting, and CIB reporting and financing administration requirements.



- Insurance – The increase of \$36,326 to \$454,486 (2024 - \$418,160) is due to the additional capital assets being insured, and general insurance rate increases; and
- Professional fees – the professional fees expense has decreased by \$26,722 to a total of \$438,560 (2024 – \$465,282) due to the slightly lower level of effort required in updating existing and preparing new specifications. The LIEC audit expense is expected to rise though, reflecting the additional audit requirements related to the growth in the LIEC financial position (assets, liabilities and equities).

Overall, general and administration expenses as a percentage of revenues are at 22.6% for 2025, which is slightly lower than last year (2024 – 23.8%).

### Contributions and Financing Costs

The contributions and financing costs represent other sources of revenue and financing for the business, which include:

- Developer contributions – This revenue refers to the distribution piping, energy transfer stations, and construction costs within a development property. These costs are paid by developers. LIEC owns these capital assets, and recognizes a contribution from developers for the amount reimbursed. Developer contributions are projected to increase for the next year due to the additional contributions from the new developments connecting to the LIEC system.
- The energy modeling review fee is estimated to be 2% of building permit fees. It is estimated that additional 13 permits will be reviewed and issued in 2025, which is the same as the 2024 projections.
- Financing income – This line item represents interest income earned on the LIEC equity cash balance. Financing income is projected to increase as LIEC took advantage of higher interest rates by securing longer term deposits.
- Financing expense – This represents the financing costs related to CCDEU Project Agreement liabilities. These costs are incurred by LIEC utilizing low-interest debt funding from the Canada Infrastructure Bank (CIB) and equity funding from Corix. This funding is used to construct LIEC capital assets, which will result in an increase in the total fixed assets on LIEC's balance sheet. The financing expense is anticipated to increase by \$814,386 to \$1,899,002 in 2025 (2024 - \$1,084,616), driven by additional capital expenditures required to service existing and new customers in the CCDEU service area.

### Net Income and Earnings Before Interest, Taxes and Amortization (EBITA)

Net income is projected to decline in 2025, with an expected total of \$214,741, a decrease from the projected net income of \$362,017 for 2024. This anticipated reduction in net income is due to upfront investment necessary for the infrastructure expansion and operation of the CCDEU project. The costs related to additional infrastructure construction, project management, and administration are essential to support future connections and anticipated revenue growth, which is a common trend during the initial growth phase of utility businesses. As more customers are

connected to the system over the years, the net income is projected to increase. Similar patterns were observed during the expansion stages of the OVDEU and ADEU projects.

EBITA, a key metric for evaluating LIEC’s financial performance, is expected to increase by \$756,919 to \$3,727,532 (2024 - \$2,970,613). As more customers are connected over time, both revenue and EBITA are projected to grow. EBITA as a percentage of revenue is forecasted to be 32.5% in 2025, a slight increase from 30.2% in 2024.

LIEC’s financial sustainability and future growth must be taken into consideration when reviewing its EBITA and net income. LIEC is operating as a financially self-sustaining subsidiary, with the goal to expand operations without impacting the City’s finances. LIEC’s success is dependent upon developing in-house expertise and ensuring adequate capital is maintained to deliver continuous service, which includes future asset replacements as existing infrastructure components reach their end of life. Other important factors are the planning of future projects, which includes research and development, and exploratory reviews of future technology and opportunities. Consistent with the corporation’s financial plan objectives, and to ensure long term rate stability for rate payers, the fine balance between the net income and timely investment in the new infrastructure is needed in order to secure revenue from the future new connections.

## 2025 Capital Budget

LIEC projects continue to face rising costs in materials, equipment, and labour driven by ongoing inflationary increases stemming from the pandemic, international sanctions, supply chain challenges, and shortage of skilled labour. Staff are diligently collaborating with Corix and third-party cost consulting professionals to verify project budgets, assess tender prices, and monitor the evolving market conditions to mitigate impacts on projects. Staff are also pursuing alternative funding opportunities and grants such as Metro Vancouver funding for the Sewer Heat Recovery project.

Rising interest rates and high inflation costs have slowed development activity compared to previous projections. LIEC staff, in collaboration with the City, continue to monitor development activity, and have established a “just in time” approach to infrastructure build-out, where new infrastructure is not built until the future customer connections are confirmed through the building permit process. This approach minimizes the risk of stranded infrastructure due to a development slowdown. Table 3 below represents the anticipated increase in serviced floor area for CCDEU and ADEU, over the next five years, based on development timings.

Table 3: Estimated DEU Service Area (2025 – 2029):

<b>Current Service Areas</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>Alexandra DEU (ft<sup>2</sup>)</b>	-	132,000	226,000	227,000	250,000
<b>City Centre DEU (ft<sup>2</sup>)</b>	815,086	1,641,550	4,949,665	4,030,535	2,333,981
<b>Total (ft<sup>2</sup>)</b>	815,086	1,773,550	5,175,665	4,257,535	2,583,981
<b>Cumulative, including existing service area (ft<sup>2</sup>)</b>	8,537,905	10,311,455	15,487,120	19,744,655	22,328,636

By 2029, LIEC is projected to service over 22 million square feet of floor area with district energy services, almost three times the area currently serviced in 2024.

This growth necessitates both expansion of existing infrastructure and implementation of new systems to support the ongoing customer growth. Continuous investment in optimizing current assets and building new infrastructure is essential to maintain service levels and protect LIEC's assets.

To support this expansion, proactive planning, continuous improvement of new and existing district energy networks, and assessment of new technologies and practices is necessary to improve operational efficiencies and achieve further financial and environmental benefits. LIEC's capital budget ensures that appropriate funding is secured to deliver this work.

### **LIEC 2025 Capital Projects**

#### Alexandra DEU

There are currently 13 buildings connected to the Alexandra DEU system (Attachment 2). Some minor capital improvements included in the 2024 capital budget to provide backup power and improve plant reliability, in addition to ongoing peer review work associated with one new connection, will be carried over into 2025.

#### *New Connections*

There are no new connections scheduled for 2025. Staff continue to monitor development activity and work closely with developers in the service area to ensure a timely connection.

#### *Minor Capital*

Minor capital projects aimed at increasing the system's efficiency and resiliency are planned for 2025. The work includes:

- Feasibility studies on potential upgrades and improvements to optimize plant performance;
- Updating various programmable logic controllers (PLCs) and instrumentation at the Energy Transfer Stations (ETSs); and
- Replacement of equipment at the main plant which has reached their end of life.

The estimated cost for the capital upgrades is \$250,000, and the cost is inclusive of project management costs to oversee the execution of the work.

#### *Cooling Tower Capacity Upgrades – Construction*

In 2022, LIEC Board approved \$550,000 to design and begin early procurement for an additional cooling tower to support new developments connections in the ADEU. Following detail design completion in 2024, staff engaged an external consultant to confirm the timing of the cooling tower installation and determine the remaining costs for implementing and commissioning the new equipment. The new cooling tower was confirmed to be required for the next building

connection expected in early 2026 with the total project cost estimate of \$1,450,000. Staff are requesting \$900,000 in addition to previously approved \$550,000 to deliver this project. The request is inclusive of project management costs to oversee the execution of the work.

### City Centre DEU

In accordance to the PA, Corix is required to submit an Annual Plan to LIEC detailing anticipated capital expenditures, operations, and maintenance work based on up-to-date development timelines within the CCDEU and OVDEU service areas (see Attachment 3 and 4) for the upcoming year. These capital projects are financed by low-interest debt funding from CIB and equity funding from Corix. Corix has submitted the 2025 Annual Plan to LIEC, which is currently being reviewed by staff. Once the review process is completed, staff will bring it forward to the Board for approval.

### *Minor Capital*

In addition to the approved capital projects identified in the annual planning process, staff will oversee project delivery and operations in line with the PA and coordinate with developers and design teams for future system connections. The scope of work includes the following:

- LIEC staff time for project management, oversight, and administration of CCDEU projects designated under the PA with Corix, as well as collaboration with developers to ensure timely and successful connection to the system; and
- Professional fees to conduct third-party review of the Annual Plan and provide support on interpretation of the Project Agreement terms.

The estimated cost of this work in 2025 is \$542,000.

### *Advanced Design*

Given the sustained development growth in Richmond and advancements in DEU technology, advanced design activities are required in 2025 to ensure the continued successful implementation of DEU services in the City Centre area and to support new business development opportunities. This budget allocation will enable LIEC to maintain service reliability, optimize project planning, and allow LIEC to proactively address technical, financial, and regulatory complexities of providing DEU services.

The scope of work includes:

- Professional consulting services to provide support on implementing developer contribution policies;
- Assessment of alternative cooling servicing models and strategies;
- Design and implementation of an asset management and billing system; and
- Third party design reviews, cost validation, and forward projections of cost escalations for major projects; and

The estimated cost of this work in 2025 is \$788,000, and the cost is inclusive of project management costs to oversee the execution of the work.

### *Sewer Heat Recovery Central Energy Plant (SHR CEP)*

In 2021, LIEC secured a \$6,200,000 CleanBC Communities Fund grant to implement the SHR CEP facility and provide service to customers by utilizing renewable sewer heat recovery technology. The SHR CEP project is being delivered under the CCDEU PA and costs associated with the project are financed by CIB, Corix and CleanBC Communities grant funding. Due to CleanBC requiring payment certification prior to reimbursing LIEC for the grant fund, upfront funding from LIEC is required to advance the project prior to reconciling the costs with the province on a quarterly basis, and Corix immediately thereafter.

An initial spending of \$1,400,000 was approved as part of LIEC's 2024 budget, and the remaining \$6,900,000 is requested as part of 2025 budget to complete detailed engineering and commence underground infrastructure construction. A budget amendment may be brought forward at a later time if further grants/funding is secured.

Furthermore, to support effective cost control and ensure the successful delivery of SHR project, following the City's capital project delivery model staff recommend retaining professional services to conduct a peer review of the SHR design and develop cost estimates on behalf of LIEC.

The scope of third-party services with the estimated cost of \$700,000 include:

- Conduct design peer reviews of design packages to ensure compliance with applicable standards, codes, and that prudent design methodology was undertaken in developing the design and minimize the potential for design-related changes to occur throughout construction. The consultant would also recommend improvements to the design where applicable.
- Quantity Surveyor (QS) to provide independent cost analysis from preliminary design through to completion of detailed design to validate cost estimates as the project progresses, to support staff in validating the estimates provided by Corix through the design team.

The total estimated cost for this capital project is \$7,832,000 and the cost is inclusive of project management costs to oversee the execution of the work.

The internal LIEC budget is recommended to finance the 2025 capital projects. Staff have completed a five-year financial analysis of the projected cash flow and the analysis shows that LIEC can fund the 2025 capital projects internally.

The summary of the 2025 LIEC Capital projects are presented in Table 4 below.

Table 4: 2025 Capital Projects and Funding Summary

<b>Capital Projects</b>	<b>Total Capital Budget</b>
<b>Alexandra DEU</b>	<b>\$1,150,000</b>
Minor Capital	\$250,000
Cooling Tower Capacity Upgrade – Construction	\$900,000
<b>City Centre DEU</b>	<b>\$9,162,000</b>
Minor Capital	\$542,000
Advanced Design	\$788,000
SHR CEP	\$7,832,000
<b>Grand Total</b>	<b>\$10,312,000</b>

**Conclusion**

The 2025 Operating and Capital Budgets are based on staff’s projections and assumptions available at the time of writing. The recommended capital budget for 2025 is \$10,312,000. Staff recommend that the 2025 Operating and Capital Budgets be approved.



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- Att. 1: District Energy Utility Services Overview
- Att. 2: Alexandra Neighbourhood and ADEU Service Area Informational Map
- Att. 3: Oval Village Neighbourhood and OVDEU Service Area Informational Map
- Att. 4: City Centre Area and CCDEU Service Area Informational Map



## District Energy Utility Services Overview

The City of Richmond incorporated Lulu Island Energy Company Ltd. (LIEC) in 2013 for the purposes of carrying out the City’s district energy initiatives. LIEC owns and operates the Alexandra District Energy (ADEU) and City Centre District Energy Utilities (CCDEU). Table 1 below provides a summary of the developments connected under the DEU service areas to-date.

Table 1: District Energy Utility Service Areas

	Buildings to Date	Residential Units to Date	Floor Area	
			To-date	Build-out
Alexandra District Energy Utility	13	2,200	2.4M ft <sup>2</sup>	4.4M ft <sup>2</sup>
City Centre District Energy Utility <sup>(1)</sup>	17	4,256	4.9M ft <sup>2</sup>	54.4M ft <sup>2</sup>
<b>Total Connected Floor Area</b>			<b>7.3M ft<sup>2</sup></b>	<b>58.8M ft<sup>2</sup></b>

(1) OVDEU service area has been incorporated into the CCDEU service area per the executed Project Agreement

### Alexandra District Energy Utility (ADEU)

ADEU provides heating and cooling services to nine residential buildings in the ADEU service area, a large commercial development at “Central at Garden City”, the Richmond Jamatkhana temple, and Fire Hall No. 3, for a total of 2,200 residential units and over 2.4 million square feet of floor area (see Attachment 2). While some electricity is consumed for pumping and equipment operations, most of this energy is currently produced locally from existing geo-exchange fields in the greenway corridor and West Cambie Park, and highly efficient air source heat pumps.

Table 2 represents anticipated development connection timelines in ADEU for the next three years.

Table 2: Development Timing in ADEU Service Area

Development	Anticipated Occupancy
9300 Cambie Road	2026
9080 Odlin Rd	2027
4008 Stolberg	2028
9291 Alexandra Road	2029

### City Centre District Energy Utility (CCDEU)

In September 2022, LIEC executed agreements with Corix Utilities Inc. and Canada Infrastructure Bank to design, build, finance, operate and maintain CCDEU infrastructure providing heating and cooling services to over 170 new residential, commercial, and mixed-use developments by 2050.

The project is expected to reduce GHG emissions by one million tonnes by 2050. To date, 17 developments are connected to the CCDEU with several new connections planned for the next year.

Table 3 represents anticipated development connection timelines in CCDEU for the next three years.

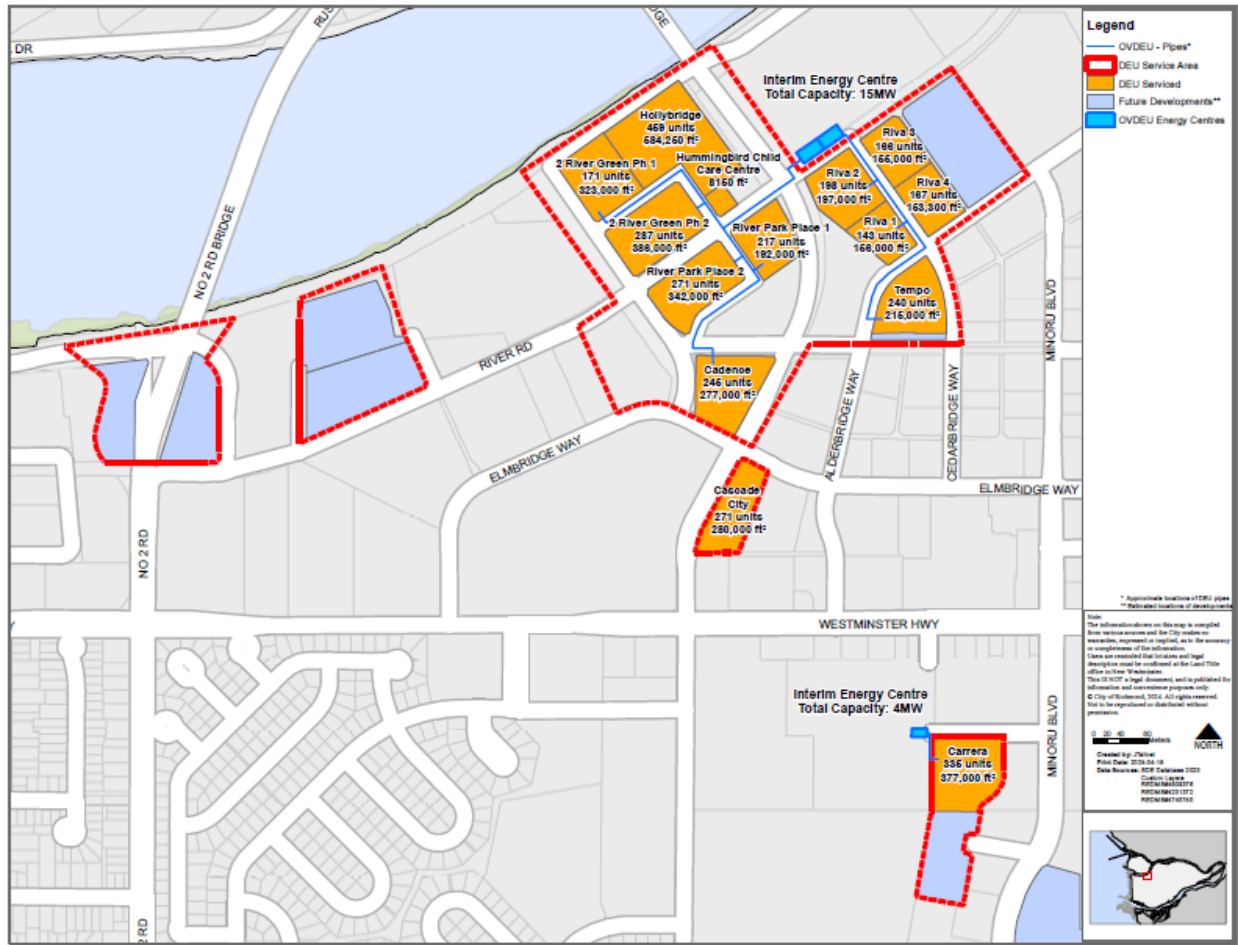
Table 3: Development Timing in CCDEU Service Area

<b>Development</b>	<b>Anticipated Occupancy</b>
Richmond Centre Phase 1a – 6788, 6808 Minoru Boulevard	Q4 2024
Richmond Centre Phase 1b – 6500-6600 Minoru Boulevard	2025
Townline Luxe – 5593 No. 3 Road	2025
Pathways – 5491 No. 2 Road	2025
8108 Lansdowne Road	2026
Richmond Centre Phase 1c – 6200-6300 Minoru Boulevard	2026
Park Residences Phase 2 (Towers D&E) – 6355 Mah Bing Street	2026
3200 No. 3 Road	2026
Polygon Talistar A – 3488 Ketcheson Court	2026
Polygon Aurora – 3588 Ketcheson Road	2026
Onni Riva 5 – 7811 Alderbridge Way	2027
Onni Riva 6 – 7028 River Parkway	2027
Park Residences Phase 2 (Tower C) – 6333 Mah Bing Street	2027
Polygon Talistar B – 3420 Ketcheson Court	2027
Yuanheng B – 3311 No. 3 Road	2027
Yuanheng C – 3399 Corvette Way	2027
8231 – 8291 Ackroyd Road	2027
Richmond Centre Phase 2 – 6551 No. 3 Road	2027
8880 Cook Road	2027
8680 Alexandra Road	2027
3760-3780 Sexsmith Road	2027
6840 No. 3 Road	2027

# Alexandra Neighbourhood and ADEU Service Area Informational Map



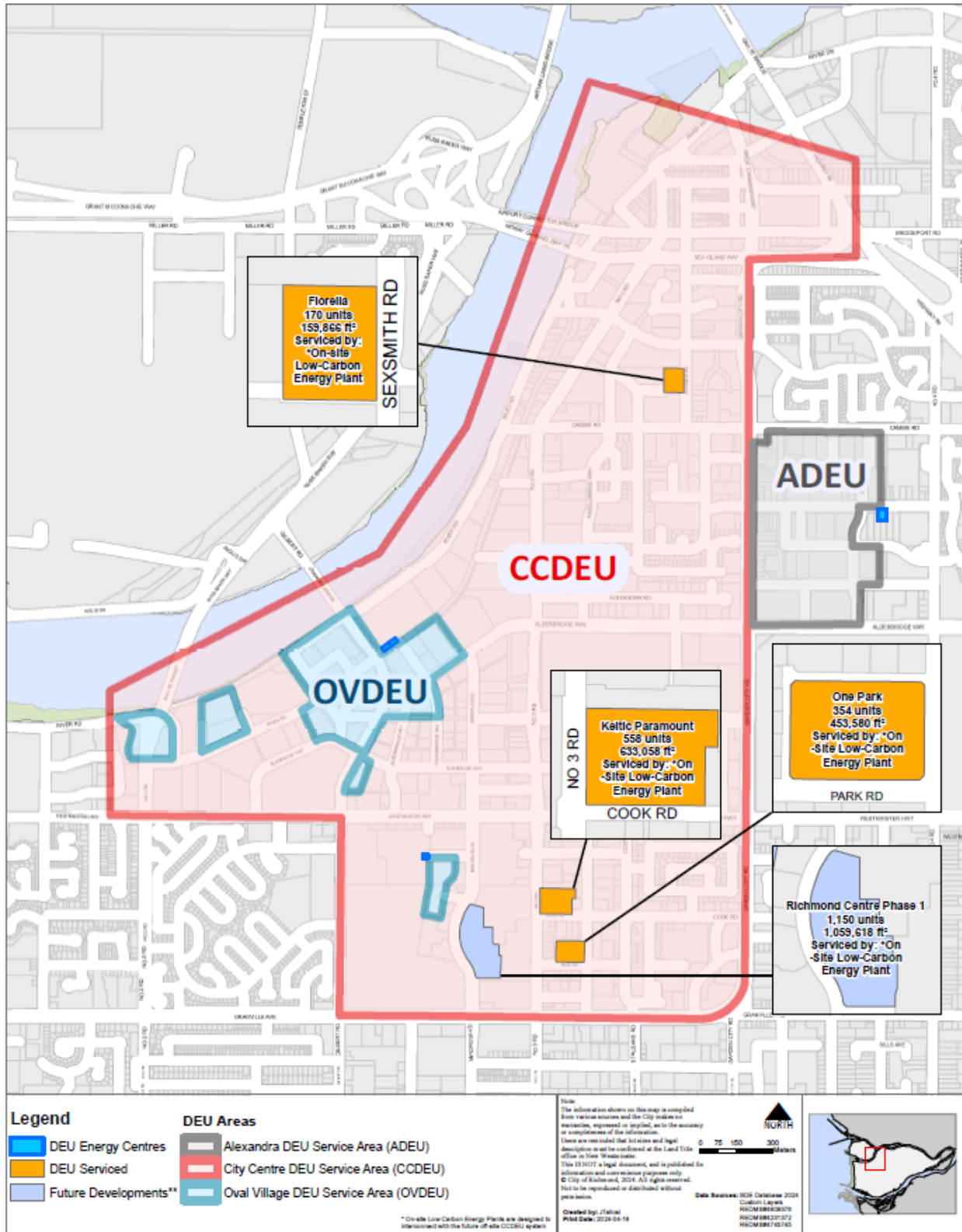
# Oval Village Neighbourhood and OVDEU Service Area Informational Map



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# City Centre Area and CCDEU Service Area Informational Map



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