City of Richmond

Agenda

Finance Committee

Anderson Room, City Hall
6911 No. 3 Road

Monday, December 5, 2016
Immediately following the open General Purposes Committee

Pg. # ITEM

MINUTES

FIN-5 ***Motion to adopt the minutes of the meeting of the Finance Committee held on November 7, 2016.***

LULU ISLAND ENERGY COMPANY

1. **2017 OPERATING BUDGET FOR THE LULU ISLAND ENERGY COMPANY**
(File Ref. No. 01-0060-20-LIEC1) (REDMS No. 5224654 v. 6)

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

Designated Speaker: Alen Postolka

STAFF RECOMMENDATION

That the report titled "2017 Operating Budget for the Lulu Island Energy Company" dated November 17, 2016 from the Chief Executive Officer and Chief Financial Officer, Lulu Island Energy Company be received for information.

Pg. # ITEM

RICHMOND PUBLIC LIBRARY BOARD

2. **2017 OPERATING BUDGETS FOR RICHMOND PUBLIC LIBRARY**
(File Ref. No. 03-0970-25) (REDMS No. 5244286 v. 2)

FIN-19

See Page **FIN-19** for full report

Designated Speaker: Greg Buss

STAFF RECOMMENDATION

(1) That the 2017 Richmond Public Library budget of $8,994,000 as presented in Attachment 1 from the Chief Librarian and the Secretary to the Board, be approved.

(2) That the Richmond Public Library branch hours be restored to 2015 levels by utilizing savings within the library budget and augmented by City contingency accounts, with no additional tax impact.

FINANCE AND CORPORATE SERVICES DIVISION

3. **2017 COUNCIL COMMUNITY INITIATIVES ONE-TIME EXPENDITURES**
(File Ref. No. 03-0985-01) (REDMS No. 5204469 v. 1)

FIN-28

See Page **FIN-28** for full report

Designated Speaker: Melissa Shiau

STAFF RECOMMENDATION

That the one-time expenditure requests as outlined in Attachment 1 of the 2017 Council Community Initiatives One-Time Expenditures staff report, be received for information and staff be directed if any amounts should be included in the 5 Year Financial Plan (2017-2021).

4. **2017 CAPITAL BUDGET**
(File Ref. No. 03-0985-01) (REDMS No. 5207753 v. 2)

FIN-32

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

Designated Speakers: Andrew Nazareth and Jerry Chong

STAFF RECOMMENDATION

(1) That the 2017 Capital Budget totalling $102,925,549 be approved and staff authorized to commence the 2017 Capital Projects; and

(2) That the 2017 Capital Budget totalling $102,925,549 and the 2018-2021 Capital Projects be included in the 5 Year Financial Plan (2017-2021).

5. **2017 PROPOSED OPERATING BUDGET**
(File Ref. No. 03-0985-01) (REDMS No. 5243400)

FIN-194

See Page **FIN-194** for full report

Designated Speakers: Andrew Nazareth and Jerry Chong

STAFF RECOMMENDATION

(1) That the 2017 Operating Budget presented in the staff report report titled 2017 Proposed Operating Budget dated November 30, 2016 from the Director, Finance with a total tax increase of 1.89% before additional levels of service, be approved;

(2) That ongoing additional levels in the amount of $162,682 with a tax impact of 0.08% as presented in Attachment 9 of the staff report titled 2017 Proposed Operating Budget from the Director, Finance be approved;

(3) That ongoing additional levels for policing in the amount of $2,285,685 for 11 additional police officers and 3 municipal employees to support the RCMP detachment with a tax impact of 0.48% in 2017 and 0.51% in 2018 as presented in Budget Option 3 of the staff report titled 2017 Proposed Operating Budget from the Director, Finance be approved;

(4) That the Rate Stabilization Account be used to pay for the capital and other one time costs associated with the additional 11 police officers and 3 municipal employees to support the RCMP detachment for a total of $272,000;

(5) That a tax increase of 1.00% for community facilities infrastructure replacement needs as per Council's Long Term Financial Management Strategy, be approved; and

(6) That the 2017 Proposed Operating Budget as described above and the 2018-2021 same level of service base budget be included in the 5 Year Financial Plan (2017-2021).

6. **2017 ONE-TIME EXPENDITURES**
(File Ref. No. 03-0985-01) (REDMS No. 5204512)

FIN-254

See Page **FIN-254** for full report

Designated Speakers: Andrew Nazareth and Jerry Chong

STAFF RECOMMENDATION

That the recommended one-time expenditures in the amount of $7,789,167 as outlined in Attachment 1 of the 2017 One-Time Expenditures staff report, be approved for funding from the Rate Stabilization Account.

ADJOURNMENT

City of Richmond

Minutes

Finance Committee

Date:	Monday, November 7, 2016
Place:	Anderson Room Richmond City Hall
Present:	Mayor Malcolm D. Brodie, Chair Councillor Chak Au Councillor Carol Day Councillor Ken Johnston Councillor Alexa Loo Councillor Bill McNulty Councillor Harold Steves
Absent:	Councillor Derek Dang Councillor Linda McPhail
Call to Order:	The Chair called the meeting to order at 5:28 p.m.

MINUTES

It was moved and seconded
That the minutes of the meeting of the Finance Committee held on October 3, 2016, be adopted as circulated.

CARRIED

RICHMOND PUBLIC LIBRARY

1. **IMPACTS OF PROPOSED LIBRARY BUDGET INCREASES**
(File Ref. No. 03-0970-25-2016-01) (REDMS No. 5206633)

In response to a question from Committee, Greg Buss, Chief Librarian, stated that the staff recommendation of limiting municipal contributions to 2.1% would maintain current levels of service.

It was moved and seconded

(1) ***That the staff report titled "Impacts of Proposed Library Budget Increases" dated October 28, 2016 from the Director, Finance be received for information; and***

(2) ***That the Richmond Public Library Board be requested to submit a same level of service budget for 2017 that maintains current levels of service, while limiting the increase in the municipal contributions to 2.1%, consistent with the Long Term Financial Management Strategy; and***

(3) ***That the impact of additional levels of service proposed by the Richmond Public Library be considered in the 2017 Budget process.***

The question on the motion was not called as discussion ensued with regard to (i) the allocation of the Library budget for digital services and collections (ii) borrowing limits for members and (iii) other avenues of funding for the Library.

The question on the motion was then called and it was **CARRIED**.

FINANCE AND CORPORATE SERVICES DIVISION

2. **RESERVE FUNDS UPDATE 2016**
(File Ref. No. 03-0900-01) (REDMS No. 5193273 v. 3)

It was moved and seconded
That the staff report titled, "Reserve Funds Update 2016," dated October 13, 2016 from the Director, Finance be received for information.

CARRIED

3. **2016 AUDIT ENGAGEMENT**
(File Ref. No. 03-0905-01) (REDMS No. 5195303 v. 2; 5195457; 5195459)

It was moved and seconded
That the 2016 Audit Planning Letter from KPMG, LLP, dated October 13, 2016, as provided in Attachment 1 of the staff report titled, "2016 Audit Engagement," dated October 14, 2016, from the Director, Finance, be received for information.

CARRIED

ADJOURNMENT

It was moved and seconded
That the meeting adjourn (5:49 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 7, 2016.

Mayor Malcolm D. Brodie
Chair

Amanda Welby
Acting Legislative Services Coordinator

City of Richmond

Report to Committee

To:	Finance Committee	**Date:**	November 17, 2016
From:	Robert Gonzalez, P.Eng. Deputy CAO and General Manager, Engineering and Public Works and Chief Executive Officer, Lulu Island Energy Company Jerry Chong Director, Finance and Chief Financial Officer, Lulu Island Energy Company	**File:**	01-0060-20-LIEC1/2016-Vol 01
Re:	**2017 Operating Budget for the Lulu Island Energy Company**		

Staff Recommendation

That the report titled "2017 Operating Budget for the Lulu Island Energy Company" dated November 17, 2016 from the Chief Executive Officer and Chief Financial Officer, Lulu Island Energy Company be received for information.

Robert Gonzalez, P.Eng.
Deputy CAO and General Manager,
Engineering and Public Works
Chief Executive Officer,
Lulu Island Energy Company

Jerry Chong, CPA, CA
Director, Finance
Chief Financial Officer,
Lulu Island Energy Company

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: DW
APPROVED BY CAO	

5224654

LuluIsland
ENERGY COMPANY

6911 NO. 3 ROAD
RICHMOND, BC V6Y 2C1

Report

DATE: November 17, 2016

TO: Robert Gonzalez
Chief Executive Officer, Lulu Island Energy Company

Jerry Chong
Chief Financial Officer, Lulu Island Energy Company

FROM: Alen Postolka, District Energy Manager

Cindy Gilfillan, Manager Financial Reporting

Re: 2017 Operating Budget for the Lulu Island Energy Company

Recommendation

That the 2017 Operating Budget for the Lulu Island Energy Company (LIEC) be approved by the LIEC's Board of Directors as presented in the staff report titled, "2017 Operating Budget for the Lulu Island Energy Company" dated November 17, 2016.

Background

LIEC, a corporation wholly-owned by the City of Richmond, was established to provide district energy services for the City. Under direction from Council, and following receipt of the necessary approval from the Inspector of Municipalities, the incorporation of LIEC was completed in August 2013.

In June 2014, the City and LIEC executed a District Energy Utilities Agreement, assigning LIEC the function of establishing and operating district energy systems as well as providing thermal energy services on behalf of the City.

In October 2014, LIEC and Corix Utilities executed a Concession Agreement whereby LIEC would own the Oval Village District Energy Utility's (OVDEU) infrastructure, and Corix would design, construct, finance, operate and maintain OVDEU, subject to the City, as shareholder of LIEC, setting rates for customers and defining service areas.

In order to consolidate the City's district energy operations, on October 11, 2016, Council authorized staff to transfer the City's district energy assets to LIEC. On November 7, 2016. Council, as the sole shareholder, ratified the resolution that, in exchange for the assets, LIEC will issue additional common shares to the City with a fair market value equivalent to the value of the assets transferred.

Analysis

OVDEU is the first district energy project developed under the oversight of LIEC. Staff are working with Corix on the successful delivery of Phase 1 of the OVDEU project. There are currently six buildings (Carrera, Riva 1, Riva 2, River Park Place-Phase 1, Cadence, Tempo) connected to the OVDEU (Attachment 1), and Corix is continuing construction of the infrastructure necessary to connect more developments per LIEC's direction. The following table represents anticipated development connection timelines for the next year:

Table 1: Development Timing in OVDEU Service Area

	Anticipated Occupancy
Polygon (Carrera)	Occupied/Connected
Onni (Riva 1)	Occupied/Connected
Onni (Riva 2)	Occupied/Connected
Intracorp (River Park Place 1)	Occupied/Connected
Cressey (Cadence)	Connected
Amacon (Tempo)	Connected
Onni (Riva 3)	April 2017
Aspac (Parcel 9)	June 2017

At the end of 2016, over 1,300 residential units will be receiving energy from the OVDEU. Energy is currently supplied from the two interim energy centres with natural gas boilers which combined provide 11 MW of heating capacity. When enough buildings are connected to the system, a permanent energy centre will be built which will produce low carbon energy, currently planned to be harnessed from the Gilbert Trunk sanitary force main sewer. Over the project's lifetime, the OVDEU system is anticipated to reduce the GHG emissions by more than 52,000 tonnes of CO2 as compared to business as usual.

Prior to the establishment of LIEC and OVDEU, the City successfully started operation of the Alexandra District Energy Utility (ADEU) within the City's Engineering & Public Works Division. As directed by Council, staff are currently working on transferring the ADEU assets and operations to LIEC. The transfer, planned to be completed effective December 31, 2016, will allow LIEC to fulfill its Council directed mandate to manage all district energy utilities on the City's behalf.

ADEU currently provides heating and cooling services to six developments within the West Cambie neighbourhood (Mayfair Place, Remy, Omega, Alexandra Court, Richmond Jamatkhana and Oxford Lane), connecting over 1100 residential units and over 1 million square feet of floor area (Attachment 2). ADEU's first commercial customers, with more than 280,000 ft^2 of serviced floor area, will be connected before the end of 2016.

As of June 30, 2016 (end of second quarter billing), the ADEU system has delivered 7279 MWh of energy to customers for space heating, cooling and domestic hot water heating. While some electricity is consumed for pumping and equipment operations, almost 100% of this energy is produced locally from the geo-exchange fields in the greenway corridor and other City lands located within the West Cambie area. Staff estimate that this has eliminated 1250 tonnes of GHG emissions[1] in the community.

As the ADEU assets are being transferred under LIEC effective December 31, 2016, the 2017 LIEC budget presented contains LIEC Administration, Alexandra DEU operation, Oval Village DEU operation and City Centre DEU planning.

Both OVDEU and ADEU are in the early stages of operation, and as a result utility (electricity and natural gas), operation and maintenance costs are still largely based on projections from the models. In addition, the customers' energy use (building performance) is estimated based on the average building performance in the region and energy modeling reports prepared by the building designers. The 2017 Operating Budget incorporates estimated revenues and expenses from the ADEU and OVDEU based on the above projections and development activity. Over time, metered energy consumption and actual utility, operation and maintenance costs will be used to plan the budget.

[1] Assumed that all energy was provided for heating. The business-as-usual (BAU) assumed that 40% of the building heating load would be provided from electricity and the remaining 60% would be from gas make-up air units.

Operating Budget

	2016[1]	2017	$ Increase (decrease)	% Increase (decrease)
REVENUES				
Service Fee (City of Richmond)	$0	$915,000	$915,000	100%
Energy Modeling Review Fee	34,500	30,000	(4,500)	(13%)
Asset Contributions (ETS fee)	1,020,000	609,000	(411,000)	(40%)
Metered Billings (Quarterly)	1,915,142	3,040,000	1,124,858	59%
	2,969,642	**4,594,000**	**1,624,358**	**55%**
EXPENSES				
Salaries and Benefits	79,800	591,480	511,680	641%
General Operating Expenses	86,700	51,000	(35,700)	(41%)
Professional Fees	36,695	46,900	10,205	28%
Advertising and Marketing	5,000	5,150	150	3%
Contracts	611,694	906,000	294,306	48%
Insurance	30,000	35,900	5,900	20%
Utilities - Electric	188,505	225,000	36,495	19%
Utilities - Natural Gas	321,441	397,000	75,559	24%
Memberships	6,000	8,090	2,090	35%
PW Overhead Allocation	6,350	3,250	(3,100)	(49%)
Amortization	601,432	1,117,702	516,270	86%
Interest Expense	108,388	134,025	25,637	24%
	2,082,005	**3,521,497**	**1,439,492**	**69%**
TRANSFERS				
Transfer to Provision	464,464	1,256,205	791,741	170%
Transfer to Reserves	0	325,000	325,000	100%
Equity - Amortization	(601,432)	(1,117,702)	(516,270)	86%
Equity to Capital (ETS)	1,020,000	$609,000	(411,000)	(40%)
	883,032	**1,072,503**	**189,471**	**21%**
Annual Surplus (Deficit) including transfers	**$4,605**	**$0**	**($4,605)**	**(100%)**

1. 2016 budget amounts have been restated to reflect the inclusion of ADEU and the financial statement presentation for OVDEU.

The 2016 budget has been adjusted to reflect the transfer of the ADEU and to present the OVDEU expenses in the same format as the financial statements. The 2015 financial statements highlighted a presentation difference between the format of the budget as approved by the Board and the expenses as recognized on the financial statements. The financial statements are prepared in accordance with generally accepted accounting principles (accrual basis) and include all expenses incurred in the period, regardless of the timing of payments. The original budget was prepared on a cash basis, which included an amount for the Corix fee which represents the cash payment anticipated to be made by LIEC. Staff have adjusted the 2016 budget to the accrual basis and the adjustments are included in attachment 3.

Revenues

The increase in budgeted revenues of $1,624,358 to $4,594,000 (2016 – $2,969,642) is mainly due to the following:

- Service Fee - The $915,000 Service Fee is funding from the City of Richmond for LIEC salary expenses, future advanced design activities and capital projects. The Service Fee concept was approved by Council in order for LIEC to build financial strength to manage any future volatility in rates to customers due to factors outside of LIEC control, and to continue successfully building a district energy utility business for the City. The contribution from the City has no tax impact as this will be funded from the City's surplus.
- Asset Contribution - The 2017 asset contribution revenues from developers relating to constructions of energy transfer stations are projected to be lower by $411,000 to $609,000 (2016 - $1,020,000) due to fewer new building connections occurring in 2017.
- Metered Billings - The metered billings (user fee) revenues are expected to increase as this reflects a full year of energy sales to a number of buildings that were connected in 2016 (Riva 2, River Park Place 1, Cadence, Tempo, Fire Hall No. 3, Alexandra Court 4, Oxford Lane, SmartREIT).

Expenses

The increase in budgeted expenses of $1,439,492 to $3,521,497 (2016 – $2,082,005) is mainly due to the following:

- Salaries and benefits - The increase of $511,680 is due to three City of Richmond district energy staff being transferred to LIEC and one new position (Financial Analyst). The City positions were previously funded from capital projects since they were developing the district energy assets.
- General operating expenses – The reduction of $35,700 is due to the prior year's budgeted expense being reclassified and an increase of $30,000 for best practices and opportunities review.
- Professional fees – The increase of $10,205 reflects increased costs for advanced design of district energy ready developments in the City Centre area, coordinating design with the new developments including DEU corridors, development and securing a DEU-ready building base and design of the strategy to provide interim energy services outside of defined service areas.
- Contracts, utilities, amortization, and interest expense – The budgeted increases in 2017 are due to the operation and maintenance activities needed to service the eight new buildings that were connected in 2016.

- Insurance - The City's insurance coverage was extended to cover the liability associated with LIEC, as a fully owned subsidiary of the City. With the asset transfer, LIEC will acquire appropriate insurance coverage to remove the liability from the City.

Transfers
The increase in budgeted transfers of $189,471 to $1,072,503 (2016 – $883,032) is mainly due to the following:

- Transfers to provision - The budgeted increase in 2017 is due to increased revenues including metered billing revenue. This amount reflects the amount that is budgeted to be transferred to provision for future rate stabilization or capital projects.
- Transfer to reserves - The budgeted amount of $325,000 is allocated from the Service Fee revenue and is the amount that staff have estimated is required for future advanced design of capital projects.
- Equity – Amortization - The increase of $516,270 to a credit balance of $1,117,702 for 2017 is due to the year over year change in amortization expense. The equity amortization figure reflects the decrease in investment in tangible capital assets within accumulated surplus directly related to amortization expense.
- Equity to capital - The equity to capital (ETS) decrease of $411,000 to $609,000 in 2017 is due to the year over year change in asset contribution (ETS fee) revenue. The equity to capital (ETS) reflects the increase in investment in tangible capital assets within accumulated surplus.

The 2017 LIEC Operating Budget has been prepared based on projections from the forecasts and modelling for the Alexandra District Energy Utility and Oval Village District Energy Utility. The 2017 fiscal year will be the first year of operations for the combined district energy businesses that previously resided in different entities. Therefore, staff will monitor LIEC's progress closely and advise the board and Council if any changes and budget amendments are required.

Financial Impact

None.

Conclusion

The 2017 Operating Budget is presented as a balanced budget, with any surplus transferred to a provision which will be utilized for future rate stabilization or capital projects.

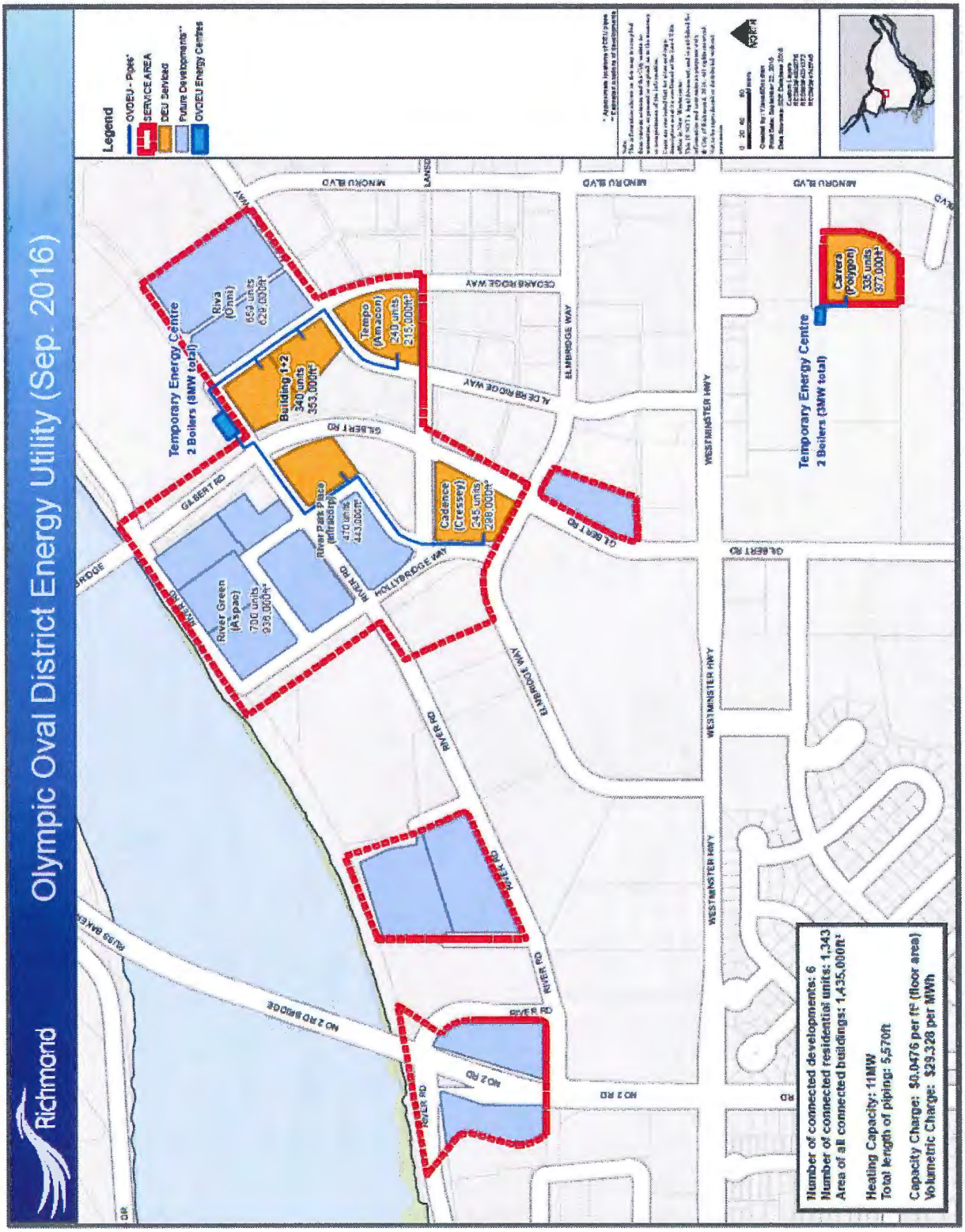
Alen Postolka, P.Eng., CP, CEM
Manager, District Energy
City of Richmond
(604-276-4283)

Cindy Gilfillan
Manager, Financial Reporting
City of Richmond
(604-276-4077)

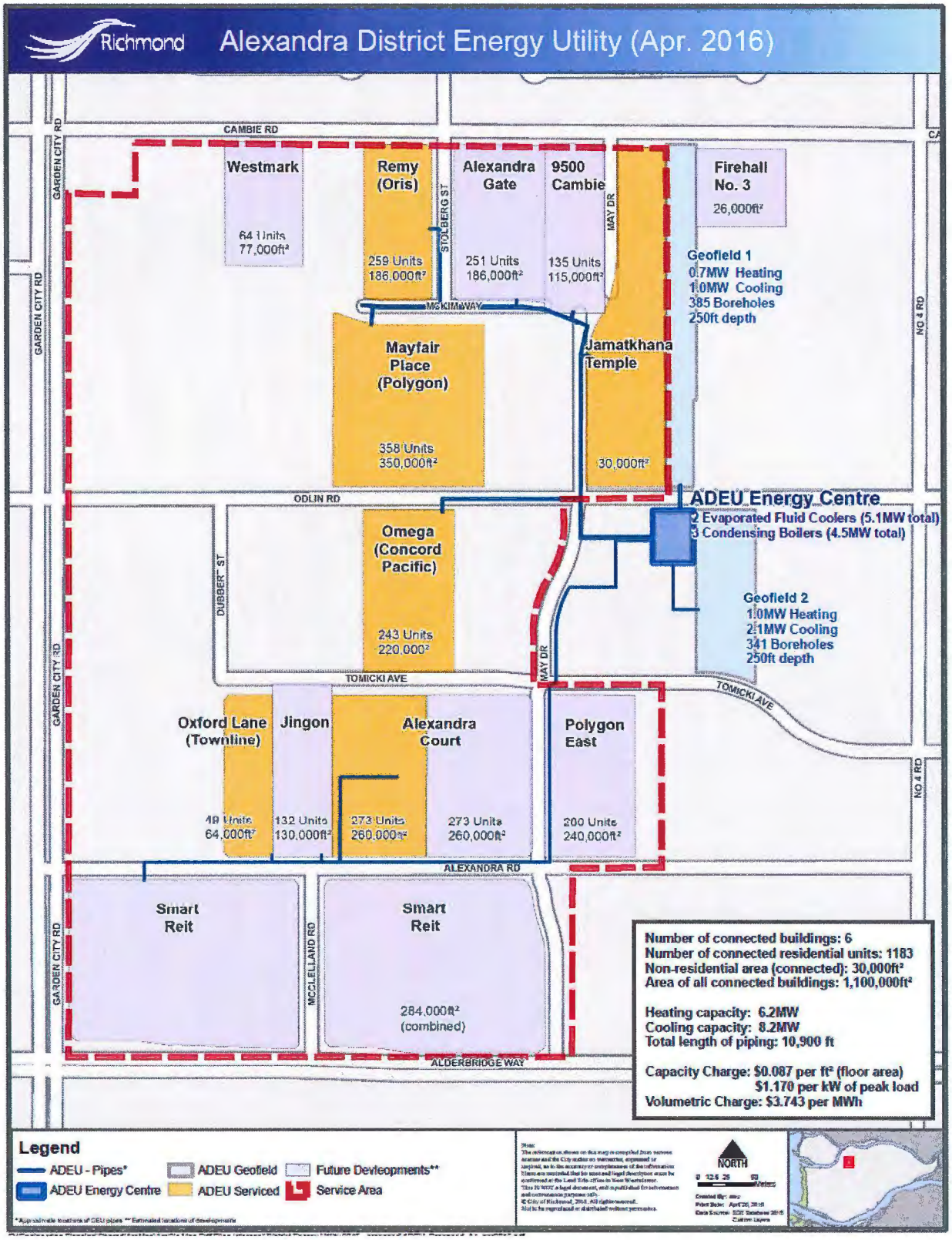
AP:ap

Att. 1: Oval Village DEU Service Area map (as of September 2016)
Att. 2: Alexandra DEU Service Area map (as of April 2016)
Att. 3: 2016 Adjusted Budget Reconciliation

Attachment 1 - Oval Village DEU Service Area map (as of September 2016)



Attachment 2 – Alexandra DEU Service Area map (as of April 2016)



Attachment 3 – 2016 Adjusted Budget Reconciliation

	LIEC Original Budget	ADEU Approved Budget	Adjustments to Presentation	Adjusted 2016 LIEC Budget
REVENUES				
Energy Modeling Review Fee	$27,000	$7,500	$0	$34,500
Asset Contributions (ETS fee)	1,020,000	0	0	1,020,000
Metered Billings (Quarterly)	547,342	1,367,800	0	1,915,142
	1,594,342	**1,375,300**	**0**	**2,969,642**
EXPENSES				
Salaries and Benefits	0	79,800	0	79,800
General Operating Expenses	71,000	15,700	0	86,700
Professional Fees	36,695	0	0	36,695
Advertising and Marketing	5,000	0	0	5,000
Contracts	420,892	244,600	(53,798)	611,694
Insurance	30,000	0	0	30,000
Utilities - Electric	0	171,100	17,405	188,505
Utilities - Natural Gas	0	128,400	193,041	321,441
Memberships	3,000	3,000	0	6,000
PW Overhead Allocation	3,150	3,200	0	6,350
Amortization	0	497,000	104,432	601,432
Interest Expense	0	0	108,388	108,388
	569,737	**1,142,800**	**369,468**	**2,082,005**
TRANSFERS				
Transfer to Provision	0	729,500	(265,036)	464,464
Transfer to Reserves	0	0	0	0
Equity - Amortization	0	(497,000)	(104,432)	(601,432)
Equity to Capital (ETS)	1,020,000	0	0	1,020,000
	1,020,000	**232,500**	**(369,468)**	**883,032**
Annual Surplus (Deficit) including transfers	**$4,605**	**$0**	**$0**	**$4,605**

City of Richmond

Report to Committee

To:	Finance Committee	**Date:**	November 30, 2016
From:	Cathryn Volkering Carlile General Manager, Community Services	**File:**	03-0970-25/2016-Vol01
Re:	**2017 Operating Budgets for Richmond Public Library**		

Staff Recommendation

1. That the 2017 Richmond Public Library budget of $8,994,000 as presented in Attachment 1 from the Chief Librarian and the Secretary to the Board, be approved.

2. That the Richmond Public Library branch hours be restored to 2015 levels by utilizing savings within the library budget and augmented by City contingency accounts, with no additional tax impact.

Cathryn Volkering Carlile
General Manager, Community Services
(604-276-4068)

Att.1

REPORT CONCURRENCE		
ROUTED TO:	**CONCURRENCE**	**CONCURRENCE OF GENERAL MANAGER**
Finance Department	☑	
REVIEWED BY SMT	**INITIALS:**	**APPROVED BY CAO**

5244286

Staff Report

Origin

At the regular Richmond City Council meeting of Nov 14, 2016, Council approved the following:

1. ***"That the Richmond Public Library Board be requested to submit a same level of service budget for 2017 that maintains current levels of service, while limiting the increase in the municipal contributions to 2.1%, consistent with the Long Term Financial Management Strategy; and***

2. ***That the impact of additional levels of service proposed by the Richmond Public Library be considered in the 2017 Budget process."***

Also, in accordance with the BC Library Act, Section 10(1), the Richmond Public Library Board must prepare and submit to City Council its 2017 budget for providing Library Services on or before March 1, 2017.

This report proposes the Richmond Public Library's 2017 operating budget in line with the above requirements as per the Act and Council direction.

This report supports Council's 2014-2018 Term Goal #7 Strong Financial Stewardship:

> *Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.*
>
> *7.1. Relevant and effective budget processes and policies.*
>
> *7.2. Well-informed and sustainable financial decision making.*
>
> *7.3. Transparent financial decisions that are appropriately communicated to the public.*
>
> *7.4. Strategic financial opportunities are optimized.*

Analysis

The Richmond Public Library proposed 2017 operating budget (Attachment 1) responds to a changing Library environment where revenues are flattening and costs are increasing. In addition, interest in reinstating Library branch hours to 2015 levels had been expressed and in a previous report, Library staff indicated that branch hours could be restored for an additional $200,000.

Over the past weeks, Finance staff worked closely with the Library to identify options available in order to restore the branch hours to 2015 levels. This examination led to a total of $133,600 in

savings found within existing Library budgets through delayed replacements and adjustment in auxiliary staff hours.

To attain the amount necessary to reinstate branch hours, staff recommends that the remaining $66,400 be funded by the City through a reduction in existing contingency accounts.

Therefore, the full $200,000 to restore branch hours which is the Library's and City's top priority can be funded within existing Library and City budgets, with no additional tax impact.

The base 2017 Library budget is increased overall by $183,600, a 2.1% increase over 2016 which is within Council's Long Term Financial Management policy. The additional $66,400, supplemented through City contingency, will increase the operating budget to 2.86% increase over 2016 levels.

The attached Library report outlines two other requests for increases; $200,000 for expanded service to children and families and a further $200,000 for expanded services for seniors. Both of these submissions are presented as part of the ongoing Additional Level Requests as part of the City's Proposed 2017 Operating Budget report but are not recommended by senior staff.

Financial Impact

The Richmond Public Library budget has an overall increase of $250,000, a 2.86% increase over 2016.

Conclusion

The proposed 2017 budget recommends a same level of service budget at $8,927,600 plus a City supplement of $66,400 to restore branch hours for a total of $8,994,000 representing a 2.86% increase.

Cathryn Volkering Carlile
General Manager, Community Services
(604-276-4068)

CVC:cvc

Att. 1

Richmond
Public Library

Report to Committee

To:	Finance Committee	**Date:** November 18, 2016
From:	Greg Buss Chief Librarian and Secretary to the Board Richmond Public Library	
Re:	**2017 Operating and Capital Budgets for Richmond Public Library**	

Staff Recommendation

1. That the 2017 Richmond Public Library Operating and Capital budgets as presented in this report dated November 18, 2016 from the Chief Librarian and Secretary to the Board be approved with a same level of service municipal contribution of $8,927,600 representing a 2.1% increase.

2. That additional funding of $66,400 to restore branch hours be approved for a total municipal contribution of $8,994,000 representing a 2.86% increase.

Greg Buss
Chief Librarian and Secretary to the Board
Richmond Public Library
(604-231-6418)

Staff Report

Origin

In accordance with the *BC Library Act, Section 10(1)*, the Richmond Public Library Board must prepare and submit to City Council its 2017 budget for providing library services on or before March 1, 2017. Council must approve the budget with or without amendment. This library staff report details the 2017 Operating and Capital Budgets, which were approved for submission to the City by the Library Board at its September 28, 2016 meeting.

Analysis

2017 Outlook

The Library Board continues with the transformation of library services from a primarily print-based information service to a blend of traditional and digital services.

The library's Canada 150 Infrastructure project to permanently establish *The Launchpad* space at Brighouse will begin construction in 2016 with completion anticipated in February 2017. When completed, it will result in a digital services area complete with up-to-date equipment and spaces for training and workshops that will greatly enhance the library's ability to deliver digital services and training.

2017 Operating Budget

Revenues from provincial grants are expected to drop by $10,900 due to the "One Card" operating grant, which is based on declining print circulation. Other provincial grants are expected to remain the same.

Book fines were higher in 2016 due to the fines threshold for stopping borrowing having been lowered to $5 from $10. The increase in fines revenue was a one-time occurrence and a lower amount is expected for 2017.

Non-resident borrowing from other InterLINK libraries is also expected to decline due to the general downward trend in circulation and the Chinese language collection improvements made by other libraries, resulting in a drop in the InterLINK reimbursement revenue of $15,000.

Overall, revenue is expected to drop by $64,000 or -8.03% to $733,300.

For expenditures, salaries and benefits are anticipated to increase by $131,400 or 1.91% to $7,016,800. This increase includes an allowance for step increases and for anticipated contract salary increases, which are currently under negotiation.

Contracts in 2017 have declined by $25,700, as the migration fee of $32,000 for our upgraded online catalogue computer system ended in 2016. That amount has been reallocated to Equipment Purchases to be used to replace aging self-checkout machines, and accounts for the increase in that category.

General and Administration expenses increased by $27,600, mostly due to Subscriptions increasing by $29,000. That increase was due to a $12,400 expense being reallocated from Collections by the auditors and to $16,600 in cost increases from four different suppliers. The increase in Subscriptions has been offset by a reduction in Collections.

Total expenses increased by $119,600 or 1.25% to $9,660,900.

Richmond Public Library
2017 Operating Budget

	2016 Approved Budget	2017 Budget as Submitted	Difference	% Difference
REVENUES				
Provincial Grants	$406,600	$395,700	-$10,900	-2.68%
Book Fines	219,500	183,600	-35,900	-16.36%
Interlink Reimbursement	84,600	69,600	-15,000	-17.73%
Printers & photocopiers	41,600	39,400	-2,200	-5.29%
In House Book Sales	28,900	28,900	0	0.00%
Other Revenue	16,100	16,100	0	0.00%
Total Revenues	$797,300	$733,300	-$64,000	-8.03%
EXPENDITURES				
Total Salaries and Benefits	$6,885,400	$7,016,800	$131,400	1.91%
Contracts	468,200	442,500	-25,700	-5.49%
General and Administration	320,900	348,500	27,600	8.60%
Leases	240,100	240,100	0	0.00%
Utilities	125,800	122,600	-3,200	-2.54%
Supplies	114,000	114,000	0	0.00%
Equipment Purchases	40,200	72,200	32,000	79.60%
Professional Fees and Insurance	20,600	20,700	100	0.49%
Total Operating Expenses	$1,329,800	$1,360,600	$30,800	2.32%
Transfer to Provision - Collection	$1,311,500	$1,274,400	-$37,100	-2.83%
Transfer to Provision - Enterprise Fund	14,600	9,100	-5,500	-37.67%
TOTAL EXPENSES	$9,541,300	$9,660,900	$119,600	1.25%
SUMMARY:				
REVENUE	$797,300	$733,300	-$64,000	-8.03%
EXPENDITURE	$9,541,300	$9,660,900	$119,600	1.25%
NET BUDGET (MUNICIPAL CONTRIBUTION)	$8,744,000	$8,927,600	$183,600	2.10%

2017 Capital Budget

Collection

The library's capital budget for 2016 is $1,274,400, shown under Expenditures – Transfer to Provision – Collection. This is the amount of money the library spends on the acquisition, cataloguing and processing of collection materials including books, videos and e-books. The collection budget for 2017 is down $37,100 from the previous year due to $29,000 being reallocated to subscriptions and a reduction of $8,100 to achieve a municipal contribution increase of 2.1%.

Restoring Branch Hours

The Library Board has as its highest priority the restoration of service hours at the Cambie, Ironwood and Steveston branches to pre-2016 levels. Currently the branches are closed Monday and Friday evenings for a total of 26 hours of service per week. Restoring hours would remove barriers to children, families and seniors unable to access the Brighouse (Main) branch for their library services on these evenings. Cost to restore the hours is $200,000 ongoing.

Library staff have worked closely with the Finance Department to find significant money within the existing library salaries budget as a means to restore the branch hours. The breakdown would be as follows:

- $32,000 reallocated from auxiliary salaries that would not be required due to improved scheduling when regular positions are used to restore hours
- $63,400 reallocated from delayed replacement of permanent positions due to upcoming changes in senior management
- $37,800 reallocated from adjustments to overall salary costs

A total of $133,600 can be re-allocated from the existing library budget leaving $66,400 that would still need to be funded by the City.

Ongoing Additional Level Requests

At the November 7, 2016 Finance Committee meeting the Library Board presented a report with three priorities for additional levels of service should Council be interested in increasing the library's per capita support. The first priority of restoring branch hours can be best met through reallocation of existing funds as described above. The remaining two proposals have been submitted as Additional Level Requests in the 2017 Budget process, as recommended by City staff.

Priority 2: Expanded Service for Children and Families -- $200,000 Ongoing

Services for families with children are core services of public libraries that must continually adapt to meet changing needs. Numerous initiatives are underway which are focused on

increasing the quantity and quality of collections and programs to meet the needs of these growing audiences.

With current staffing levels it is not possible to assign individual staff responsibility for expanded and accessible children's services. The library is not positioned to move as quickly on the development and delivery of these services as it needs to be doing in order to meet community needs.

Increased funding would help ensure that all children in Richmond have equal access to library services, both in our library branches and out in the community, where it is most needed. The proposed increase in spending would significantly expand services and programs for children to branches and deliver programs and services for children in schools, preschools, daycares, community centres, housing complexes/residences, shelters, food banks and other centres in the community, increasing awareness and use of library resources.

Priority 3: Expanded Service for Seniors -- $200,000 Ongoing

Services for seniors are one of the core aspects of public libraries with changing needs. Programs for seniors focusing on technology and digital library resources, among others, need to be expanded. There is a need to develop seniors outreach services, refocus home delivery and expand the library's community volunteer program.

This level of increase will support seniors in accessing library resources in an increasingly digital environment; in participating in intergenerational learning and meaningful volunteer opportunities; by providing access to library resources that support reading and learning for seniors who cannot come to a physical branch; and by increasing awareness and use of specialized collections and resources for seniors.

With expanded outreach, library services and programs will be delivered to seniors where they are in the community. New synergies and partnerships will be developed with community organizations. Access and awareness to library resources and services will be increased. RPL's community volunteer capacity will be increased, supporting greater outreach services to seniors.

Financial Impact

The 2017 library budget has a decrease in revenues of $64,000 (-8.03%) and an increase in expenditures of $119,600 (1.25%).

The total municipal contribution for operating and capital is $8,927,600, an increase of $183,600 or 2.10%.

If the recommendation to restore branch hours is accepted the municipal contribution will increase by an additional $66,400 or 0.76%.

Conclusion

This report recommends a same level of service budget with a municipal contribution of $8,927,600 representing a 2.1% increase be approved.

It further recommends that additional funding of $66,400 to restore branch hours for a total municipal contribution of $8,994,000 representing a 2.86% increase be approved.

Greg Buss, Chief Librarian
and Secretary to the Board
Richmond Public Library
(604-231-6418)

City of Richmond

Report to Committee

To:	Finance Committee	**Date:**	October 28, 2016
From:	Jerry Chong, CPA CA Director, Finance	**File:**	03-0985-01/2016-Vol 01
Re:	**2017 Council Community Initiatives One-Time Expenditures**		

Staff Recommendation

That the one-time expenditure requests as outlined in Attachment 1 of the 2017 Council Community Initiatives One-Time Expenditures staff report, be received for information and staff be directed if any amounts should be included in the 5 Year Financial Plan (2017-2021).

Jerry Chong
Director, Finance CPA CA
(604-276-4064)

Att. 1

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
CONCURRENCE OF SMT	INITIALS:
APPROVED BY CAO	

Staff Report

Origin

On July 13, 2015, Council established a Council Community Initiatives Account with an initial balance of $3.0M transferred from the Gaming provision. The purpose of the account is to enable Council to utilize a portion of gaming revenue towards one-time initiatives that address social, environmental, recreation and sports, heritage, arts and culture, safety and security, or infrastructure needs in accordance with the established Terms of Reference. One-time expenditure requests are typically non-recurring items for consideration over and above the base annual budget.

Council also approved a new gaming revenue allocation model with 2% of budgeted gaming revenue toward the Council Community Initiatives Account.

Any approved one-time expenditure requests will be included in the 2017-2021 5-Year Financial Plan (5YFP).

This report supports Council's 2014-2018 Term Goal #7 Strong Financial Stewardship:

Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.

7.1. Relevant and effective budget processes and policies.

7.2. Well-informed and sustainable financial decision making.

7.3. Transparent financial decisions that are appropriately communicated to the public.

7.4 Strategic financial opportunities are optimized.

Analysis

2017 Projected Funding

The Terms of Reference for this account suggests the maximum annual distribution should not exceed 50% of prior year's ending account balance in order to ensure funding availability for future years; however, Council has the discretion to waive this limitation.

The balance in the Council Community Initiatives Account at September 30, 2016 is $713,524. Any unallocated amount will remain in the Council Community Initiatives Account for distribution in future years.

The annual gaming revenue budget for 2017 is $18.1M, therefore a total of $362,000 (2% as part of the gaming revenue allocation model) will be allocated toward the Council Community Initiatives Account.

2017 Requests for Funding

There are three Council Community Initiatives expenditure requests received to date totalling $562,000.

All expenditures from this account are at Council's discretion. Any approved one-time expenditure requests will be included in the 5-Year Financial Plan (2017-2021). There is no tax impact from any of the proposed one-time expenditures as funding is available in the Council Community Initiatives Account.

Attachment 1 provides a brief description of the Council Community Initiative requests for Council consideration.

Allocations may be approved throughout the year and will be included in the original 5-Year Financial Plan Bylaw or subsequent 5-Year Financial Plan Amendment Bylaw, depending on the timing.

Financial Impact

Any approved one-time expenditure requests will be funded from the Council Community Initiatives Account with no tax impact. The expenditure will be included in the 5-Year Financial Plan (2017-2021).

Conclusion

This report seeks Council's direction on expenditures to be funded from the Council Community Initiatives Account.

Melissa Shiau, CPA, CA
Manager, Financial Planning and Analysis
(604-276-4231)

MS:jy

Att. 1: 2017 Council Community Initiatives Account Requests

2017 Council Community Initiatives Account Requests (in $000s)

Ref	Requested By	Description	$ Requested Amount	Status
1	Community Services	**The Sharing Farm - Tractor** Purchase of a tractor, with a loader, tiller and plow for The Sharing Farm to support their agricultural activities at Terra Nova Rural Park.	$32	Pending Council Decision
2	Community Services	**South Arm Community Centre Fitness Renovation** This South Arm Community Centre renovation will expand the second floor fitness area, increasing the usable fitness space from 3070 square feet to 7835 square feet. This project is estimated to take ten months to complete, commencing in February 2017 and completing in December 2017. The South Arm Community Association is a partner in this project, contributing $500,000 to the building costs and a potential $500,000 grant.	$500	Pending Council Decision
3	Community Services	**Richmond Gateway Theatre Society Sustainability** Richmond Gateway Theatre Society proposes to establish community dialogue mechanisms. Gateway recognises that two-way dialogue with their audience, both English and Chinese-speaking, is key to ongoing success. This includes engaging external expertise to help design and implement platforms to connect with these constituents to understand their perspectives about Gateway and its programming, to discuss how they can build the audience for the long term, and to share their plans and ideas. The intent is not to program by committee, but to understand the audience and build platforms for ongoing discussion. Gateway staff would maintain and develop those platforms in future years, based on the knowledge gained; at present, there is not the expertise in-house to effectively do this work alone.	$30	Pending Council Decision
2017 Council Community Initiatives Total			**$562**	

City of Richmond

Report to Committee

To:	Finance Committee	**Date:**	November 17, 2016
From:	Jerry Chong, CPA, CA Director, Finance	**File:**	03-0985-01/2016-Vol 01
Re:	**2017 Capital Budget**		

Staff Recommendation

1. That the 2017 Capital Budget totalling $102,925,549 be approved and staff authorized to commence the 2017 Capital Projects; and

2. That the 2017 Capital Budget totalling $102,925,549 and the 2018-2021 Capital Projects be included in the 5 Year Financial Plan (2017-2021).

Jerry Chong, CPA, CA
Director, Finance
(604-276-4064)

App. 10

REPORT CONCURRENCE		
ROUTED TO:	**CONCURRENCE**	**CONCURRENCE OF GENERAL MANAGER**
Information Technology	☑	
Real Estate Services	☑	
Arts, Culture & Heritage	☑	
Parks Services	☑	
Recreation Services	☑	
Engineering	☑	
Project Development	☑	
Law & Community Safety	☑	
Fire Rescue	☑	
Transportation	☑	
CONCURRENCE OF SMT	**INITIALS:**	**APPROVED BY CAO**

5207753

Executive Summary

Capital funds are directed towards infrastructure and asset management programs ranked based on the highest priority projects to respond to Council direction and provide services to the citizens of Richmond. The 2017 Capital Budget of $102.9M includes significant investment in infrastructure renewal to maintain community viability. A more detailed breakdown of each program is included in the appendices to this report.

The following is an overview of the major program areas funded through the capital budget with selected highlights of proposed 2017 initiatives being recommended to Council.

Infrastructure – $41.0M:

The City's Infrastructure Program funds assets that include: dykes, roads, drainage and sanitary pump stations, drainage, water, and sanitary mains.

The 2017 program includes City Centre Infrastructure Upgrades ($3.2M), Dike Upgrades ($3.0M), Watermain Replacement – Lulu Island North Area ($2.9M), Land Acquisition for a Grease Management Sanitary Facility ($2.5M), River Drive Multi-Use Pathway, No. 4 Road to Van Horne Way ($1.3M), Hamilton Sanitary Sewer and Pump Station Upgrade ($1.7M), water metering program, and pavement upgrades.

Building – $6.3M:

The building program funds major building construction and renovation projects as well as minor facility upgrades.

The 2017 building program includes Advanced Planning and Design for Major Facilities Phase 2 ($2.0M), and South Arm Community Centre Fitness Renovation ($1.5M).

Parks – $9.1M:

Richmond is renowned for its high quality parks and recreation facilities, with over 145 parks totaling approximately 1,950 acres. In addition to the City's parks, Richmond also has 73 kilometers of recreational trails.

The 2017 program includes strategic Parkland Acquisition ($4.0M) to satisfy the OCP objective of maintaining the parks provision standard of 7.66 acres/1000 population, Garden City Lands Phase 2 ($1.2M), Cambie City Centre Park ($1.0M), and London Steveston Park Phase 1 (0.25M).

Land – $16.0M:

The 2017 land acquisition program relates to the City's Real Estate Section's acquisition of real property for the City. Funds for land acquisition to meet the Council Approved Strategic Real Estate Investment Plan, other than DCC and other special reserve funded projects, are set aside in the Capital Reserve under the Industrial Use Fund. Council approval is required for each acquisition; funding is in place to act on opportunities as they arise.

Equipment – $11.1M:

The 2017 equipment program, which includes hardware and software, consists of Program Registration & Facility Booking Solution, Digital Strategy Implementation, Server Refresh and WiFi Network Expansion. It also includes fleet and equipment purchases, as well as fire vehicle replacement purchases.

Staff Report

Origin

Subsection 165(1) of the Community Charter requires the City to adopt a Five-Year Financial Plan (5YFP) Bylaw. The 5YFP Bylaw includes operating, utility and capital budgets for the current year (2017) and provides estimates for the remaining years of the five-year program. The 5YFP (2017-2021) Bylaw provides the City with the authority to proceed with spending as outlined in the Bylaw. The 5YFP must be balanced and therefore includes proposed funding sources.

The 5YFP provides authorization for the use of certain funding sources such as Development Cost Charges (DCCs) and Statutory Reserves. The 5YFP will be prepared once Council has approved each of the 2017 components.

The Capital Budget (the "budget") is one of the main components in preparing the 5YFP. The budget includes all expenditures that improve, replace and extend the useful life of the City's asset inventory, which has a net book value greater than $2.0 billion. The Capital budget allows the City to sustain existing civic infrastructure, while also adding new assets and services to serve the growing community.

The Long Term Financial Management Strategy (LTFMS) is a set of principles created by Council to guide the financial planning process. It is Council policy and a key component of the LTFMS to ensure that sufficient long term capital funding for infrastructure replacement and renewal is in place in order to maintain community viability and generate economic development.

Analysis

This report presents the proposed 2017 Capital Budget and seeks Council review and approval on 2017 recommended projects and the operating expenditures associated with each respective project. The proposed Capital Budget for 2017 is $102.9 million. This report also presents the projects currently planned for years 2018-2021 as required; however the projects will be subject to final approval in each subsequent year.

The City's capital budget ensures appropriate planning for required projects and their related funding to demonstrate the complete impact of major multi-year projects. Capital requirements are driven by many factors including growth, maintenance of current ageing infrastructure and ensuring that the City is consistently meeting industry standards as well as legislated and regulatory requirements.

The City continues to see sustained population and economic growth. Significant additional growth is projected through 2041 under the Official Community Plan. This new growth requires expansion of City infrastructure in order to maintain the high level of civic services expected by new and current residents. As the City continues to mature, existing infrastructure is nearing the end of its lifespan and/or capacity. Continuous, ongoing investment in replacement and maintenance of ageing infrastructure is required to maintain service levels and protect civic assets. Capital investment allows the City to take advantage of new technology and building practices to improve operational efficiency and accrue environmental benefits from use of more

sustainable building practices and equipment. Finally, the Capital budget also includes internal transfers and debt repayment to replenish reserve accounts used to provide interim funding for various projects.

2017 Capital Process

Each division sets priorities specific to their area of expertise. A project submission is completed detailing the scope of work, review of alternatives, financial impact, and proposed funding source. In addition, the submission is self-ranked using established criteria summarized in Appendix 1. The process behind the 2017-2021 Capital Budget is illustrated in Appendix 2.

The Capital Review Committee which is comprised of Directors/Senior Managers from each City division reviewed and ranked each project submission. To ensure consistent application of the established ranking criteria, the Capital Review Committee determines the final ranking for each submission giving consideration to strategic and master plans, policies and Council priorities.

The ranked projects are consolidated and the projects are recommended based on funding availability. Project funding recommendations are then reviewed by the Senior Management Team (SMT) and the CAO and the final recommendation is consolidated to form the 2017 Capital Budget presented to Finance Committee for review and approval.

Public Input

In October 2016, a budget planning consultation was held providing an opportunity for the public to submit comments. All comments were reviewed by staff and were considered in the budget process.

Finance Committee Input

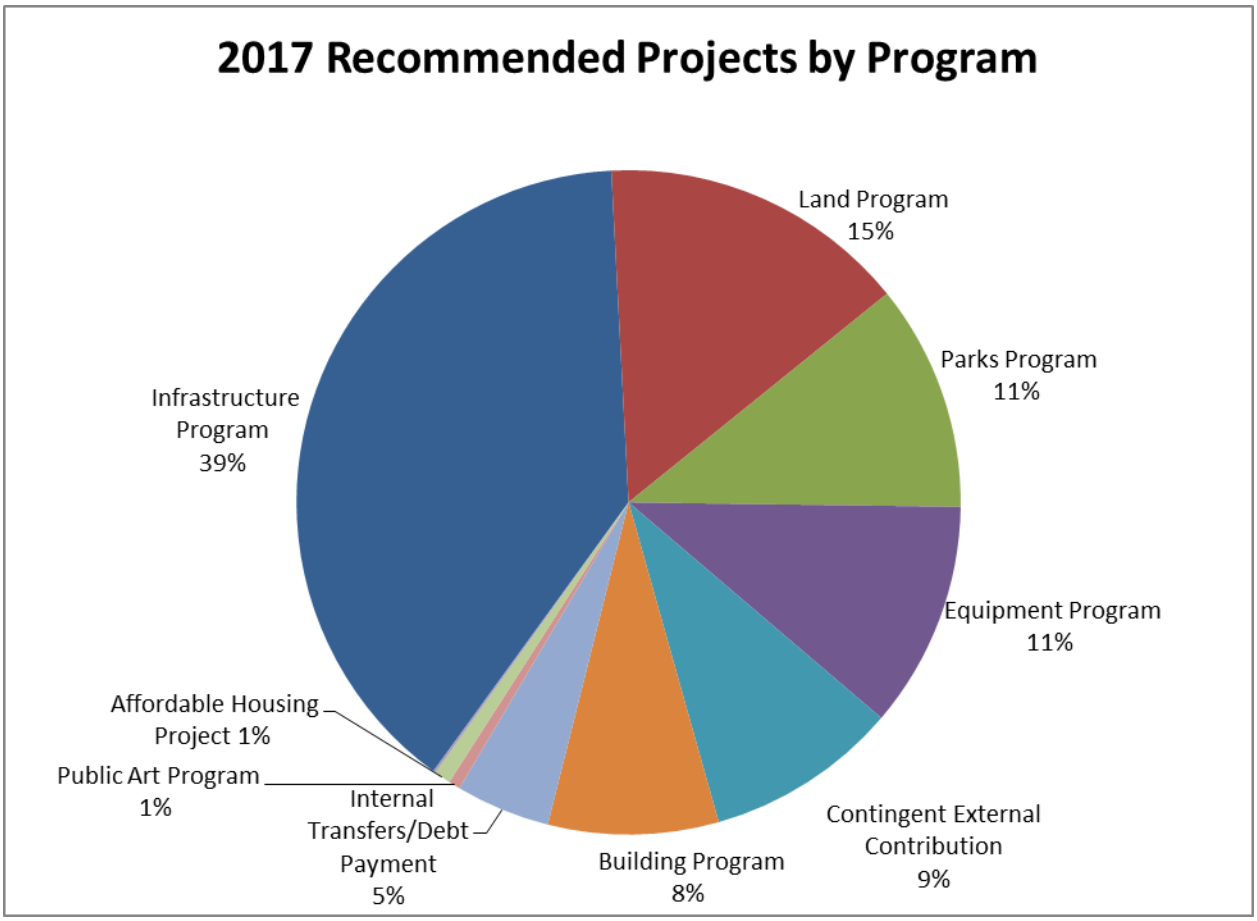
At the Committee's discretion, any Capital project recommended for funding may be removed from the recommended list. Appendix 3 provides a list of the recommended projects. In addition, any Capital project that is not recommended for funding may be reconsidered. Appendix 4 provides a list of those projects not recommended for funding. The details of projects not recommended for funding are included in Appendix 7.

For information purposes, Appendix 5 summarizes the projects recommended for funding from the Revolving Fund. The Revolving Fund is used to fund a variety of general projects which do not have dedicated sources of funding such a Development Cost Charges, Watermain Replacement Reserve and Sanitary Sewer Reserve.

The 2017 Building Program includes Advanced Planning and Design for Major Facilities Phase 2. Significant investment is expected and the Capital Plan will be included in subsequent years once the Advanced Planning and Design is complete.

The 2017 recommended capital projects by program are summarized in Figure 1.

Figure 1 – 2017 Recommended Projects – by Program



The following is an overview of the recommended Capital program that supports new infrastructure needs compared to the replacement of existing infrastructure.

New 2017 Capital Costs

The new Capital costs total $53.9M (52%) of the 2017 Capital Budget including highlights such as:

- Garden City Lands Phase 2 – $1.2M *(page 89)*
- Cambie City Centre Park – $1.0M *(page 87)*
- Strategic Land Acquisition – Acquisitions require Council approval – $16.0M *(page 101)*
- Advanced Planning and Design for Major Facilities Phase 2 – $2.0M (*page 74*)
- Parkland Acquisitions – Acquisitions require Council approval – $4.0M *(page 97)*
- Dike Upgrades – $3.0M (*page 43*)
- Sanitary Facility Land Acquisition for Grease Management – $2.5M (*page 61*)
- Water – Water Metering Program – $2.1M *(page 54)*

- Public Works Infrastructure Advance Design – $2.0M *(page 67)*
- Hamilton Area Sanitary Sewer and Pump Station – $1.7M *(page 60)*
- Program Registration & Facility Booking Solutions – $1.8M *(page 118)*
- Digital Strategy Implementation – $1.4M *(page 115)*
- River Drive, No. 4 Road to Van Horne Way – *$1.3M (page 29)*

Replacement 2017 Capital Costs

The Replacement costs total $34.6M (34%) of the 2016 Capital Budget, which includes:

- City Centre Infrastructure Upgrades – $3.2M (*page 41*)
- Box Culvert Repair – $1.5M (*page 39*)
- Water Main Replacement – Lulu Island West – $0.8M (*page 56*)
- Annual repaving program – $4.3M (*page 23-24*)
- Equipment Program – Annual Fleet Replacement and Fire Vehicle Replacement Reserve Purchases – $4.8M (*page 108 and 112*)
- Building Program – South Arm Community Centre Fitness Renovation – $1.5M (*page 83*)

Contingent External Contributions

Contingent External Contributions of $10.0M (*page 131*) is an estimate of external grants that may be received throughout the year for various projects. Spending will only incur if funds are confirmed. Including an estimate in the Capital Budget will allow staff to request scope changes to existing projects without having to wait until the Bylaw Amendment, which is typically in the fall of the budget year.

Internal Transfers and Debt Repayment

Internal Transfer and Debt Repayment total $4.5M (5%) of the 2017 Capital Budget includes:

- 7080 River Road Repayment – $2.3M (*page 133*)
- River Road/North Loop (2005) Repayment – $1.7M *page 137*)

The details of each recommended project is attached in Appendix 6.

2017 Capital Budget Funding Sources

The 2017 capital budget uses a variety of funding sources which include:

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

The funding of the recommended projects has been allocated while maintaining the long-term strategy of building reserve balances to fund future infrastructure replacement and improvements. Generally, projects are funded up to the annual amount transferred into each available reserve.

The funding sources of the 2017 recommended projects are summarized in Table 1.

Table 1 – 2017 Funding Sources

Funding Sources	Amount
Reserves	$59.0
Provisions	11.6
Subtotal - Internal	*$70.6*
DCCs	18.9
External Sources	13.4
Subtotal - External	*$32.3*
Total 2016 Funding	$102.9

Approximately $59 million of this year's capital plan is funded by the Reserves and $32 million through external sources and DCCs, which are contributed by developers, significantly reducing the potential impact of these projects upon taxpayers.

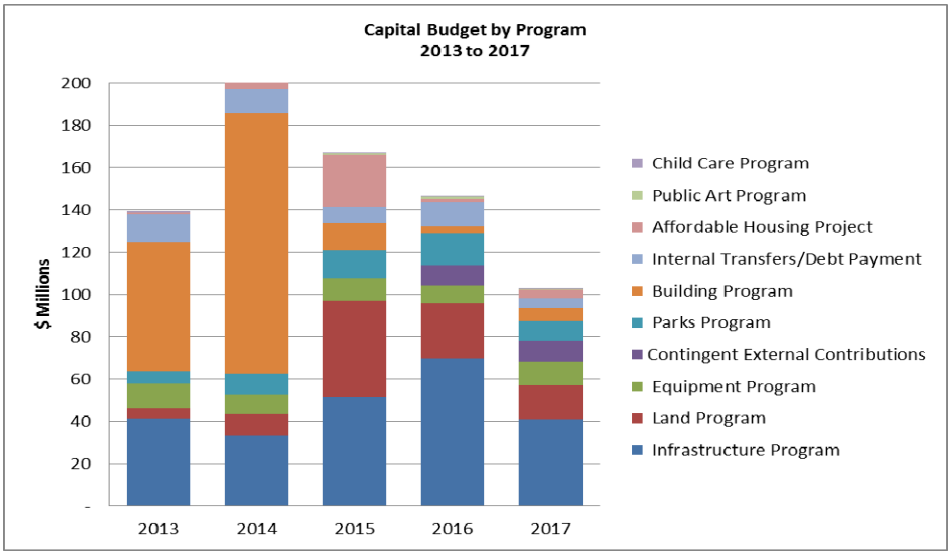
Appendix 3 includes a legend of the funding sources for each project. Funding details of each individual submission are included in Appendix 6.

Recommended 2017 versus Historical (2013-2016) Capital Budget Analysis

Figure 2 provides analysis of the program types of the capital budget as amended for the past four years compared to the 2017 recommended capital plan. For the years 2013-2016, Capital Budgets as amended average $133.4 million annually after adjusting for the major facilities approved in the 2014 capital plan.

In 2014, Council approved $124.1 million for major facilities, of which $50M was financed through Municipal Finance Authority (MFA). This included funding for the Minoru Complex, new No.1 Brighouse Fire Hall and City Centre Community Centre.

Figure 2 – Capital Budget by Program 2017 vs Historical



Draft 2017-2021 Capital Budget

Figure 3 shows the estimates for the remaining years of the 5 Year Capital Plan, which proposes to continue to invest an average of $99.6M each year in the City's assets. The estimates do not include the next phase of the Major Facilities Replacement Plan, except for the $2.0M of Advanced Planning and Design.

Figure 3 – Draft 5 Year Capital Plan 2017 to 2021

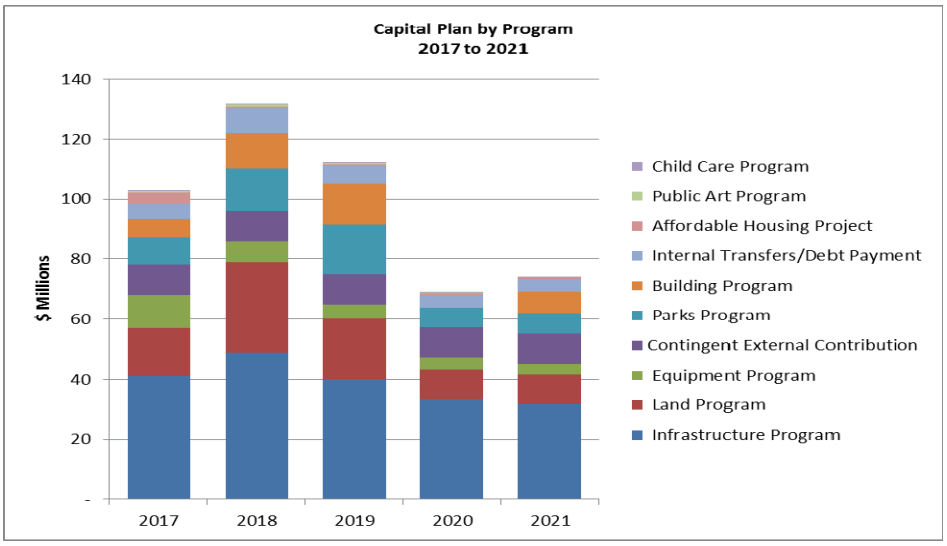


Table 2 presents a summary of the amount of proposed investment for Capital Projects for 2018-2021. A listing of the 2018-2021 Capital Projects is presented in Appendix 8. A summary of the 5 Year Capital Program and Funding Sources is presented in Appendix 9. Highlights of the 2018-2021 projects are summarized in Appendix 10.

Table 2: Draft 2018 to 2021 Capital Projects (in millions)

Year	Amount	OBI
2018	$131.4	$1.5
2019	$107.5	$0.7
2020	$68.8	$0.4
2021	$74.0	$0.7

2017 Operating Budget Impact

Upon completion of capital projects, new assets are added to the City's inventory. There are costs associated with maintaining these new assets, for example a new building will require staffing, janitorial services, gas and hydro utility costs. A new park will include annual maintenance and labour costs. This ongoing maintenance cost is the Operating Budget Impact (OBI) associated with the new asset which is added to the operating budget.

OBIs were reviewed by the Capital Review Committee as part of the Capital submission review process. The total OBI relating to the 2017 recommended projects is $1.13M. $582K of the OBI is associated with water and sewer utility projects and if the respective projects are approved, these will be incorporated into the 2017 utility budget. The remaining $549K will be added to the operating budget if the associated projects are approved. To minimize the budget impact, an OBI phase in plan is adopted each year. For the recommended 2017 Capital Program, the OBI is proposed to be phased in over two years.

Table 3 presents a summary of the recommended Capital Budget and associated OBI by program.

Table 3: Recommended 2017 Funding and OBI by Program (in millions)

Program (in millions)	Amount	OBI
Infrastructure Program	$41.1	$0.91
Land Program	16.0	0.00
Equipment Program	11.1	0.11
Contingent External Grants	10.0	0.00
Parks Program	9.1	0.10
Building Program	6.3	(0.02)
Internal Transfer/Debt Payment	4.9	0.00
Affordable Housing Program	3.7	0.00
Public Art Program	0.6	0.03
Child Care Program	0.1	0.00
Total 2017 Funding & OBI	$102.9	$1.13

Financial Impact

The 2017 Capital Budget with a total value of $102.9 million will enable the City to maintain and advance the asset inventory that continues to provide necessities and benefits to the community. The OBI associated with these projects is $1.13M and once approved will be incorporated into the 2017-2021 5YFP.

Conclusion

The recommended Capital budget for 2017 is $102.9 million. The Capital Review Committee worked closely with SMT and the CAO to represent the interests of all stakeholders to ensure that the 2017 capital program addresses City priorities and meets the needs of the community while effectively utilizing available funding.

Melissa Shiau, CPA, CA
Manager, Financial Planning and Analysis
(604-276-4231)

MS:jgt

Appendix 1: Capital Ranking Criteria
Appendix 2: 2017 Capital Budget Process
Appendix 3: 2017 Summary of Capital Projects - RECOMMENDED
Appendix 4: 2017 Summary of Capital Projects - NOT RECOMMENDED
Appendix 5: 2017 Summary of Projects Funded by Revolving Fund
Appendix 6: 2017 Details of Recommended Projects by Program
Appendix 7: 2017 Details of Unfunded Projects by Program
Appendix 8: 5 Year Capital Program (2017-2021)
Appendix 9: 5 Year Capital Plan (2017-2021)
Appendix 10: 2018-2021 Capital Plan Highlights

Capital Ranking Criteria

Alignment with City Vision	• Does this support a Council Term Goal or an approved City strategy?
Risk Management	• Is there a legal or regulatory compliance requirement and/or a risk that needs to be managed?
Social	• Will this enhance social equity, vibrancy and/or health and wellness of the community?
Environmental	• Will this improve environmental conditions or reduce waste?
Economic	• Will there be a payback of capital costs and/or economic benefit to the community?

2017 Capital Budget Process

APR - JUNE 2016	• Review Capital Budget process and identify focus areas; and • Publish guidelines for the preparation of capital submissions
JULY - AUG 2016	• Prepare capital and operating budget impact (OBI) submissions
SEPT - OCT 2016	• Division review and ranking of 2017-2021 capital submissions
OCT 2016	• Capital Review Committee ranking of all 2017-2021 capital and OBI submissions
OCT 2016	• Gather input from public
OCT 2016	• Prepare preliminary list of recommended projects based on rank and funding availability
OCT - NOV 2016	• CAO/SMT review of Capital Budget and recommendation finalized
DEC 2016	• Present 2017-2021 Capital Budget to Finance Committee
FEB - MAR 2017	• Present 2017-2021 Financial Plan Bylaw to Council for approval

Project Name	Funding Source	Total Investment	Total OBI	Ref
INFRASTRUCTURE PROGRAMS				
Roads				
Accessible Pedestrian Signal Program	D/R	250,000	18,418	21
Active Transportation Improvement Program	D/R	320,000	10,196	22
Annual Asphalt Re-Paving Program - MRN	A	1,081,000	-	23
Annual Asphalt Re-Paving Program - Non-MRN	A	3,200,000	-	24
Arterial Roadway Improvement Program	D/R	343,300	17,526	25
Functional and Preliminary Design (Transportation)	D/R	25,000	-	26
LED Street Light Replacement Plan	A	380,000	(21,000)	27
Neighbourhood Walkway Program	D/R	250,000	12,530	28
River Drive Multi-Use Pathway, No. 4 Road to Van Horne Way	E/D/R	1,344,000	5,661	29
River Parkway - Gilbert Road to Cambie Road (Phase 1) - Design	D/R	800,000	-	30
Sexsmith Road Multi-use Pathway, Beckwith Road to River Road	E	495,000	1,704	31
Special Crosswalk Program	D/R	350,000	18,388	32
Traffic Calming Program	D/R	100,000	11,333	33
Traffic Signal Program	D/R	1,600,000	57,500	34
Traffic Video and Communication Program	D/R	200,000	13,750	35
Transit-Related Amenity Improvement Program	E/D/R	250,000	14,240	36
Transit-Related Roadway Improvement Program	E/D/R	250,000	16,796	37
Total Roads		***$11,238,300***	***$177,042***	
Drainage				
Box Culvert Repair	R	1,500,000	-	39
Canal Stabilization	R	300,000	-	40
City Centre Infrastructure Upgrades	R	3,240,000	100,000	41
Development Coordinated Works - Drainage	R	250,000	25,000	42
Dike Upgrades	R	3,000,000	18,750	43
Drainage Pump Station Generator Upgrade	R	130,000	12,500	44
Drainage Pump Station Rehabilitation	R	225,000	3,750	45
East Richmond Drainage & Irrigation Upgrades	R	1,285,000	15,000	46
Knotweed Control & Removal	R	300,000	-	47
Laneway Drainage Upgrade - Belair Drive (South)	R	1,344,000	16,250	48
McBurney Drive Drainage Upgrades	R	350,000	1,250	49
Park Road Drainage Upgrade	R	650,000	8,750	50
Total Drainage		***$12,574,000***	***$201,250***	
Watermain Replacement				
Development Coordinated Works - Water	R	250,000	25,000	52
Thompson Gate Pressure Reducing Valve Station	R	600,000	17,500	53
Water Metering Program	A/R	2,120,000	258,750	54
Watermain Replacement - Lulu Island North Area	R/D	2,865,000	-	55
Watermain Replacement - Lulu Island West Area	R	800,000	-	56
Watermain Tie-in and Restoration	R	650,000	-	57
Total Watermain Replacement		***$7,285,000***	***$301,250***	

Legend: ***A****=Appropriated Surplus;* ***D****=Development Cost Charges;* ***E****=External Sources;* ***R****=Reserves;*

Project Name	Funding Source	Total Investment	Total OBI	Ref
INFRASTRUCTURE PROGRAMS				
Sanitary Sewer				
Development Coordinated Works - Sanitary	R	400,000	25,000	59
Hamilton Area Sanitary Sewer and Pump Station	D/R	1,700,000	37,500	60
Sanitary Facility Land Acquisition for Grease Management	R	2,500,000	-	61
Sanitary Forcemain Valve Installations	R	100,000	25,000	62
Sanitary Pump Station and Forcemain Assessment, Upgrade and Grease Management	R	1,000,000	62,500	63
Sanitary Pump Station Rehabilitation	R	350,000	21,875	64
Sanitary Sewer Tie-in and Restoration	R	150,000	-	65
Total Sanitary Sewer		***$6,200,000***	***$171,875***	
Minor Public Works				
Public Works Infrastructure Advanced Design	R/D	1,962,000	-	67
Public Works Minor Capital - Drainage	R	300,000	18,750	68
Public Works Minor Capital - Sanitary	R	450,000	31,250	69
Public Works Minor Capital - Sanitation & Recycling	A	300,000	-	70
Public Works Minor Capital - Traffic	R	250,000	8,581	71
Public Works Minor Capital - Water	R	500,000	-	72
Total Minor Public Works		***$3,762,000***	***$58,581***	
TOTAL INFRASTRUCTURE PROGRAM		**$41,059,300**	**$909,998**	
BUILDING PROGRAMS				
Building				
Advanced Planning and Design for Major Facilities Phase 2	R	2,000,000	-	74
City Hall Boiler Replacement Upgrade	R/A	230,000	(5,000)	75
City Hall Domestic Water Piping Upgrade	R	350,000	-	76
City Hall Server Room A/C Unit Installation	R	325,000	-	77
Developer Funded Advanced Design and Coordination	E	600,000	-	78
Direct Digital Control Upgrade & Consolidation Phase 3	A	180,000	(19,863)	79
Library and Cultural Centre Chiller Replacement	R	300,000	-	80
Minoru Chapel Restoration	R	280,875	-	81
Phoenix Net Loft Design	R	500,000	-	82
South Arm Community Centre Fitness Renovation	E/A	1,500,000	-	83
TOTAL BUILDING PROGRAM		**$6,265,875**	**($24,863)**	

Legend: ***A****=Appropriated Surplus;* ***D****=Development Cost Charges;* ***E****=External Sources;* ***R****=Reserves;*

2017 Summary of Capital Projects - RECOMMENDED

Appendix 3

Project Name	Funding Source	Total Investment	Total OBI	Ref
PARKS PROGRAM				
Parks/Streetscapes				
Britannia Landscaping Improvements and Wayfinding	D/R	150,000	-	85
Britannia Seine Net Loft Washroom Facilities	R	393,014	8,892	86
Cambie City Centre Park	D/R	1,000,000	21,824	87
City Tree Planting Program	E	150,000	8,438	88
Garden City Lands Phase 2	D/E/R	1,200,000	41,251	89
London Steveston Phase 1 of 3	D/R	250,000	2,874	90
Minoru Latrace Backstop Upgrades	D/R	300,000	-	91
Parks Advance Planning & Design	D/R	700,000	11,431	92
Parks General Development	D/R	500,000	6,651	93
Playground Improvement Program	D/R	300,000	-	94
Rideau Neighbourhood Park Playground	D/R	200,000	-	95
Total Parks		***5,143,014***	***$101,361***	
Parkland Acquisition				
Parkland Acquisition	D/R	4,000,000	-	97
Total Parkland Acquisition		***$4,000,000***	***$0***	
TOTAL PARKS PROGRAM		**$9,143,014**	**$101,361**	
PUBLIC ART PROGRAM				
Public Art Program	R	610,838	31,250	99
TOTAL PUBLIC ART PROGRAM		**$610,838**	**$31,250**	
LAND PROGRAM				
Land Acquisition				
Strategic Land Acquisition	R	16,000,000	-	101
TOTAL LAND PROGRAM		**$16,000,000**	**$0**	
AFFORDABLE HOUSING PROJECT				
Affordable Housing 2017 Operating Initiatives	R	160,000	-	103
Affordable Housing Homelessness Strategy	R	75,000		104
Affordable Housing Projects - City Wide	R	1,300,000	-	105
Affordable Housing Projects - West Cambie	R	2,200,000	-	106
TOTAL AFFORDABLE HOUSING PROJECT		**$3,735,000**	**$0**	
EQUIPMENT PROGRAM				
Annual Fleet Replacement				
Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	R/A	3,152,000	-	108
Total Annual Fleet Replacement		***$3,152,000***	***$0***	
Fire Dept Vehicles and Equipment				
Fire Equipment Replacement	R	226,010	-	110
Fire Support Vehicle Replacement Reserve Purchases	R	59,300	-	111
Fire Vehicle Replacement Reserve Purchases	R	1,617,929	-	112
Total Fire Dept Vehicles and Equipment		***$1,903,239***	***$0***	

*Legend: **A**=Appropriated Surplus; **D**=Development Cost Charges; **E**=External Sources; **R**=Reserves;*

2017 Summary of Capital Projects - RECOMMENDED

Appendix 3

Project Name	Funding Source	Total Investment	Total OBI	Ref
EQUIPMENT PROGRAM				
Information Technology				
Annual Hardware Refresh	A	530,522	-	114
Digital Strategy Implementation	R/A	1,400,000	84,000	115
Microsoft Exchange 2016 Upgrade	A	296,310	-	116
OpenText eDocs DM/RM (REDMS) Upgrade	R	178,400	10,000	117
Program Registration & Facility Booking Solution	R	1,788,250	65,680	118
Server Refresh	A	589,000	-	119
Tempest v8.0 Upgrade and Web Services Integration	A	120,000	-	120
Wifi Network Expansion	A	255,000	-	121
Total Information Technology		***$5,157,482***	***$159,680***	
Technology Equipment				
Corporate Parking Lot Lighting Efficiency Upgrades	A	350,000	(18,000)	123
Electric Vehicle Direct Current Fast Charging Network Development	A	300,000	16,000	124
Energy Management Projects	A	240,000	(45,000)	125
Total Technology Equipment		***$890,000***	***($47,000)***	
TOTAL EQUIPMENT PROGRAM		**$11,102,721**	**$112,680**	
CHILD CARE PROGRAM				
Child Care Projects - City Wide	R	50,000	-	127
Child Care Projects - City Wide Non Capital Grants	R	10,000	-	128
Child Care Support	R	60,000	-	129
TOTAL CHILD CARE PROGRAM		**$120,000**	**$0**	
CONTINGENT EXTERNAL CONTRIBUTION				
Contingent External Contribution	E	10,000,000	-	131
TOTAL CONTINGENT EXTERNAL CONTRIBUTION		**$10,000,000**	**$0**	
INTERNAL TRANSFERS/DEBT PAYMENT				
7080 River Rd Repayment	D/R	2,341,384	-	133
City Centre District Energy Utility Advanced Design	A	400,000	-	134
Lansdowne Road Extension	D	77,263	-	135
Nelson Road Interchange Repayment	D	385,098	-	136
River Rd/North Loop Repayment	D	1,685,056	-	137
Total Internal Transfers/Debt Payment		***$4,888,801***	***$0***	
TOTAL INTERNAL TRANSFERS/DEBT PAYMENT		**$4,888,801**	**$0**	
Total 2017 Capital Program		**$102,925,549**	**$1,130,426**	

OBI Type	
Operating OBI	$548,923
Utility OBI	581,503
Total OBI	**$1,130,426**

*Legend: **A**=Appropriated Surplus; **D**=Development Cost Charges; **E**=External Sources; **R**=Reserves;*

2017 Summary of Capital Projects - NOT RECOMMENDED

Appendix 4

Project Name	Funding Source	Total Investment	Revolving Fund	Total OBI	Ref
INFRASTRUCTURE PROGRAM					
Public Works Minor Capital - Roads	R	250,000	250,000	-	139
Root Damaged Surface Repairs	R	460,000	460,000	-	140
TOTAL INFRASTRUCTURE PROGRAM		**710,000**	**710,000**		
BUILDING PROGRAM					
East Richmond Community Hall Renewals	R	347,000	347,000	-	142
City Hall Lobby Plaza Tile Replacements	R	120,000	120,000	-	143
Project Development Advanced Planning and Design 2017	R	300,000	300,000	-	144
Works Yard Washroom Renovations	R	535,000	535,000	-	145
TOTAL BUILDING PROGRAM		**$1,302,000**	**$1,302,000**	**$0**	
PARKS PROGRAM					
Hollybridge Pier Phase 2	R	2,000,000	2,000,000	15,229	147
Parks Ageing Infrastructure Replacement Program	R	350,000	350,000	-	148
Waterfront Improvement Program	R	250,000	250,000	-	149
TOTAL PARKS PROGRAM		**2,600,000**	**2,600,000**	**15,229**	
EQUIPMENT PROGRAM					
Emergency Supplies Container Project	R	515,400	515,400	-	151
Emergency Supply Cabinets Project	R	125,000	125,000	-	152
TOTAL EQUIPMENT PROGRAM		**$640,400**	**$640,400**	**$0**	
Total 2017 Capital Program - Unfunded		**$5,252,400**	**$5,252,400**	**$15,229**	

**7 items originally included on this unfunded list totalling $3,700,360 were moved to the One-Time Expenditure Report for further consideration.*

NOT RECOMMENDED

2017 Summary of Projects Funded by Revolving Fund

Appendix 5

PURPOSE: Each year, the Revolving Fund is utilized to fund various capital projects. This summary shows the 2017 capital projects and the corresponding amounts funded by the Revolving Fund.

Project Name	Total Investment	Revolving Fund	Total OBI	Ref
Minor Public Works				
PW Minor Capital - Traffic	250,000	250,000	8,581	71
Total Minor Public Works	***$250,000***	***$250,000***	***$8,581***	
Building				
City Hall Boiler Replacement Upgrade	230,000	195,000	(5,000)	75
City Hall Domestic Water Piping Upgrade	350,000	350,000		76
City Hall Server Room A/C Unit Installation	325,000	325,000		77
Library and Cultural Centre Chiller Replacement	300,000	300,000	-	80
Minoru Chapel Restoration	280,875	280,875	-	81
Total Building	***$1,485,875***	***$1,450,875***	***($5,000)***	
Information Technology				
Digital Strategy Implementation	1,400,000	816,300	84,000	115
OpenText eDocs DM/RM (REDMS) Upgrade	178,400	178,400	10,000	117
Program Registration & Facility Booking Solution	1,788,250	1,788,250	65,680	118
Total Minor Parks	***$3,366,650***	***$2,782,950***	***$159,680***	
Total 2017 Projects Funded by Revolving Fund	***$5,102,525***	***$4,483,825***	***$163,261***	

The City Assist Factor on Roads DCC and Parks DCC projects are also funded by the Revolving Fund.

City Assist Factor on Parks Acquisition	$377,000
City Assist Factor on Parks Development	$267,000
City Assist Factor on Roads DCC	$310,000
Total Funding from Revolving Fund	**$5,437,825**

Infrastructure Program 2017

The City's Infrastructure Program assets include: road, drainage and sanitary pump stations, drainage, water, and sanitary mains.

2017 Recommended Infrastructure – Roads Program

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LED Street Light Replacement Plan 27
Neighbourhood Walkway Program 28
River Drive Multi-Use Pathway, No. 4 Road to Van Horne Way 29
River Parkway - Gilbert Road to Cambie Road (Phase 1) - Design 30
Sexsmith Road Multi-use Pathway, Beckwith Road to River Road 31
Special Crosswalk Program 32
Traffic Calming Program 33
Traffic Signal Program 34
Traffic Video and Communication Program 35
Transit-Related Amenity Improvement Program 36
Transit-Related Roadway Improvement Program 37

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Accessible Pedestrian Signal Program**	**Submission ID:**	**5443**

Location:	Various			
Cost:	$250,000		**OBI:**	$18,418
Funding Sources:	Roads DCC:	$235,000		
	Roads City Assist:	$15,000		

Scope:

The general scope of work includes the installation of accessible devices at existing signalized intersections that exceed the minimum criteria for prioritized locations as per the 2008 guidelines published by the Transportation Association of Canada, by providing audible messaging, Braille signage, and other accessible friendly features. The proposed funding level and project locations are to allow the City to meet its target to outfit all existing City-owned traffic signals with Accessible Pedestrian Signal devices by year 2020. To date, all special crosswalks (86) and pedestrian signals (40) as well as 99 of 154 signalized intersections have been upgraded. The standard is for all new traffic signals to include APS.

The program is proposed to be funded by the DCC program funding and may be eligible for external funding contributions from ICBC. Some locations may also be funded through development requirements of any relevant applications per Council direction.

For 2017, approximately 15 to 20 existing signalized intersections are proposed for upgrade to Accessible Signal systems. The actual locations will be determined in early 2017. The exact scope of improvement may be refined due to factors such as priority review, availability of external funding and/or opportunity to pursue these improvements as part of development frontage improvements.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Active Transportation Improvement Program**	**Submission ID:**	**5078**

Location: Various Locations

Cost: $320,000 **OBI:** $10,196

Funding Sources:

Roads DCC:	$300,800
Roads City Assist:	$19,200

Scope:

The general scope involves implementing cycling and rolling improvements included as part of the Council-approved Cycling Network Plan by supporting: 1) the expansion of various on-street cycling routes and off-street multi-use pathways; and 2) cycling and rolling initiatives and on-going enhancements to existing cycling and rolling infrastructure.

Typical elements of the program include the construction of new on-street cycling facilities, off-street multi-use pathways primarily for transportation purposes, installation of bike racks, new signage, pavement markings, associated minor road geometric improvements, and other supplementary cycling and rolling amenity improvements required to facilitate the safe and efficient movement of cyclists and users of other wheeled devices.

This project is proposed to be funded by the DCC program funding and may be eligible for funding from external agencies such as the provincial government, TransLink and/or ICBC.

The following list of improvements is currently being planned for 2017 (subject to factors such as the completion of the detailed design, confirmation of external funding, etc):

- Continuation of Crosstown Neighbourhood Bikeway: upgrade of Lucas Road-No. 3 Road intersection to facilitate the crossing of cyclists and users of other wheeled devices; and

- Westminster Highway (No. 8 Road-Nelson Road): conversion of on-street directional bike lanes to off-street two-way multi-use pathway on south side.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Annual Asphalt Re-Paving Program - MRN**	**Submission ID:**	**4996**

Location: City Wide

Cost: $1,081,000 **OBI:** $ -

Funding Sources: MRN Rehabilitation: $1,081,000

Scope: To re-pave MRN roads in alignment with the City's Ageing Infrastructure Strategy. Project list to be determined by the end of 2016.

The project includes the costs associated with ancillary work such as curb and gutter repairs, road base repair, manhole and valve box adjustments, line painting and staff inspection time.

The project includes the pavement component of other water, sanitary and drainage upgrades in the Capital Program that are co-ordinated by the Engineering department as well as consultant and contractor fees related to bridge upgrades and the Pavement Management Plan.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Annual Asphalt Re-Paving Program - Non-MRN**	**Submission ID:**	**4994**

Location: City Wide

Cost: $3,200,000 **OBI:** $ -

Funding Sources:

Asphalt Capping:	$3,060,000
Pavement Degradation:	$140,000

Scope: To re-pave City owned Non-MRN roads (major & minor roads and lanes) in alignment with the City's Ageing Infrastructure Strategy. Project list to be determined by the end of 2016.

The project includes the costs associated with ancillary work such as curb and gutter repairs, road base repair, asphalt parking re-paving, manhole and valve box adjustments, line painting, staff inspection time and similar.

The project includes the pavement component of other water, sanitary and drainage upgrades in the Capital Program that are co-ordinated by the Engineering department as well as consultant/contractor fees related to bridge upgrades and the Pavement Management Plan.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Arterial Roadway Improvement Program**	**Submission ID:**	**5079**

Location: Various Locations

Cost: $343,300 **OBI:** $17,526

Funding Sources:

Roads DCC:	$282,000
Roads City Assist:	$18,000
Developer Contribution	$43,300

Scope:

The general scope includes implementing pedestrian and traffic safety improvements along arterial roads and at arterial road intersections in order to respond in a timely basis to requests from the public and/or Council on issues related to pedestrian and traffic safety. Typical improvements include the construction of new and/or enhancement of existing walkways/sidewalks, new turn lanes, improved channelization, intersection signage enhancement, installation of pedestrian safety enhancements at intersections, and illuminated street name signs. For sidewalks/walkways along arterial roads, priority would be given to those connecting locations with high pedestrian activities, such as schools, neighbourhood service centres, bus stops, recreational service centres, shopping/retail centres, etc., that are along arterial roads with high traffic volumes.

This project is proposed to be funded by the DCC program funding and may be eligible for funding from external agencies such as the provincial government, TransLink and/or ICBC.

The following list of improvements is currently being planned for 2017/2018 (subject to factors such as the completion of the detailed design, confirmation of external funding, etc):

1) A new walkway along the north side of River Road, from Oval Way to Brighouse Way.

2) Upgrade south leg of Alderbridge Way/Westminster Hwy., which would improve intersection capacity and enhance access for the area by relocating existing conflicting utility (Hydro) infrastructure thereby providing a direct connection for pedestrians from Westminster Highway to Minoru Park. A contribution of approximately $43,300 from a nearby development has been secured through rezoning for a portion of this work.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Functional and Preliminary Design (Transportation)**	**Submission ID:**	**5076**

Location: Various

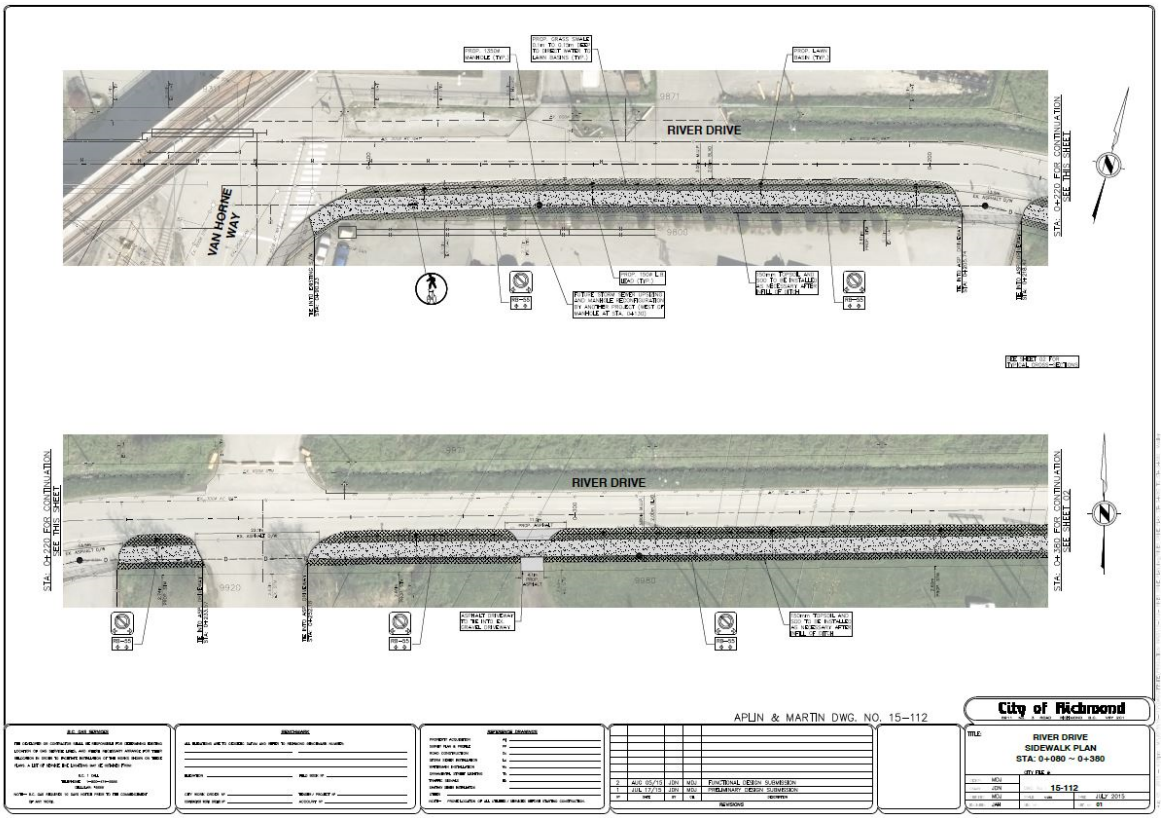
Cost: $25,000 **OBI:** $ -

Funding Sources:

Roads DCC:	$23,500
Roads City Assist:	$1,500

Scope: Project scope includes preparing the functional and preliminary designs and cost estimates required for various transportation capital projects identified within the Five-Year Capital Program. Specifically, with this project, the necessary functional road elements in horizontal alignment, cross-section, property impacts, etc. as well as high level cost estimates would be determined in order to carry out further detailed engineering design.

The project would be funded entirely by the DCC program funding. A major component of the project is for consultant and/or auxiliary staff costs for design. Note: The cost estimate is based on 2% of the cost estimate of capital projects included within annual capital programs that require functional designs; design funds for projects with more significant scope are included separately within those projects.



Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**LED Street Light Replacement Plan**	**Submission ID:**	**5661**

Location:	City Wide		
Cost:	$380,000	**OBI:**	$ -21,000
Funding Sources:	Other		

Scope:

The City has 3,780 aged HPS (high pressure sodium) light fixtures that are past the end of their useful life. Replacing HPS with LEDs (Light-emitting diodes) would reduce annual energy consumption by ~800,000 kWh and improve energy efficiency. This would lead to an expected cost avoidance savings of over $120,000.

This project is phase 2 of 4 and will replace approximately 950 fixtures (25% of the original total) and additional capital projects will be requested in subsequent years to replace the remaining fixtures. It is esimated that this Phase of the project will reduce electricity use from the existing infrastructure by 200,000 kWh, which will equal approximately $21,000 in cost avoidance savings.

This project is recommended to be funded from the Gas Tax Account and falls under the eligible project category "Community Energy Systems" as it is infrastructure that generates or increases the efficicent usage of energy.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Neighbourhood Walkway Program**	**Submission ID:**	**5446**

Location: Various Locations

Cost: $250,000 **OBI:** $12,530

Funding Sources:

Roads DCC:	$235,000
Roads City Assist:	$15,000

Scope: The general scope of this project includes the construction of new and/or enhancement of existing neighbourhood walkways/sidewalks, in response to requests from the public and/or Council. Consistent with OCP goals to encourage the use of sustainable transportation modes, priority would be given to walkways/sidewalks connecting locations with high pedestrian activities, such as schools, neighbourhood service centres, bus stops, recreational services centres, shopping/retail centres, etc., particularly roads with high traffic volumes/traffic conflicts. The major cost component of the program is the construction/upgrade of new/existing sidewalks, pathways, wheelchair ramps, minor curb cuts, boulevard modifications, and/or other supplementary improvements. Projects will be subject to residents' consultation, if applicable.

The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from ICBC.

The exact scope will be determined pending on the request and feedback expected to be received by members of public and Council, as well as subject to factors such as outcome of public consultation, availability of external funding, and/or opportunity to pursue these improvements as part of development frontage improvements.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**River Drive Multi-Use Pathway, No. 4 Road to Van Horne Way**	**Submission ID:**	**5687**

Location: River Drive, No. 4 Road to Van Horne Way

Cost: $1,344,000 **OBI:** $5,661

Funding Sources:

Roads DCC:	$647,190
Roads City Assist:	$41,310
Grant:	$655,500

Scope: The general scope includes the provision of a 3m wide multi-use pathway (paved) along the south side of River Drive, between No. 4 Road and Van Horne Way, including pedestrian lighting. The proposed facility would tie-in to existing cycling/pedestrian facilities at both ends. The trail connection is identified in the City Centre Area Plan.

The project is proposed to be funded by DCC (up to $688,500) and external funding from Translink and/or the province. TransLink has already committed $171,500 towards this project (as part of 2016 BICCS program). Staff will be applying to TransLink again in 2017 to secure additional funding up to maximum of $250,000 as well as the province under the BikeBC program. This project would only commence if the City secures the required external funding from TransLink, with any additional available funding from BikeBC used to offset City's funding (i.e., Roads DCC). Note that staff are also in discussion with BC Hydro, who owns the property along the south side of River Drive, to determine if the overall project cost would be reduced with an option to construct the pathway within the BC Hydro right-of-way.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**River Parkway - Gilbert Road to Cambie Road (Phase 1) - Design**	**Submission ID:**	**5887**

Location: River Parkway- Gilbert Road to Cambie Road

Cost: $800,000 **OBI:** $ -

Funding Sources:

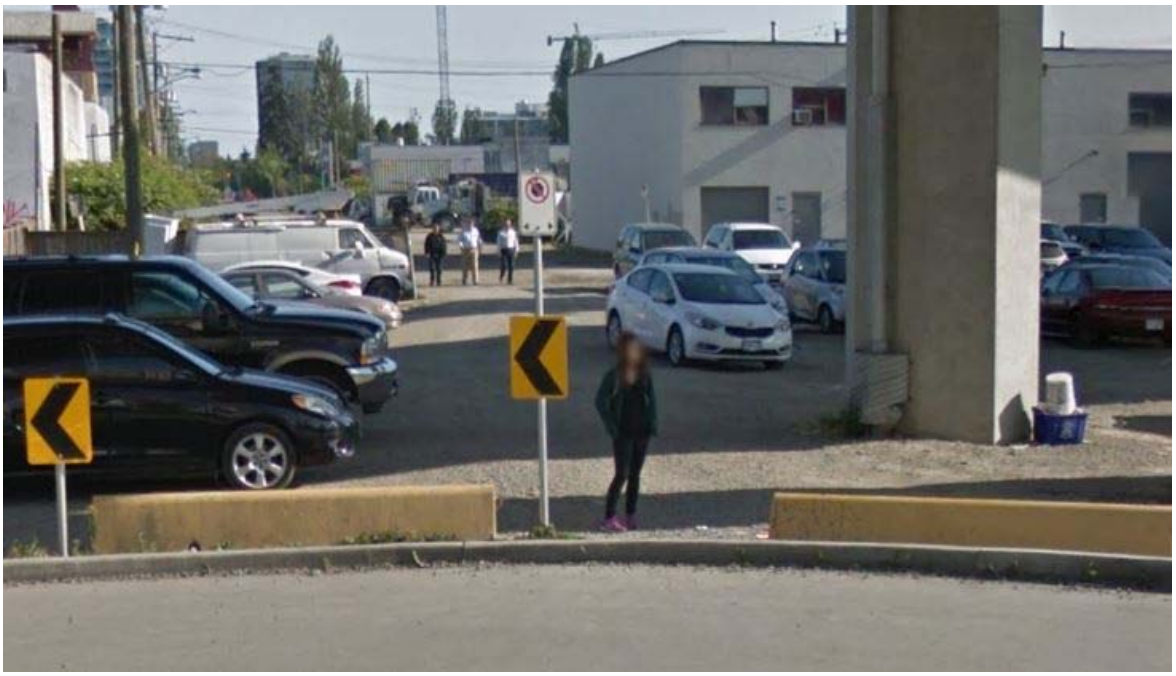
Roads DCC:	$752,000
Roads City Assist:	$48,000

Scope: The general scope of this project includes the construction of a two-lane road along the former CP Railway corridor, from 200 m northeast of Gilbert Road to Cambie Road. The new road is proposed to be built to the initial two-lane standard with paved shoulders for cyclists and pedestrians, street lights, and traffic control devices at intersections. When abutting properties redevelop, a full 4-lane road including sidewalk and boulevard will be constructed as part of the development requirements. The new road would connect to existing Leslie Road and Cambie Road, with the details of the intersection configurations to be determined through the design process. When completed, this new road would replace the existing River Road between Cambie Road and Gilbert Road and provide a continuous alternate route to No. 3 Road and existing River Road.

The first phase of the project is proposed to start in 2017 to carry out functional and detailed design tasks, as well as any property negotiation, consultation with affected property owners/business operators, and soil remediation as necessary. A more accurate cost estimate will then be carried out and updated in project submissions for subsequent years as necessary. The second phase of the project involves the actual site preparation and construction, which is proposed to start in 2018.

This project is proposed to be funded by the DCC program funding and may be eligible for funding from external agencies such as the federal and/or provincial government, TransLink and/or ICBC.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Sexsmith Road Multi-use Pathway, Beckwith Road to River Road**	**Submission ID:**	**5879**
Location:	Sexsmith Road, Beckwith Road to River Road		
Cost:	$495,000	**OBI:**	$1,704
Funding Sources:	Developer Contribution: $495,000		
Scope:	The general scope of this project includes the construction of a multi-use pathway at a minimum total width of 3.0m wide along existing road right-of-way, between Beckwith Road and River Road, with pedestrian lighting, decorative bollards to separate the pathway from the portion of the road right-of-way that is currently and informally being used for parking. A marked crosswalk will also be installed at the north end of Sexsmith Road to connect the walkway to the Bridgeport Road Canada Line Station. When abutting properties redevelop, a full 4-lane road including sidewalk and boulevard will be constructed as part of the development requirements This project is proposed to be funded by developer contributions collected through the Transit Oriented Development Fund during the Canada Line planning stage collected towards transportation improvements in support of transit-oriented development within the Canada Line rapid transit corridor. The project may be eligible for funding from external agencies such as the TransLink and/or ICBC.		



Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Special Crosswalk Program**	**Submission ID:**	**5077**

Location: Various Locations

Cost: $350,000 **OBI:** $18,388

Funding Sources:

Roads DCC:	$329,000
Roads City Assist:	$21,000

Scope:

The general scope involves implementing new traffic control standards that have been adopted by Council, at existing crosswalks on arterial roads. Typical elements of the program include the upgrade of existing crosswalks on arterial roads (typically four-lane arterials) to include overhead illuminated signs with amber flashers, pedestrian-controlled push buttons, as well as enhanced accessible devices. The upgrade would include hardware such as poles, bases, junction boxes, underground/ communication conduits, controller, enhanced accessible devices, related wiring, pavement markings, illuminated crosswalk signs, amber flashers, push buttons, etc.

The program is proposed to be funded by the DCC program funding and may be eligible for external funding contributions from ICBC. Some locations may also include funding contribution from nearby developments.

The following is the preliminary list of potential locations identified for 2017/2018. The exact scope of improvement may be refined due to factors such as priority review, availability of external funding, etc.:

- No 4 Rd. & Dayton Rd.
- Garden City Rd. & Jones Rd.
- Westminster Hwy & Tiffany Blvd.
- Williams Rd. & Deagle Rd.
- Williams Rd. & Lassam Rd.
- Granville Ave. & Bridge St.
- St. Albans Rd. & Jones Rd.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Traffic Calming Program**	**Submission ID:**	**5080**

Location:	Various Locations			
Cost:	$100,000		**OBI:**	$11,333
Funding Sources:	Roads DCC:	$94,000		
	Roads City Assist:	$6,000		

Scope:

The general scope involves the implementation of traffic measures to address concerns regarding through (short-cutting) traffic and excessive speed on the City's public roads. Specifically, these measures are intended to address concerns related to speed violations, neighbourhood through traffic intrusions and other traffic safety issues.

Typical elements of the program include retrofitting existing streets with traffic calming measures to address traffic safety concerns and enhancing neighbourhood livability. The major cost component of the program is the installation of traffic calming related improvements that includes the construction of curb extensions, centre medians, extruded curbs, traffic circles, speed humps, delineated walkways, traffic signage and other traffic reducing measures. In addition, projects contained in this program may also include supplementary streetscape improvements, i.e. planting of trees and other landscaping improvements to enhance the local pedestrian environment and overall street appearance.

The exact scope will be determined pending on the request and feedback expected to be received by members of public and Council, as well as subject to factors such as the availability of external funding, and/or opportunity to pursue these improvements as part of development frontage improvements.

The program is proposed to be funded by the DCC program funding and may be eligible for external funding contributions from TransLink and ICBC.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Traffic Signal Program**	**Submission ID:**	**574**

Location:	Various Locations			
Cost:	$1,600,000		**OBI:**	$58,000
Funding Sources:	Roads DCC:	$1,504,000		
	Roads City Assist:	$96,000		

Scope:

The general scope of work includes installation of new or upgrade of existing traffic signals to respond to growth in traffic and public requests, to better manage pedestrian and vehicular movements and to address safety concerns.

The major cost component of the program is the installation of traffic controllers/cabinets, poles, bases, junction boxes, underground conduits, in ground and video detection systems, enhanced accessible devices, wiring and pavement markings, traffic signal communications, minor corner property acquisitions, and minor curb cuts and boulevard modifications as necessary.

The program is proposed to be funded by the DCC program funding and may be eligible for external funding from TransLink and ICBC.

The exact scope will be determined pending requests from Council and public, as well as subject to factors such as the availability of external funding, and/or opportunity to pursue these improvements as part of development frontage improvements.

Currently, three potential sites have been identified for 2017 including:

1) Granville Ave. / Minoru Gate - upgrade of existing pedestrian traffic signal to a full traffic signal ($350K)

2) Granville Avenue in front of the proposed Minoru Aquatic Centre entrance - installation of a new pedestrian signal ($150K)

3) Williams Road / Shell Road - installation of a new traffic signal ($700K)

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Traffic Video and Communication Program**	**Submission ID:**	**5899**

Location: Various Locations

Cost: $200,000 **OBI:** $13,750

Funding Sources:

Roads DCC:	$188,000
Roads City Assist:	$12,000

Scope: The project includes the following two key components:

1) Install video detection cameras at select signalized intersections to enhance the detection of vehicles and bicycles, optimize traffic operations, provide real time video of traffic conditions to the Traffic Management Centre (TMC) for observing and enhancing operations, and providing photos (in one minute intervals) of approach traffic conditions for public information access on the City web site; and

2) Upgrade conduit and cable infrastructure to install higher capacity fibre optic cable and electronics for Ethernet (computer networking technology) to communicate with multiple remote programmable devices at traffic signals. Includes conduit, junction boxes, fibre optic cable and electronic communications switching equipment as required to link multiple traffic signal electronic components to the TMC such as controllers, electronic switches, video cameras, accessible pedestrian devices, intersection power back-up systems (UPS systems) etc.

The program is proposed to be funded by the DCC program funding and may be eligible for external funding contribution from TransLink and ICBC.

The exact scope will be determined by staff assessment of priority, requests from Council and public, as well as subject to factors such as the availability of external funding, and/or opportunity to pursue these improvements as part of development frontage improvements.

The following is the preliminary list of potential locations identified for 2017:

- Traffic video locations: Viking Way/Bridgeport Road, No 3 Road/Alderbridge Way, and No. 3 Road/Cambie Road.

- Communication (via. the installation of fibre cable): No. 1 Road from Chatham St. to Westminster Hwy, Westminster Hwy. from No. 1 Road to City's Works Yard at Lynas Lane, and several other traffic signals in the area around this trunk line.

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Transit-Related Amenity Improvement Program**	**Submission ID:**	**5445**

Location: Various Locations

Cost: $250,000 **OBI:** $14,192

Funding Sources:

Roads DCC:	$94,000
Roads City Assist:	$6,000
Developer Contribution:	$150,000

Scope:

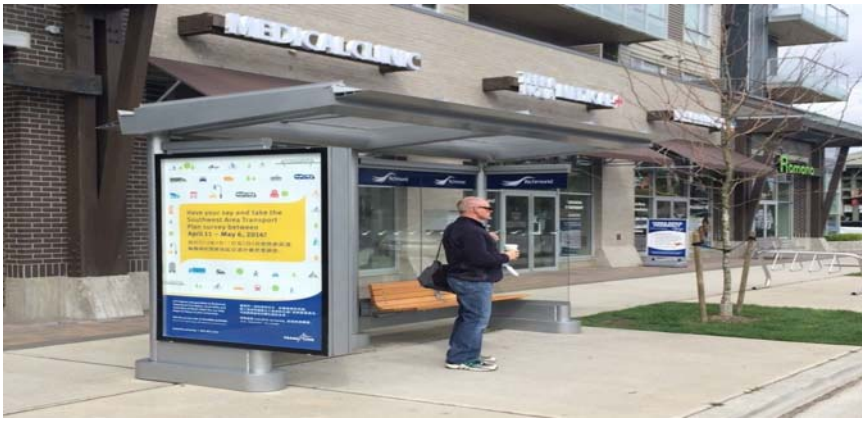
The general scope includes transit-related amenity improvements within municipal road right-of-way that are required to support the introduction of various transit service improvements as well as on-going enhancements to existing transit infrastructure. The major cost components are expected to include the installation of new non-advertising bus stop shelters, new benches along transit routes and other pedestrian generators, and other supplementary pedestrian amenity improvements required to facilitate pedestrian traffic generated by transit passengers.

The program is proposed to be funded by the DCC program funding and may be eligible for external funding contributions from TransLink and ICBC. Some locations may also include funding contribution from nearby developments.

Locations for bus stop shelters will be prioritized based on boarding activity and customer requests subject to sufficient availability of right-of-way. The exact scope of improvements may be refined subject to factors such as the completion of detailed design, availability of external funding, and/or opportunity to pursue these improvements as part of development frontage improvements.

Potential locations identified for 2017 and 2018 include:

- HandyDART stop at the Lansdowne Canada Line Station
- Westbound Steveston Hwy far-side Seaward Gte
- Northbound and southbound Westminster Hwy at Hwy 91
- Westbound Cambie Rd far-side Shell Rd
- Eastbound Cambie Rd far-side Viking Way
- Eastbound Cambie Rd far-side St Edwards Dr
- Westbound Williams Road far-side Seacote Rd
- Northbound No. 2 Rd far-side Danube Rd
- Northbound Cooney Rd far-side Westminster Hwy
- Northbound Garden City Rd far-side Ferndale Rd
- Eastbound Blundell Rd far-side Moffatt Rd
- Westbound River Rd far-side Hollybridge Way
- Southbound Blundell Rd far-side Minler Rd
- Northbound Garden City Rd far-side Odlin Rd



Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Transit-Related Roadway Improvement Program**	**Submission ID:**	**5444**
Location:	Various Locations		
Cost:	$250,000	**OBI:**	$15,117
Funding Sources:	Roads DCC: $117,500 Roads City Assist: $7,500 Grant: $125,000		

Scope:

The general scope includes municipal road and traffic improvements that are required to support the introduction of various transit service improvements as well as on-going enhancements to existing transit infrastructure. The major cost components are expected to include the installation of new bus stop pads for wheelchair accessibility, minor road geometric improvements (e.g. intersection corner improvements), minor sidewalk/walkway construction, wheelchair ramps, upgrade of existing bus stops to accessible (wheelchair) standards, etc., required to facilitate pedestrian traffic generated by transit passengers.

The program is proposed to be funded by the DCC program funding and may be eligible for external funding contributions from TransLink and ICBC. Some locations may also include funding contribution from nearby developments.

Locations for bus stop wheelchair accessible improvements will be prioritized based on boarding/alighting activity and customer requests subject to sufficient availability of right-of-way. The exact scope of improvement may be refined subject to factors such as the completion of detailed design, availability of external funding, and/or opportunity to pursue these improvements as part of development frontage improvements.

Potential locations for 2017 include: Westminster Hwy/No. 4 Rd, Railway Ave/Francis Rd, Westminster Hwy/Riverdale Dr, No. 4 Rd/Williams Rd, No. 4 Rd/Dayton Ave, No. 4 Rd (7500 Blk), Westminster Hwy farside No. 5 Rd, and approximately 20 additional locations based on priority locations to be identified in consultation with Coast Mountain Bus Company (CMBC) and through public feedback.

2017 Recommended Infrastructure – Drainage Program

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Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Box Culvert Repair**	**Submission ID:**	**5853**

Location: No. 2 Road South

Cost: $1,500,000 **OBI:** $ -

Funding Sources: Drainage Utility: $1,500,000

Scope: The scope of work includes, but not limited to, the rehabilitation of the 3050 x 1500 concrete storm box culvert along No. 2 Road between Steveston Highway and London Road in conjunction with roadworks and watermain works that will be on-going in the area. Additionally, there are other box culverts throughout Richmond that are experiencing similar failures, this funding will also be used to do point repairs elsewhere throughout the drainage system.

Completion of this work will upgrade the overall condition and performance of the City's drainage system.

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Canal Stabilization**	**Submission ID:**	**5872**

Location:	City Wide		
Cost:	$300,000	**OBI:**	$ -
Funding Sources:	Drainage Utility: $300,000		
Scope:	This project will stabilize the canal walls to improve drainage, mitigate damage to the roadway, prevent damage to local infrastructure running parallel to the canals and maintain riparian management area conditions. Implement one or more canal bank stabilization solutions at various locations throughout Richmond. This will include partial re-profiling of the canal plus construction of a retaining wall or similar stabilization structure.		

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**City Centre Infrastructure Upgrades**	**Submission ID:**	**5822**

Location: See Scope

Cost: $3,240,000 **OBI:** $100,000

Funding Sources:

Drainage Utility:	$1,695,000
Water Utility:	$700,000
Sanitary Utility:	$845,000

Scope: This project includes water, sanitary and drainage upgrades to the City Centre area along Granville Avenue, Gilbert Road and Minoru Gate, as follows:

- Sanitary: $845,000

- Drainage: $1,695,000

- Water: $700,000

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Development Coordinated Works - Drainage**	**Submission ID:**	**5307**

Location: City Wide

Cost: $250,000 **OBI:** $25,000

Funding Sources: Drainage Utility: $250,000

Scope: This project will set aside funding to have City and private development complete infrastructure works that are currently not identified in the Capital Program but do benefit the City. Infrastructure works are more cost effective when completed in conjunction with development.

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

These are upgrades and replacement of ageing infrastructure that the City would complete separately but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Dike Upgrades**	**Submission ID:**	**5852**

Location:	South Dike		
Cost:	$3,000,000	**OBI:**	$18,750
Funding Sources:	Drainage Utility: $3,000,000		

Scope:

The City has 49km of perimeter dikes that provide the City with flood protection from ocean storm surge and freshets.

This project will include dike improvements along the Fraser River's South Arm that will maintain or increase current flood protection service levels. This project will also include Dike Investigation work at Shady Island, Geotechnical investigation, survey, environmental site assessment, and environmental/archaelogical permitting and monitoring.

Raise the existing dike and other dike upgrades necessary to continue to improve existing dike and drainage infrastructure, meet medium to long-term needs and accommodate local areas needs such as the provision of basic recreation trails, etc.

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Drainage Pump Station Generator Upgrade**	**Submission ID:**	**5851**

Location: No. 3 Road South

Cost: $130,000 **OBI:** $12,500

Funding Sources: Drainage Utility: $130,000

Scope: Construct a concrete pad with a fenced surrounding. Purchase and install a 200 kW generator and connect via a new transfer switch.

The project is estimated to take one month and be completed before the 2017 year-end.

Cost breakdown:

Civil	$15,000
Equipment	$95,000
Installation	$20,000

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Drainage Pump Station Rehabilitation**	**Submission ID:**	**5848**

Location: City Wide

Cost: $225,000 **OBI:** $3,750

Funding Sources: Drainage Utility: $225,000

Scope: The hardware of these drainage pump stations is at the end of its life expectancy and is now having numerous breakdowns. This project will improve the reliability and efficiency of our drainage pump stations. Scope of work includes:

Full rehabilitation upgrade at Gilbert and Lucas pump stations which includes the upgrade and installation of 2 pumps, pump risers, check valves, pump lids, motor control center, transfer switch, sonar level controls and cement pad.

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**East Richmond Drainage & Irrigation Upgrades**	**Submission ID:**	**5166**

Location: East Richmond

Cost: $1,285,000 **OBI:** $15,000

Funding Sources: Drainage Utility: $1,285,000

Scope: Scope of work includes, but is not limited to the following projects:

1. Lower culvert watercourse crossings and reprofile watercourses along Steveston Highway between Sidaway Road and Palmberg Road and on Sidaway Road between Steveston Highway and the Francis Road Right-of-Way.

2. Install two automated irrigation control structures on Steveston Highway and Palmberg Road.

3. Resolve drainage ditch issue on Westminster Hwy between Nelson Road and east of No. 9 Road.

4. Install irrigation gate at No. 6 Road and Triangle Road - regrade and reprofile existing ditch from entry point into box culvert near Triangle Road to Blundell Road to reduce flooding in the area.

5. Environmental compensation for Gilley and Westminster storm project

6. Drainage and irrigation upgrades throughout East Richmond

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Knotweed Control & Removal**	**Submission ID:**	**5991**

Location:	City Wide		
Cost:	$300,000	**OBI:**	$ -
Funding Sources:	Drainage Utility: $300,000		
Scope:	The general scope includes ongoing identification, mapping, research, control and removal of knotweed from City dike infrastructure. Typical activities will include control techniques to eliminate both the above and below ground plant and root materials to minimize the spread of this aggressive invasive plant species. Ongoing identification, research, mapping and control treatments will also be undertaken in order to effectively manage the risk that this aggressive species presents to infrastructure and biodiversity. The intent of this program is to reduce the risk posed by knotweed to our dike infrastructure.		

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Laneway Drainage Upgrade - Belair Drive (South)**	**Submission ID:**	**5612**
Location:	7928 Belair Drive to 7180 Belair Drive (960m)		
Cost:	$1,344,000	**OBI:**	$16,250
Funding Sources:	Drainage Utility: $1,336,475 Neighborhood Improvement $7,525		
Scope:	Install drainage in 960m of laneway south of Belair Drive between 7928 Belair Drive and 7180 Belair Drive. Does not include the addition of street lighting, curbs or gutters. The project is estimated to take 2-3 months and be complete by October 2017. Costs will be recovered through City Bylaw 8752 as development occurs.		

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**McBurney Drive Drainage Upgrades**	**Submission ID:**	**5850**

Location:	McBurney Drive			
Cost:	$350,000		**OBI:**	$1,250
Funding Sources:	Drainage Utility:	$350,000		
Scope:	This project will mitigate drainage and road/sidewalk surface issues in the McBurney Drive area. Issues are primarily settlement related that include heaving, curb and gutter separation and surface water ponding. Scope includes the installation of new catch basins and roads and sidewalks will be regraded to reduce ponding and tripping hazards.			

Program:	**Infrastructure Program**	**Sub-program:**	**Drainage**
Project Name:	**Park Road Drainage Upgrade**	**Submission ID:**	**5849**

Location:	Park Road		
Cost:	$650,000	**OBI:**	$8,750
Funding Sources:	Drainage Utility: $650,000		

Scope:

This project will prevent the continued occurrence of sink holes along the west end of Park Road at No. 3 Road. Additional funding is necessary in order to complete the 2013 Capital Project in this area. From No. 3 Road heading east, approximately 80m of 600mm drainage pipe made from material that does not conform with City Engineering standards will be upgraded. There are a number of private utility conflicts that were unexpected at the time of the 2013 Capital submission as a result of increasing the size of the new pipe to account for increased capacity requirements.

Sink holes occur when pipes become damaged or fatigues such that ground water is able to flow into them. This flow contains soil particles from the surrounding ground. The movement of soil particles into the pipes creates a void in the ground that becomes noticeable at the ground surface, known as a sink hole. Sink holes can be dangerous to the general public and are a persistent and costly maintenance item. Sink holes can also lead to increased flooding risks due to pipe collapse/blockage.

2017 Recommended Infrastructure – Water Main Replacement Program

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Program:	**Infrastructure Program**	**Sub-program:**	**Water**
Project Name:	**Development Coordinated Works - Water**	**Submission ID:**	**5311**

Location:	City Wide		
Cost:	$250,000	**OBI:**	$25,000
Funding Sources:	Water Utility: $250,000		

Scope:

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

These are upgrades and replacement of ageing infrastructure that the City would complete separately but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.

Program:	**Infrastructure Program**	**Sub-program:**	**Water**
Project Name:	**Thompson Gate Pressure Reducing Valve Station**	**Submission ID:**	**5821**

Location:	See Scope		
Cost:	$600,000	**OBI:**	$17,500
Funding Sources:	Water Utility: $600,000		

Scope:

This project involves the installation of a new Pressure Reducing Valve (PRV) station at Thompson Gate and Boundary Road and the associated tie-ins to connect the neighbourhood's watermain system to Metro Vancouver's Annacis No. 4 transmission main. Completion of the project is required to provide adequate flows to support upcoming development.

Costs will be recovered through rezoning cash-in-lieu contributions or the Works and Services Cost Recovery Bylaw No. 8752. Costs collected for this purpose shall be returned to the Watermain Replacement Reserve.

Land required for the station shall be acquired through development rezoning.

Project cost includes allowance for potential groundwater contamination.

Program:	**Infrastructure Program**	**Sub-program:**	**Water**
Project Name:	**Water Metering Program**	**Submission ID:**	**5164**

Location:	City Wide		
Cost:	$2,120,000	**OBI:**	$258,750
Funding Sources:	Water Utility: $600,000 Water Metering Provision: $1,520,000		

Scope:

This project is year 4 of the five-year universal metering program for single-family dwellings, a volunteer metering program for multi-family dwellings, and a fixed base network implementation program.

The residential meter programs allow owners of single-family and multi-family dwellings in Richmond to take control of their water and sewer utility costs through water metering.

The fixed base network program involves the installation of approximately 36 gateways required for the universal implementation of a fixed based network within the urban areas of the City, which allows for automated water meter data collection, enabling users to access real time consumption information and leak notifications in the future.

Program:	**Infrastructure Program**	**Sub-program:**	**Water**
Project Name:	**Watermain Replacement - Lulu Island North Area**	**Submission ID:**	**5148**

Location:	See scope			
Cost:	$2,865,000		**OBI:**	$ -
Funding Sources:	Water Utility:	$2,042,504		
	Water DCC:	$402,697		
	Water City Assist:	$419,799		

Scope:

This project includes installation of 2900 meters of 200 mm diameter watermain to replace the existing ageing infrastructure.

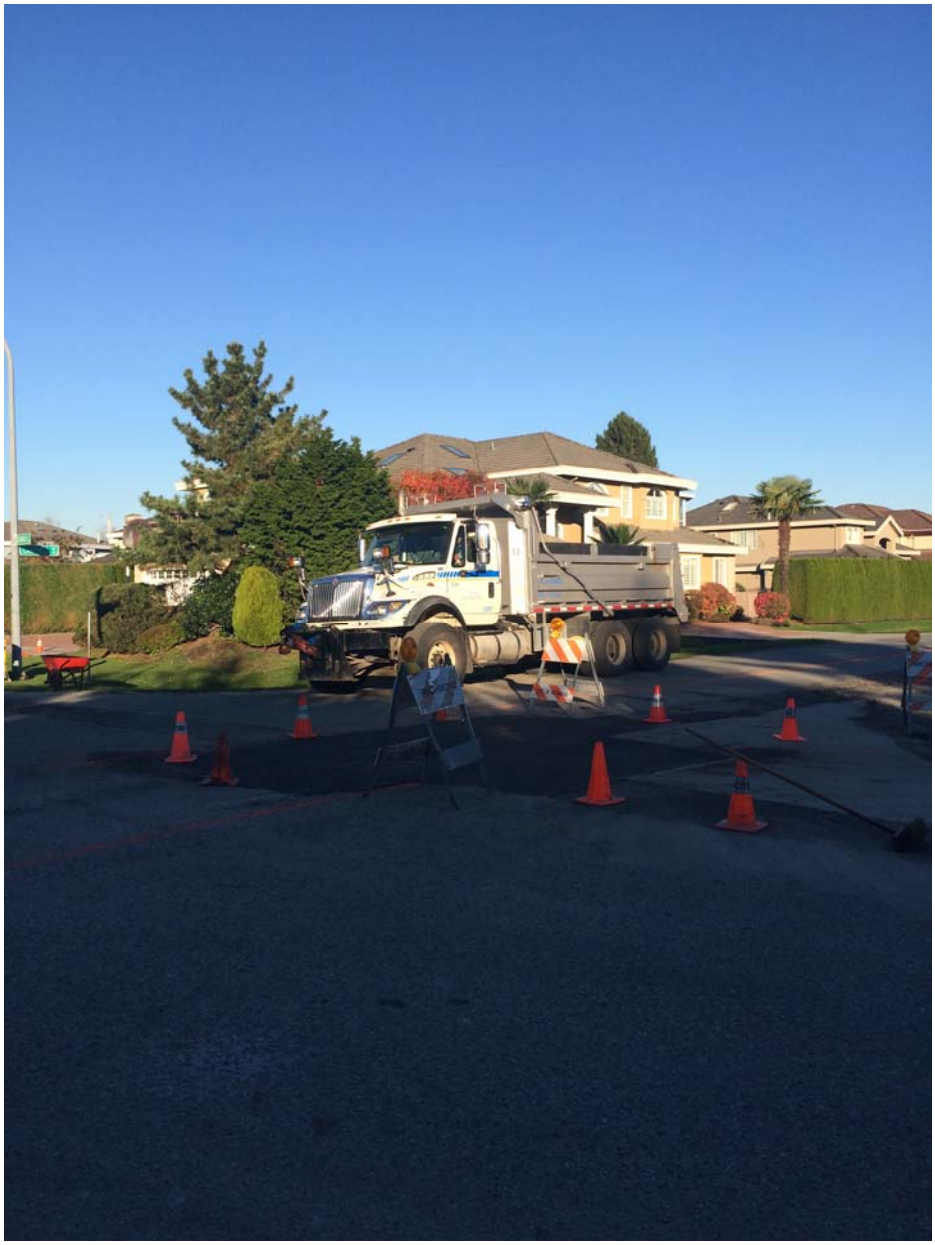
The Waterworks Capital Program is based on watermain age, material, break history and the proposed road-paving program.

Program:	**Infrastructure Program**	**Sub-program:**	**Water**
Project Name:	**Watermain Replacement - Lulu Island West Area**	**Submission ID:**	**5149**

Location:	See scope		
Cost:	$800,000	**OBI:**	$ -
Funding Sources:	Water Utility: $800,000		
Scope:	This project includes installation of 800 meters of 300 mm diameter watermain to replace the existing ageing infrastructure and support local area improvements.		

Program:	**Infrastructure Program**	**Sub-program:**	**Water**
Project Name:	**Watermain Tie-in and Restoration**	**Submission ID:**	**5820**

Location:	Various		
Cost:	$650,000	**OBI:**	$ -
Funding Sources:	Water Utility: $650,000		
Scope:	This project involves tie-in and restoration work for watermain replacements completed as part of prior years' capital programs.		



2017 Recommended Infrastructure – Sanitary Sewer Program

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Program:	**Infrastructure Program**	**Sub-program:**	**Sanitary Sewer**
Project Name:	**Development Coordinated Works - Sanitary**	**Submission ID:**	**5317**

Location:	City Wide			
Cost:	$400,000		**OBI:**	$25,000
Funding Sources:	Sanitary Utility:	$400,000		

Scope:

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

These are upgrades and replacement of ageing infrastructure that the City would complete separately but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.

Program:	**Infrastructure Program**	**Sub-program:**	**Sanitary Sewer**
Project Name:	**Hamilton Area Sanitary Sewer and Pump Station**	**Submission ID:**	**5870**
Location:	See Scope		
Cost:	$1,700,000	**OBI:**	$37,500
Funding Sources:	Sanitary Utility: $184,746 Sewer DCC: $1,425,096 Sewer City Assist: $90,158		
Scope:	This project includes the construction of a new pump station including wet well, Variable Frequency Drive (VFD) pumps, electrical kiosk, 200 metres of 200 mm forcemain and 25 metres of 300 mm gravity main. This project does not require land acquisition, as it will be constructed on City-owned land. The purpose of the project is to provide sanitary service for the Willet sanitary catchment in order to support population densities projected by the Hamilton Official Community Plan Update. This area does not have an existing City sanitary system and is currently serviced by septic systems. Where possible, costs will be recovered through rezoning cash-in-lieu contributions or the Works and Services Cost Recovery Bylaw No. 8752. Costs collected for this purpose shall be returned to the Sanitary Sewer Reserve.		

Program:	**Infrastructure Program**	**Sub-program:**	**Sanitary Sewer**
Project Name:	**Sanitary Facility Land Acquisition for Grease Management**	**Submission ID:**	**5871**
Location:	Various		
Cost:	$2,500,000	**OBI:**	$ -
Funding Sources:	Sanitary Utility: $2,500,000		
Scope:	This project involves land acquisition required for new sanitary facilities, including sanitary pump stations and grease extraction facilities. A sanitary pump station replacement and upgrade is required due to aging infrastructure. Additionally, grease management has become a major contributing factor to the need for proactive preventative maintenance. While a number of programs have been implemented to mitigate the impact of grease blockages, including inspection of commercial grease traps, there is growing need for grease management in residential areas in City Centre. This capital request is to support land acquisition in City Centre for the replacement of a sanitary pump station and a grease management chamber. The exact location is to be determined, however it will be in City Centre in close proximity to an existing sanitary pump station and trunk sewer main.		

Program:	**Infrastructure Program**	**Sub-program:**	**Sanitary Sewer**
Project Name:	**Sanitary Forcemain Valve Installations**	**Submission ID:**	**5642**

Location: Various Locations

Cost: $100,000 **OBI:** $25,000

Funding Sources: Sanitary Utility: $100,000

Scope: This project involves the installation of line valves on sanitary forcemains, allowing for isolation and control of forcemains in the event of breaks or tie-ins. It would also allow for a smaller section of the sanitary sewer system to be shut down when such work is required, thereby impacting fewer residential and commercial customers.

Program:	**Infrastructure Program**	**Sub-program:**	**Sanitary Sewer**
Project Name:	**Sanitary Pump Station and Forcemain Assessment, Upgrade and Grease Management**	**Submission ID:**	**5054**
Location:	Various		
Cost:	$1,000,000	**OBI:**	$62,500
Funding Sources:	Sanitary Utility: $1,000,000		
Scope:	This project will perform an assessment of sanitary pump stations and forcemains and implement improvements based on the assessments. A critical part of the assessments will be a quantification of fats, oil, and grease (FOG) issues in the forcemain system and a review of FOG mitigation measures. Improvements will likely include: - Installation of pressure monitors; - Installation of forcemain bypass and inspection assemblies; - Implementation of grease extraction measures; - Upgrade electrical, control and telemetry kiosks; and - Improved pump station access and safety.		

Program:	**Infrastructure Program**	**Sub-program:**	**Sanitary Sewer**
Project Name:	**Sanitary Pump Station Rehabilitation**	**Submission ID:**	**5631**

Location:	Various Locations		
Cost:	$350,000	**OBI:**	$21,875
Funding Sources:	Sanitary Utility: $350,000		
Scope:	This project involves the rehabilitation of existing sanitary pump stations. The scope of work includes electrical kiosk replacement, power supply upgrade, new motor control centre (MCC) installation, pump rewinding, and concrete slab and aluminum hatch installation.		

Program:	**Infrastructure Program**	**Sub-program:**	**Sanitary Sewer**
Project Name:	**Sanitary Sewer Tie-in and Restoration**	**Submission ID:**	**5395**

Location: Various Locations

Cost: $150,000 **OBI:** $ -

Funding Sources: Sanitary Utility: $150,000

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

2017 Recommended Infrastructure – Minor Public Works Program

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Program:	**Infrastructure Program**	**Sub-program:**	**Minor Capital**
Project Name:	**Public Works Infrastructure Advanced Design**	**Submission ID:**	**5042**

Location: City Wide

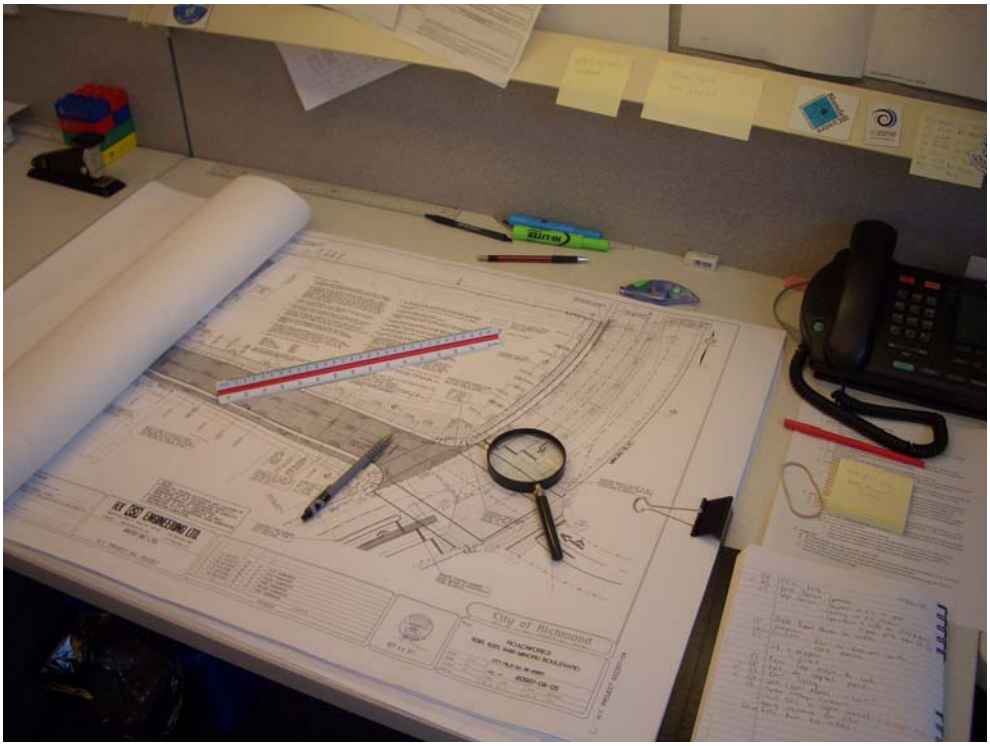
Cost: $1,962,000 **OBI:** $ -

Funding Sources:

Drainage Utility:	$1,000,000
Water Utility:	$430,000
Sanitary Utility:	$470,000
Roads DCC:	$58,280
Roads City Assist:	$3,720

Scope: The scope of work includes hiring consultants and contractors to assist staff with the plan and design of the 2018 capital plan and deliver reports that define long-term infrastructure upgrades.

Sanitary Project Design and Planning	$420,000
Sanitary System Modelling	$50,000
Water Project Design and Planning	$380,000
Water System Modelling	$50,000
Drainage & Diking Project Design + Planning	$950,000
Drainage System Modelling	$50,000
Roads	$62,000
Total	$1,962,000



Program:	**Infrastructure Program**	**Sub-program:**	**Minor Capital**
Project Name:	**Public Works Minor Capital - Drainage**	**Submission ID:**	**4988**

Location:	City Wide		
Cost:	$300,000	**OBI:**	$18,750
Funding Sources:	Drainage Utility: $300,000		

Scope:

This project involves minor work related to drainage infrastructure, including installation of inspection chambers, rehabilitation of sewer pipes and manholes, minor repair of pump stations, installation of monitoring equipment, safety upgrades, testing of new technologies to improve efficiencies and responding to resident complaints that require site specific repairs.

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

Program:	**Infrastructure Program**	**Sub-program:**	**Minor Capital**
Project Name:	**Public Works Minor Capital - Sanitary**	**Submission ID:**	**5053**

Location: Various Locations

Cost: $450,000 **OBI:** $31,250

Funding Sources: Sanitary Utility: $450,000

Scope: This project involves minor work related to sanitary infrastructure, including pump station upgrades, sanitary pump replacements, modifications to improve operational efficiency and functionality, testing of new technologies, forcemain repairs, site-specific repairs in response to resident complaints, and manhole and valve box repairs.

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

Program:	**Infrastructure Program**	**Sub-program:**	**Minor Capital**
Project Name:	**Public Works Minor Capital - Sanitation & Recycling**	**Submission ID:**	**5964**
Location:	City Wide		
Cost:	$300,000	**OBI:**	$ -
Funding Sources:	General Solid Waste and Recycling: $300,000		
Scope:	The project involves minor work relating to the Recycling Depot site, including site improvements, minor expansion projects and safety upgrades. The project also includes acquisition of litter and recycling containers for streetscape and event recycling programs. Crane truck equipment for the collection of hard to handle illegally dumped materials (such as mattresses, large appliances, etc.) is also included in the scope of this project with the goal of helping to reduce worker injury claims. This will allow the City to ensure it has the proper tools and equipment to maintain quality solid waste and recycling services for residents.		

Program:	**Infrastructure Program**	**Sub-program:**	**Minor Capital**
Project Name:	**Public Works Minor Capital - Traffic**	**Submission ID:**	**5083**

Location:	Various Locations		
Cost:	$250,000	**OBI:**	$8,581
Funding Sources:	Capital Revolving: $250,000		

Scope:

The general scope of this program includes various improvements to traffic systems as required. The program includes the following major components:

A. Traffic Improvements: for unforeseen capital improvements of a minor nature including wheelchair ramps, traffic signage, pavement markings and traffic safety improvements. These are separate from the programs which fund specific projects / locations.

B. Traffic Signal/Communications Network: infrastructure renewal, physical plant upgrading, ongoing infrastructure development testing and communications network conduit/cable, installation of L/T arrows and related detection, controller upgrades, etc (whereas Roads DCC would fund new traffic signals).

This program is an annual recurring program funded by the revenues from non-DCC sources such as general revenue. Funding assistance from ICBC and TransLink's MRN sources for some of these projects may be available and applications would be submitted to the appropriate agency.

Program:	**Infrastructure Program**	**Sub-program:**	**Minor Capital**
Project Name:	**Public Works Minor Capital - Water**	**Submission ID:**	**791**

Location: Various Locations

Cost: $500,000 **OBI:** $ 0

Funding Sources: Water Utility: $500,000

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 complaints that require minor upgrades.

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

Building Program 2017

The building program includes major building construction and renovation projects as well as minor facility upgrades and repairs. The City's building assets include: arenas, pools, community centres, libraries, heritage buildings, police stations, fire halls and other government facilities.

2017 Recommended Building Program

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South Arm Community Centre Fitness Renovation 83

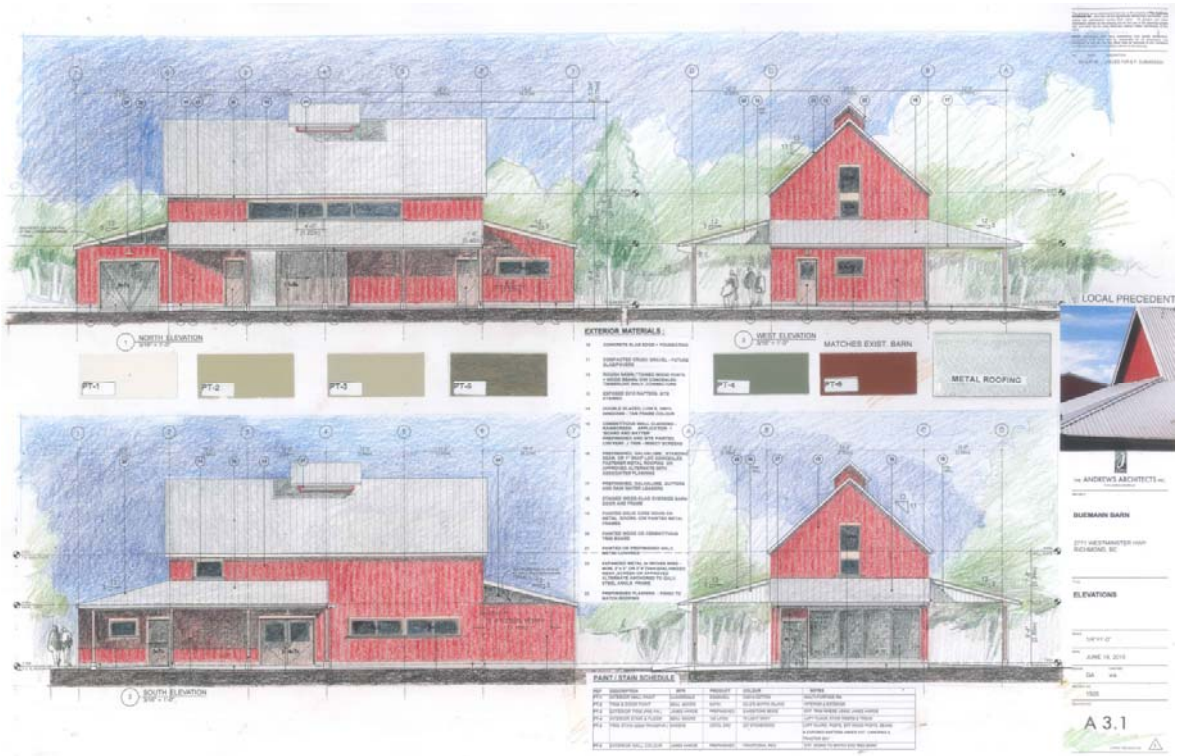
Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Advanced Planning and Design for Major Facilities Phase 2**	**Submission ID:**	**5973**

Location: City Wide

Cost: $2,000,000 **OBI:** $ -

Funding Sources: Building and Infrastructure: $2,000,000

Scope: Engage the appropriate consultants (i.e. Architects, engineers, cost consultants etc.) for the Major Facilities Phase 2 (2016 - 2026) priority progress to provide a range of professional services necessary to advance to the concept development stage.



Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**City Hall Boiler Replacement Upgrade**	**Submission ID:**	**5968**

Location:	City Hall			
Cost:	$230,000		**OBI:**	$-5,000
Funding Sources:	Capital Revolving:	$195,000		
	Enterprise:	$35,000		

Scope:

Replace and upgrade the low rise and high rise heating system boiler plants at City Hall.

The boilers at City Hall have reached the end of their useful life and are no longer able to be operated in an efficient manner. Replacing the two low rise and two high rise boilers, with new upgraded and inter-connected equipment will reduce plant operation, improve the gas use efficiency at City Hall, and reduce maintenance activities associated with the boilers.

It is estimated that approximately 600 GJ of natural gas use annually will be avoided by replacing the boilers, which will equal over $5,000 in cost avoidance savings, and will reduce greenhouse gas emissions at City Hall by 30 tonnes.

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**City Hall Domestic Water Piping Upgrade**	**Submission ID:**	**5856**

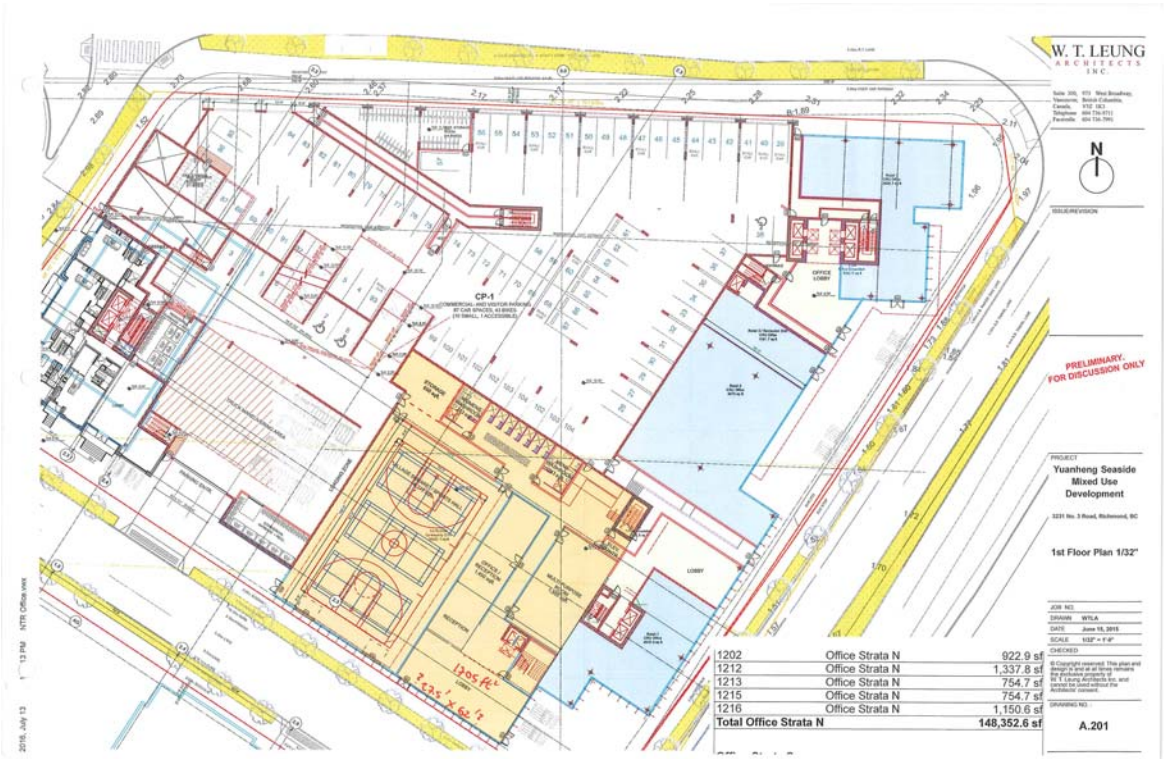
Location:	6911 No 3 Road		
Cost:	$350,000	**OBI:**	$ -
Funding Sources:	Capital Revolving: $350,000		
Scope:	The domestic piping system servicing City Hall has extensive pinholes and has reached the end of its serviceable life cycle and will be replaced with an Aquatherm corrosion resistant piping system. This system renewal will also include associated miscellaneous items that will service to prolong the life of the building and ensure the health and safety of its users.		

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**City Hall Server Room A/C Unit Installation**	**Submission ID:**	**5958**

Location:	City Hall			
Cost:	$325,000		**OBI:**	$ -
Funding Sources:	Capital Revolving:	$325,000		
Scope:	Remove the existing four (4) air conditioning units and install four (4) air conditioning units into the main server room for City Hall.			

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Developer Funded Advanced Design and Coordination**	**Submission ID:**	**6022**

Location:	3211 No. 3 Road		
Cost:	$600,000	**OBI:**	$ -
Funding Sources:	Developer Contribution: $600,000		
Scope:	Project management and construction manager services associated with the construction of a new community facility along No. 3 road. This will also include the design and construction costs for fibre optics to the facility.		



Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Direct Digital Control Upgrade & Consolidation Phase 3**	**Submission ID:**	**5750**
Location:	Various City Facilities		
Cost:	$180,000	**OBI:**	$-19,863
Funding Sources:	Enterprise: $180,000		

Scope:

The general scope of work for this Phase 3 project is to replace and upgrade direct digital control systems associated with HVAC and lighting controls at select City facilities, as per the DDC Upgrade and Management Plan.

There are approximately 25 City buildings that have direct digital control (DDC) systems that control mechanical and lighting functions. These systems are used to monitor and adjust comfort parameters, equipment performance, and building scheduling, as well as remotely diagnose problems. Prior to starting the initiative, the City had seven different types of control applications, with some of the systems having reached their end of life. The number of different systems and the fact that some systems are now obsolete, makes it challenging to effectively and efficiently manage, program, monitor, and operate the comfort systems in those City buildings.

The replacement and upgrading of these systems will allow for more efficient building operation, increased ability for effective and timely in-house programming, reduced training requirements for multiple legacy systems, and increased ability for energy use monitoring and system anomaly notification.

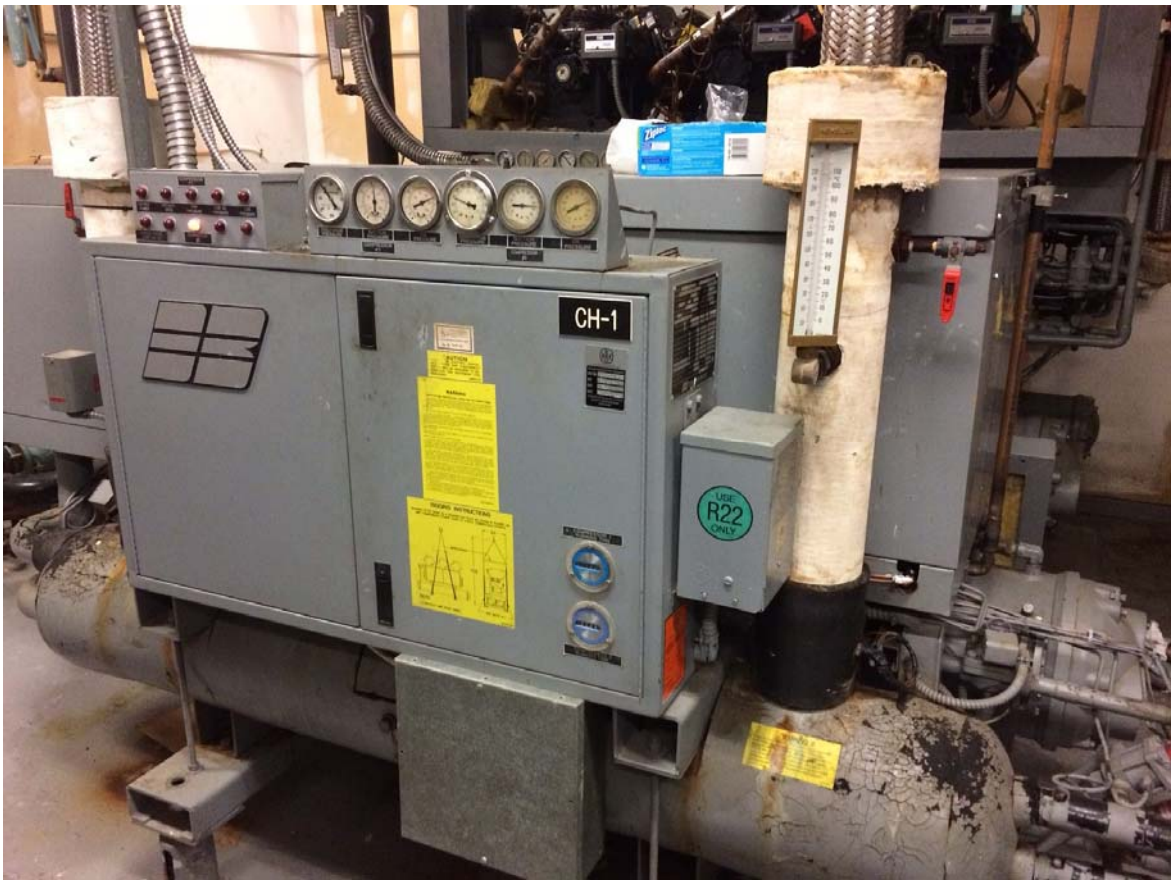
The DDC upgrade plan will be phased over 3 years with a funding breakdown of:

- 2015: $290,000 (2015 capital submission - implemented)
- 2016: $241,500 (2016 capital submission - implemented)
- 2017: $180,000 (submitted for consideration)

Similar to Phase 1 and 2 of this project, it is proposed for Phase 3 to be funded from the Enterprise Fund, with the anticipated energy utility cost savings ($19,863/year) from increased energy efficient operation of these buildings will be used to re-pay the fund.

In addition to internal funding, external incentive opportunities will be explored to potentially offset the capital cost of the project or repay the Enterprise Fund sooner.

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Library and Cultural Centre Chiller Replacement**	**Submission ID:**	**5971**
Location:	Library and Cultural Centre		
Cost:	$300,000	**OBI:**	$ -
Funding Sources:	Capital Revolving: $300,000		
Scope:	Library and Cultural Centre main building air conditioning system is 25+ years old and has reached its recommended age to plan for replacement. It utilizes 4 large compressors to provide air conditioning to the Library and Cultural Centre and uses a refrigerant called R-22 which will no longer be available after 2020.		



Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Minoru Chapel Restoration**	**Submission ID:**	**5934**

Location:	Minoru Park		
Cost:	$280,875	**OBI:**	$ -
Funding Sources:	Capital Revolving: $280,875		

Scope:

Built in 1888, Minoru Chapel is an iconic and popular heritage site for weddings, film rentals and special programs like The Opera Series and Doors Open Richmond. The Chapel has gone through 2 previous phases of restoration work that included, creating opportunities for accessibility, replacement of the roof and repair to interior finishes. Over the course of the work additional issues were discovered, creating an immediate need for a third and final phase of restoration work. This final phase will include repair of exterior siding and doors impacted by dry rot and the installation of a sub floor to provide support to preserve the 1880s fir interior flooring. The work is essential in order to preserve the heritage integrity of the site and character defining elements that make it an important part of the City's built and social heritage.

Design and procurement to commence in 2017.

Restoration work is scheduled to commence in 2018. The Chapel is only available in January and February due to advance bookings for weddings and other rentals. Work will include rot repair, doors repair and the installation of a sub floor to support the late 1800s fir flooring.

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Phoenix Net Loft Design**	**Submission ID:**	**6005**

Location: Phoenix Net Loft, Steveston

Cost: $500,000 **OBI:** $ -

Funding Sources: Arts, Culture and Heritage: $500,000

Scope: The scope of work is to complete design for preservation and conservation of the Phoenix Net Loft to bring to a condition similar to the recently upgraded Seine Net Loft.

The Phoenix Net Loft and attached decking is in a state of considerable disrepair. Building assessment work completed has shown the following areas need to be addressed.

-Approximately 90% of existing timber piles are rotting

-Internal posts, beams and stairs require structural support

-Windows, doors and louvers need to be refurbished

-The exterior deck attached to the Phoenix Net Loft is collapsed in some sections and near a point of collapse in other sections

-Existing mechanical and electrical systems need replacement and upgrade be similar to the Seine Net Loft

-New site services are required; water, sanitary, storm, gas and 3 phase power

-Flood protection requirements related to the Phoenix Net Loft elevation

-Structural deficiencies to be addressed on Level 2 to permit public occupancy

-Miscellaneous associated works.

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**South Arm Community Centre Fitness Renovation**	**Submission ID:**	**5699**

Location: 8880 Williams Road

Cost: $1,500,000 **OBI:** $ -

Funding Sources:

Council Community Initiative:	$500,000
Community Contribution:	$500,000
Grant:	$500,000

Scope: This South Arm Community Centre renovation will expand the second floor fitness area, increasing the usable fitness space from 3070 square feet to 7835 square feet. This project is estimated to take ten months to complete, commencing in February 2017 and completing in December 2017. The South Arm Community Association is a partner in this project, contributing $500,000 to the building costs.

Major Cost Components:

Direct Construction	$ 990,000
Indirect Costs	$ 310,000
Contingency	$ 200,000

Parks Program 2017

Richmond is renowned for its high quality parks and recreation facilities. The City's park system has over 120 parks that total approximately 1,700 acres. Parks are unique places designed and developed for the enjoyment of all city residents as well as visitors to Richmond. These sites usually contain a wide variety of recreational and sports facilities, play equipment and other specialized facilities. In addition to parks, Richmond has 50 kilometers of recreational trails.

2017 Recommended Parks – Major Parks/Steetscapes Program

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Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Britannia Landscaping Improvements and Wayfinding**	**Submission ID:**	**5832**

Location:	Britannia Shipyard Site		
Cost:	$150,000	**OBI:**	$ -
Funding Sources:	Parks Development DCC: $141,075 Parks Development City Assist: $8,925		

Scope:

In order to advance the Britannia Shipyards National Historic Site Strategic Plan, the scope of this project includes the development of a park plan, which includes wayfinding and landscape improvements to enhance the functionality of the site, as well as the maritime and cultural heritage experience for residents and vistors. It will also identify and determine the use and locations of the park for future infrastructure and development.

- Investment in an enhanced design park plan for the site will determine the entry points for the site, directional signage for important destinations on the site, provide site identity and develop a plan and identify where any future buildings or structures for the site could be placed (such as an A frame boat building structure).

- A park plan will also assist to determine the scope of work needed to add any additional structures to be incorporated in the site.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Britannia Seine Net Loft Washroom Facilities**	**Submission ID:**	**6012**

Location: Britannia Shipyards

Cost: $393,014 **OBI:** $8,892

Funding Sources: Arts, Culture and Heritage: $393,014

Scope: The Seine Net Loft building at Britannia Shipyards National Historic Site was restored in 2013. The restoration project included the rehabilitation of the superstructure, which included seismic and electrical upgrades, a fire protection system as well as life and safety improvements so that the building could be used for public assembly, exhibit space and storage. Since the restoration in 2013, it has been identified the need for washrooms to be installed inside the building to support programs, events and rentals. The scope of the project is construction of two new accessible washroom stalls within the Seine Net Loft building under the northwest stairs within the building; and create needed secure storage for tables and chairs and other equipment in the facility.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Cambie City Centre Park**	**Submission ID:**	**5423**

Location: Cambie Area

Cost: $1,000,000 **OBI:** $21,824

Funding Sources:
Parks Development DCC: $940,500
Parks Development City Assist: $59,500

Scope:

Cambie City Centre Park is a new park located within the Capstan Village neighbourhood of Richmond's City Centre. The park will function as a local green space and urban square for public gatherings and community activities, and will complement the surrounding high density, urban neighbourhood. It will offer a diverse mixture of landscapes, programs, activities and amenities for residents and visitors alike to experience and enjoy. This phase of work includes the addition of special amenities to the base park development. Work will begin on the planning and design of the children's play area, and a plaza performance area, which may include a stage with support facilities, storage area and public washrooms.

This project supports multiple Council Term Goals including 2.3 - Outstanding places, programs, and services that support active living, wellness and a sense of belonging; and, 3.2 - A strong emphasis on physical and urban design.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**City Tree Planting Program**	**Submission ID:**	**5955**

Location: Various Locations

Cost: $150,000 **OBI:** $8,438

Funding Sources: Developer Contribution: $150,000

Scope: This program will allow for the planting of trees at various sites within the City's park and open space system, many of which have no or few existing trees. Planting trees provides many benefits to the community, including adding beauty to park sites and increasing neighbourhood livability; storing and sequestering carbon; removing pollutants from the air; providing habitat for wildlife; reducing storm water runoff; stabilizing slopes; providing shade moderating temperatures; positively affecting public health.

This program supports Council Term Goal 3.2 - A strong emphasis on physical and urban design; and 4.2 Innovative projects and initiatives that advance sustainability.

Program:	Parks Program	Sub-program:	Parks
Project Name:	Garden City Lands Phase 2	Submission ID:	5647

Location: Garden City Road & Westminster Hwy.

Cost: $1,200,000 **OBI:** $41,251

Funding Sources:

Parks Development DCC:	$940,500
Parks Development City Assist:	$59,500
Developer Contribution:	$200,000

Scope: Phase 2 of the development of the Garden City Lands (GCL) will focus on completing the installation of the water managmement infrastructure (e.g., the hydraulic barrier between the bog conservation area and the perimeter trails) that will conserve the bog ecosystem while enabling agriculture uses and recreational trails around the perimeter of the park to be constructed. Phase 2 will also include the continued planting of native trees and shrubs around the perimeter of the park. The water management infrastructure is an essential component of the successful development of the park and, therefore, in enabling the park to fulfill the goals set out in the GCL Legacy Landscape Plan which Council adopted on June 9, 2014 as the guide for developing the GCL lands for community use. The Legacy Landscape Plan outlines over 25 City policies and objectives that development of the GCL supports within a variety of focus areas such as agricultural sustainability, ecological health, community wellness, arts and culture and city vibrancy.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**London Steveston Park Phase 1 of 3**	**Submission ID:**	**5626**

Location: London Steveston Park

Cost: $250,000 **OBI:** $2,874

Funding Sources:
Parks Development DCC: $235,125
Parks Development City Assist: $14,875

Scope: The concept plan for London/Steveston Park was approved by Council in May 2015. The focus of the plan is to integrate the portion of the old Steveston High site transferred to the City for park purposes, with the existing site of London/Steveston School Park. The public was invited to provide input and feedback towards the preparation of the plan at a series of Open Houses held at the school. Interest shown at the Open Houses was strong and response to the park proposal was generally favourable. The design proposes two distinct areas for the site: 1) Park addition - a large, flexible use, open space and a central area that focusses on social activities and play; and 2) Greenways - two 30 foot wide greenways, located to the north and south of a new townhouse development, that connect the park to No. 2 Road.
This project supports Council's Term Goals 2.3 - Outstanding places, programs, and services that support active living, wellness and a sense of belonging; and 3.2 - A strong emphasis on physical and urban design.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Minoru Latrace Backstop Upgrades**	**Submission ID:**	**5841**

Location: Minoru Park

Cost: $300,000 **OBI:** $ -

Funding Sources:
Parks Development DCC: $282,150
Parks Development City Assist: $17,850

Scope: As a consequence of the upgrades to Latrace Baseball Diamond in Minoru Park in 2014, the area has seen an increase in popularity and usage over the previous natural grass field. This includes an increase in pedestrian foot traffic as the field and pathway lighting have created a more pedestrian friendly environment. The upgrades entail the addition of an 80-foot high baseball netting system at Latrace baseball diamond to protect pedestrians and other field users from errant (foul) balls. The field hosts approximately 80 games per year plus various practices and it is estimated that approximately 15 foul balls per game are either going over the backstop or going over the first and third base fence lines.

Minoru Sports fields' complex is a unique site where it combines a variety of sports together in a 360 degree orientation. The diamond has already hosted 2 provincial championships along with various tournaments and countless games and practices. Richmond's Baseball organizations and teams all now consider Latrace as Richmond's premier game and practice location.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Parks Advance Planning & Design**	**Submission ID:**	**836**

Location: City Wide - Multiple Locations

Cost: $700,000 **OBI:** $11,431

Funding Sources:
Parks Development DCC: $659,300
Parks Development City Assist: $40,700

Scope:

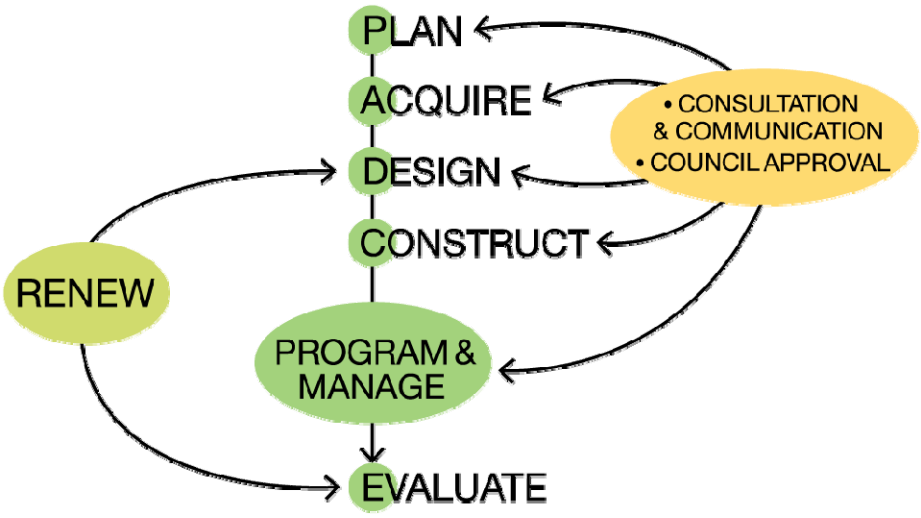
This annual project submission for Parks Advance Planning & Design is to provide ongoing planning, research, consultation, project management and construction detailing of both immediate and future projects in park construction or strategic open space planning.

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 may serve redeveloping areas of the City.

This program supports Council Term Goals 2.3 - "Outstanding places, programs and services that support active living, wellness, and a sense of belonging; and 3.2 - A strong emphasis on physical and urban design."

2017 Projects include:

Garry Point Park & Minoru Masterplan
Conceptual Park & Open Space Planning for various sites.
Topographical Surveys (engineering site survey pick-up)
Waterfront & Trails Strategy Implementation projects
Park Characterization projects
Best practices research



Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Parks General Development**	**Submission ID:**	**301**

Location: Various Locations

Cost: $500,000 **OBI:** $6,651

Funding Sources:
Parks Development DCC: $470,250
Parks Development City Assist: $29,750

Scope:

This ongoing program addresses new and special opportunities, emergency requests and safety driven concerns from the public. As per City Council and Senior Management Team's (SMT) direction, this program funds ongoing improvements of various park amenities and facilities that are not part of other larger park capital programs. This funding allows the City the flexibility and ability to respond to Council directions and appropriate public requests in a timely fashion.

For 2017, projects include a new dog off-leash area at Garden City Park, drainage improvements at various park locations and emergency repairs as required.

Examples of projects that have been funded by General Development include new community gardens, new dog off-leash areas, walkways and pathways, benches and picnic tables, and new drainage systems.

This project is relative to Council term goals of providing Quality Infrastructure Networks and a Safe Community.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Playground Improvement Program**	**Submission ID:**	**4966**

Location: Various Locations

Cost: $300,000 **OBI:** $ 0

Funding Sources:
Parks Development DCC: $282,150
Parks Development City Assist: $17,850

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

This program relates to the following Council Term Goals:

Goal 1 - A Safe Community

Goal 2 - A Vibrant, Active and Connected City

Goal 6 - Quality Infrastructure Networks

The preliminary priority projects for 2017 are Kilgour Neighbourhood School Park playground and completion of the Richmond Nature Park playground replacement.

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Rideau Neighbourhood Park Playground**	**Submission ID:**	**5932**

Location: 8211 Saunders Road

Cost: $200,000 **OBI:** $ -

Funding Sources:

Parks Development DCC:	$182,150
Parks Development City Assist:	$17,850

Scope:

The playground equipment at Rideau Neighbourhood School Park was removed by Richmond School District No. 38 in October 2015 because the equipment was nearing the end of its life cycle. The School District has reported to City staff that they will not replace the equipment because Rideau Elementary School is closed, and the building is now home to an adult learning centre and the users have no need for a playground. As a result of the playground removal, there is a gap in neighbourhood park services and subsequently City staff have received several complaints from local residents who are concerned about the lack of play opportunities for children living in the area.

In order to address the current gap in services, City staff propose adding a new playground to the park. If approved, the funding will go towards new playground equipment, surfacing and edging, as well as improved drainage. In response to Richmond's growing and increasingly diverse population, the playground will offer a broad range of play opportunities, all while complying with current safety standards.

Failure to replace the playground will continue the gap in park services for this neighbourhood, and the City will continue to receive complaints from residents. Based on recent playground replacement projects, the cost of the new playground is estimated to be $200,000.

This program relates to the following Council Term Goals:

Goal 1 - A Safe Community

Goal 2 - A Vibrant, Active and Connected City

Goal 6 - Quality Infrastructure Network

2017 Recommended Parks – Minor Parks Program

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Parkland Acquisition..... 97

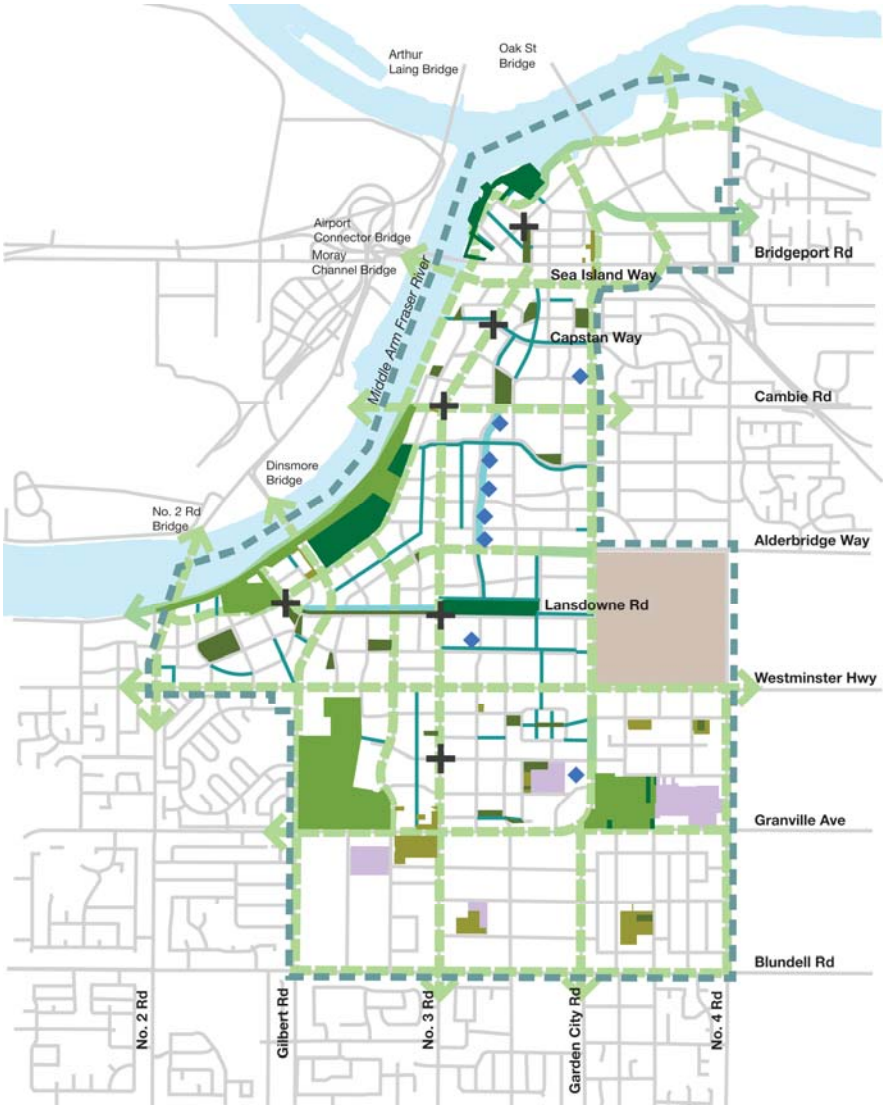
Program:	**Parks Program**	**Sub-program:**	**Parkland**
Project Name:	**Parkland Acquisition**	**Submission ID:**	**5100**

Location: Various

Cost: $4,000,000 **OBI:** $ -

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

Scope: The purpose of the Parkland Acquisition program is to acquire land for park requirements to address development and population growth. The program is based on the City's population projections as per the OCP with the objective of maintaining the parks provision standard of 7.66 acres/1000 population. The program is funded through Parkland Acquisition Developer Cost Charges (DCC's) and is guided by the Council approved 2009 Park Land Acquisition Strategy which provides the criteria for evaluating proposed acquisitions. Funding is required each year to allow the City to be strategic and responsive as properties become available thus avoiding the need to borrow the funding from other City sources or pass bylaws to release the funds for each acquisition.



Public Art Program 2017

The Public Art Program is a self-sustaining project funded by private development contributions to the Public Art Reserve. Council approved the updated policy (Policy 8703, adopted July 27, 2010) and the Program is supported by a Council appointed Public Art Advisory Committee. The Public Art Program also supports the initiatives expressed in the Richmond Art Strategy 2012-2017, which was presented to and supported by Council in September 2012. The above proposal assists in its annual implementation, which is necessary to its success. Private sector, private donations and community contributions are successfully sought and received.

The public art program contributes to the Council Term Goals for 2014-2018, for a vibrant, active and connected city through a commitment to strong urban design, investment in public art and place making.

2017 Recommended Public Art Program

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Public Art Program 99

Program:	**Public Art Program**	**Sub-program:**	**Public Art**
Project Name:	**Public Art Program**	**Submission ID:**	**5092**

Location: Various Locations

Cost: $610,838 **OBI:** $31,250

Funding Sources: Public Art Program: $610,838

Scope: The scope of work consists of a variety of public art projects. The following are proposed projects which may change during the project's duration based on the Public Art Program's consideration of public art opportunities, priorities and private development funding.

For Community Public Art Projects, with funds from previously received contributions by private developers deposited to the Public Art Reserve, $250,000 total, as follows:

- Public education, outreach and promotion of the public art program: $15,000
- Community public art projects: $60,000
- Public Art Projects in collaboration with other City Divisions: $25,000
- Public art legacy projects to celebrate Canada's 150th birthday in 2017: $150,000

For the Private Development Program, from Developer Contributions received and deposited to the Public Art Reserve for implementation of projects integrated with new development, on either private lands or City-controlled land, with the expectation that some will be on City-controlled sites (parks, streets, greenways) to be located in the City Centre, West Cambie, Steveston and Shellmont, $360,838.

Based on in-stream development applications, the expected public art contributions from private development will provide sustainable funding for the Public Art Program Five Year Capital Plan.

Land Program 2017

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

2017 Recommended Land – Land Acquisition Program

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Strategic Land Acquisition..... 101

Program:	**Land Program**	**Sub-program:**	**Land**
Project Name:	**Strategic Land Acquisition**	**Submission ID:**	**5059**

Location:	Various Properties		
Cost:	$16,000,000	**OBI:**	$ -
Funding Sources:	Capital Industrial: $16,000,000		
Scope:	Funds for land acquisition to meet the Council Approved Strategic Real Estate Investment Plan, other than DCC and other special reserve funded projects, are set aside in the Capital Reserve under the Industrial Use Fund. This capital budget submission is to use land acquisition monies from this fund.		

Affordable Housing Project Program 2017

Affordable Housing is responsible for coordinating the implementation of the Richmond Affordable Housing Strategy – a Strategy that was adopted in 2007 which contains recommendations, policies, directions, priorities, definitions and annual targets for affordable housing in the city. The City is working with other levels of government, the non-profit sector, the private sector, local groups and the community in pursuit of the Strategy's goals.

2017 Recommended Affordable Housing Project Program

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Affordable Housing Homelessness Strategy 104
Affordable Housing Projects - City Wide 105
Affordable Housing Projects - West Cambie 106

Program:	**Affordable Housing Project**	**Sub-program:**	**Affordable Housing**
Project Name:	**Affordable Housing 2017 Operating Initiatives**	**Submission ID:**	**5936**

Location: City Wide

Cost: $160,000 **OBI:** $ -

Funding Sources: Affordable Housing – Operating: $160,000

Scope:

1. Affordable Housing Legal - The scope of work will include the review of operating agreements, housing agreements, and any other legal services required as the administration of these developments occur $50,000.

2. Affordable Housing Support - Support is needed with implementing the Affordable Housing Strategy's objectives and coordinating affordable housing inventory tracking, development application and housing agreement preparation, data and research collection, public engagement, and other needs as required $60,000.

3. Storeys Ribbon-cutting event - The Storeys development is anticipated to be completed in Spring 2017 and will require a ribbon-cutting event to officially open the building. This event will include representatives from the federal, provincial and municipal government, as well as the non-profit partners. It is anticipated that the City will be the lead on this event, as the development is on City-owned land and the City contributed over $19.8 million for construction/capital costs. The requested amount will cover event materials, printing/advertising and administrative costs $10,000.

4. Printing, Publication, Media and Advertising - Ongoing printing and publication services through the course of the year, including meeting traditional and social media needs as they arise $15,000.

5. Richmond Homelessness Coalition (meeting expense) - The RHC's goal is to bring stakeholders together on a bi-monthly basis to discuss and enact initiatives to address the immediate and future needs of Richmond's homeless and at-risk/vulnerable population $10,000.

6. Affordable Housing Economic Analysis (Consulting) - Procure the services of a consultant to complete economic analysis of complex development applications as required Amount $15,000.

Program:	**Affordable Housing Project**	**Sub-program:**	**Affordable Housing**
Project Name:	**Affordable Housing Homelessness Strategy**	**Submission ID:**	**5935**
Location:	City wide		
Cost:	$75,000	**OBI:**	$ -
Funding Sources:	Affordable Housing – Operating: $75,000		
Scope:	The Homelessness Strategy Update will include: updated data and statistics about homelessness in Richmond, a revised needs assessment, policies and strategies with respect to the City's role in addressing homelessness and stakeholder consultations. The completed Strategy will provide a vision for working towards reducing/eliminating homelessness in Richmond, and address gaps/challenges with the current situation. The funds drawn from the Affordable Housing Reserve will be used to hire facilitation services, meeting/consultation expenses as well as assistance with data collection/analysis and document preparation.		

Program:	**Affordable Housing Project**	**Sub-program:**	**Affordable Housing**
Project Name:	**Affordable Housing Projects - City Wide**	**Submission ID:**	**5933**

Location:	Various		
Cost:	$1,300,000	**OBI:**	$ -
Funding Sources:	Affordable Housing: $1,300,000		
Scope:	The City's Affordable Housing Strategy and Social Development Strategy have outlined the requirement for strategic land acquisition, capital investment, and partnering opportunities to support the acquisition and capital development of affordable housing projects.		

Program:	**Affordable Housing Project**	**Sub-program:**	**Affordable Housing**
Project Name:	**Affordable Housing Projects - West Cambie**	**Submission ID:**	**5937**
Location:	West Cambie		
Cost:	$2,200,000	**OBI:**	$ -
Funding Sources:	Affordable Housing: $2,200,000		
Scope:	To purchase land in or financially contribute to affordable housing projects in West Cambie in accordance with the Council adopted Affordable Housing Strategy.		

Equipment Program 2017

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

2017 Recommended Equipment – Annual Fleet Replacement Program

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Program:	**Equipment Program**	**Sub-program:**	**Vehicle**
Project Name:	**Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)**	**Submission ID:**	**5925**

Location: Works Yard and Various City Departments

Cost: $3,152,000 **OBI:** $ -

Funding Sources:

Public Works Equipment:	$2,447,000
Sewer Levy:	$205,000
Water Levy:	$500,000

Scope:

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

Vehicle replacements in 2017 include 6 trailers, 2 gang mower implements, 4 mower units, 4 generators, 4 municipal work-style vans, 4 cars, 5 pickups, 1 passenger bus, 2 tandem dump trucks, 1 Vactor truck, 2 pieces of Roads equipment and other related Fleet equipment.

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

2017 Recommended Equipment – Fire Department Vehicles Program

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Fire Equipment Replacement 110
Fire Support Vehicle Replacement Reserve Purchases 111
Fire Vehicle Replacement Reserve Purchases 112

Program:	**Equipment Program**	**Sub-program:**	**Equipment**
Project Name:	**Fire Equipment Replacement**	**Submission ID:**	**5231**

Location: Fire Hall #1

Cost: $226,010 **OBI:** $ -

Funding Sources: Fire Equipment: $226,010

Scope: Replacement of equipment as planned in the Fire Equipment Reserve for 2017 include Self Contained Breathing Apparatus and Hose:

SELF CONTAINED BREATHING APPARATUS (SCBA):

SCBA Equipment upgrades and replacement are planned and funded by the Fire Reserve.

The purpose of this purchase is to bring RFR closer to the optimal number of SCBA packs and system parts. Currently RFR is operating at a minimal level with only 5 spare SCBAs which does not adequately allow for repair, maintenance and emergency operations. The purchases planned for 2017 are

- 23 - X3 SCBA paks, and
- 50 - 5500 PSI Cylinders. Funding for this equipment is $200,000.

HOSE:

Hose Replacement planned and funded by the Fire Equipment Reserve for 30 lengths of hose at $26,010.

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

Program:	**Equipment Program**	**Sub-program:**	**Fire vehicle**
Project Name:	**Fire Support Vehicle Replacement Reserve Purchases**	**Submission ID:**	**6013**

Location:	#1 Fire Hall		
Cost:	$59,300	**OBI:**	$ -
Funding Sources:	Fire Equipment: $59,300		

Scope:

Replacement of equipment for Richmond Fire Rescue (RFR) as planned in the Fire Equipment Reserve for 2017.

The replacements requested are aligned with this life cycle replacement plan.

To ensure that RFR has a robust modern fleet of support vehicles to deliver Fire and Rescue services to the community. RFR has developed a replacement plan that maintains financial stability and sustainability of the Equipment Replacement Reserve - Fire.

RFR strives to maintain support vehicles and based on the conditon, the expected life span of these vehicles is 10 years.

Program:	**Equipment Program**	**Sub-program:**	**Fire vehicle**
Project Name:	**Fire Vehicle Replacement Reserve Purchases**	**Submission ID:**	**4962**

Location: #1 Fire Hall

Cost: $1,617,929 **OBI:** $ -

Funding Sources: Fire Equipment: $1,617,929

Scope: Replacement of equipment for Richmond Fire Rescue (RFR) as planned in the Fire Equipment Reserve for 2017.

The replacements requested are aligned with this life cycle replacement plan.

To ensure that RFR has a robust modern fleet of fire apparatus to deliver Fire and Rescue services to the community. RFR has developed a replacement plan that maintains financial stability and sustainability of the Equipment Replacement Reserve - Fire.

RFR strives to maintain a maximum replacement cycle of 20 years with a all suppression apparatus.

2017 Recommended Information Technology Program

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Annual Computer Hardware Refresh 114
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Microsoft Exchange 2016 Upgrade 116
OpenText eDocs DM/RM (REDMS) Upgrade 117
Program Registration & Facility Booking Solution 118
Server Refresh 119
Tempest v8.0 Upgrade and Web Services Intergration 120
Wifi Network Expansion 121

Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**Annual Computer Hardware Refresh**	**Submission ID:**	**5064**

Location:	City Hall		
Cost:	$530,522	**OBI:**	$ -
Funding Sources:	Hardware Upgrade: $530,522		
Scope:	This project scope is to perform the scheduled replacement of end of-lifecycle City computer hardware, which includes computer desktops, laptops, backup printers, monitors, celluar phones and iPads. The planned equipment for 2017 includes: Desktops, workstations, monitors, printers, etc.		

Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**Digital Strategy Implementation**	**Submission ID:**	**5534**

Location: City Hall

Cost: $1,400,000 **OBI:** $84,000

Funding Sources:
Capital Revolving: $816,300
Hardware Upgrade: $583,700

Scope: This project executes on the Richmond Digital Strategy to enable the concepts of "Smart City", with the ultimate goal of embedding digital technology into the City's operations, information dissemination and communication with the residents and business community. It will implement a personalized and customer-centric website to allow residents and partners to manage activities with the City. The website will be complemented with mobile app access. The mobile app is to be enhanced with transactional capability. The implementation includes integration and development work for the website, the mobile app, and backend Enterprise Resource Planning (ERP) to provide customer-facing features. The implementation includes integration and development work for data analytics and reporting and administration for back-office and support operations.

The implementation will follow best practices on software architecture and where possible, self-contained software service or application programming interfaces (API) will be developed to improve reuse and maintainability.

Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**Microsoft Exchange 2016 Upgrade**	**Submission ID:**	**5833**

Location: City Hall

Cost: $296,310 **OBI:** $ -

Funding Sources: Software: $296,310

Scope: The current hardware that run our Microsoft Exchange 2010 email systems are out of support (Dell) and we will have a hard time finding replacement part. The software is in extended support and will be out of support in 2020.

We will replace our current MS Exchange 2010 servers with latest Exchange 2016 and replace 8 servers.

Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**OpenText eDocs DM/RM (REDMS) Upgrade**	**Submission ID:**	**5967**

Location: City Wide

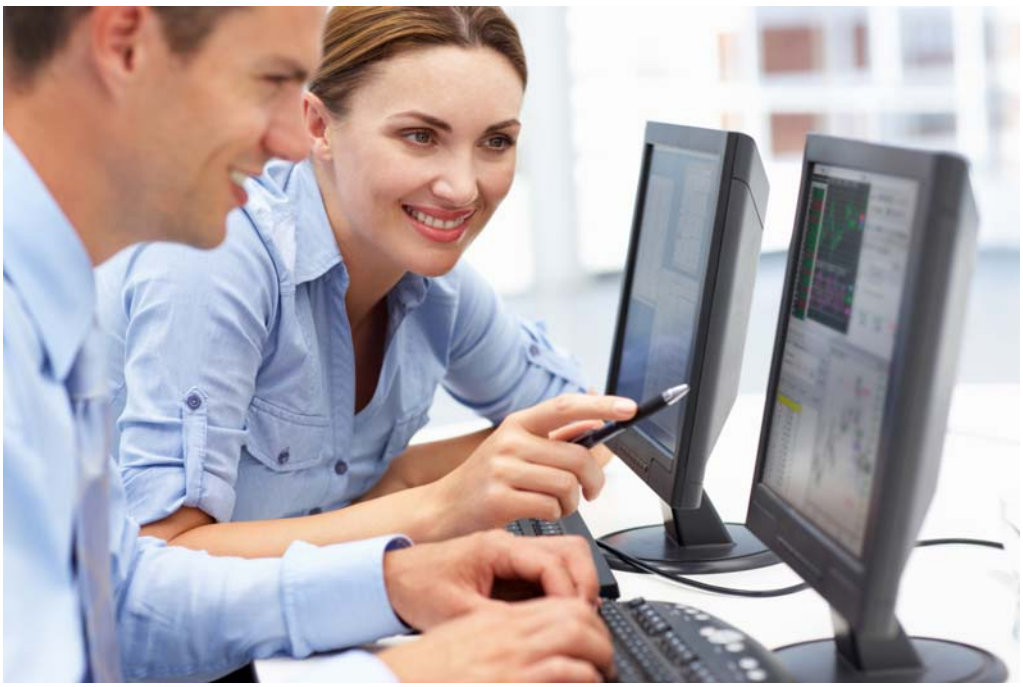
Cost: $178,400 **OBI:** $10,000

Funding Sources: Capital Revolving: $178,400

Scope: The software solution's support and maintenance for the City of Richmond's Enterprise Document Management System (REDMS) is currently in a "Sustaining Maintenance" mode, as of June 2015. Effective June 2015, OpenText has determined that eDocs DM and RM versions of 5.3.1 will not be supported by the core development team and no new service packs or patches will be released for general use. Any requests for patches, hot fixes, new features, enhancements or resolution to product defects will not be addressed in this version and clients will be encouraged to upgrade to supported versions as a solution.

City IT Infrastructure has requested that the two physical database servers be replaced. The physical infrastructure has reached a 5 year cycle, so standard warranties and support from the hardware vendor is also expiring. The current hard disk method is using older technology of Solid State Drive (SSD) by Fusion-io, which is no longer a vendor offered SSD solution.

The scope of this project would include sourcing appropriate software version, system design, configuration, implementation and solution testing, upgrading hardware components of the solution, upgrading integration components with other ERP products, training of staff to maintain and use the solution, and developing and archiving reference documentation.



Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**Program Registration & Facility Booking Solution**	**Submission ID:**	**5945**

Location:	City Wide		
Cost:	$1,788,250	**OBI:**	$65,680
Funding Sources:	Capital Revolving: $1,788,250		

Scope:

In 2007, the City purchased an enterprise version of the CLASS product and associated user licenses to facilitate program registration and facility booking functions. In 2014, Active Network Ltd. (the current owner of CLASS) informed the City, along with its other clients, that it would be discontinuing CLASS and all support would cease at the end of 2016. Due to negative customer feedback, Active Network Ltd. extended support for CLASS to the end of 2017.

This project will implement a new software solution that will provide greater flexibility in future opportunities on how technology can enable the City to better support a Program Registration and Facility Booking Software. The benefits of a new software solution will provide key functionalities such as online and in person registrations, electronic point of sale, facility booking, event booking, rentals, and course program management.

The solution will also provide new technology opportunities such as:

-Mobile & Tablet friendly applications

-Integrations with a Customer Relationship Management system that will allow consistent and convenient responses to customer requests

-Integration with the City's single sign-on profile service allowing for a seamless master log-on to multiple online services

-Membership & personalization customizations improving user experience

-Web engagement and analytic reporting for measuring key service level and outcomes.

-Marketing opportunities with customer account and membership management.

A new software solution will provide a platform that is open to integration with City business applications, flexible in adopting new technology opportunities, and customizable processes that optimizes customer experience.

Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**Server Refresh**	**Submission ID:**	**5868**

Location: City Hall & WY

Cost: $589,000 **OBI:** $ -

Funding Sources: Hardware Upgrade: $589,000

Scope: IT Department annual computer server refresh is a process to replace computer servers that have reached end of life and no longer supported by the vendors. With the new up-to-date hardware, we can reduce the system down time due to hardware failure.

Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**Tempest v8.0 Upgrade and Web Services Intergration**	**Submission ID:**	**5985**
Location:	City wide		
Cost:	$120,000	**OBI:**	$ -
Funding Sources:	Capital Revolving: $120,000		

Scope:

The Tempest System software has been providing Tax/Utilities billing, collection and reporting, Electronic Commerce, Cashier Collection and Bylaws Case Management capabilities since 2009. The City is currently on version 7.0 which will no longer be supported after December 31, 2017. Any support requests that require patches, hot fixes, new features, enhancements or resolution to product defects will not be addressed in this version and clients will be encouraged to upgrade to Tempest version 8.0 as a solution. Using a discontinued version of software opens the City to the risk of loss of business continuity. As part of the upgrade, Tempest will provide the City with Web services tools to integrate the online functionalities with the City of Richmond's Customer Profile Service resulting in single log in service for City customers.

The scope of this project would include:

- Sourcing appropriate software version
- System design, configuration, implementation and solution testing
- Upgrading hardware components of the solution
- Upgrading integration components with other ERP products
- Training of staff to maintain and use the solution
- Developing Web Services Integration with Customer Profile Service

Program:	**Equipment Program**	**Sub-program:**	**Information Technology**
Project Name:	**Wifi Network Expansion**	**Submission ID:**	**5818**

Location: Fire Hall 1 / Fire Hall 3 / Minoru Complex

Cost: $255,000 **OBI:** $ -

Funding Sources: Hardware Upgrade: $255,000

Scope: Item One: WiFi in new Firehalls

This one year project will supply WiFi services for the two new Post-Disaster Firehalls throughout the building. This will provide updating of maps and pre-plans in trucks, coverage in office, meeting and training spaces for Fire Dept, City Staff and Outside Agency Emergency Operations Centre (EOC) / Department Operations Centre (DOC) needs (laptops, mobile phones).

Item Two: WiFi in new Minoru Complex

This two year project will supply WiFi services for Public and Staff needs throughout the Facility. This includes coverage in the Natatorium for Spectator and Event use, Fitness facility, Event Centre, Team Rooms and all Office / Public areas.

Item Three: WiFi in Gateway Theatre

This one year project will supply WiFi services for Public and Staff needs throughout the Facility. This includes coverage in the main theatre and lobby for patrons and event use.

2017 Recommended Technology Equipment Program

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Corporate Parking Lot Lighting Efficiency Upgrades 123
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Energy Management Projects 125

Program:	**Equipment Program**	**Sub-program:**	**Equipment**
Project Name:	**Corporate Parking Lot Lighting Efficiency Upgrades**	**Submission ID:**	**5827**
Location:	various locations		
Cost:	$350,000	**OBI:**	$-18,000
Funding Sources:	Enterprise: $90,000		

Scope:

Upgrade and standardize the lighting fixtures at corporate parking lots, and reduce the electricity used by City infrastructure.

A majority of corporate parking lighting fixtures use less efficient technology and are nearing the end of their useful life. In conjunction with Roads and Engineering Planning, this project will upgrade all corporate parking lot lighting fixtures to more efficient light emitting diode (LED) technology, and look to standardize the fixtures that are used in corporate parking lots.

These measures are anticipated to save the City 230,000 kWh annually in electrical use, which will result in approximately $18,000 in electricity costs avoidance savings. Completing this project will help the City achieve its 2016/2017 electricity reduction goal of 2.3% and will help to maintain the City of Richmond's BC Hydro Power Smart Leadership status. Opportunities for external funding support for this project will be pursued, and maximized where possible.

The majority of the proposed funding for this project is from the Gas Tax Fund, and is eligible under project category - Community Energy Systems - infrastructure that increases the efficient usage of energy. The remaining funding for this project is proposed to come from the Enterprise Fund, as there is a savings/revenue return that can be expected from the implementation of this project

Program:	**Equipment Program**	**Sub-program:**	**Equipment**
Project Name:	**Electric Vehicle Direct Current Fast Charging Network Development**	**Submission ID:**	**5992**
Location:	City-Wide Multiple Locations		
Cost:	$300,000	**OBI:**	$16,000
Funding Sources:	Carbon Tax: $300,000		
Scope:	Implement 4 to10 electric vehicle Direct Current (DC) fast charging stations at strategic locations throughout Richmond. Staff are applying for matching funds from the Natural Resources Canada Energy Innovations Program; a federal grant would allow the number of fast charging stations to be approximately doubled.		

Washington State DOT

Program:	**Equipment Program**	**Sub-program:**	**Equipment**
Project Name:	**Energy Management Projects**	**Submission ID:**	**5493**

Location:	Various Locations		
Cost:	$240,000	**OBI:**	$-45,000
Funding Sources:	Enterprise: $240,000		

Scope:

Reduce the energy used at City infrastructure through the following energy conservation measures;

1. Library and Cultural Centre - Optimize heating and cooling systems
2. Richmond Ice Centre - Boiler upgrades and hot water system optimization

These measures are anticipated to save $45,000 in energy cost avoidance annually, reduce GHG emissions by over 160 tCO2e, and help to maintain the City of Richmond's Power Smart Leadership status. The reduction in building related corporate GHG emissions will help the City to achieve its building GHG emissions reduction target of 65% reduction from 2007 levels by 2020.

Child Care Program 2017

To address child care needs, the City plans the development of and partners with organizations to support a range of quality and affordable child care facilities.

2017 Recommended Child Care Program

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Child Care Projects - City Wide 127
Child Care Projects - City Wide Non-Capital Grants 128
Child Care Support 129

Program:	**Child Care Program**	**Sub-program:**	**Child Care**
Project Name:	**Child Care Projects - City Wide**	**Submission ID:**	**5829**

Location: Various

Cost: $50,000 **OBI:** $ -

Funding Sources: Child Care Development Reserve: $50,000

Scope: To provide sufficient funding to administer the City's 2017 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, the purchase of equipment and furnishings.

Program:	**Child Care Program**	**Sub-program:**	**Child Care**
Project Name:	**Child Care Projects - City Wide Non-Capital Grants**	**Submission ID:**	**5831**
Location:	Various		
Cost:	$10,000	**OBI:**	$ -
Funding Sources:	Child Care Operating Reserve		
Scope:	To ensure there is sufficient funding to support the 2017 Child Care Professional and Program Development Grants (non-capital). Grants are advertised in September 2016 and then with Council approval awarded in February 2017.		

Program:	**Child Care Program**	**Sub-program:**	**Child Care**
Project Name:	**Child Care Support**	**Submission ID:**	**5962**
Location:	City Hall		
Cost:	$60,000	**OBI:**	$ -
Funding Sources:	Child Care Operating Reserve		
Scope:	Child Care Support: Additional resources are required to assist the Child Care Section. At present, support is particularly needed to manage the number of child care and early childhood development hub facilities being built out over the next five years. There are six projects in varying stages of design and construction. The Child Care Operating Reserve was established to support grants, conduct research, and fund expenses such as:"Remuneration and costs, including without limitation expenses and travel costs, for consultants and City personnel to support the development and quality of child care within the City." Resources are needed to help with the review of child care amenity proposals, project management for facilities in development, preparation of Requests for Expression of Interest (RFEOI) to solicit for child care operators, review of legal agreements, conduct research collection plus other general administrative tasks as required.		

Contingent External Contributions 2017

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

2017 Recommended Contingent External Contributions

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Contingent External Contributions 131

Program:	Contingent External Contributions		Sub-program:	Internal Transfers/Debt Payment
Project Name:	Contingent External Contributions		Submission ID:	5809
Location:	City Wide			
Cost:	$10,000,000		OBI:	$ -
Funding Sources:	Grant:	$10,000,000		
Scope:	The Capital Budget includes an estimate for external grants that may be received throughout the year for various projects. Spending will only be incurred if the funds are confirmed. Including an estimate in the Financial Plan will allow staff to request scope changes to existing projects without having to wait until the Bylaw Amendment, which is typically adopted in the fall.			

Internal Transfers/Debt Payment Program 2017

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

2017 Recommended Internal Transfers/Debt Payment Program

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City Centre District Energy Utility Advanced Design 134
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River Rd/North Loop (2005) Repayment 137

Program:	**Internal Transfers/Debt Payment**	**Sub-program:**	**Internal Transfers/Debt Payment**
Project Name:	**7080 River Road Repayment**	**Submission ID:**	**6014**

Location: 7080 River Rd.

Cost: $2,341,384 **OBI:** $ -

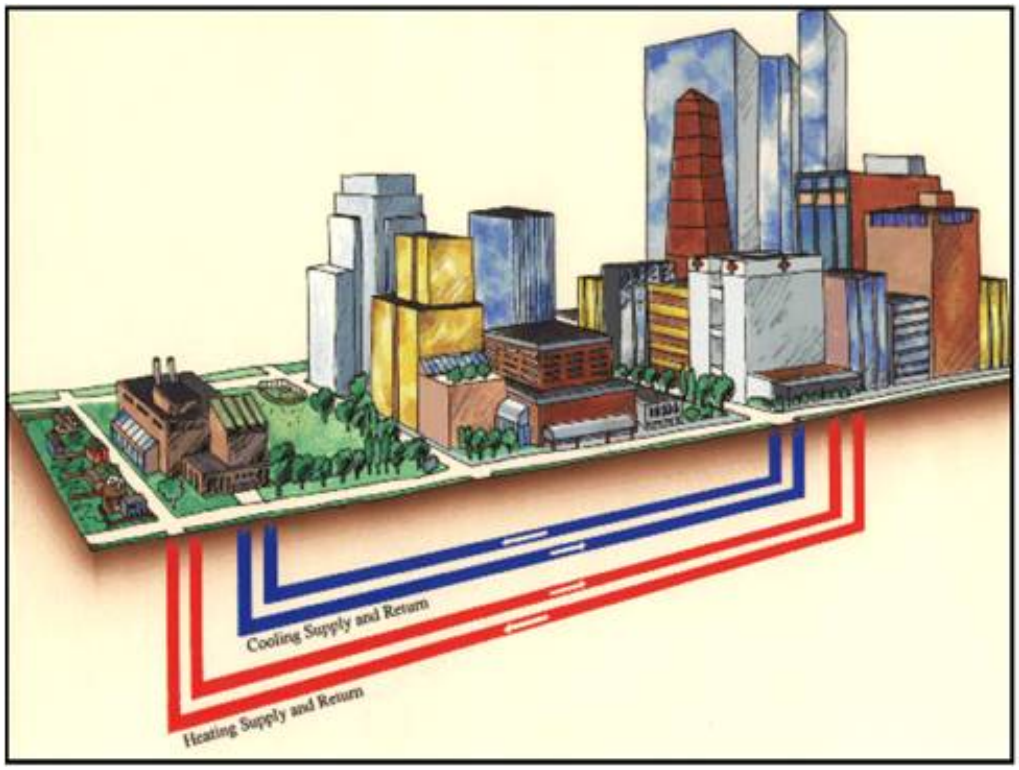
Funding Sources: Parks DCC: $2,341,384

Scope: The purpose of this submission is to repay the Capital Reserve - Industrial Use Fund for previous Parkland Acquisitions from Parkland Acquisition Developer Cost Charges (DCC's).

The 2017 payment of $2,341,384 is the 1st of 8 payments.

Payments	Year	Balance	Payment	Interest	Principal
1	2017	15,763,942	(2,341,384)	630,558	1,710,826
2	2018	14,053,115	(2,341,384)	562,125	1,779,259
3	2019	12,273,856	(2,341,384)	490,954	1,850,430
4	2020	10,423,426	(2,341,384)	416,937	1,924,447
5	2021	8,498,979	(2,341,384)	339,959	2,001,425
6	2022	6,497,554	(2,341,384)	259,902	2,081,482
7	2023	4,416,072	(2,341,384)	176,643	2,164,741
8	2024	2,251,331	(2,341,384)	90,053	2,251,331

Program:	**Infrastructure Program**	**Sub-program:**	**District Energy**
Project Name:	**City Centre District Energy Utility Advanced Design**	**Submission ID:**	**5824**
Location:	City Centre		
Cost:	$400,000	**OBI:**	$ -
Funding Sources:	Other		
Scope:	Advanced design of the district energy ready (DE-ready) developments in the City Centre neighbourhoods, including District Energy Utility (DEU) corridors. Coordinating design with the new developments including DEU corridors. Professional fees for development and securing DEU-ready building base. Coordinating negotiation of DEU servicing agreements, and implementation of City Centre DEU. Negotiation and implementation of a Request for Expressions of Interest (RFEOI) to execute the plan to provide district energy services in the City Centre North (Capstan) area. Design of the strategy to provide interim energy services outside of defined service areas).		



Program:	Internal Transfers/Debt Payment	Sub-program:	Internal Transfers/Debt Payment
Project Name:	Lansdowne Road Extension Repayment	Submission ID:	3782

Location: Lansdowne Rd.

Cost: $77,263 **OBI:** $ -

Funding Sources: Roads DCC: $77,263

Scope: A total of $626,666 is to be repaid from Roads DCC to the Watermain Replacement Reserve over 10 years.

The 2017 payment of $77,263 is the 8th of 10 equal payments

The loan amortization schedule is:

Payment	Year	Balance	Payment	Interest	Principal
1 -	2010	626,666	$(77,263)	25,067	52,196
2 -	2011	574,470	$(77,263)	22,979	54,284
3 -	2012	520,185	$(77,263)	20,807	56,456
4 -	2013	463,730	$(77,263)	18,549	58,714
5 -	2014	405,016	$(77,263)	16,201	61,062
6 -	2015	343,954	$(77,263)	13,758	63,505
7 -	2016	280,449	$(77,263)	11,218	66,045
8 -	2017	214,404	$(77,263)	8,576	68,687
9 -	2018	145,717	$(77,263)	5,829	71,434
10 -	2019	74,283	$(77,254)	2,971	74,283

Program:	Internal Transfers/Debt Payment	Sub-program:	Internal Transfers/Debt Payment
Project Name:	Nelson Road Interchange Repayment	Submission ID:	5299

Location: Nelson Rd.

Cost: $385,098 **OBI:** $ -

Funding Sources: Roads DCC: $385,098

Scope: A total of $2.54M is to be repaid from Roads DCC to Surplus over 8 years.

The 2017 payment of $385,098 is the 4th of 8 equal payments.

Payment	Year	Balance	Payment	Interest	Principal
1	2014	$2,540,065	$(385,098)	114,303	270,795
2	2015	$2,269,270	$(385,098)	102,117	282,981
3	2016	$1,986,289	$(385,098)	89,383	295,715
4	2017	$1,690,574	$(385,098)	76,076	309,022
5	2018	$1,381,552	$(385,098)	62,170	322,928
6	2019	$1,058,624	$(385,098)	47,638	337,460
7	2020	$ 721,164	$(385,098)	32,452	352,646
8	2021	$ 368,518	$(385,098)	16,583	368,515

Program:	**Internal Transfers/Debt Payment**	**Sub-program:**	**Internal Transfers/Debt Payment**
Project Name:	**River Rd/North Loop Repayment**	**Submission ID:**	**2306**

Location: River Rd./North Loop

Cost: $1,685,056 **OBI:** $ -

Funding Sources: Roads DCC: $1,685,056

Scope: In 2005, $18.2M was borrowed from surplus for the acquisition of the CP Rail land between No. 2 and No. 3 Road and for the re-alignment of River Road

This $18.2M was separated as $17.1M borrowed in 2005 with repayments commencing in 2006 and a second amount of $950,000 beginning repayment in 2008. A total of $18.2M is to be repaid from Roads DCCs to Surplus over 18 years.

The 2017 payment of $1,685,056 is the 12th of 18 payments.

Payments	Year	Balance	Payment	Interest	Principal
1	2006	17,100,000	(1,769,576)	598,500	1,171,076
2	2007	15,928,924	(1,200,000)	557,512	642,488
3	2008	16,236,436	(1,867,000)	568,275	1,298,725
4	2009	14,937,712	(1,867,000)	522,820	1,344,180
5	2010	13,593,532	(468,210)	475,774	(7,564)
6	2011	13,601,095	(300,000)	476,038	(176,038)
7	2012	13,777,133	(200,000)	482,200	(282,200)
8	2013	14,059,333	(1,939,202)	492,077	1,477,125
9	2014	12,612,208	(1,317,000)	441,427	875,573
10	2015	11,736,635	(1,685,056)	410,782	1,274,274
11	2016	10,462,361	(1,685,056)	366,183	1,318,873
12	2017	9,143,488	(1,685,056)	320,022	1,365,034
13	2018	7,778,454	(1,685,056)	272,246	1,412,810
14	2019	6,365,644	(1,685,056)	222,798	1,462,258
15	2020	4,903,386	(1,334,953)	171,618	1,163,334
16	2021	3,488,258	(1,334,953)	130,902	1,204,051
17	2022	2,023,601	(1,334,953)	88,760	1,246,193
18	2023	507,681	(1,334,955)	45,143	1,289,812

Infrastructure Program Unfunded Projects 2017

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

2017 Unfunded Infrastructure Program

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Public Works Minor Capital - Roads 139
Root Damaged Surface Repairs 140

NOT RECOMMENDED

Program:	**Infrastructure Program**	**Sub-program:**	**Minor Capital**
Project Name:	**Public Works Minor Capital - Roads**	**Submission ID:**	**5001**

Location: City Wide

Cost: $250,000 **OBI:** $ 0

Funding Sources: Capital Revolving: $250,000

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

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

NOT RECOMMENDED

Program:	**Infrastructure Program**	**Sub-program:**	**Roads**
Project Name:	**Root Damaged Surface Repairs**	**Submission ID:**	**5855**

Location: City Wide

Cost: $460,000 **OBI:** $ -

Funding Sources: Capital Revolving: $460,000

Scope: To repair sidewalks damaged by trees in (but not limited to) Blundell, Broadmoor, Shellmont, City Centre, Thompson, Steveston, Seafair and Gilmore neighbourhoods where boulevard trees are adjacent to sidewalks, roadways, curbs and gutters.

The trees were planted 10 or more years ago, at which time root barriers and tree wells were not a requirement. These trees have now matured and are causing significant damage to the surrounding surfaces. This damage is beyond the point of traditional maintenance type repairs. If left unattended, both functionality and public safety will continue to be reduced.

NOT RECOMMENDED

Building Program Unfunded Projects 2017

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

2017 Unfunded Building Program

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East Richmond Community Hall Renewals 142
City Hall Lobby Plaza Tile Replacements 143
Project Development Advanced Planning and Design 2017 144
Works Yard Washroom Renovations 145

NOT RECOMMENDED

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**East Richmond Community Hall Renewals**	**Submission ID:**	**5503**

Location: 12360 Cambie Road

Cost: $347,000 **OBI:** $ -

Funding Sources: Capital Revolving: $347,000

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

System renewals include the replacement of the exterior finishes and envelope repairs which will conserve energy through a decrease in energy expenditure heating / cooling the facility.

NOT RECOMMENDED

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**City Hall Lobby Plaza Tile Replacements**	**Submission ID:**	**5939**

Location: 6911 No 3 Road

Cost: $120,000 **OBI:** $ -

Funding Sources: Capital Revolving: $120,000

Scope: City Hall Lobby Plaza tiles and sub-base have reached its life expectancy and require replacement and re-leveling.

NOT RECOMMENDED

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Project Development Advanced Planning and Design 2017**	**Submission ID:**	**5815**

Location:	City Wide		
Cost:	$300,000	**OBI:**	$ -
Funding Sources:	Capital Revolving: $300,000		
Scope:	Engage the appropriate consultants (i.e. Architects, engineers, cost consultants etc.) for a variety of proposed facility projects to provide a range of professional services from project concept to completion.		

NOT RECOMMENDED

Program:	**Building Program**	**Sub-program:**	**Building**
Project Name:	**Works Yard Washroom Renovations**	**Submission ID:**	**5846**

Location: 5599 Lynas Lane

Cost: $535,000 **OBI:** $ -

Funding Sources: Capital Revolving: $535,000

Scope: Multiple systems in this facility constructed in 1980 have reached the end of their life expectancy and will be replaced with modern energy efficient systems (where possible). These system renewals will also include associated miscellaneous items that will serve to prolong the life of the building and ensure the health and safety of its users / inhabitants.

Fixtures - existing washroom fixtures to be replaced with modern energy / water efficient products including: automatic flush valves, sinks, and motion activated faucets.

Electrical - All light fixtures to be replaced with energy efficient LED lighting.

Finishes - Flooring and stalls to be replaced.

NOT RECOMMENDED

Parks Program Unfunded Projects 2017

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

2017 Unfunded Parks Program

Table of Contents

Hollybridge Pier Phase 2 147
Parks Ageing Infrastructure Replacement Program 148
Waterfront Improvement Program 149

NOT RECOMMENDED

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Hollybridge Pier Phase 2**	**Submission ID:**	**5583**

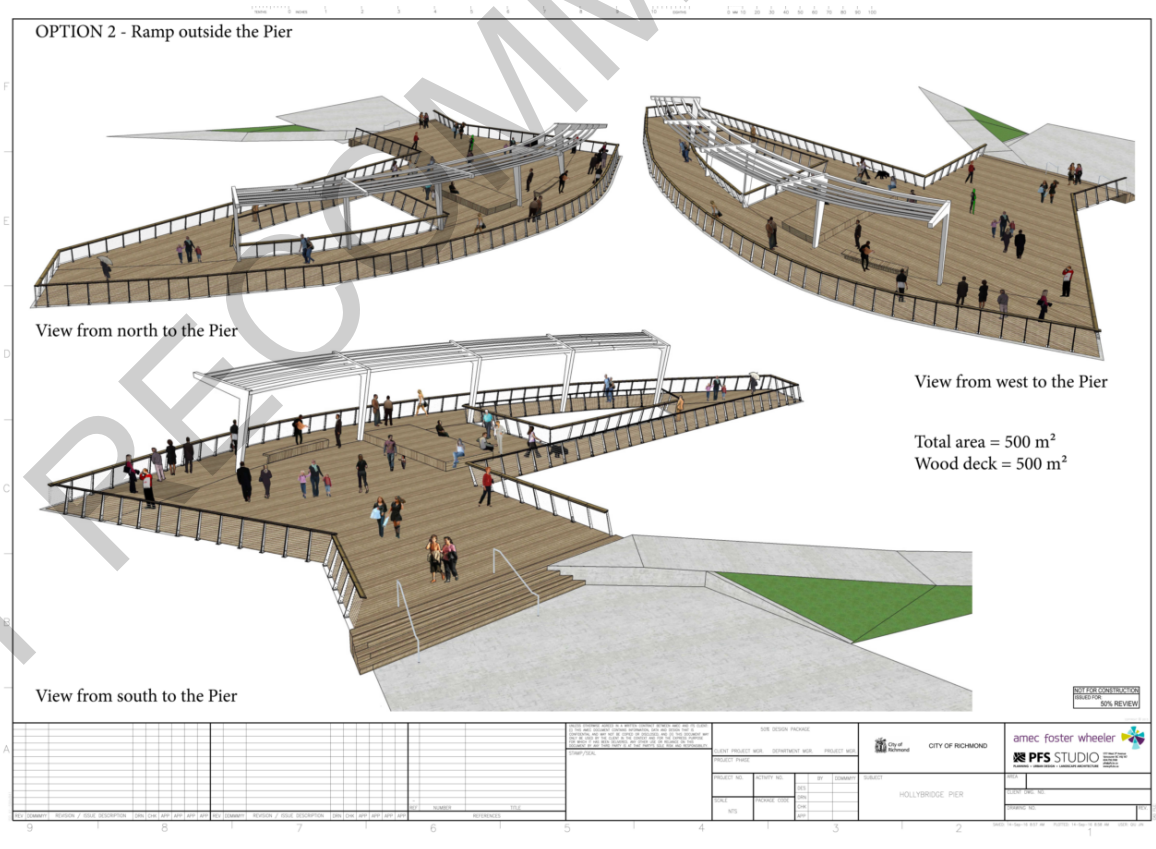
Location: Hollybridge Way and Middle Arm

Cost: $2,000,000 **OBI:** $15,229

Funding Sources: Capital Revolving: $2,000,000

Scope: The purpose of this capital submission is to enable the construction of approximately 80 meters of floating walkway, two floating docks, two 30 meter long pedestrian gangways and associated structural steel piles. This project would occur adjacent to the previously approved Hollybridge Pier which is scheduled to be constructed in 2017. This investment would represent the second and final phase of waterfront development adjacent to ASPAC's River Green Village, and would provide public access to the river's edge and opportunities for Richmond residents to launch kayaks, canoes and stand-up paddleboards. It is expected that the combination of Hollybridge Pier and floating walkway will become a landmark along the Middle Arm, and an integral part of the Oval Village's parks and open space system.

This program supports Council Term Goal 2: A Vibrant, Active and Connected City by creating livable, strong neighbourhoods and supporting development of the City's park and trails system.



NOT RECOMMENDED

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Parks Ageing Infrastructure Replacement Program**	**Submission ID:**	**4967**

Location: Various Locations

Cost: $350,000 **OBI:** $ -

Funding Sources: Capital Revolving: $350,000

Scope:

This replacement program consists of a multi-year phased approach to replace ageing parks and open space infrastructures. These include trails and pathways, drainage systems, outdoor tennis, basketball, lacrosse, and hockey courts, baseball backstops, sports lighting fixtures, and other amenities that cannot be funded through Parks DCCs due to the DCC Bylaw Restrictions for Capital Construction eligibility. Request for funding for this program is from the City's Gaming/Revolving Reserves.

2017 Projects include:

Chainlink fencing retrofit (various sites)	$70,000
Tennis Courts Resurfacing at King George	$100,000
Sports Field Repairs	$100,000
Repairs to timber structures (floats, decks, fences, boardwalks, etc.)	$80,000

Many of the existing structures have surpassed their respective life cycles. They now present potentail liability issues with the lost of structural integrity due to wear and age. Many of these amenities have not been replaced for over 40 years and are in severe damaged condition. As a result, City Staff, Community Centres and its Associations are consistently being contacted to address to address the saferty concerns from the public and sports groups.

A tender process was completed for an annual chain link fencing program to replace damaged fencing within Parks (approximately $70K annually). This annual fencing replacement program would continue to be funded by this capital submission.

Priority projects are confirmed and scheduled in 2016 in order to meet the current demands from Council and the general public to address high safety issues and concerns.

This program supports Council term goals of providing Quality Infrastructure Networks and a Safe Community.

NOT RECOMMENDED

Program:	**Parks Program**	**Sub-program:**	**Parks**
Project Name:	**Waterfront Improvement Program**	**Submission ID:**	**5582**

Location: Scotch Pond & McDonald Beach - Planning for Dredging Operations

Cost: $250,000 **OBI:** $ -

Funding Sources: Capital Revolving: $250,000

Scope: For 2017, projects include the planning and preparation for the chemical soil analysis investigation and volume calculations at Scotch Pond and McDonald Beach boat launch basin. Results from the chemical soil analysis and volume calculations report will determine the dredging volume and disposal methodology required for permit applications to Environment Canada and Department of Fisheries and Oceans (DFO). The sediment accumulation at both facilities has gradually increased over the years to the point where vessels can only enter or exit during high tides. This creates both a safety and operational issue with the users of the facilities.

A capital submission for the dredging and disposal operations will be completed during the 2017 Capital process upon receiving the engineering and chemical analysis report.

After acquiring the cannery site around 1925 for use as a fishing station, the Canadian Fishing Company dredged the slough in the 1950s to create a moorage pond for their expanding fishing fleet. McDonald Beach is the one of a few available public boat launch facilities in the Lower Mainland. This submission also includes the replacement of the docks and piles at the McDonald Beach Boat Launch Facility.

Proposed funding for these projects is suggested from the Capital Revolving Fund.

In 2009, City 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".

NOT RECOMMENDED

Equipment Program Unfunded Projects 2017

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

2017 Unfunded Equipment Program

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Emergency Supplies Container Project 151
Emergency Supply Cabinets Project 152

NOT RECOMMENDED

Program:	**Equipment Program**	**Sub-program:**	**Equipment**
Project Name:	**Emergency Supplies Container Project**	**Submission ID:**	**5844**

Location: City Wide

Cost: $515,400 **OBI:** $ -

Funding Sources: Capital Revolving: $515,400

Scope: Supply and install ten containers containing sufficient emergency supplies for a sustained long term response to major emergencies or disasters. These containers will be located strategically around the city, and serve as:

1. Dedicated physical muster points for staff out working around the City to gather and establish staff accountability
2. Provision of emergency supplies including first aid, food, water, portable sanitation and rescue response equipment to support staff efforts post disaster

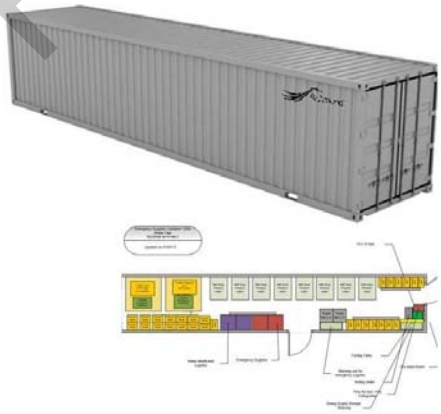
The ten containers will require insulation, heating, cooling and lighting and would be located on City property at/near City centre, the Works Yard and eight other strategic locations around the City.

During a large scale emergency or disaster, supply chain management may be impacted. These caches of emergency response supplies would bridge the time period between the onset of the emergency and the re-establishment of the supply chain.

Staff emergency supplies would include items such as work gloves, flash lights, safety goggles, tarps, portable sanitation stations and first aid equipment.

Emergency food and water solutions would be selected to have a longer term shelf life (5 years), meet nutritional requirements and be ready to eat with no additional resource requirements.

This project provides critical resources and supplies at the onset of a major emergency or disaster for staff to respond and provide critical services to the community. The intent of this project is for the longer term sustained response by staff for larger emergencies or disasters such as an earthquake.



NOT RECOMMENDED

Program:	**Equipment Program**	**Sub-program:**	**Equipment**
Project Name:	**Emergency Supply Cabinets Project**	**Submission ID:**	**5819**

Location: City Wide

Cost: $125,000 **OBI:** $ -

Funding Sources: Capital Revolving: $125,000

Scope: Supply and install thirty cabinets of emergency supplies in City facilities for immediate short term response to emergencies. The cabinets are of sturdy steel construction containing emergency supplies for staff that are containerized for immediate deployment.

Cabinets would be located:

- On each floor of City Hall
- On the occupied floors of the Annex
- In one of the Minoru complex buildings
- At the Oval
- In nine cabinets at the Works Yard for the staff based there
- Eight other locations around Richmond for staff working in those areas.

Cabinets would contain:

- Rescue and safety equipment such as hard hats, work gloves and safety goggles.
- Emergency supplies such as emergency blankets, radio, flashlights and whistles.
- Emergency food bars and drinking water.
- First aid kits to assist until advanced medical personnel arrive.

This project provides critical resources and supplies at the onset of an emergency or disaster for staff to respond to the incident and provide critical services to the community. The intent of this project is for short term immediate emergency response,.

NOT RECOMMENDED

City of Richmond
5 Year Capital Program
(in $000s)

	2017	2018	2019	2020	2021
Infrastructure Program					
Roads					
Accessible Pedestrian Signal Program	250	250	250	250	-
Active Transportation Improvement Program	320	320	220	160	160
Annual Asphalt Re-Paving Program - MRN	1,081	1,081	1,081	1,081	1,081
Annual Asphalt Re-Paving Program - Non-MRN	3,200	2,740	2,740	2,740	2,740
Arterial Roadway Improvement Program	343	300	200	150	150
Bridge Rehabilitation	-	200	200	200	200
Functional and Preliminary Design (Transportation)	25	25	18	13	13
LED Street Light Replacement Plan	380	380	380	-	-
Neighbourhood Walkway Program	250	250	170	125	125
River Drive Multi-Use Pathway, No. 4 Road to Van Horne Way	1,344	-	-	-	-
River Parkway - Gilbert Road to Cambie Road (Phase 1) - Design	800	-	-	-	-
River Parkway - Gilbert Road to Cambie Road (Phase 2)	-	5,250	-	-	-
River Parkway - Gilbert Road to Cambie Road (Phase 2)			5,250		
Sexsmith Road Multi-use Pathway, Beckwith Road to River Road	495	-	-	-	-
Special Crosswalk Program	350	350	240	175	175
Street Light Pole Replacement - Seafair & Richmond Gardens - Phase 4 of 5	-	120	-	-	-
Street Light Pole Replacement - Seafair & Richmond Gardens - Phase 5 of 5	-	-	120	-	-
Traffic Calming Program	100	100	70	50	50
Traffic Signal Program	1,600	750	270	200	200
Traffic Video and Communication Program	200	200	130	100	100
Transit-Related Amenity Improvement Program	250	100	70	50	50
Transit-Related Roadway Improvement Program	250	250	180	125	125
Undergrounding - City Centre	-	-	-	-	2,000
Undergrounding - Ferndale Rd	-	-	-	2,000	-
Undergrounding - Garden City Rd	-	2,000	-	-	-
Undergrounding - Hydro/Telus No. 3 Rd	-	-	2,000	-	-
Total Roads	**$11,238**	**$14,666**	**$13,589**	**$7,419**	**$7,169**
Drainage					
Aquatic Invasive Species Management	-	175	-	-	-
Blundell Road & Burrows Road Irrigation Upgrade	-	-	-	250	-
Box Culvert Repair	1,500	1,500	-	-	-
Burkeville Drainage Improvements	-	1,000	1,000	1,000	1,000
Canal Stabilization	300	-	-	-	-
City Centre Infrastructure Upgrades	3,240	-	-	-	-
Development Coordinated Works - Drainage	250	250	250	250	250
Dike Upgrades	3,000	2,500	2,500	1,500	1,500

	2017	2018	2019	2020	2021
Drainage Pump Station Generator Upgrade	130	130	130	130	130
Drainage Pump Station Rehabilitation	225	300	300	300	300
East Richmond Drainage & Irrigation Upgrades	1,285	300	300	300	300
Horseshoe Slough Dredging	-	500	-	-	-
Knotweed Control & Removal	300	-	-	-	-
Laneway Drainage Upgrade - 10,000 Blk No. 4 Road	-	-	-	340	-
Laneway Drainage Upgrade - Afton Drive (North)	-	-	500	-	-
Laneway Drainage Upgrade - Afton Drive (South)	-	-	1,075	-	-
Laneway Drainage Upgrade - Aintree Crescent (East)	-	-	-	525	-
Laneway Drainage Upgrade - Ashwood Drive/Francis Road	-	-	-	730	-
Laneway Drainage Upgrade - Belair Drive (North)	-	1,090	-	-	-
Laneway Drainage Upgrade - Belair Drive (South)	1,344	-	-	-	-
Laneway Drainage Upgrade - Dennis Crescent (West)	-	-	-	-	345
Laneway Drainage Upgrade - Seacote Road (East)	-	-	-	-	190
Laneway Drainage Upgrade - Seafield Crescent	-	-	-	-	310
Laneway Drainage Upgrade - Seamount Road (East)	-	-	-	-	795
Laneway Drainage Upgrade - Second Ave (East)	-	-	-	165	-
Laneway Drainage Upgrade - Shell Road	-	-	-	-	740
McBurney Drive Drainage Upgrades	350	-	-	-	-
McCallan Rd North Pump Station Upgrade	-	-	-	4,200	-
No. 6 Road South Pump Station Upgrade	-	-	-	-	4,200
Park Road Drainage Upgrade	650	-	-	-	-
Steveston Hwy & Gilbert Rd Pump Station Upgrade	-	-	2,000	-	-
Steveston Hwy & No. 3 Rd Pump Station Upgrade	-	-	2,000	-	-
Williams Road 3000 Block Drainage Pipe Upgrade	-	3,350	-	-	-
Williams Road 6000 Block Drainage Pipe Upgrade	-	-	-	500	-
Total Drainage	**$12,574**	**$11,095**	**$10,055**	**$10,190**	**$10,060**
Water					
Development Coordinated Works - Water	250	250	250	250	250
Pressure Reducing Valve Upgrades	-	-	-	1,000	1,000
Thompson Gate Pressure Reducing Valve Station	600	-	-	-	-
Water Metering Program	2,120	1,920	-	-	-
Watermain Replacement - Lulu Island East Area	-	753	1,980	3,110	-
Watermain Replacement - Lulu Island North Area	2,865	2,526	-	-	1,967
Watermain Replacement - Lulu Island West Area	800	3,608	6,921	2,060	-
Watermain Replacement - Sea Island Area	-	-	-	-	2,870
Watermain Tie-in and Restoration	650	500	500	500	500
Total Water	**$7,285**	**$9,557**	**$9,651**	**$6,920**	**$6,587**
Sanitary Sewer					
Aquila Road Sanitary Sewer Replacement	-	-	-	140	-
Bennett West Pump Station Replacement	-	1,700	-	-	-
Development Coordinated Works - Sanitary	400	250	250	250	250

	2017	2018	2019	2020	2021
Gravity Sanitary Sewer Upgrade on River Rd / Beckwith Rd / Charles St	-	-	2,500	-	-
Hamilton Area Sanitary Sewer and Pump Station	1,700	-	-	-	-
Miscellaneous SCADA System Improvements	-	250	250	250	250
Sanitary Facility Land Acquisition for Grease Management	2,500	-	-	-	-
Sanitary Forcemain Valve Installations	100	100	100	100	100
Sanitary Pump Station and Forcemain Assessment, Upgrade and Grease Management	1,000	1,000	1,000	1,000	1,000
Sanitary Pump Station Rehabilitation	350	350	350	350	350
Sanitary Sewer Rehabilitation - Various Catchments	-	625	-	-	-
Sanitary Sewer Tie-in and Restoration	150	400	-	-	-
Steveston and Broadmoor Forcemain Replacements	-	-	-	1,100	-
Steveston Gravity Sewer Replacement	-	-	-	-	600
Van Horne Pump Station Upgrade	-	-	2,780	-	-
Walford Pump Station Replacement	-	-	-	-	1,800
Williams Road Sanitary Forcemain Replacement	-	-	-	1,920	-
Total Sanitary Sewer	**$6,200**	**$4,675**	**$7,230**	**$5,110**	**$4,350**
Minor Capital					
City Centre Community Centre (C4) North	-	-	1,311	-	-
Public Works Infrastructure Advanced Design	1,962	1,762	1,743	1,731	1,731
Public Works Minor Capital - Drainage	300	300	300	300	300
Public Works Minor Capital - Roads	-	250	250	250	250
Public Works Minor Capital - Sanitary	450	450	450	450	450
Public Works Minor Capital - Sanitation & Recycling	300	300	300	300	300
Public Works Minor Capital - Traffic	250	250	250	250	250
Public Works Minor Capital - Water	500	300	300	300	300
Total Minor Capital	**$3,762**	**$3,612**	**$4,904**	**$3,581**	**$3,581**
Total Infrastructure Program	**$41,059**	**$43,605**	**$45,429**	**$33,220**	**$31,747**
Building Program					
Building					
5671 No. 3 Road (Rental Bldg) Roof Renewals	-	222	-	-	-
Advanced Planning and Design for Major Facilities Phase 2	2,000	-	-	-	-
Britannia Japanese Duplex & First Nations Bunkhouse	-	3,000	-	-	-
Cambie Community Centre HVAC Renewal	-	941	-	-	-
City Hall Boiler Replacement Upgrade	230	-	-	-	-
City Hall Domestic Water Piping Upgrade	350	-	-	-	-
City Hall Server Room A/C Unit Installation	325	-	-	-	-
Developer Funded Advanced Design and Coordination	600	-	-	-	-
Direct Digital Control Upgrade & Consolidation Phase 3	180	-	-	-	-
East Richmond Library System Renewals	-	-	115	-	-
Fire Hall 4 Fuel Tank	-	-	125	-	-
Fire Hall 5 System Renewals	-	-	138	-	-

	2017	2018	2019	2020	2021
Fire Hall 7 Roofing	-	-	234	-	-
Gateway Theatre HVAC Renewals	-	-	-	-	425
Hugh Boyd Field House	-	-	-	-	6,674
Library and Cultural Centre Chiller Replacement	300	-	-	-	-
Minoru Arena Stadium Rink System Renewals	-	-	1,988	-	-
Minoru Chapel Restoration	281	-	-	-	-
Minoru Silver Arena HVAC	-	1,987	-	-	-
Phoenix Net Loft Design	500	-	-	-	-
RCMP Exhibit Compound Interim Upgrades	-	904	-	-	-
Richmond Public Courthouse Renewals of Interior Finishes	-	780	-	-	-
South Arm Community Centre Fitness Renovation	1,500	-	-	-	-
South Arm Community Hall System Renewals	-	430	-	-	-
Steveston Martial Arts Interior Finishes	-	463	-	-	-
Watermania System Renewals	-	320	-	-	-
West Richmond Community Centre Interior Finishes	-	-	1,567	-	-
Works Yard Administration Annex Interior Renewals	-	724	-	-	-
Works Yard Administration System Renewals	-	1,170	-	-	-
Works Yard Dispersal System Renewals	-	836	-	-	-
Works Yard Garage Workshop System Renewals	-	-	4,708	-	-
Total Building Program	**$6,266**	**$11,777**	**$8,875**	**$-**	**$7,099**
Parks Program					
Parkland					
Parkland Acquisition	4,000	4,000	4,000	4,000	4,000
Total Parkland	**$4,000**	**$4,000**	**$4,000**	**$4,000**	**$4,000**
Parks					
Britannia Landscaping Improvements and Wayfinding	150	-	-	-	-
Britannia Seine Net Loft Washroom Facilities	393	-	-	-	-
Cambie City Centre Park	1,000	500	-	-	-
City Centre Middle Arm Waterfront Park	-	-	-	500	500
City Tree Planting Program	150	200	200	200	200
Garden City Lands Phase 2	1,200	-	-	-	-
Garden City Lands Phase 3	-	2,375	-	-	-
Garden City Lands Phase 4	-	-	6,000	-	-
Garden City Lands Phase 5	-	-	-	400	-
Garden City Lands Phase 6	-	-	-	-	500
Hugh Boyd Artificial Turf Sports Fields	-	-	1,800	-	-
King George Waterpark Retrofit	-	150	-	-	-
King George Waterpark Upgrades	-	-	650	-	-
London Steveston Phase 1 of 3	250	-	-	-	-
London Steveston Phase 2 of 3	-	300	-	-	-
London Steveston Phase 3 of 3	-	-	500	-	-
Minoru Latrace Backstop Upgrades	300	-	-	-	-
Minoru Park Aquatic Centre Demolition and Interim Site	-	3,000	-	-	-

	2017	2018	2019	2020	2021
Improvements					
Minoru Park Renewal Phase 1 Planning	-	250	-	-	-
Minoru Park Renewal Phase 2 Construction	-	-	1,750	-	-
Neighbourhood Parks Characterization	-	100	100	100	100
Parks Advance Planning & Design	700	600	600	600	450
Parks Ageing Infrastructure Replacement Program	-	350	350	350	350
Parks General Development	500	300	400	300	500
Playground Improvement Program	300	300	300	300	300
Rideau Neighbourhood Park Playground	200	-	-	-	-
Tait Central Park	-	800	-	-	-
Waterfront Improvement Program - Dredging & Repairs	-	1,000	-	-	-
Total Parks	**$5,143**	**$10,225**	**$12,650**	**$2,750**	**$2,900**
Total Parks Program	**$9,143**	**$14,225**	**$16,650**	**$6,750**	**$6,900**
Public Art Program					
Public Art					
Oval Precinct Public Art Program	-	500	278	-	-
Public Art Program	611	100	100	100	100
Total Public Art Program	**$611**	**$600**	**$378**	**$100**	**$100**
Land Program					
Land					
Strategic Land Acquisition	16,000	30,000	20,000	10,000	10,000
Total Land Program	**$16,000**	**$30,000**	**$20,000**	**$10,000**	**$10,000**
Affordable Housing Project					
Affordable Housing					
Affordable Housing 2017 Operating Initiatives	160	-	-	-	-
Affordable Housing Homelessness Strategy	75	-	-	-	-
Affordable Housing Projects - City Wide	1,300	400	400	400	400
Affordable Housing Projects - West Cambie	2,200	225	225	225	225
Total Affordable Housing Project	**$3,735**	**$625**	**$625**	**$625**	**$625**
Equipment Program					
Annual Fleet Replacement					
Vehicle and Equipment Reserve Purchases (PW and Corporate Fleet)	3,152	1,944	1,825	1,650	1,981
Total Annual Fleet Replacement	**$3,152**	**$1,944**	**$1,825**	**$1,650**	**$1,981**
Fire Dept Vehicles and Equipment					
Fire Equipment Replacement	226	27	27	28	379
Fire Support Vehicle Replacement Reserve Purchases	59	-	-	-	-
Fire Vehicle Replacement Reserve Purchases	1,618	1,095	1,913	1,210	-
Total Fire Dept Vehicles and Equipment	**$1,903**	**$1,122**	**$1,940**	**$1,238**	**$379**
Information Technology					
Annual Hardware Refresh	531	494	529	562	520
Digital Strategy Implementation	1,400	2,400	-	-	-
Microsoft Exchange 2016 Upgrade	296	-	-	-	-
OpenText eDocs DM/RM (REDMS) Upgrade	179	-	-	-	-
Program Registration & Facility Booking Solution	1,788	712	-	-	-

	2017	2018	2019	2020	2021
Server Refresh	589	-	-	-	-
Tempest v8.0 Upgrade and Web Services Intergration	120	-	-	-	-
Wifi Network Expansion	255	-	-	-	-
Total Information Technology	**$5,157**	**$3,606**	**$529**	**$562**	**$520**
Equipment					
Corporate Parking Lot Lighting Efficiency Upgrades	350	-	-	-	-
Electric Vehicle DC Fast Charging Network Development	300	-	-	-	-
Energy Management Projects	240	550	550	550	550
Total Equipment	**$890**	**$550**	**$550**	**$550**	**$550**
Total Equipment Program	**$11,103**	**$7,222**	**$4,844**	**$4,000**	**$3,430**
Child Care Program					
Child Care					
Child Care Projects - City Wide	50	50	50	50	50
Child Care Projects - City Wide Non-Capital Grants	10	-	-	-	-
Child Care Support	60	-	-	-	-
Total Child Care Program	**$120**	**$50**	**$50**	**$50**	**$50**
Internal Transfers/Debt Payment					
Internal Transfers/Debt Payment					
7080 River Rd Repayment	2,342	2,342	2,342	2,342	2,341
Alexandra District Energy Utility Expansion	-	3,600	1,400	-	-
City Centre District Energy Utility Advanced Design	400	-	-	-	-
Lansdowne Road Extension	77	-	-	-	-
Nelson Road Interchange Repayment	385	385	385	385	385
River Rd/North Loop (2005) Repayment	1,685	1,685	1,685	1,335	1,335
Shovel - Ready Grant (2009) Repayment Lansdowne Rd Extension	-	77	77	-	-
Total Internal Transfers/Debt Payment	**$4,889**	**$8,089**	**$5,889**	**$4,062**	**$4,061**
Contingent External Contribution					
Contingent External Contribution					
Contingent External Contribution	10,000	10,000	10,000	10,000	10,000
Total Contingent External Contribution	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$10,000**
Grand Total	**$102,926**	**$126,193**	**$112,740**	**$68,807**	**$74,012**

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY PROGRAM (2017-2021)
(In $000s)

	2017	2018	2019	2020	2021
Infrastructure Program					
Roads	11,238	14,666	13,389	7,419	7,169
Drainage	12,574	11,095	10,055	10,190	10,060
Watermain Replacement	7,285	9,557	9,651	6,920	6,587
Sanitary Sewer	6,200	4,675	7,230	5,110	4,350
Minor Public Works	3,762	3,612	4,904	3,581	3,581
Total Infrastructure Program	**$41,059**	**$43,605**	**$45,429**	**$33,220**	**$31,747**
Building Program	**$6,266**	**$11,777**	**$8,875**	**$0**	**$7,099**
Parks Program					
Parks	5,143	10,225	12,650	2,750	2,900
Parkland Acquisition	4,000	4,000	4,000	4,000	4,000
Total Parks Program	**$9,143**	**$14,225**	**$16,650**	**$6,750**	**$6,900**
Public Art Program	**$611**	**$600**	**$378**	**$100**	**$100**
Land Program					
Land Acquisition	16,000	30,000	20,000	10,000	10,000
Total Land Program	**$16,000**	**$30,000**	**$20,000**	**$10,000**	**$10,000**
Affordable Housing Project	**$3,735**	**$625**	**$625**	**$625**	**$625**
Equipment Program					
Annual Fleet Replacement	3,152	1,944	1,825	1,650	1,981
Fire Dept Vehicles and Equipment Replacement	1,903	1,122	1,940	1,238	379
Technology	5,158	3,606	529	562	520
Equipment	890	550	550	550	550
Total Equipment Program	**$11,103**	**$7,222**	**$4,844**	**$4,000**	**$3,430**
Child Care Program	**$120**	**$50**	**$50**	**$50**	**$50**
Internal Transfers/Debt Payment	**$4,889**	**$8,089**	**$5,889**	**$4,062**	**$4,061**
Contingent External Contributions	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$10,000**
Total Capital Program	**$102,926**	**$126,193**	**$112,740**	**$68,807**	**$74,012**

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY FUNDING SOURCES (2017-2021)
(In $000's)

	2017	2018	2019	2020	2021
DCC Reserves					
Drainage DCC	-	1,344	-	97	97
Parks DCC	10,097	10,362	10,801	7,757	8,091
Roads DCC	7,008	9,744	8,747	3,005	2,770
Sanitary DCC	1,425	12	1,337	23	-
Water DCC	403	1,484	282	802	-
Total DCC	**$18,933**	**$22,946**	**$21,167**	**$11,684**	**$10,958**
Statutory Reserves					
Affordable Housing	3,735	625	625	625	625
Arts Culture Heritage	893	-	-	-	-
Capital Building and Infrastructure	2,000	-	2,311	-	-
Capital Reserve	21,438	50,400	38,985	13,517	20,416
Child Care	120	50	50	50	50
Drainage Improvement	12,321	11,050	11,354	11,393	11,263
Equipment Replacement	4,350	2,596	3,486	2,662	2,110
Neighbourhood Improvement	8	-	-	-	-
Public Art Program	611	100	100	100	100
Sanitary Sewer	6,540	5,383	6,614	5,807	5,070
Waterfront Improvement	-	1,000	-	-	-
Watermain Replacement	6,992	7,483	10,099	6,848	7,317
Total Statutory Reserves	**$59,008**	**$78,687**	**$73,624**	**$41,002**	**$46,951**
Other Sources					
Enterprise Fund	545	550	550	550	550
Grant and Developer Contribution	13,419	10,525	10,490	10,463	10,463
Other Sources	8,496	11,395	6,329	4,582	4,540
Sewer Levy	205	-	-	50	-
Solid Waste and Recycling	300	300	300	300	300
Water Levy	2,020	1,790	280	176	250
Total Other Sources	**$24,985**	**$24,560**	**$17,949**	**$16,121**	**$16,103**
Total Capital Program	**$102,926**	**$126,193**	**$112,740**	**$68,807**	**$74,012**

The following is an overview of the major Capital programs proposed for the years 2018 to 2021.

INFRASTRUCTURE PROGRAM

- **River Parkway – Gilbert Road to Cambie Road – Phase 2 (2018: $10,500,000)**

  The general scope of this project includes the construction of a two-lane road along the former CP Railway corridor, from 200 m northeast of Gilbert Road to Cambie Road. The new road is proposed to be built to the interim standard with paved shoulders for cyclists and pedestrians, streetlights, and traffic control devices at intersections. Note: the new road would connect to existing Leslie Road and Cambie Road, with the details of the intersection configurations to be determined through the design process. When completed, this new road would replace the existing River Road between Cambie Road and Gilbert Road and provide a continuous alternate route to No. 3 Road and existing River Road.

  The first phase of the project is proposed to start in 2017 to carry out functional and detailed design tasks, as well as any property negotiation, consultation with affected property owners/business operators, and soil remediation as necessary. A more accurate cost estimate will then be carried out and updated in project submissions for subsequent year as necessary. The second phase of the project involves the actual site preparation and construction, which is proposed to start in 2018.

  This project is proposed to be funded by the DCC program funding and may be eligible for funding from external agencies such as the federal and/or provincial government, TransLink and/or ICBC

BUILDING PROGRAM

- **Britannia Japanese Duplex & First Nations Bunkhouse (2018: $3,000,000)**

  Japanese Duplex: implement conservation plan, restore and reuse the building, includes fire safety systems, exterior and interior finishes as well as the design, installation and interpretation of exhibits. Substructure work not required as the stabilization was completed in 2004.

  First Nations Bunkhouse: implement conservation and program plan for the building, up to and including working drawings and cost estimates.

- **Minoru Park Aquatic Centre Demolition and Interim Site Improvements (2018: $3,000,000)**

  The new Minoru Complex facility is scheduled to be completed in late 2017, at which time, the programs and services currently operated out of the existing Minoru Aquatic Centre will move to the new facility. If approved, the scope of work for this project will include demolition of the existing Minoru Aquatics Centre and interim landscaping. Demolition of the facility requires abatement of hazardous materials and contingencies, which is accounted for in the cost estimate. The interim park space will include site preparation, drainage, lawn and parking so that the area currently occupied by the building is functional and accessible to the public. The interim landscape condition will be replaced in 2019 once the Minoru Vision Plan process is completed and there is a more detailed plan for the area.

  The design of Minoru Aquatics Centre, as a purpose-built aquatic centre does not lend itself easily to alternate uses. The poor condition of Minoru Aquatics Centre combined with the lack of adaptability for alternate uses results in a facility where decommissioning and demolition is the most viable option. The new Minoru Complex, that will provide programs and services currently held at Minoru Aquatics Centre, has created an additional facility footprint in the park. By demolishing the current Minoru Aquatics Centre, additional park and open space could be generated.

PARKS PROGRAM

- **Garden City Lands Phase 3 to 6 (2018-2021: $9,275,000)**

  Phase 3 of the development of the Garden City Lands (GCL) will focus on the first stage of development of the Community Hub area, including the construction of a barn to store farm equipment, process and store produce, support agricultural educational programs and events, and provide public washrooms. In addition, community gardens

and pedestrian trails will be constructed within the Community Hub thereby broadening the range of opportunities for offering public programs and expanding the variety of activities on the site.

After extensive public process City Council adopted the GCL Legacy Landscape Plan, on June 9, 2014, as the guide for developing these public lands for community use. The Legacy Plan outlines over 25 City policies and objectives that development of the GCL supports within a variety of focus areas such as agricultural sustainability, ecological health, community wellness, arts and culture, and city vibrancy.

Phase 4 of the GCL project includes design and construction of community amenities including major boardwalks and viewing towers, bridges, trails and bog restoration planting.

This phase will open up the whole park to the public by adding community facilities, interpretation and, by providing controlled public access to environmentally sensitive landscapes, as well as providing critical bog restoration as part of the city-wide Ecological Network.

Phase 5 of the construction of the GCL is the continuation of the construction of community facilities including a children's playground, interpretive signage and site furnishings. The previous four phases provide the foundational work required to allow public access, enable farming and protect the bog ecosystem. This phase is required to more fully achieve the vision of the Council approved plan and will add a greater diversity of activities and experiences to better serve Richmond residents and visitors.

Phase 6 of the development of the GCL will focus on the Community Hub and in particular the construction of a support building that can store and process produce and equipment, provide public washrooms and include a multifunctional room for interpretive and educational programs.

This phase of the project will help protect the sensitive bog environment and add biodiversity to the site.

LAND PROGRAM

- **Strategic Land Acquisition (2018-2021: $70,000,000)**

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

EQUIPMENT PROGRAM

- **Digital Strategy Implementation (2018: $2,400,000)**

  Building upon the 2017 Digital Strategy foundation to execute on the Richmond Digital Strategy to enable the concepts of “Smart City”, with the ultimate goal of embedding digital technology into the City’s operations, information dissemination and communication with the residents and business community. Scope includes Data Analytics and Reporting - Phase 2, enhancements to website, mobile apps - Phase 2, data & web services development.

City of Richmond

Report to Committee

To:	Finance Committee	**Date:**	November 30, 2016
From:	Jerry Chong, CPA, CA Director, Finance	**File:**	03-0985-01/2016-Vol 01
Re:	**2017 Proposed Operating Budget**		

Staff Recommendation

That:

1. The 2017 Operating Budget presented in the staff report report titled 2017 Proposed Operating Budget dated November 30, 2016 from the Director, Finance with a total tax increase of 1.89% before additional levels of service, be approved.
2. Ongoing additional levels in the amount of $162,682 with a tax impact of 0.08% as presented in Attachment 9 of the staff report titled 2017 Proposed Operating Budget from the Director, Finance be approved.
3. Ongoing additional levels for policing in the amount of $2,285,685 for 11 additional police officers and 3 municipal employees to support the RCMP detachment with a tax impact of 0.48% in 2017 and 0.51% in 2018 as presented in Budget Option 3 of the staff report titled 2017 Proposed Operating Budget from the Director, Finance be approved.
4. The Rate Stabilization Account be used to pay for the capital and other one time costs associated with the additional 11 police officers and 3 municipal employees to support the RCMP detachment for a total of $272,000.
5. A tax increase of 1.00% for community facilities infrastructure replacement needs as per Council's Long Term Financial Management Strategy, be approved.
6. That the 2017 Proposed Operating Budget as described above and the 2018-2021 same level of service base budget be included in the 5 Year Financial Plan (2017-2021).

Jerry Chong, CPA, CA
Director, Finance
(604-276-4064)

Att: 12

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
CONCURRENCE OF SMT	INITIALS:
APPROVED BY CAO	

Executive Summary

The most recent Vancouver CPI forecasts from the Conference Board of Canada are 2.1% for 2017. The Municipal Price Index (MPI) is estimated at 2.7%, which is higher as CPI forecasts do not include factors such as wages for a unionized public sector workforce, such as Fire Rescue personnel and contract policing costs.

The City's operations are predominantly focused on programs and services, therefore expenditures are primarily labour intensive (47%) and contracts (22%), which is largely due to the RCMP contract. The Operating Budget is primarily funded by property tax (69%). Community User Fees were increased by 2.1% where possible, in October 2016 through the Consolidated Fees Bylaw which comes into effect on January 1, 2017.

Same Level of Service

This 2017 Operating Budget report presents the same level of service base budget, including external senior government increases, and after new tax growth at $2.7M, resulting in a 1.19% tax impact.

Restoring Library Branch Hours

The same level of service budget includes reallocating $66,400 of funding from City contingency accounts to the Library to assist in restoring Library Branch hours. Staff worked closely with the Library to identify $133,600 within existing library budgets for a total of $200,000 required to restore hours to pre-2016 levels.

Budget Component	$000's	Tax Impact (%)
Net Budget Increase	$4,426	2.24%
External Senior Government Increases	612	0.31%
Less: Estimated 2017 New Tax Growth	(2,700)	(1.36%)
Same Level of Service Increase (LTFMS target: 2.1%)	**$2,338**	**1.19%**
Major Facilities-Year 4 of 7	654	0.32%
2017 Developer Contributed Assets OBI	110	0.06%
2017 Capital Program OBI - Year 1 of 2	275	0.14%
City Centre Community Centre North Year 1 of 4	355	0.18%
Subtotal	**$3,732**	**1.89%**
Additional Level Expenditures – City-Wide	163	0.08%
Additional Levels - Policing	1,224	0.62%
Less: Rate Stabilization of one-time capital costs	(272)	(0.14%)
Proposed 2017 Operating Budget Increase	**$4,847**	**2.45%**
Additional 1% Transfer to Reserves	**$1,980**	**1.00%**

Capital Operating Budget Impacts (OBI)

Operating Budget Impacts (OBI) include funding for new major facilities; it also includes OBI for the 2017 recommended Capital Program.

Additional Levels of Service

The recommended additional level expenditures includes funding for Let's Talk Richmond, managing storm events, and increased funding for Community programs. In terms of recommended additional level expenditures for policing, they include 11 police officers and 3 municipal employees to support the RCMP detachment.

Long Term Financial Management Strategy

The uncommitted reserve funding available for Building Reserves, as at September 30, 2016, is $38.1M. Phase 1 of the major facilities replacement plan was $124.1M. The additional 1.0% increase in transfer to reserves would be transferred into the Capital Building and Infrastructure reserve to ensure adequate funding for phase 2 community facilities and ageing building infrastructure.

Summary

The proposed 2017 budget is in compliance with Council policies as the same level of service increase of 1.19% is lower than forecasted CPI target of 2.1%. It also ensures costs for increased levels of service associated with the new facilities are captured in order to maintain community livability bringing the tax increase to 1.89%. Council's emphasis on a safe community is also strengthened with the addition of 11 police officers and 3 municipal employees to support the RCMP detachment. Finally, it is in full compliance with the Long Term Financial Management Strategy (LTFMS) as it proposes a 1% increase for infrastructure replacement, specifically for community facilities.

Staff Report

Origin

Subsection 165(1) of the Community Charter requires the City to adopt a 5-Year Financial Plan (5YFP) Bylaw. The 2017 Operating Budget forms the basis of the City's 5YFP. Under the Community Charter, the City is prohibited from incurring any expenditure unless the expenditures have been included for that year in its financial plan, and the City is required to provide a balanced budget, with no projection of a deficit.

The proposed 2017 Operating Budget ("Budget") applies the principles of Council's Long Term Financial Management Strategy (LTFMS) (Policy 3707) (Attachment 6), 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 2014-2018 Term Goal #7 Strong Financial Stewardship:

> *Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.*
>
> *7.1. Relevant and effective budget processes and policies.*
>
> *7.2. Well-informed and sustainable financial decision making.*
>
> *7.3. Transparent financial decisions that are appropriately communicated to the public.*
>
> *7.4. Strategic financial opportunities are optimized.*

Council's 2014-2018 Term Goals are summarized in Attachment 1.

At the Finance Committee meeting held on July 4, 2016, the following recommendation was approved:

> *That the services as presented in Attachment 2 of the staff report titled "2017-2021 Budget Process" dated June 13, 2016 from the Director, Finance be approved as the base for the 2017 budget.*

The types of programs and services delivered by each division have been categorized as Core, Traditional or Discretionary as presented in Attachment 2.

Analysis

Budget Process

The proposed 2017 budget presents a same level of service budget, with only non-discretionary increases that can be clearly identified and supported. Enhanced or new levels of service are

identified separately as ongoing additional expenditure requests by the respective divisions for Council's consideration. Refer to Attachment 3 for the 2017 Budget Cycle.

Environmental Scan

Economic Outlook

Richmond housing starts have maintained a steady 11% proportion of Metro Vancouver starts since 2009, with this indicator growing to 12% in the last three years. The construction value of Richmond's total building permits issued is $569 million as of September 30, 2016.

Refer to Attachment 4 for further information on the Economic Outlook.

Taxation

Richmond has the 5th lowest property taxes out of 21 municipalities in Metro Vancouver at $1,568 for an average residential property assessed at $763,269. This is based on the municipal portion only that City Council has control over, which is approximately half of the property tax billing. The rest pertains to Translink, School Board, Metro Vancouver and Municipal Finance Authority. Within the comparator group (i.e. top five municipalities based on population), Richmond continues to have the 2nd lowest municipal tax for the average residential assessment. Refer to Attachment 5 for a comparison of all Metro Vancouver municipalities.

Richmond is ranked 7th out of the 21 Metro Vancouver municipalities with regards to the business to residential tax ratio position of 3.24 amongst the Metro Vancouver municipalities. In other words, if a property was assessed at $1,000, the business property owner paid $3.24 while the residential owner paid $1.00. Richmond is the 3rd lowest in business to residential tax ratio when compared to its comparator group.

Overall, Richmond residential properties are highly sought after. When comparing with our comparator group, a single family detached home in Richmond has the third highest average 2016 assessed value of $1.16M, just behind Burnaby at $1.22M and Vancouver at $1.85M. Richmond property values are consistently high and property taxes reasonable relative to the services provided.

Long Term Financial Management Strategy (LTFMS)

On March 23, 2015 Council approved a new Casino funding allocation model which took effect starting with the 2016 budget.

Table 1 summarizes the allocation of gaming revenue in comparison to the 2016 allocation.

Table 1 – Casino Funding Allocation (in $000s)

Casino Funding	Allocation	2017 Budget	2016 Budget
Capital Reserve	30%	$5,426	$5,430
Grants	15%	2,713	2,715
Council Community Initiatives Account	2%	362	362
Debt Servicing	Fixed	5,000	5,000
Operating (RCMP)	4 Officers	676	657
Capital Building Infrastructure Reserve	Remainder	3,911	3,936
Total		**$18,088**	**$18,100**

Debt servicing relates to the $50M debt to fund the Major Facilities Phase 1 which will be repaid over a 10 year term (2015 through 2024).

Grants funded by gaming revenue include:

- Gateway Theatre contribution
- Health, Social and Safety grants
- Arts, Culture and Heritage grants
- Parks and Recreation grants
- Richmond Centre for Disability contribution
- Richmond Therapeutic Equestrian Society contribution
- Various Youth Grants

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.

Refer to Attachment 6 for a full analysis of the LTFMS.

Financial Position

Vulnerability – In 2015, Senior Government level transfers amount to 5.4% of total revenue. Gaming revenue is the predominant source as the City receives 10% of River Rock's net gaming revenues from the Province. Only a small portion of gaming revenue is used in the operating budget for policing and grants, therefore the City's vulnerability to potential fluctuations in this external source of funding is minimized.

Sustainability – In 2015, Richmond's Financial assets (cash, investments, receivables, etc.) to liabilities ratio is 2.9 to 1.0 which indicates ability to cover existing liabilities. While this is a strong current position, long term planning is required in order to fund future infrastructure replacement costs. Options are to build up reserve balances, or to fund with external borrowing should interest rates remain low. There is also the option to delay replacement of ageing infrastructure; however, this could result in repair/refurbishment costs that exceed the life cycle cost of replacing the ageing assets.

Flexibility – Table 2 shows the 2015 Net Book Value of Capital Assets to Cost is 68.7% (57.2% excluding land) which indicates that the City's assets are ageing and future replacement or increased repairs and maintenance will be required.

Table 2 – Net Book Value to Cost (in $millions)

2015 Tangible Capital Assets	NBV	Cost	Ratio
Land	$804	$804	100.0%
Tangible Capital Assets (Excluding Land)	1,259	2,201	57.2%
Total Tangible Capital Assets	**$2,063**	**$3,005**	**68.7%**

Uncommitted Reserve Balances

As at September 2016, the City has $157.9M in uncommitted reserves as shown in Table 3; however, many of these balances are designated for specific purposes.

Table 3 – Uncommitted Reserve Balances (in $millions)

Statutory Reserve Funds	Balance at September 30, 2016 (in millions)
Building Reserves	$38.1
General Reserve	42.5
Utility Reserves	72.6
Other specific purpose reserves	4.7
Total Uncommitted Reserve Balance	**$157.9**

The uncommitted funding available in Building Reserves (Capital Building and Infrastructure and Leisure Facilities Reserves) is $38.1M. Phase 1 of the Major Facilities Replacement Plan was $124.1M and the funding was predominantly from the Building Reserves.

The General Reserve (i.e. Revolving Fund) is used to fund various programs across the City including street lights, playgrounds, minor building projects and it is also the funding source for the required City Assist Factor for Roads and Parks Development and Acquisition projects funded by Development Cost Charges.

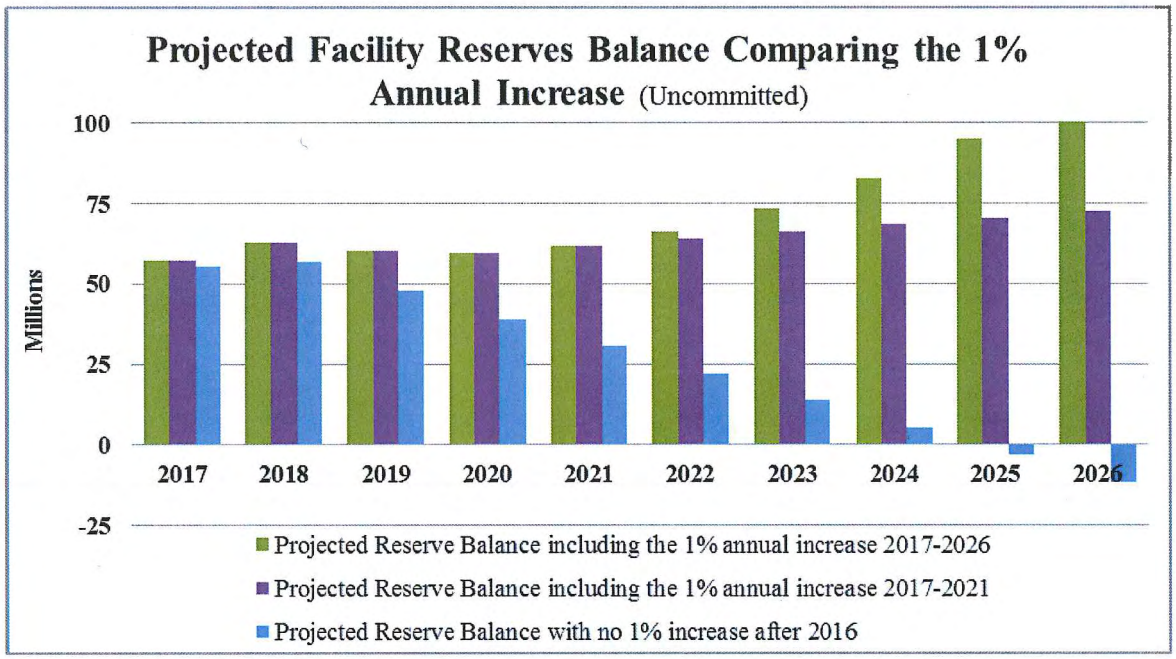
Development Cost Charges provide funding for Roads, Parks and Utility Infrastructure; however, this funding is prohibited for community facilities, fire halls and other civic buildings, which are the most visible assets provided to citizens. Therefore the City must plan to invest in building infrastructure to provide for the needs of the growing community.

In 2003, after years in which tax rates and transfer to reserves were not increased, Council recognized the need to maintain predictable and consistent tax increases while also addressing the declining reserve balances by adopting the LTFMS. The 1% transfer to reserve coincided with Council's decision to replace the City's ageing Community Safety facilities. Attachment 6 shows that in the 13 years since the policy was adopted, the policy has not been consistently

applied as no increase to transfers was made in 6 of the 13 years. In 2008-2011 the policy was waived due to interest earned on the Community Legacy and Land Replacement Reserve Fund.

It is important to continue to follow the Long Term Financial Management policy and it is estimated that the reserve fund may reach the optimal level of annual funding in 2021, if the 1% transfer to reserve is followed each year as shown in the purple (middle bar) in Figure 1.

Figure 1



Budget Challenges

In addition to the already complex nature of municipal operations, which includes operation of fire halls, maintenance of roads, watermains, pump stations, storm and sanitary sewers, traffic lights, parks, arenas, pools, libraries and community centres, Richmond has additional complexities with the dyking system that is unique to our island city.

Funding is required for construction of the Phase 2 Major Facilities plan as well as the tax impact from the associated OBI. The 2017 Capital Budget includes $2M for Advanced Design Planning.

Based on recent information received, there is a request for increased policing for Richmond.

In addition, downloading of services previously provided by senior levels of government such as affordable housing and child care has left the municipality to meet the needs of the community.

To address some of these challenges, the City undergoes a continuous review of its programs and services in order to identify further service improvements and cost reductions. Staff continually look for efficiencies and innovative ways to deliver services that would streamline business processes, contain costs and leverage the increased use of technology.

Organization Profile

The City's six corporate divisions include:

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

Refer to Attachment 7 for the Municipal Breakdown of $1.

Operating Budget

Table 4 presents the same level of service budget before OBI and ongoing additional levels of service. Attachment 8 includes further details on each Division's same level of service budget.

Table 4 – Same Level of Service Base Budget (in $000s)

Division	2016 Adjusted Net Budget	2017 Proposed Net Budget	Amount Change	Percent Change
Law and Community Safety	**81,417**	**82,924**	**1,507**	**1.85%**
Community Services	38,807	39,383	576	1.48%
Library	8,744	8,928	184	2.10%
Total Community Services	**47,551**	**48,311**	**760**	**1.60%**
Engineering and Public Works	**34,519**	**35,086**	**567**	**1.64%**
Finance and Corporate Services	**18,803**	**19,016**	**213**	**1.13%**
Corporate Administration	**9,287**	**9,496**	**209**	**2.25%**
Planning and Development	**5,324**	**5,323**	**(1)**	**(0.01%)**
Fiscal	**(196,900)**	**(195,118)**	**1,782**	**(0.90%)**
Net Increase	**($0)**	**$5,038**	**$5,038**	
Less: Estimated 2017 New Tax Growth		**(2,700)**	**(2,700)**	
Net Increase after New Tax Growth		**$2,338**	**$2,338**	**1.19%**

Restoring Library Hours

The same level of service budget includes reallocating $66,400 of funding from City contingency accounts to the Library to assist in restoring Library Branch hours. Staff worked closely with the Library to identify $133,600 within existing library budgets for a total of $200,000 required to restore hours to pre-2016 levels.

As shown in the All Divisions summary included in Attachment 8, the City's operating expenses are mainly comprised of labour related to delivering programs and services (47%) and contracts (22%), which is largely due to the RCMP contract.

The operating budget is primarily funded by property tax (69%). Community User Fees were increased by forecasted CPI of 2.1%, where possible through the Consolidated Fees Bylaw, effective January 1, 2017.

Key Financial Drivers

Preliminary Vancouver CPI forecasts from the Conference Board of Canada were estimated at 2.1% for 2016. In comparison, the Municipal Price Index is estimated at 2.7%.

Table 5 – 2017 Key Financial Drivers

Key Financial Drivers	Amount (in 000's)	Increase Proportion
Total Salary Increase[1]	$3,597	71.4%
RCMP Contract Increase [2]	1,226	24.3%
External Senior Government Related Increases	612	12.1%
2016 OBI Year 2 of 2	293	5.8%
Other Increases	665	13.2%
Increased revenue	(1,419)	(28.1%)
Decrease in Rate Stabilization	64	1.3%
Net Budget Increase	**$5,038**	**100.0%**

Sources:
[1] RFFA, Local 1286 agreement and estimated for CUPE 718 and 394 collective agreements
[2] RCMP E Division

Based on the key financial indicators shown in Table 5 $5.0M is required to fund the increasing costs of maintaining current programs and services.

Salaries are the largest non-discretionary increase to the City. CUPE 718 and 394 collective agreements are currently under negotiation. The Richmond Firefighters Association collective agreement is settled at 2.5% per year until 2019. The 2017 Base budget includes a preliminary estimate for salaries; however this may need to be adjusted depending on the outcome of current negotiations.

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 6 summarizes the items included in the 2017 budget increase that are mandated by the following senior government legislation:

- *Police Act (Federal)*
- *Utilities Commission Act (Provincial)*
- *Emergency Communications Corporations Act (Provincial)*
- *Canada Pension Plan Act (Federal)*

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

Table 6 – External Senior Government Related Increases (in $000s)

External Senior Government Related Increases	Amount
Canada Pension Plan Premiums	$300
BC Hydro Rate Increase	229
E-Comm 9-1-1	68
DNA Analysis Services	15
Total	**$612**

Tax Growth

New tax growth is based on "non-market change" figures provided by BC Assessment Authority. Non-market change is the term BC Assessment 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. With respect to developments under construction, assessors at BC Assessment Authority determine the value of all new developments under construction by the percentage of completion as of November 30th each calendar year. Increases in a property's market value are not included in the non-market change figure. Therefore the development applications received during the year should have no impact on new growth for the coming year as actual construction on the property would not have taken place. The reported project value of the development may take up to three years to be fully reflected in the municipality's assessment roll.

New tax growth for 2017 is estimated at $2.7M.

Additional Levels of Services

2017 OBI Related to 2017 Capital Budget

The total OBI from the 2017 recommended Capital program is $1,130,426. Table 7 presents the 2017 OBI by Capital program. Of this amount $581,503 is associated with utility projects and will be included in future utility budgets. The operating budget impact is $548,923. 2017 OBI will be phased in over two years.

Table 7 – Recommended 2017 Funding and OBI by Program (in $ '000s)

Program	Amount	OBI
Infrastructure	$41,059	$910
Land	16,000	-
Parks	9,143	101
Internal Transfers/Debt Payment	4,889	-
Equipment	11,103	113
Building	6,265	(25)
Public Art	611	31
Affordable Housing	3,735	-
Child Care	120	-
Contingent External Contribution	10,000	-
Total 2017 Capital Funding & OBI	**$102,925**	**$1,130**
Less: Utility Budget Impact		$582
2017 OBI - to be phased in over two years		**$548**

Previously Approved OBI for Major Facilities

The total OBI from the 2014 Capital program was estimated at $3.95 million, which included funding for major facilities including the City Centre Community Centre and the new Minoru Complex (Aquatics and Older Adults Centre). This OBI is being phased in with increments of $600,000 to align with the timing of services provided. The phase-in plan will be completed in year 2020.

Fire Hall 3 is currently under construction and based on changes in scope from the time the original project was planned in 2009, the estimated operating cost has been finalized. The additional OBI required is $108,404, which will be phased in over two years 2016 and 2017 ($54,202 per year) to align with the timing of expected completion.

Total OBI related to previously approved major facility projects is $654,202 and is summarized in Table 8.

OBI of Previously Approved Developer Contributed Assets

The following developer contributed assets that were previously approved by Council as part of rezoning approvals will be placed in service in 2017 and will require funding for ongoing operation and maintenance. In addition, external grant funding received for advancing the Flood Protection Program has resulted in additional OBI.

- Flood Protection Program OBI: $31,250

  The City received $16.63M of grant funding from the Province of British Columbia to rebuild four drainage pump stations and upgrade various sections of the dike. These projects now form a part of the 2016 Capital Program and was adopted by Council at the June 27, 2016 Council Meeting. An operating budget increase was not included and this project reflects the operating budget increase that will occur as a result of the grant funding.

- River Green Village – Oval East Waterfront Park OBI: $25,169

  Ongoing funds are required to cover the cost of operating Phase 1 of the Oval East Waterfront Park which is being constructed by the developer of the adjacent property per RZ 2009-460962 and which is scheduled for completion in fall 2017. After the park has been constructed and maintained for one year the park will be transferred to the City's Park Operations. This will cover the ongoing maintenance of various items including planting beds, grass cutting, weed control, waste management and tree maintenance.

- Kingsley Estates Child Care Facility (Polygon) OBI: $38,833

  Polygon is providing, at their cost, a turnkey child care facility with 5,500 sq. ft. of indoor area and 5,000 sq. ft. of outdoor play area. The community amenity is being provided as a voluntary contribution related to RZ 13-649524. The estimated cost is not to exceed $3.3M, which is Polygon's amenity contribution. Polygon will hold and manage all of the funds for the project. The building will be completed in 2017 and the OBI has been based on current estimates for ongoing maintenance. The building will be leased to a non-profit child care operator who will share some of the maintenance responsibilities, particularly those involving operating expenses (e.g. utilities, janitorial and staff costs, etc.).

- Gardens Children's Centre (Second Floor) OBI: $14,794

  Ongoing funds are required to maintain the second floor of the Gardens Children's Centre and exterior landscaping. Funds for the maintenance of the first floor and a surface parking lot have been approved. Townline (the external partner) is renovating a sales centre and the first floor of the Coevorden Castle to create a new BC Building Code compliant child care facility on City-owned land. The facility upon completion will be turned over to the City. The second floor (2,300 sq. ft.) was not part of Townline's CAC

obligation related to RZ 08-450659 & RZ 10 - 546755. Renovation of the building is anticipated to be completed by 2017.

The total OBI related to these developer contributed assets is $110,045.

Table 8a and 8b summarizes the total Capital OBI for 2017 which is $1,393,702.

Table 8a – Previously Approved Capital OBI (in $000s)

Previously Approved Capital Operating Budget Impacts	Amount
Major Facilities Year 4 of 7	$654
2017 Developer Contributed Assets	110
Total	**$764**

Table 8b – Capital OBI Summary (in $000s)

Capital Operating Budget Impacts	Amount
2017 Capital Program OBI Year 1 of 2	$275
City Centre Community Centre North Year 1 of 4	355
Total	**$630**

Additional Level Expenditure Requests

The additional expenditure requests represent an increase to programs or levels of service and are usually funded through increases to the tax rate. Attachment 9 shows the list of recommended additional expenditure requests submitted by staff. For 2017, a total of $162,682 is recommended by SMT.

The recommendation includes sustainable funding for Let's Talk Richmond Contract, Regular Full Time Planner 3, Departmental Associate 3 – Building Department, Increased Building Service Worker (BSW) Hours at the Steveston Museum and the Tram Building, Plan Processing Clerk – Building Department, Additional Hours for Building Service Worker (BSW) and Kiln/Ceramics Contractor, Community Leisure Transportation (CLT) – Relocation of Service, Arts Centre: Increase to Operations, Increase Transfer to Fleet Reserve, and funding to respond to Storm Events.

Additional Level Expenditure Requests - Policing

Ongoing additional levels requested by RCMP are summarized in Attachment 10. Based on recent information, additional officers are required. For 2017, the RCMP has requested 22 new officers which would be deployed within one year of formalizing a request. In addition, the RCMP has requested 6 additional Municipal Employees to support the detachment.

On average, the cost of an additional officer is $152,000 or a 0.08% tax impact plus approximately $13,000 in initial capital costs. Attachment 10 presents the RCMP request in multiple lines for illustration purposes that the City has discretion over the number of new

officers to approve. Table 9 presents the option of approving 11 officers and 3 municipal employees.

As part of the 2016 budget, 12 additional officers were approved with no tax impact, due to $1.8M in reductions across the City. At the time of writing this report, 7 of the 12 officers have been deployed and the remaining 5 are expected by March 2017.

The total number of approved officers (including two civilian members) is 214, of which 11 are Gap funded (including one civilian member). In addition, the budget includes 17 IHIT officers.

Table 9 –Summary of Additional Level Expenditure Requests (in $000s)

Additional Level Expenditure Requests				Tax Impact (%)
Recommended (Attachment 9)			163	0.08%
11 Additional RCMP Officers	1,959	0.99%		
3 Additional Municipal Employees to support RCMP	268	0.14%		
Less: 2018 Phase-in Amount	(1,003)	(0.51%)		
Less: Rate Stabilization - one time initial costs	(272)	(0.14%)	952	0.48%
Total Additional Level Expenditures			**$1,115**	**0.56%**

Additional level requests that are not recommended are included in Attachment 11.

The Finance Committee has the discretion to change the recommendation for funding any of the additional level requests with resulting tax impacts.

Budget Options

This report presents three options for including additional levels expenditures for RCMP in the budget as summarized in Table 10:

1. No additional levels for policing.
2. Full tax impact of 22 officers and 6 Municipal Employee support staff.
3. 11 officers and 3 Municipal Employee support staff phased-in over two years

Table 10 – 2017 Budget Options

	Option 1	Option 2	Option 3
Same Level of Service Increase	1.19%	1.19%	1.19%
Previously Approved Operating Budget Impacts	0.38%	0.38%	0.38%
2017 Operating Budget Impacts	0.32%	0.32%	0.32%
Subtotal Before Additional Levels	**1.89%**	**1.89%**	**1.89%**
Additional Level Expenditures - recommended	0.08%	0.08%	0.08%
Additional Level Expenditures - no additional officers	-%		
Additional Level Expenditures - 22 officers and 6 support staff		1.94%	
Additional Level Expenditures - 11 officers and 3 support staff			0.48%
Total Additional Levels	**0.08%**	**2.02%**	**0.56%**
2017 Budget Increase	**1.97%**	**3.91%**	**2.45%**
Additional Transfer to Reserves	**1.00%**	**1.00%**	**1.00%**
Overall 2017 Tax Increase	**2.97%**	**4.91%**	**3.45%**

Budget Option 1 – No additional policing (not recommended)

This budget option is a tax impact of 1.97% plus 1% transfer to reserve for a total of 2.97%. No additional policing officers are added. 12 additional officers were already added to the 2016 budget and the City has not yet received all new officers.

Budget Option 2 – Full policing request (not recommended)

This budget option is a tax impact of 3.91% plus 1% transfer to reserve for a total of 4.91%. The 22 officers and 6 Municipal Employee support staff requested by RCMP are included in this option with funding secured in the base budget.

Budget Option 3 – Priority policing request with funding option (recommended)

This budget option is a tax impact of 2.45% plus 1% transfer to reserve for a total of 3.45%. The 11 officers and 3 Municipal Employee support staff requested by RCMP are included in this option. Due to the time required to hire and train new officers, this option proposes the 11 additional officers subject to Council approval, but phase-in the tax impact over two years to align with the timing of when the officers are expected to be deployed.

All options include the 1% Transfer to Reserve per Council's Long Term Financial Management Strategy.

Financial Impact

Staff recommend the proposed 2017 Operating Budget with a tax impact of 2.45% as summarized in Table 11.

Table 11 – 2017 Proposed Tax Increase (in $000s)

Budget Component	Amount	Running Total	Tax Impact	Cumu-lative Tax Impact
Same Level of Service Increase		**$2,338**		**1.19%**
Capital Operating Budget Impacts	1,394		0.70%	
Subtotal		**$3,732**		**1.89%**
Additional Level Expenditures	1,115		0.56%	
Same Level of Service Increase, After Growth, with Capital OBI, and Additional Level Expenditures		**$4,847**		**2.45%**
Additional 1% Transfer to Reserves	1,980		1.00%	
Same Level of Service Increase, After Growth, with Capital OBI, Additional Level Expenditures, and Additional Transfer to Reserves		**$6,827**		**3.45%**

Conclusion

Staff have prepared the 5-Year Financial Plan (2017-2021) utilizing the 2017 Operating Budget as the base.

Melissa Shiau, CPA, CA
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MS:jy

2017 Proposed Operating Budgets

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1. Council Term Goals (2014-2018)

1. A Safe Community

Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

2. A Vibrant, Active, and Connected City

Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

3. A Well-Planned Community

Adhere to effective planning and growth management practices to maintain and enhance the livability, sustainability and desirability of our City and its neighbourhoods, and to ensure the results match the intentions of our policies and bylaws.

4. Leadership in Sustainability

Continue advancement of the City's sustainability framework and initiatives to improve the short and long term livability of our City, and that maintain Richmond's position as a leader in sustainable programs, practices and innovations.

5. Partnerships and Collaboration

Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.

6. Quality Infrastructure Networks

Continue diligence towards the development of infrastructure networks that are safe, sustainable, and address the challenges associated with aging systems, population growth, and environmental impact.

7. Strong Financial Stewardship

Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.

8. Supportive Economic Development Environment

Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.

9. Well-Informed Citizenry

Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

2. Approved Types of Programs and Services

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
CAO's Office (7)	**CAO's Office**			
	• Corporate Administration	√	√	
	• Administrative Support Services (including the Mayor's Office & Councillors' Office)		√	√
	• Intergovernmental Relations & Protocol Unit			√
	• Corporate Programs Management Group			√
	• Corporate Communications		√	
	• Production Centre			√
	• Corporate Planning		√	
Deputy CAO (4)	**Human Resources**			
	• Training & Development		√	
	• Employee & Labour Relations	√	√	
	• Compensation, Job Evaluation & Recognition	√	√	
	• Workplace Health, Safety & Wellness	√	√	

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
Community Services (20)	**Parks**			
	• Parks Operations (includes Asset Management, Construction & Maintenance, Turf Management, Horticulture, Urban Forestry)		√	√
	• Parks Programs (includes Nature Park)		√	
	• Britannia			√
	• Parks Planning & Design		√	√
	Recreation & Sport			
	• Community Services Admin.		√	√
	• Community Recreation Services (includes community centres)		√	√
	• Aquatic, Arena & Fitness Services		√	√
	• Sport & Event Services (includes volunteer management)			√
	• Planning & Project Services			√
	Arts, Culture & Heritage Services			
	• Arts Services (includes Art Gallery, Art Centre, Cultural Centre)			√
	• Heritage Services			√
	• Richmond Museum			√
	• Gateway Theatre (liaison)			√
	• Richmond Public Library (liaison)		√	√
	Community Social Development			
	• Social Planning			√
	• Affordable Housing			√

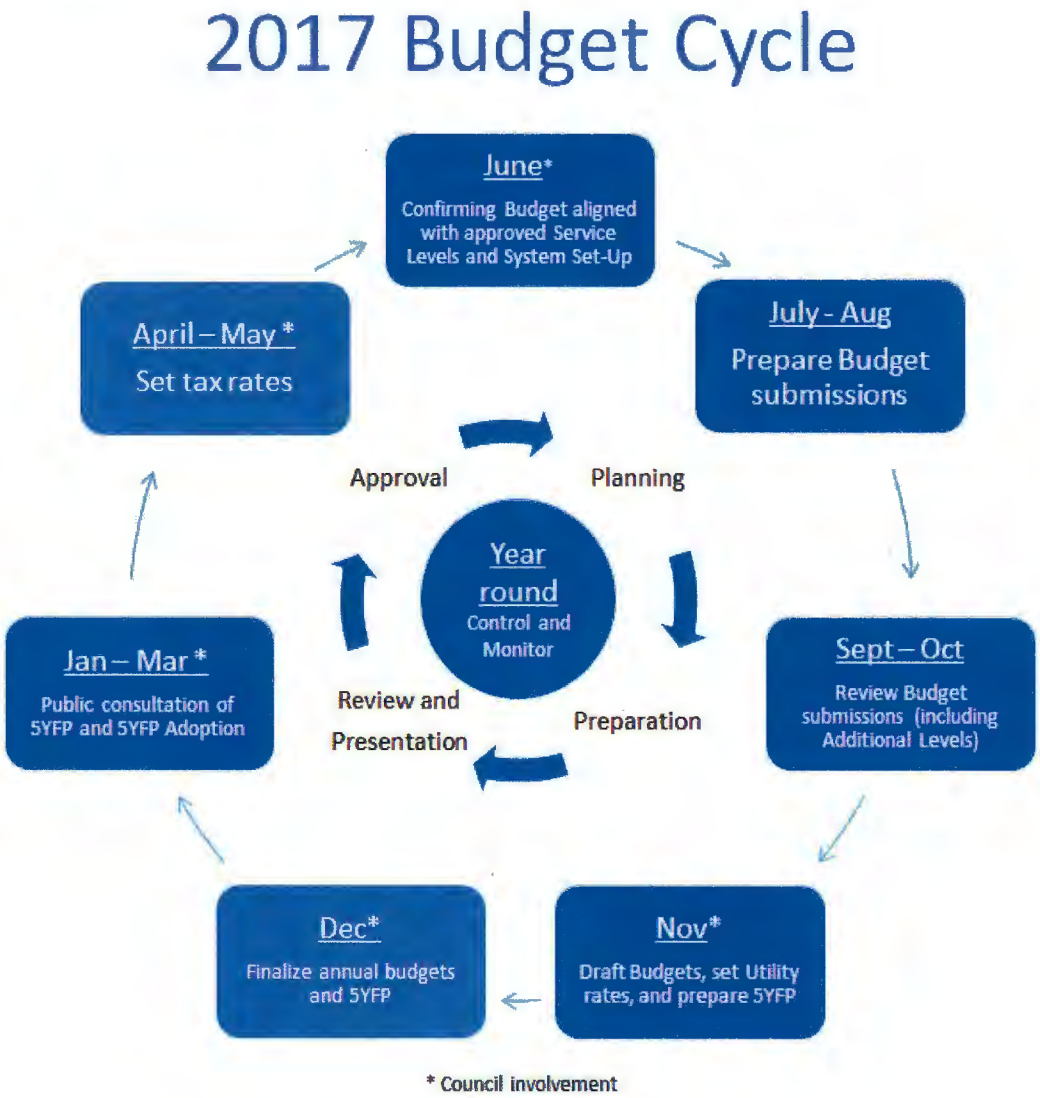
Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	• Diversity & Cultural Service			√
	• Child Care Services			√
	• Youth Services			√
	• Senior Services			√
Engineering & Public Works (10)	**Engineering**			
	• Engineering – Planning	√	√	
	• Engineering – Design & Construction	√	√	
	• Facility Services		√	
	• Capital Building Project Development			√
	• Sustainability (includes district energy, corporate energy, environmental sustainability)			√
	Public Works			
	• Public Works Administration		√	√
	• Fleet Operations & Environmental Programs		√	√
	• Roads & Construction Services	√	√	
	• Sewerage & Drainage	√	√	
	• Water Services	√	√	

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
Finance & Corporate Services (26)	**Finance**			
	• Finance Administration		√	√
	• Finance Systems		√	√
	• Financial Reporting	√	√	√
	• Financial Planning & Analysis	√	√	√
	• Revenue/Taxation	√	√	√
	• Purchasing and Stores		√	√
	• Treasury & Financial Services	√	√	√
	• Payroll		√	√
	Information Technology			
	• IT Administration		√	√
	• Business & Enterprise Systems		√	√
	• Innovation			√
	• Infrastructure Services		√	√
	• GIS & Database Services		√	√
	• Customer Service Delivery		√	√
	City Clerk's Office			
	• Operations/Legislative Services	√	√	
	• Records & Information	√	√	
	• Richmond Archives		√	√

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	Administration & Compliance			
	• Business Advisory Services		√	√
	• Business Licenses		√	√
	• Risk Management			√
	• Economic Development			√
	• Corporate Partnerships			√
	• Customer Service		√	√
	• Corporate Compliance			√
	• Performance			√
	Real Estate Services			√
Law & Community Safety (9)	**RCMP**			
	• Administration (includes Telecommunications, Records, Crime Prevention, Information Technology, Victim Assistance, Finance, Risk Management, Court Liaison)	√	√	√
	Fire-Rescue			
	• Administration	√	√	√
	• Operations	√	√	√
	• Fire Prevention	√	√	√
	• Training & Education	√	√	√
	Community Bylaws		√	√
	Emergency Programs	√	√	√

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	Legal Services		√	√
	Law & Community Safety Administration		√	√
Planning & Development (10)				
	Planning and Development – Admin	√	√	
	Transportation			
	• Transportation Planning	√	√	
	• Traffic Operations		√	
	• Traffic Signal Systems		√	
	Building Approvals			
	• Plan Review	√	√	
	• Building, Plumbing & Gas Inspections	√	√	
	• Tree Preservation		√	√
	Development Applications			
	• Developments	√	√	√
	• Major Projects			√
	Policy Planning	√	√	
Total = 86		**27**	**60**	**63**

3. 2017 Budget Cycle



4. Economic Outlook

Businesses contribute nearly half of the City's property tax revenues and a healthy local economy can afford families and individuals exceptional levels of municipal services. Richmond is an open economy, subject to constantly changing global, regional and local economic trends. As part of its budget planning process, the City examines the current economic context and available forecasts to reduce exposure to short-term risks and advance long-term financial sustainability.

(Note: unless explicitly referenced in the footnotes, the data source used in the commentary below is the Conference Board of Canada report titled "Metropolitan Outlook Autumn 2016" and providing forecasts to 2020 – note that all forecasts below precede the outcome of the U.S. presidential election on November 8, 2016.)

Macroeconomic Trends

With Richmond's advantageous location for global trade, market conditions in the world's major economies and the overall global trade climate have a significant impact on the local economy.

In October, global growth was projected to further slow to 3.1% in 2016 before recovering to 3.4% in 2017. The forecast, revised down by 0.1% for 2016 and 2017 since April, reflected a more subdued outlook for advanced economies following Brexit and weaker-than-expected growth in the U.S. in 2017[1].

Since the conclusion of the U.S. election, this forecast has been further challenged, as there is a large amount of uncertainty surrounding the fiscal and trade policies of the United States under a new president-elect. Indications for potential loosening of the U.S. fiscal policy through a substantial tax stimulus are pointing towards GDP, inflation and interest rates rising under a Trump presidency. The slowdown of trade growth since 2012, due to ongoing weakness in investment and decline in the growth of supply chains, is expected to continue, as economic uncertainty under a new U.S. presidency is likely to delay both consumer and business capital investment plans through the first quarter of 2017. A potential protectionist trade policy from the U.S. would further dampen global trade prospects and economists cite "trade wars" as the biggest risk to the global economy.

After a marginal 1.1% growth in 2015 and a great start to 2016, Canada's economy contracted as a result of oil production loss due to Alberta's wildfires in May and ongoing weakness in business investment. Rebuilding in Alberta and a fall 2016 federal stimulus measures in personal income tax and infrastructure spending resulted in a rebound in the last quarter of 2016. With Canadian interest rates expected to remain at 0.5% throughout 2017 and into 2018, improved opportunities for the KeystoneXL pipeline and the oil sector, and preventing radical changes in the trade policy between Canada and the U.S., it is forecast that Canada would benefit from economic growth South of the border in the short and medium term. The Canadian GDP growth rate for 2017 is set at 2.0% and average Canadian GDP growth for the 2017-2020 period is forecast at 1.8%.

[1] World Economic Outlook, IMF (October,2016)

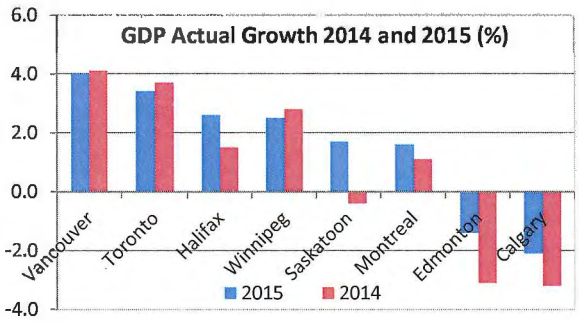
With declining global trade, business investment outside of the oil sector is expected to remain weak, dampening export growth prospects for Canadian firms that are reaching full capacity. Nationwide, exports are projected to expand by a mere 0.6% in 2016 and improve to a moderate 2.3% growth in 2017 (note that this forecast assumes the loonie to average $0.76 U.S. – the rate may change significantly based on changes in the fiscal and trade policies throughout the period South of the border).

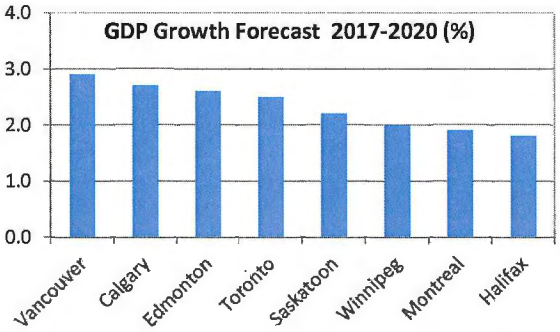
High personal debt levels are expected to limit consumer spending in Canada, with average annual retail sales expected to be at 2.3% over the next four years, a full percentage point less than the 3.3% average annual growth over the previous four years. Modest job growth is expected to bring the average unemployment rate to 6.6% over the 2017-2020 period, an insignificant 0.4% decrease from the 7.0% average unemployment rate registered over the 2013-2016 period.

Regional Trends

A booming housing sector has positioned B.C. as the nation's growth leader in 2016. However, poor affordability and government measures introduced to temper housing demand (the 15% tax on foreign home buyers that came into effect in August and the tax on vacant Vancouver properties to come into effect in 2017) are likely to lead to weaker housing demand and tempering of B.C. growth prospects in 2017. After a 3.0% and 3.8% growth in 2015 and 2016, respectively, B.C. average annual growth is estimated at 2.6% over the next four years. The average annual unemployment rate is expected to incrementally decrease from 6.2% over the last four years to 5.7% over the next four years.

For the second straight year, Metro Vancouver's economy is on course to outpace all major Canadian metropolitan areas by growing at 4.0% in 2016. Metro Vancouver's GDP is expected to grow at a slower 2.8% rate in 2017 and register an average growth rate of 2.9% over the next four years.





As a result of governments' new housing market cooling measures, housing starts are expected to fall from 28,000 in 2016 to 23,000 in 2017, and remain at that level over the next four years. Non-residential construction, including commercial, industrial and infrastructure related projects are expected to remain active well into 2020, with total construction output expected to grow by

7.4% in 2016 and 3.4% in 2017. Local firms in both the manufacturing and services sectors will continue to benefit from a low Canadian dollar and associated growth across related industries, such as transportation and warehousing, tourism and professional services. A downward adjustment in the output of construction, finance, insurance and real estate by $290 million is expected in 2017, as a result of the new housing market demand cooling measures. Over the next four years, Metro Vancouver's employment growth will continue at half the average pace from the previous four years, with the average unemployment rate expected to be at 5.2% over the next four years.

Local Trends[2]

As in all of Metro Vancouver, a large share of Richmond's jobs (40%) are community-oriented, representing jobs dependent on population growth. The remaining 60% of jobs are in sectors that comprise Richmond's economic base – sectors that drive the Richmond economy. Nearly 70% of Richmond's 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 – 23.1%, 18.5%, 14.5% and 11.5% of the economic base[3].

Not only does Richmond have a regional advantage in those industries, due to the presence of the port and airport, but also senior government policies focus on development of the Asia Pacific Gateway to support growth in those sectors. Furthermore, the macroeconomic environment of low Canadian dollar and interest rates defines these sectors as continued areas of expansion in the next few years. At the same time, these growth potential sectors are susceptible to downside pressures due to potential tightening of global trade policies.

Richmond businesses in core economic sectors have performed well in the last few years, as demonstrated by growth in key performance indicators, such as: volume of cargo movement through the Port of Vancouver and YVR, up by 12.6% and 17.7%, respectively, since 2012; passenger movement through YVR, up by 15% since 2012; and local hotel room revenue, up by 34% since 2012. Commercial vacancy rates are at historic lows, with office on par with the regional 8.2% vacancy rate and industrial at a below regional average of 2.5%, commercial product is expected to be coming online in the near future to accommodate business growth (particularly along the Canada Line where the office vacancy rate is virtually non-existent at 2.3%). Meanwhile, a robust housing market has continued to drive land costs up, rendering commercial lands not lucrative for development and exerting pressure on Richmond's employment lands inventory.

Housing starts have grown substantially across the region over the last five years. Richmond's share of housing starts represents an average of 10.5% of the regional total, while its share of the regional population has remained at approximately 9%, indicating that the local housing market has been outperforming the regional market.

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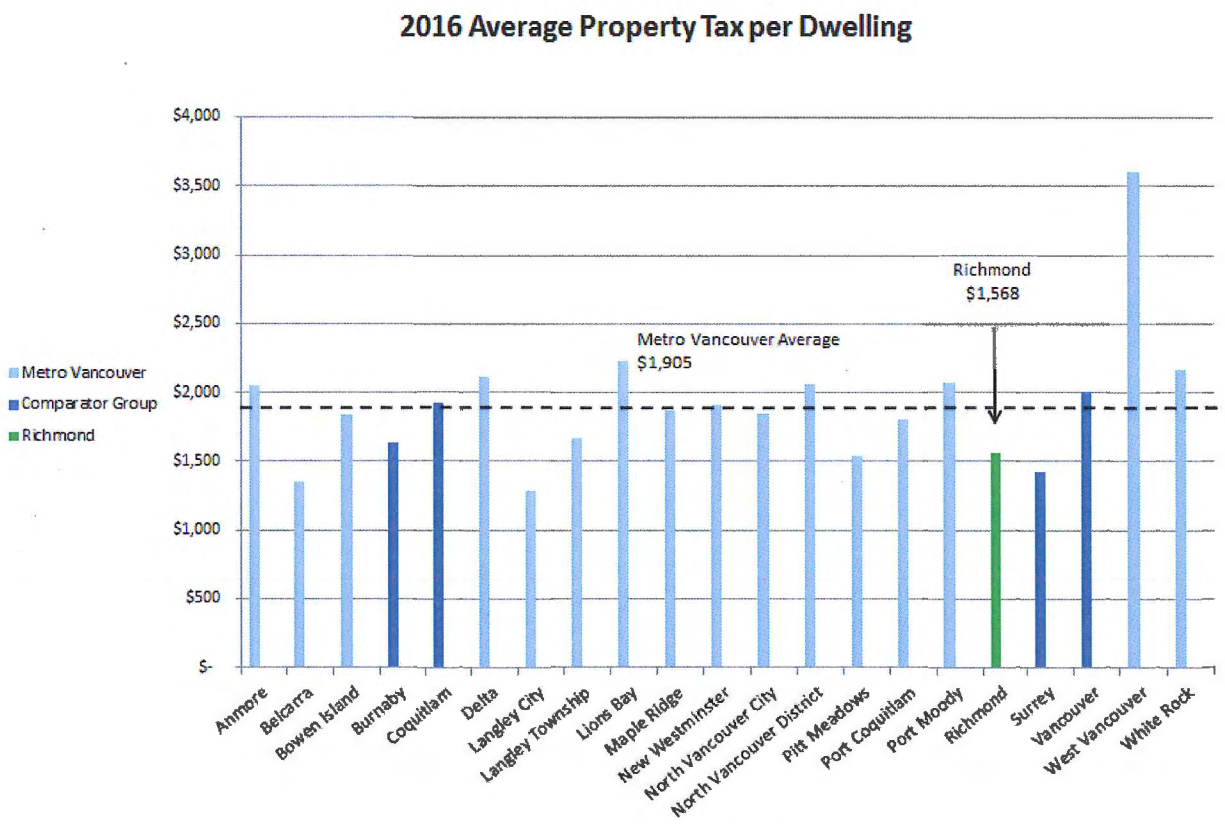
[2] Source: Interactive Data, http://www.businessinrichmond.ca/data-centre/ (unless explicitly stated otherwise)
[3] Source: City of Richmond – Resilient Economy Strategy

Housing Starts	2012	2013	2014	2015	2015 (to Sep)	2016 (to Sep)
Richmond	1708	1427	3036	2657	1551	1765
Metro Vancouver (MV)	19027	18710	19212	20863	15236	22198
Richmond as % of MV	9%	8%	16%	13%	10%	8%

The construction value of Richmond's total building permits issued reached an extraordinary $800 million in 2010, as multiple major projects were approved during the year. Subsequent years registered healthy levels of between $400 and $600 million in Richmond, with 2015 registering a new record of $998 million in construction projects. 2016 is on track to reach a healthy level of $600 to $700 million in construction value of projects.

5. 2016 Average Property Tax per Dwelling

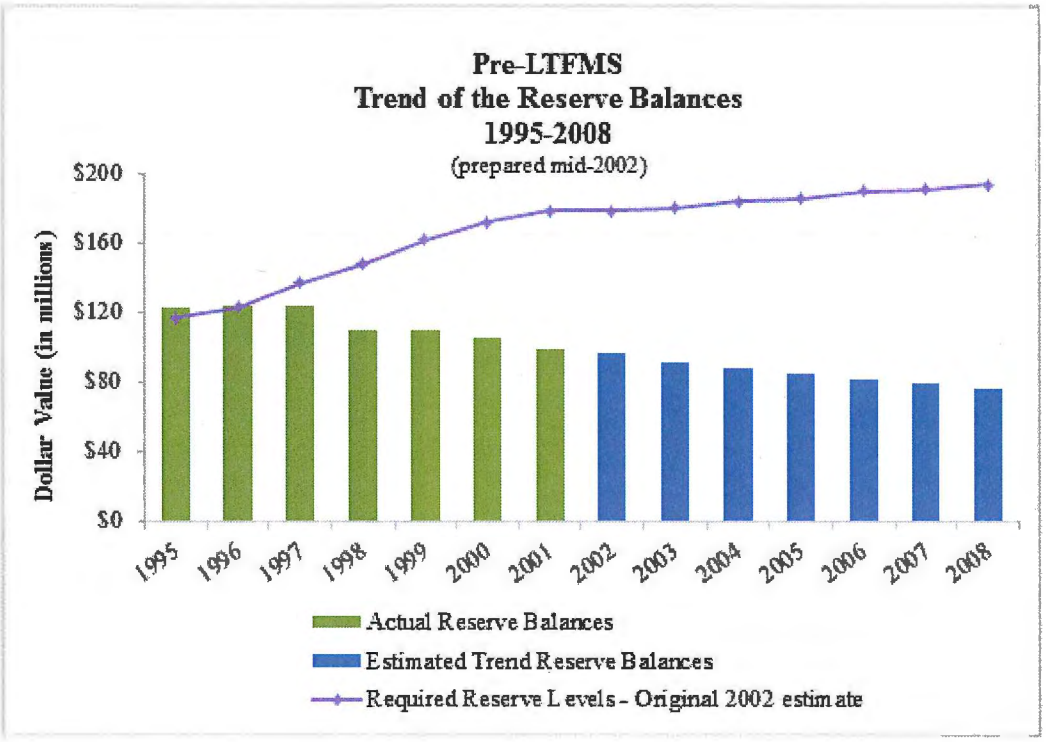


6. Long Term Financial Management Strategy

History – Where We Have Come From

In mid-2002, after a review of the trend of the City's reserves (blue bars in *Figure 1*), the CAO directed staff to prepare a plan to address the long term financial sustainability of the City. Up to that point in time, the City's long term financial direction was driven by the annual budget decisions which in turn were driven by Council's desire to keep the tax impacts artificially low. In the mid to late 1990's for instance, the City absorbed approximately $5.7 million in loss of grants from the Province, incurred debt, and absorbed growth, while keeping tax increases in the range of zero to 1.8%. The consequence was the gradual deterioration of the City's reserves (green bars in *Figure 1*). This path was clearly not sustainable and a more comprehensive financial strategy was required.

Figure 1 Original Reserve Trend Pre-LTFMS



To develop the vision, Council held a number of workshops to gain an understanding of the environmental factors that were impacting the City's financial position as well as 'gaps' reflected in the operating budgets, capital plans, ageing infrastructure funding plans and reserve balances. The end result being that Council decided to focus on '*enhancing the City's economic well-being for present and future generations as part of the well managed component of the vision without sacrificing the overall liveability of the community*' and in September 2003, Council approved the Long Term Financial Management Strategy (LTFMS) with the following targets:

Figure 2 – 2003 LTFMS Targets

Tax Increase		**CPI + 1.0%** per year in the future to be transferred to the reserves.
Economic Development		**1.5%** per year
New Alternative Revenue		**$1 Mil** per year by the 5th year
Total Casino Revenue		**$10 Mil** per year by the 2nd year
Fire and Police Efficiencies		**-0.2%** per year starting in 3rd year
Operating Efficiencies		**-0.2%** per year starting in 3rd year
Service Level Reduction	OPEN	No reduction
Capital Program Reduction		No reduction

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

1. **Tax Revenue** – Tax increases will be at Vancouver's CPI rate (to maintain current programs and maintain existing infrastructure at the same level of service) plus 1.0 % towards infrastructure replacement needs.

2. **Gaming Revenue** – Gaming revenues are designated for the capital reserves, the major capital community facility replacement program, the grants program, the Council initiatives account, and towards the cost of policing relating to gaming activities.

3. **Alternative Revenues & Economic Development** – Any increases in alternative revenues and economic development beyond all the financial strategy targets can be utilized for increased levels of service or to reduce the tax rate.

4. **Changes to Senior Government Service Delivery** – Any additional costs imposed on the City as a result of mandatory senior government policy changes should be identified and added to that particular year's taxes above and beyond the CPI and infrastructure percentage contribution.

5. **Capital Plan** – Ensure that long term capital funding for infrastructure (e.g. parks, trails, facilities, roads etc.) is in place in order to maintain community liveability and generate economic development.

6. **Cost Containment** – Staff increases should be achieved administratively through existing departmental budgets, and no pre-approvals for additional programs or staff beyond existing budgets should be given, and that a continuous review be undertaken of the relevancy of the existing operating and capital costs to ensure that the services, programs and projects delivered continue to be the most effective means of achieving the desired outcomes of the City's vision.

7. **Efficiencies & Service Level Reductions** – Savings due to efficiencies or service level reductions identified in the strategy targets should be transferred to the capital reserves. Any savings due to efficiencies beyond the overall strategy targets can be utilized to reduce the tax rate or for increased levels of service.

8. **Land Management** – Sufficient proceeds from the sales of City land assets will be used to replenish or re-finance the City's land inventory. Any funds in excess of such proceeds may be used as directed by Council.

9. **Administrative** – As part of the annual budget process the following shall be undertaken:
   - all user fees will be automatically increased by CPI;
   - the financial model will be used and updated with current information, and
   - the budget will be presented in a manner that will highlight the financial strategy targets and indicate how the budget meets or exceed them.

10. **Debt Management** – Utilize a "pay as you go" approach rather than borrowing for financing infrastructure replacement unless unique circumstances exist that support borrowing.

These policies are integral to the financial decision making of the City in ensuring a long-term focus and financial sustainability.

Present state - Where we are now:

As a result of the LTFMS and other factors, the City is on the right path and in a stronger financial position as shown by the change in the City's financial position comparing December 31, 2002 to December 31, 2016.

Figure 3 –Financial Position Comparison

All dollar figures are expressed in $000's

	2015	2002[1]	Change $	Change %
Financial Assets				
Cash and Investments	$951,390	$229,549	$721,841	314%
DCC receivable	21,135	7,042	14,093	200%
Other Assets	44,967	40,435	$4,532	11%
Total Assets	**1,017,492**	**277,026**	**740,466**	**267%**
Liabilities				
Accounts Payable and Accrued Liabilities	87,701	42,740	44,961	105%
DCC Levies	111,591	37,290	74,301	199%
Deposits and Holdbacks	58,896	7,048	51,848	736%
Deferred Revenue	48,711	11,313	37,398	331%
Long-Term Debt	46,583	42,709	3,874	9%
Total Liabilities	**353,482**	**141,100**	**212,382**	**151%**
Net Financial Assets	664,010	135,926	528,084	389%
Non-Financial Assets[2]	2,067,184	922,940	1,144,244	124%
Accumulated Surplus	**$2,731,194**	**$1,058,866**	**$1,672,328**	**158%**
Accumulated Surplus[3]				
Reserves	461,178	107,709	353,469	328%
Surplus/Appropriated Surplus/Other[4]	214,537	73,526	141,011	192%
Investment in Tangible Capital Assets[5]	2,055,479	877,631	1,177,848	134%
Total Accumulated Surplus	**$2,731,194**	**$1,058,866**	**$1,672,328**	**158%**

[1] 2002 is used as the base year as the LTFMS was implemented during 2003.
[2] Non-financial assets includes tangible capital assets, inventory of material and supplies and prepaid expenses.
[3] Accumulated Surplus includes committed amounts that are unspent at the reporting date.
[4] Appropriated Surplus is amounts set aside for specific purposes, future commitments or potential obligations..
[5] Investment in tangible capital assets represents the equity the City has in its assets.

Highlights of changes in Financial Position December 31, 2002 to December 31, 2015:

- Cash and investments have increased by $721.8 million (314%) to $951.4 million. The majority of this increase is attributable to:
  - Increase in reserves $353.5 million (328%)
  - Increase in liabilities $212.4 million (151%)
  - Increase in surplus/appropriated surplus $141.0 million (192%)
- DCC receivable has increased by $14.1 million (200%) which is also reflected in the increase in the DCC Levies of $74.3 million (199%) due to increased development activity.
- Deposits and Holdbacks have increased by $51.8 million (736%) mainly due to security deposits relating to development activity.
- Deferred revenue increased by $37.4 million (331%) mainly due to tax and utility pre-payments and deferred permit fees.
- Long-term debt has increased by $3.9 million (9%) to $46.6 million, previous debt for Terra Nova land acquisition, No. 2 Road bridge construction and sewer capital works was retired and new debt for the Minoru aquatic and older adults centre construction was obtained.
- Net financial assets increased by $528.1 million (389%) due to the net changes in assets and liabilities.
- Non-financial assets increased by $1.1B (124%) mainly due to increases in tangible capital assets. Note that the accounting standard for reporting tangible capital assets changed in 2009.

The financial position is one measure of the impact of the LTFMS, however there are additional measures that align to the specific points of the strategy. A simple report card was developed to track the actual results of the LTFMS in a clear and concise manner, particularly, as they relate to the ten Council established policies and Council approved targets in 2003.

Performance Measurement

Figure 4 – LTFMS Performance Measurement Scorecard

Policy	Analysis

1. Tax Revenue

Target:

CPI + 1.0% per year in the future to be transferred to the reserves.

Year	CPI[1]	Base Increase	OBI	Additional Levels	Reserves	Total Increase
2003	2.4%	2.49%	0.41%	0.45%	1.00%	**4.35%**
2004	2.2%	2.25%	0.26%	0.76%	0.47%	**3.74%**
2005	2.0%	1.03%	0.22%	0.73%	0.00%	**1.98%**
2006	2.0%	1.75%	0.26%	0.97%	1.00%	**3.98%**
2007	2.0%	1.39%	0.26%	1.18%	0.82%	**3.65%**
2008	2.1%	1.67%	0.39%	1.86%	0.00%	**3.92%**
2009	2.3%	2.19%	0.32%	0.46%	0.00%	**2.97%**
2010	1.5%	3.34%	0.11%	0.00%	0.00%	**3.45%**
2011	1.5%	2.63%	0.32%	0.00%	0.00%	**2.95%**
2012	1.7%	1.70%	0.16%	0.12%	1.00%	**2.98%**
2013	2.0%	1.39%	0.36%	0.23%	1.00%	**2.98%**
2014	2.0%	1.53%	0.34%	0.09%	1.00%	**2.96%**
2015	1.0%	1.45%	0.38%	0.06%	0.00%	**1.89%**
2016	2.3%	0.57%	0.47%	1.07%	1.00%	**3.11%**

[1] CPI estimated used in the annual budget preparation.

- Since the implementation of the LTFMS in 2003, the tax increases (net of the transfer to reserves) have approximated the budgeted CPI increase.
- The increase to reserves was fully met or had a partial increase in over half of the years since the implementation of the LTFMS.
- In 2008 to 2011, the 1% increase for transfer to reserves was replaced by additional interest earned on the Community Legacy & Land Replacement Reserve Fund as approved by Council on July 23, 2007 in lieu of the tax increase.
- In 2015, the 1% increase for transfer to reserves was replaced by a one-time infusion from surplus gaming revenue in lieu of the tax increase.
- In 2016, 12 additional RCMP officers were funded through a reduction in the base budget across all divisions.

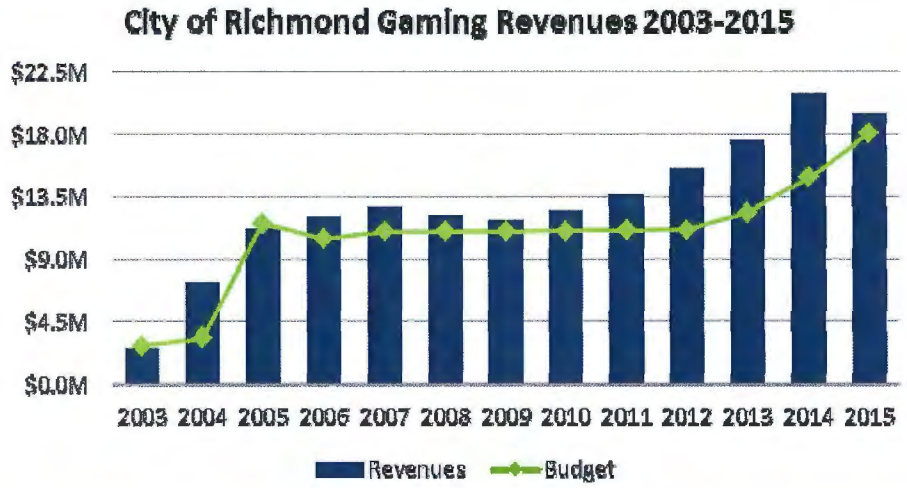
Policy	Analysis

2. Gaming Revenue

Target:

Total Casino Revenue - **$10M** per year by the 2nd year

- Gaming revenue met and has surpassed the $10 million target since 2005, and in 2015 $19.6 million was received, 630% greater than the 2003 figure.
- Gaming Revenue is currently used to fund capital reserves, the major capital community facility replacement program, the grants program, and towards the cost of policing relating to gaming activities.
- At the March 23, 2015 Council Meeting, Council approved an updated allocation model of gaming revenues effective for the 2016 budget year which included the creation of the Council Community Initiatives Account.



Policy	Analysis

3. Alternative Revenues & Economic Development

Target:

Economic Development - **1.5%** per year

Year	Tax Growth	Growth %
2003	1,628,493	1.63%
2004	2,648,500	2.51%
2005	1,657,392	1.50%
2006	2,296,582	2.95%
2007	3,346,530	3.04%
2008	3,750,000	2.91%
2009	3,200,000	2.28%
2010	1,800,000	1.22%
2011	2,000,000	1.29%
2012	2,364,594	1.47%
2013	1,600,000	0.95%
2014	2,300,000	1.32%
2015	2,500,000	1.36%
2016	2,276,000	1.20%

- The tax base has shown growth each year since the inception of the LTFMS averaging approximately 1.8% each year over the period of 2003 – 2016

Policy	Analysis
3. Alternative Revenues & Economic Development (continued) **Target:** Alternative revenue - $1M per year by the 5th year	- There have been a number of expanded alternative revenues such as the following: - District energy utility revenue - Sports Field User Fees - Filming revenues - Expanded Pay Parking program to include street meters - RCMP service fees - Tax information fees - Developer fees for planning services - Sale of drawings/GIS data - Meeting room rental revenue - Rental/Lease revenue from bus shelters - New rental properties revenue - Microfilm revenue - Media Lab Program Fees - Sponsorship Revenue for major events

Policy	Analysis
4. Changes to Senior Government Service Delivery	- The RCMP contracts have increased at rates greater than the LTFMS policy of CPI, and these RCMP increases are highlighted within the annual budget presentations. - Example, the 2016 RCMP contract increased at 2.70% compared to the City's tax increase before reserves of 2.11%.

Policy	Analysis
5. Capital Plan **Target:** No reduction	

Year	Capital Budget[1]
2003	39,438,000
2004	45,380,000
2005	115,558,000
2006	113,021,000
2007	172,203,000
2008	166,188,000
2009	72,798,000
2010	160,526,000
2011	93,372,000
2012	88,964,000
2013	139,681,000
2014	204,259,000
2015	167,217,000
2016	146,349,000

[1] Capital Budget represents the amended capital amount from 2010 forward

$123.2 million
Average Capital Budget 2003 – 2016

$47.5 million
Average Capital Budget 1992 – 2002

- The 5 Year Capital Plan is updated annually and projects the anticipated capital program costs and funding availability. The capital budgets have fluctuated over this period due to major facility construction and significant land acquisition.
- The capital budgets since the implementation of the LTFMS have averaged $123.2M compared to $47.5M prior to the strategy.

Policy	Analysis
6. Cost Containment	- The following are some examples of cost containment or cost recovery programs that have been implemented: - Energy retrofit projects to reduce electricity and natural gas usage - Attendance manager and attendance management system - Tree permit revenue to offset Tree Bylaw costs - Accessing Grants (Joint Emergency Preparedness Program, Stimulus funds, etc.) - RCMP Auxiliary Program - New Fuel management system - Patroller First Responder program - Garbage/Recycling contract - Development of Sidaway disposal site - Road Cut Program to include private utility companies - Use of Trenchless technology for construction purposes - Fire Protection & Life Safety Bylaw with associated fees, fines and avenues for cost recovery - Delayed replacements / hirings - Operating expense reduction (i.e. Supplies, Contract, telephone etc.) - Finance and Cost Control subcommittee created - Service Level reviews

Policy	Analysis
7. Efficiencies & Service Level Reductions **Target:** -0.2% per year starting in 3rd year for operating, police & fire efficiencies. No reductions to level of service	- This area is addressed annually during the budget review process. The efficiencies and service level reductions have not been isolated and identified separately. - The following are some examples of efficiencies: - Retro-commissioning of existing buildings to optimize the energy use - Upgrade of direct digital control systems - Pump station power efficiencies - Traffic signal conversion to LED - Systems enhancements, AMANDA, PeopleSoft, HCM, etc. - Virtualizing computer servers - Use of real time hand held ticketing computers - Bylaw Adjudication System - LEED Fire halls - Scanning equipment in stores - Online event management system

Policy	Analysis
8. Land Management	- The proceeds from land sales are returned to land related accounts to fund future land acquisitions. The City has been actively acquiring land over the past 10 years. - Since 2009, the City has acquired over 400 acres of land for $200+ million. During the same period, approximately 20 acres were divested for approximately $50 million.

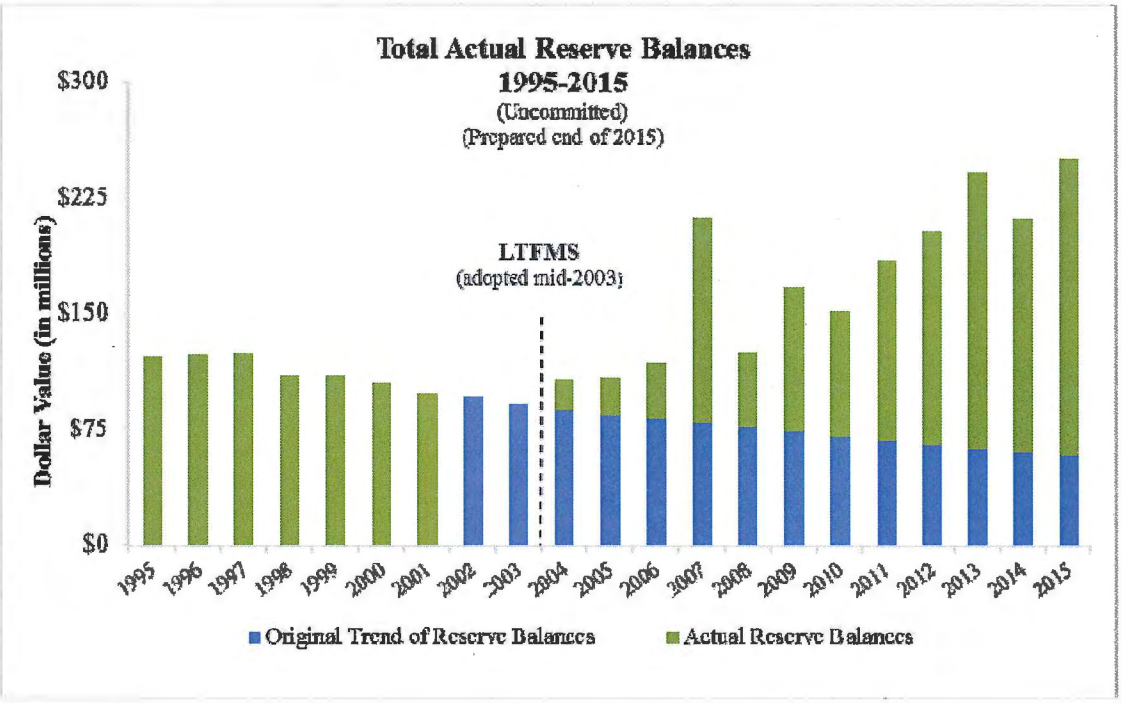
Policy	Analysis
9. Administrative	- Currently where possible user fees are automatically increased by CPI on January 1st of each year by Council through the Consolidated Fees Bylaw. - Every year, the 5YFP is prepared and addresses the tax increase, distribution of Gaming Revenue, isolation of additional levels of service and the capital plan funding sources.

Policy	Analysis
10. Debt Management	- During 2014, debt in the amounts of $50.8M was strategically obtained for the construction of the Minoru aquatic and older adults centre to take advantage of the low interest rate environment. - The debt servicing costs for the new $50.8M debt did not increase taxes as $5M of annual gaming revenue (formerly used to repay for the construction of the Oval) and the portion of funding that had been used to pay for the now extinguished Terra Nova debt were used to finance these costs.

Overall, the City has met the requirements of the policies with the exception of alternative revenues and tax increase targets which have intermittently met the targets. Meeting the requirement of limiting tax increases to CPI (under policy 1) is beginning to place a burden on the organization as it is difficult without a corresponding reduction in services or service levels. This is particularly evident in current times with low inflation and continued escalation for community safety, infrastructure costs and committed labour agreements.

The progress that has been made to date due to the LTFMS can be measured by the increase to the reserves. The growing of the reserves was one of the initial drivers behind the creation of the LTFMS. Prior to the implementation of the LTFMS, the reserves were steadily declining as depicted by the green bars and the future reserve projections represented by the blue bars continued the decline. After the adoption of the LTFMS, the reserve balances have shown a steady increase.

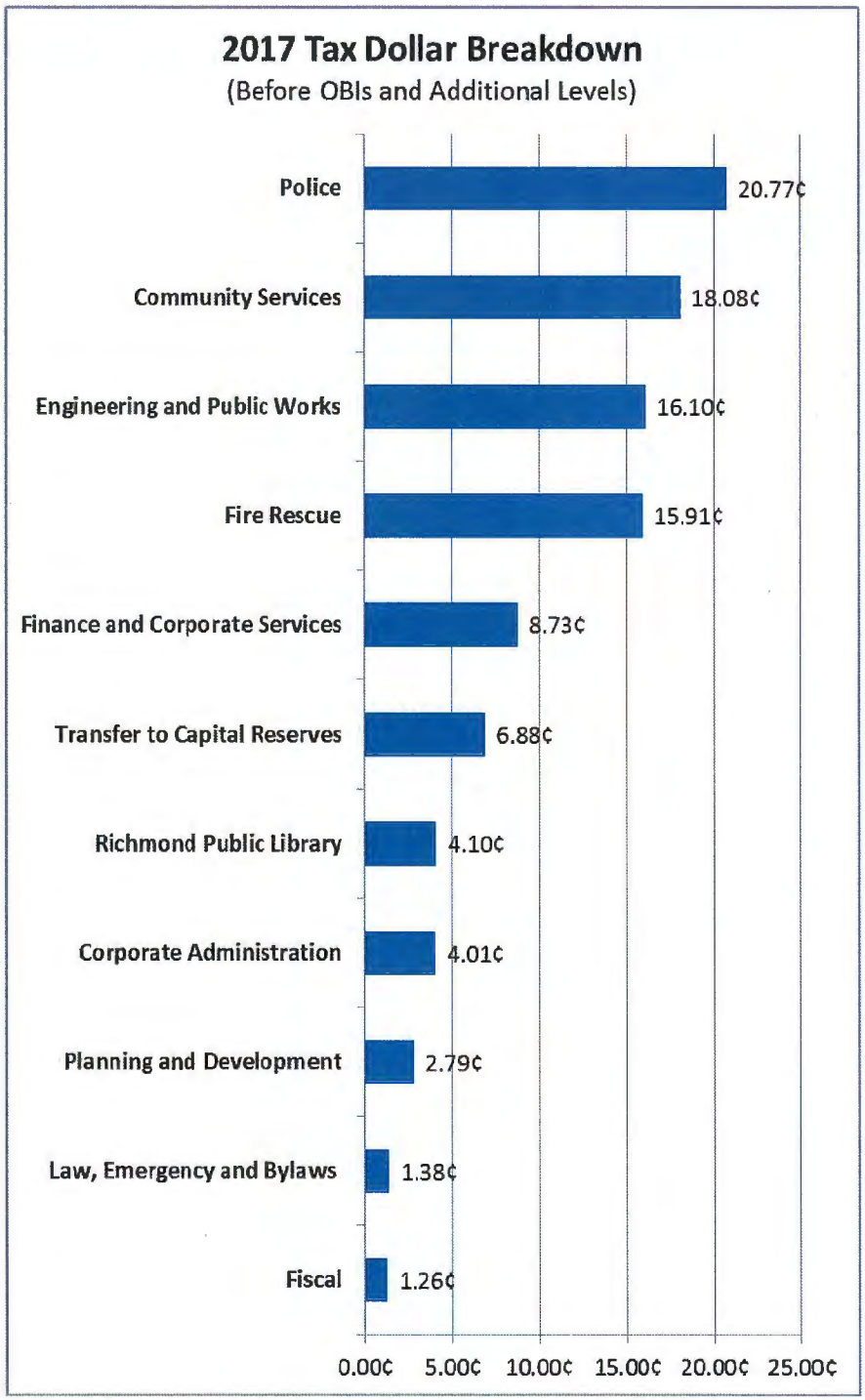
Figure 5 – Actual Trend of the Reserves



The above chart shows an indication of the overall reserve balances and the increases since the adoption of the LTFMS. Though the overall reserves balances are growing, the Capital Building and Infrastructure Reserve (CBI) which is used to fund major capital facility replacement requires further review. The CBI reserve is the recipient of the 1% annual increase in transfer to reserves and has been utilized recently for partial funding towards Phase 1 of the Corporate Facilities Implementation Plan. The uncommitted balance in the Capital Building and Infrastructure Reserve (excluding the special sports sub-fund) at December 31, 2015 was $27.5 million.

The reserves alone do not show the complete story; they must be reviewed in conjunction with asset condition ratings, ageing infrastructure reports and long-term capital requirements. Staff is currently working on the facilities replacement plan which will be a key component to the required reserve analysis.

7. 2017 Municipal Tax Dollar



8. 2017 Same Level of Service Budget Details

All Divisions

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

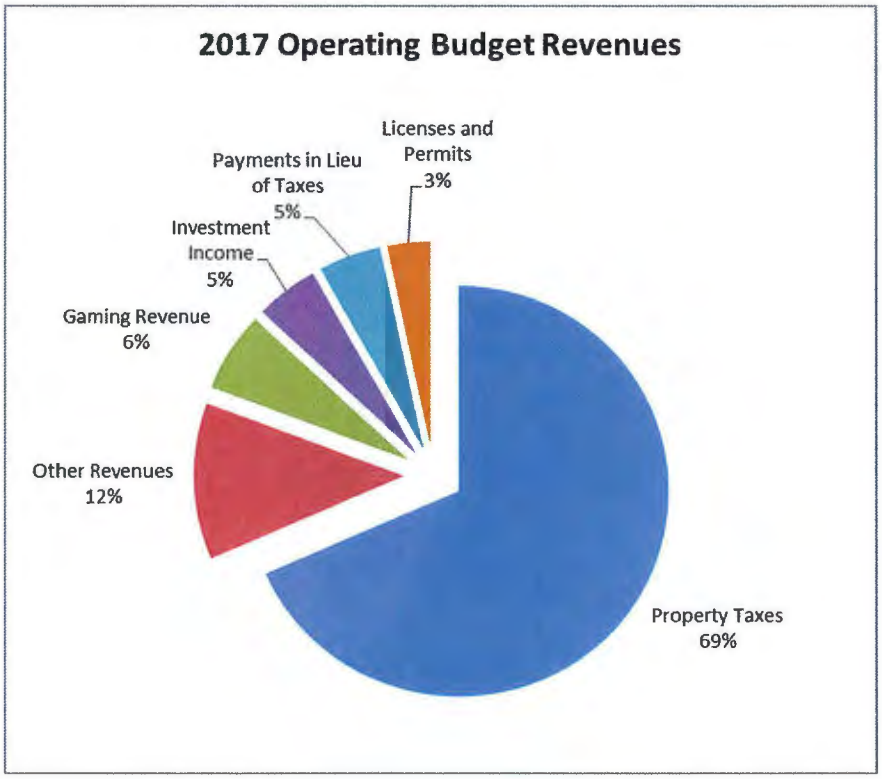
	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**-**	**$5,037,400**	**$5,037,400**	**-**
Revenues	**$(286,377,100)**	**(289,386,200)**	**(3,009,100)**	**1.05%**
Expenditures				
Labour	$135,766,100	139,422,200	3,656,100	2.69%
Contract Services	$62,996,100	64,800,200	1,804,100	2.86%
Operating Expenses	$36,496,700	37,175,300	678,600	1.86%
Total Expenditures	**$235,258,900**	**241,397,700**	**6,138,800**	**2.61%**
Fiscal Expenses	**$48,777,800**	**48,777,800**	**-**	**-**
Transfers	**$2,340,400**	**4,248,100**	**1,907,700**	**81.51%**
Grand Total	**-**	**$5,037,400**	**$5,037,400**	**-**

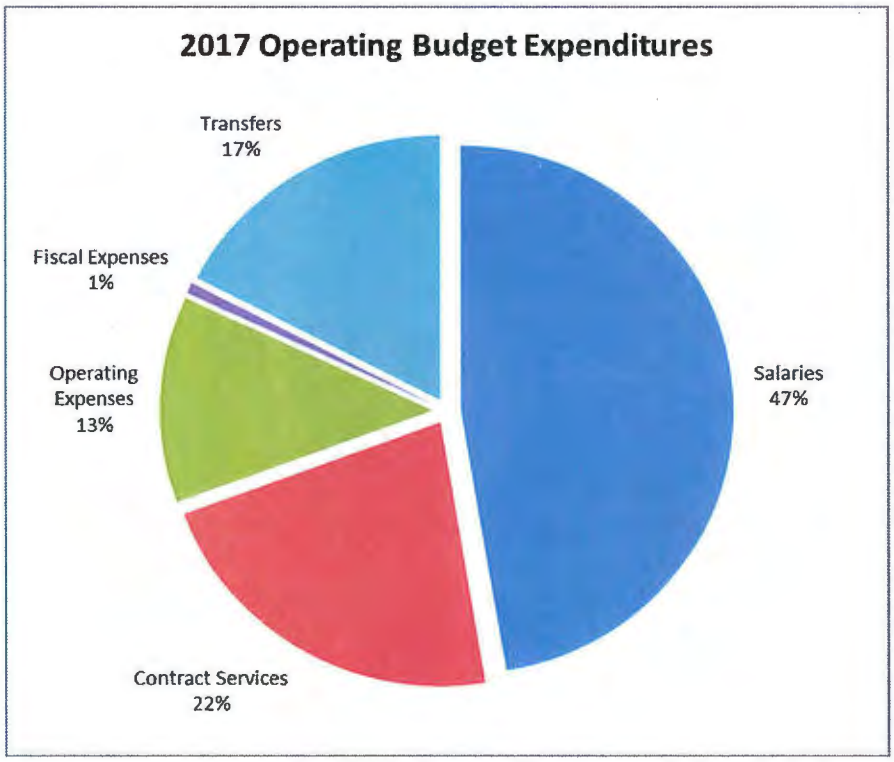
FTE Change

	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Total	1,273.3	1,273.5	0.1	0.01%

FTE Change - Library

	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Total	91.2	91.2	-	-%

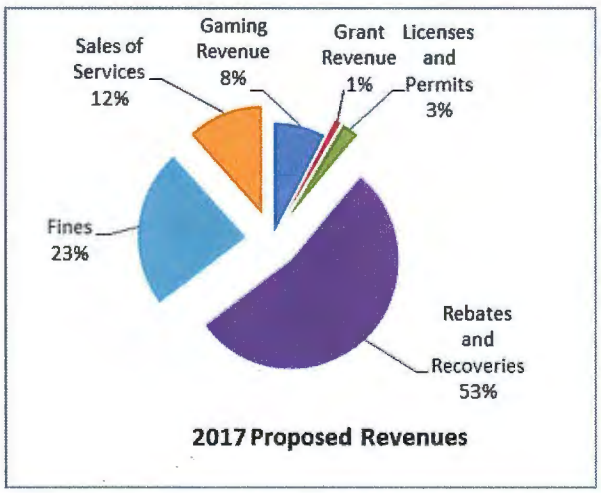

2017 Operating Budget Revenues
Licenses and Permits 3%
Payments in Lieu of Taxes 5%
Investment Income 5%
Gaming Revenue 6%
Other Revenues 12%
Property Taxes 69%

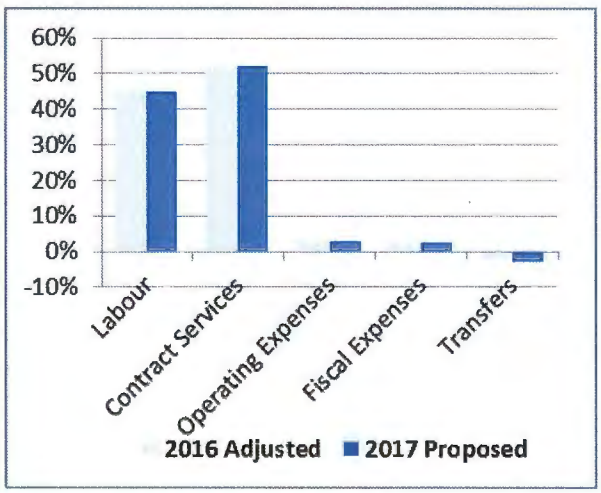

2017 Operating Budget Expenditures
Transfers 17%
Fiscal Expenses 1%
Operating Expenses 13%
Salaries 47%
Contract Services 22%

Law and Community Safety

Brings together the City's public safety providers, along with sections responsible for legal and regulatory matters. The City's primary community safety providers are Police (RCMP), Fire-Rescue, Emergency Programs and Community Bylaws. The role of the Community Bylaws Department is to either lead, assist or partner with others to ensure that the City's various bylaws are compiled with regard for the overall benefit of the community. The Law Section is responsible for providing advice to City Council and staff regarding the City's legal rights and obligations.

	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**$81,417,000**	**$82,923,600**	**$1,506,600**	**1.85%**
Revenues	**(8,554,500)**	**(8,760,100)**	**(205,600)**	**2.40%**
Expenditures				
Labour	40,778,900	41,140,900	362,000	0.89%
Contract Services	46,584,600	47,961,100	1,376,500	2.95%
Operating Expenses	2,701,700	2,763,700	62,000	2.29%
Total Expenditures	**90,065,200**	**91,865,700**	**1,800,500**	**2.00%**
Fiscal Expenses	**2,270,700**	**2,270,700**	**-**	**-%**
Transfers	**(2,364,400)**	**(2,452,700)**	**(88,300)**	**3.73%**
Grand Total	**$81,417,000**	**$82,923,600**	**$1,506,600**	**1.85%**





FTE Change

	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Total	**355.6**	**356.2**	**0.6**	**0.15%**

0.6 FTE added for Major Facilities

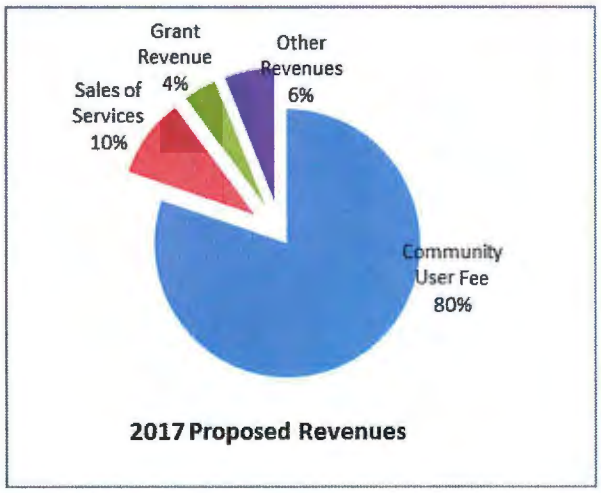
RCMP Contract Complement

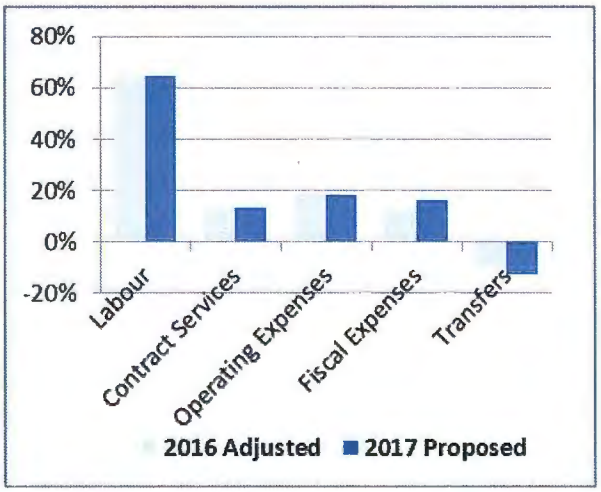
	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Officers	212.0	212.0	-	-%
Civilian Members	2.0	2.0	-	-%
Less: Non-Budgeted	(11.0)	(11.0)	-	-%
Municipal Policing	**203.0**	**203.0**	**-**	**-%**
Integrated teams (including RTIC)	17.7	17.7	-	-%
Total	**220.7**	**220.7**	**-**	**-%**

Community Services

Coordinates, supports and develops Richmond's community services including recreation, arts, heritage, sports, social planning, affordable housing, diversity, youth, childcare and older adult services. Oversees City owned public facilities and the design, construction and maintenance of City parks, trails and green spaces. Works with community partners and coordinates vents and filming in the City.

	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**$47,550,400**	**$48,310,400**	**$760,000**	**1.60%**
Revenues	**(9,636,000)**	**(9,643,100)**	**(7,100)**	**0.07%**
Expenditures				
Labour	37,095,800	37,718,100	622,300	1.68%
Contract Services	7,733,900	7,783,100	49,200	0.64%
Operating Expenses	10,516,900	10,593,700	76,800	0.73%
Total Expenditures	**55,346,600**	**56,094,900**	**748,300**	**1.35%**
Fiscal Expenses	**7,453,300**	**7,453,300**	**-**	**-**
Transfers	**(5,613,500)**	**(5,594,700)**	**18,800**	**(0.33%)**
Grand Total	**$47,550,400**	**$48,310,400**	**$760,000**	**1.60%**





FTE Change

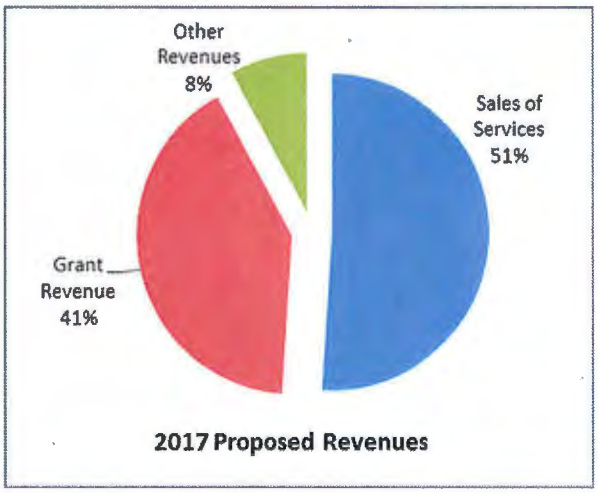
	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Community Services	383.5	380.5	(3.0)	1.0%
Library	91.2	91.2	-	-%
Total	**474.7**	**471.7**	**(3.0)**	**(6.3%)**

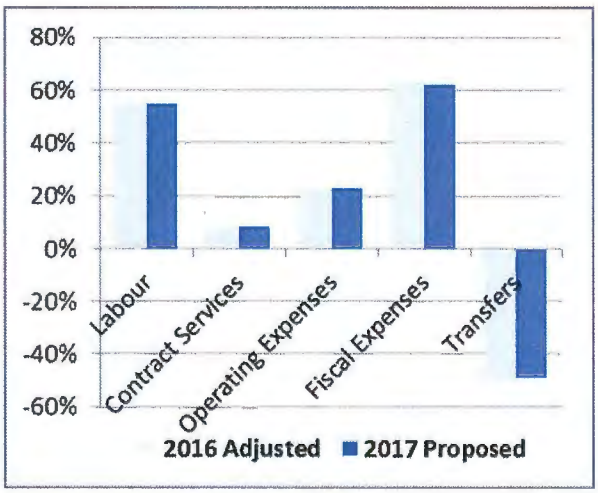
3 RFT transferred to Corporate Administration (Coordinator, Marketing & Communications, Marketing Assistant and Fitness & Wellness Coordinator) offset by 1 new RFT Supervisor, Mapping & Drafting reallocated from seasonal 394 Labour budget

Engineering and Public Works (excluding Utilities)

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

	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**$34,518,900**	**$35,086,500**	**$567,600**	**1.64%**
Revenues	**(6,269,200)**	**(6,626,200)**	**(357,000)**	**5.69%**
Expenditures				
Labour	22,571,900	22,953,500	381,600	1.69%
Contract Services	3,367,700	3,553,600	185,900	5.52%
Operating Expenses	9,393,600	9,572,400	178,800	1.90%
Total Expenditures	**35,333,200**	**36,079,500**	**746,300**	**2.11%**
Fiscal Expenses	**25,957,500**	**25,957,500**	**-**	**-%**
Transfers	**(20,502,600)**	**(20,324,300)**	**178,300**	**(0.87)%**
Grand Total	**$34,518,900**	**$35,086,500**	**$567,600**	**1.64%**





FTE Change

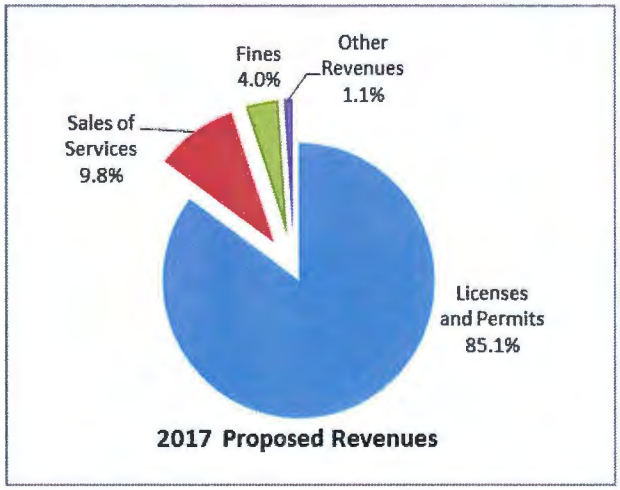
	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Total	**233.9**	**233.5**	**(0.4)**	**(0.17%)**

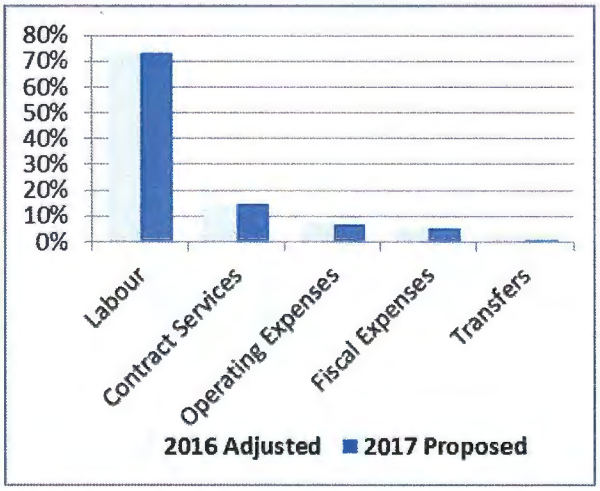
Transfer District Energy Utility FTE to Lulu Island Energy Company

Finance and Corporate Services

Responsible for the financial well-being of the City, through the provision of effective and reliable financial advice, services and information to Council, staff and the public, as well as through the support and fostering of a viable business community. Includes customer service, information technology, finance, economic development, real estate services, City Clerk, Records, Archives, enterprise services, business licences, administration and compliance.

	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**$18,802,700**	**$19,015,900**	**$213,200**	**1.13%**
Revenues				
Revenues	**(3,948,300)**	**(4,068,400)**	**(120,100)**	**3.04%**
Total Revenues	**(3,948,300)**	**(4,068,400)**	**(120,100)**	**3.04%**
Expenditures				
Labour	16,689,200	16,873,000	183,800	1.10%
Contract Services	3,240,200	3,401,200	161,000	4.97%
Operating Expenses	1,598,900	1,587,400	(11,500)	(0.72%)
Total Expenditures	**21,528,300**	**21,861,600**	**333,300**	**1.55%**
Fiscal Expenses	**1,178,800**	**1,178,800**	**-**	**-%**
Transfers	**43,900**	**43,900**	**-**	**-%**
Grand Total	**$18,802,700**	**$19,015,900**	**$213,200**	**1.13%**





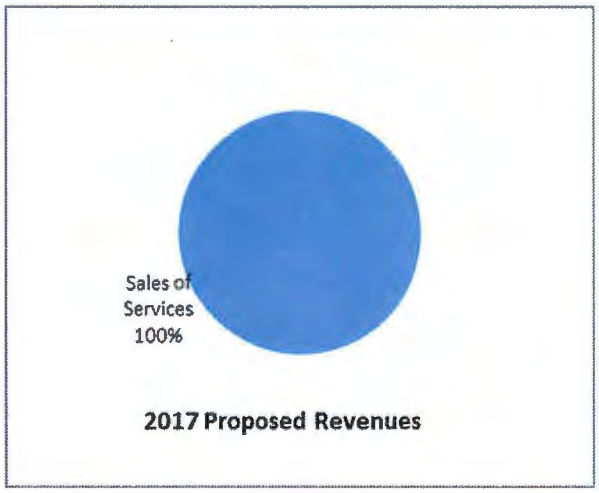
FTE Change

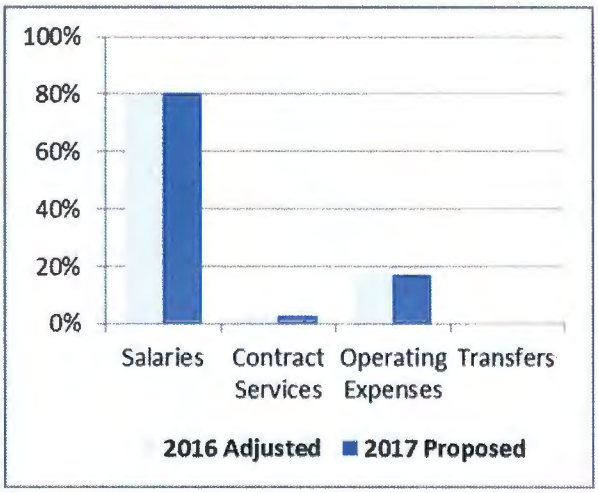
	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Total	**158.3**	**158.3**	**-**	**-%**

Corporate Administration

The CAO's Office oversees the overall administration of the corporate body (business units/operations) of the City, its officers and employees. It is also home to the Corporate Planning and Programs Management Group (CPMG). CPMG and Intergovernmental Relations are responsible for research and development of corporate policy, strategic and corporate planning, intergovernmental relations, human resources, corporate communications, protocol, business advisory, special projects and coordination of interdivisional projects and initiatives.

	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**$9,287,000**	**$9,496,000**	**$209,000**	**2.25%**
Revenues	**(30,000)**	**(5,000)**	**25,000**	**(83.33%)**
Expenditures				
Labour	7,419,300	7,628,000	208,700	2.81%
Contract Services	273,100	273,100	-	-
Operating Expenses	1,624,600	1,599,900	(24,700)	(1.52%)
Total Expenditures	**9,317,000**	**9,501,000**	**184,000**	**1.97%**
Transfers	-	-	-	-
Grand Total	**$9,287,000**	**$9,496,000**	**$209,000**	**2.25%**





FTE Change

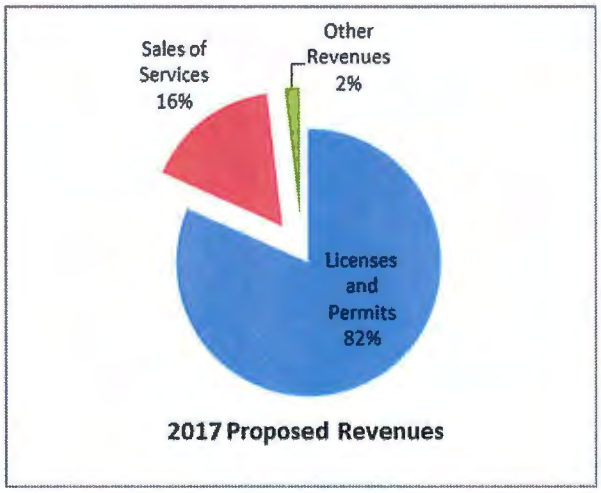
	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Total	**44.3**	**54.3**	**10.0**	**22.57%**

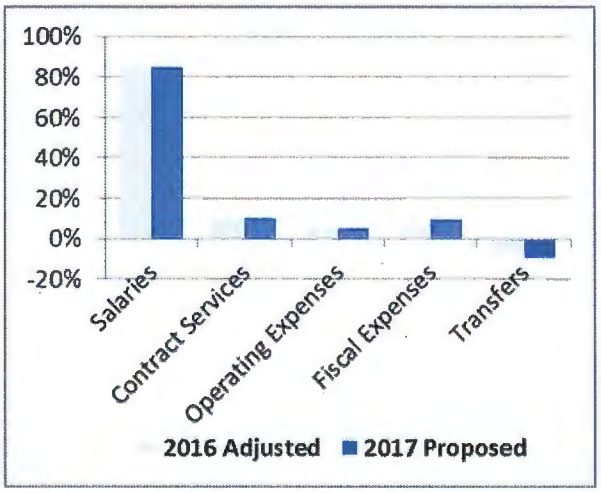
10 staff transferred to Corporate Administration, 7 from Planning and Development Production Centre, 3 from Community Services, Coordinator, Marketing & Communication, Marketing Assistant and Fitness & Wellness Coordinator.

Planning and Development

Incorporates the policy planning, transportation planning, development applications and the building approvals departments. 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.

	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**$5,323,700**	**$5,323,300**	**$(400)**	**(0.01%)**
Revenues	**(6,826,400)**	**(6,966,900)**	**(140,500)**	**2.06%**
Expenditures				
Labour	10,308,200	10,420,300	112,100	1.09%
Contract Services	1,191,900	1,223,400	31,500	2.64%
Operating Expenses	650,000	646,500	(3,500)	(0.54%)
Total Expenditures	**12,150,100**	**12,290,200**	**140,100**	**1.15%**
Fiscal Expenses	**873,500**	**873,500**	**-**	**-**
Transfers	**(873,500)**	**(873,500)**	**-**	**-**
Grand Total	**$5,323,700**	**$5,323,300**	**$(400)**	**(0.01%)**





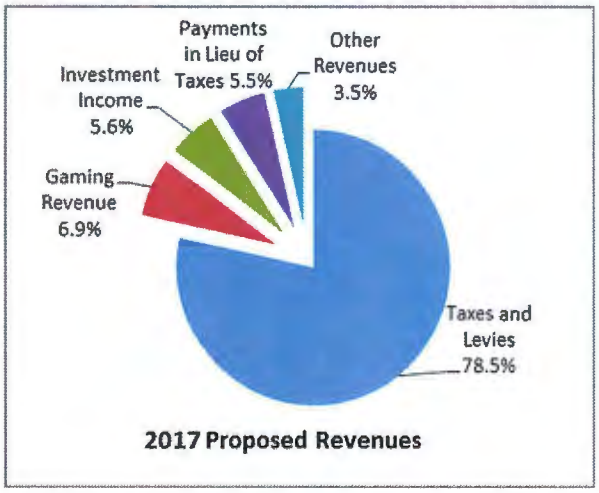
FTE Change

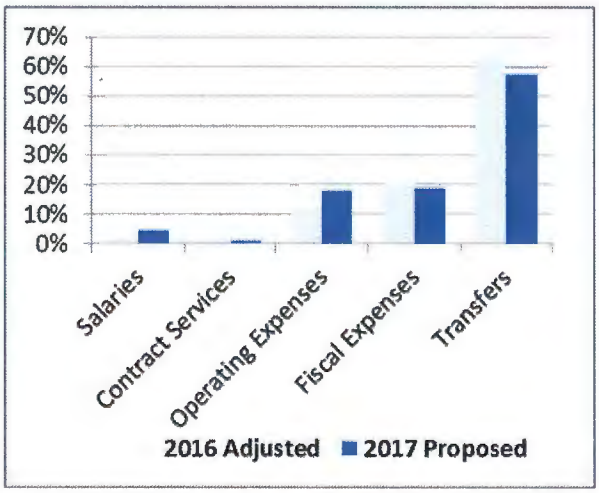
	2016 FTE	2017 FTE	Change 2017	Change 2017 %
Total	**97.7**	**90.7**	**(7.0)**	**(7.16%)**

7 RFTs transferred to Corporate Administration from Planning and Development Production Centre

Fiscal

	2016 Adjusted Base Budget	2017 Proposed Base Budget	Change 2017 $	Change 2017 %
OPERATING BUDGET	**$(196,899,700)**	**$(195,118,300)**	**$1,781,400**	**(0.90%)**
Revenues	**(251,112,700)**	**(253,316,500)**	**(2,203,800)**	**0.88%**
Expenditures				
Labour	902,800	2,688,400	1,785,600	197.78%
Contract Services	604,700	604,700	-	-
Operating Expenses	10,011,000	10,411,700	400,700	4.00%
Total Expenditures	**11,518,500**	**13,704,800**	**2,186,300**	**18.98%**
Fiscal Expenses	**11,044,000**	**11,044,000**	**-**	**-**
Transfers	**31,650,500**	**33,449,400**	**1,798,900**	**5.68%**
Grand Total	**$(196,899,700)**	**$(195,118,300)**	**$1,781,400**	**(0.90%)**





5243400

9. 2017 Additional Level Expenditure Requests – RECOMMENDED (in $000s)

Ref	Requested By	Description	Amount	Tax Impact (%)
1	Corporate Administration	**Let's Talk Richmond Contract** The City has used the Let's Talk Richmond platform since 2010 to support its online public consultation and engagement activities. A three-year contract for the service was funded in 2013 through a one-time allocation, Base budget funding is now being sought to secure ongoing access to this service.	$25	0.01%
2	Planning and Development	**Regular Full Time Planner 3** Development Applications continues to experience high application volumes with an increasing trend towards large scale more complex multiple family and mixed-use development projects in the City Centre. This trend is expected to continue in 2017 and will generate increased revenue and workload.	$-	0.00%
3	Planning and Development	**Departmental Associate 3 - Building Department** Building Approvals continues to experience high volumes of building permit applications and inspections. This increases the number of construction activities in the community thus creates more inquiries, meetings and consultation with developers, builders, public and Mayor and Councillors.	$-	0.00%
4	Community Services	**Increased Building Service Worker (BSW) Hours at the Steveston Museum and the Tram Building** Increased BSW hours at the Steveston Museum and the Tram Building (current opening hours) are needed due to the addition of two new public washrooms during the Japanese Building restoration and due to heavy usage at the Tram Building.	$33	0.02%
5	Planning and Development	**Plan Processing Clerk - Building Department** Building Approvals continues to experience high volumes of building permit applications with increasing more complex buildings to process. Construction value of issued permits in 2015 reached an all-time high of $1.0 Billion. 2016 has surpassed the overall average and is expected to continue in 2017.	$-	0.00%
6	Community Services	**Additional Hours for Building Service Worker (BSW) and Kiln/Ceramics Contractor** Due to increased usage of the building, the Cultural Centre requires additional janitorial services. For the same reason of increased usage, and in consultation with the City's Risk Manager, the Kiln/Ceramics contractor technician has been identified as essential.	$35	0.02%
7	Community Services	**Community Leisure Transportation (CLT) - Relocation of Service** Shifting the operation of the City's CLT program from the Minoru Seniors Society would allow the City to have better oversight of the program, develop administrative efficiencies and increase program revenue to help offset expenses.	($5)	0.00%

Ref	Requested By	Description	Amount	Tax Impact (%)
8	Community Services	**Arts Centre: Increase to Operations** Demands and need for Arts Centre programs continue to increase with growing waitlists. As the only purpose built arts centre in the community with limited space, staff continue to maximize the use of space and provide new programs.	$-	0.00%
9	Engineering & Public Works	**Increase Transfer to Fleet Reserve** The fleet vehicle reserve is underfunded. Per Sustainable Green Fleet Policy 2020, the reserve needs to be increased to $2.175M annually. This request is to gradually increase the amount of the reserve contribution to the required annual amount. The request is a net-zero budget impact.	$-	0.00%
10	Engineering & Public Works	**Storm Events** Increased intensity of storm events has resulted in increased demand on manpower and equipment requirements for response to these events.	$75	0.03%
2016 Additional Level Grand Totals - RECOMMENDED			$163	0.08%

10. 2017 Additional Level Expenditure Requests – RCMP (in $000s)

Ref	Requested By	Description	Amount	Tax Impact (%)
11	Law and Community Safety	**RCMP Members - General Duty Members 12 Regular Members** The RCMP requests four corporal ranked and eight constable ranked positions in 2017. This recommendation was based on an external operational review and in the RCMP 3-Year Resourcing Plan as a result of community priorities, population growth and increases in the complexity of files and disclosure.	$2,137	0.96%
12	Law and Community Safety	**RCMP Members - Property Crime 4 Regular Members** The RCMP conducted an internal review and concluded that the City needs four additional property crime unit members. This was recommended in the RCMP 3-Year Resourcing Plan as a result of community priorities, population growth and increased complexity of files and disclosure.	$648	0.31%
13	Law and Community Safety	**RCMP Members - Serious Crime 2 Regular Members** The RCMP requests two Serious Crime Investigators to support existing teams due to on going investigations. This was recommended in the RCMP 3-Year Resourcing Plan as a result of population growth and increased complexity of files and disclosure.	$324	0.15%
14	Law and Community Safety	**RCMP Members - Watch Investigators 2 Regular Members** The RCMP request for two constables to enhance the capability to provide immediate triage response and initial investigation of all major crimes. This was recommended in the RCMP 3-Year Resourcing Plan as a result of population growth and increase complexity of files and disclosure.	$324	0.15%
15	Law and Community Safety	**RCMP Municipal Employee - Disclosure Clerk - 2 Positions** The RCMP requests two municipal employee to assist the Plainclothes units and Road Safety unit with the disclosure of investigative material to the Courts. This was recommended in the RCMP 3-Year Resourcing Plan as a result of population growth and increased service demands.	$158	0.07%
16	Law and Community Safety	**RCMP Municipal Employee - General Duty Clerk - 2 Positions** The RCMP request two municipal administrative support staff for the General Duty Watch Teams and Road Safety Unit. This was recommended in the RCMP 3-Year Resourcing Plan as a result of population growth and increased service demands.	$164	0.07%
17	Law and Community Safety	**RCMP Municipal Employee - IT Support** The RCMP request one municipal employee to support expected increase in administration of RCMP Systems and Infrastructure. This was recommended in the RCMP 3-Year Resourcing Plan as a result of population growth and increased service demands.	$98	0.04%

Ref	Requested By	Description	Amount	Tax Impact (%)
18	Law and Community Safety	**RCMP Municipal Employee - Records Quality Reviewer** The RCMP request one municipal employee to maintain and review operational/administrative files. This was recommended in the RCMP 3-Year Resourcing Plan as a result of population growth and increased service demands.	$88	0.04%
19	Law and Community Safety	**RCMP Members - Road Safety 2 Regular Members** The RCMP request two Road Safety Investigators to support traffic collision investigations and enforcement. This was recommended in the RCMP 3-Year Resourcing Plan as a result of increased traffic and to maintain road safety.	$324	0.15%
2017 Additional Level Grand Totals - RCMP			$4,265	1.94%

11. 2017 Additional Level Expenditure Requests – NOT RECOMMENDED (in $000s)

Ref	Requested By	Description	Amount	Tax Impact (%)
20	Law and Community Safety	**Staff Solicitor** Full time Staff Solicitor required due to the City's legal requirements increasing dramatically. In 2015 the Law Division opened 322 files. Having already opened 216 files by mid-May 2016, the Law Division is on track to exceed 2015 file openings substantially in excess of 500 files.	$179	0.09%
21	Community Services	**Transition to School Art Program Coordinator Position** The School Art Program Coordinator is critical to Richmond Art Gallery's ability to provide quality educational programming to the community. Currently paid by Richmond Art Gallery Association, the position is equivalent to the City position of Education and Program Coordinator in Museum & Heritage Sites.	$38	0.02%
22	Richmond Public Library	**Richmond Public Library - Expand Services for Children and Families** Pilot afterschool programs at the Brighouse (Main) branch aimed at middle years children that strengthen existing core services with the opportunity to develop academic, social, emotional maturity and communication skills using library resources and targeted volunteer opportunities for teens and adults. Develop children's outreach services strategy for implementation and expand the library's community volunteer program. Significantly expanded services and programs for children to branches and deliver programs and services for children in schools, preschools, daycares, community centres, housing complexes/residences, shelters, food banks and other centres in the community, increasing awareness and use of library resources.	$200	0.10%
23	Richmond Public Library	**Richmond Public Library - Expand Services for Seniors** Pilot at the Brighouse (Main) branch series of programs for seniors that focus on technology and digital library resources, intergenerational programming featuring Nostalgia Kits, and provide meaningful volunteer opportunities that strengthen existing core services with library facilities. Develop seniors' outreach services strategy for implementation; refocus home delivery services; and expand the library's community volunteer program. Significantly expanded services and series of programs for seniors extended to branches and seniors in community centres, the new Minoru Older Adult Centre, residences, care homes, shelters, food banks and other community hubs; home delivery service expanded; programs delivered by both staff and volunteers.	$200	0.10%
24	Law and Community Safety	**Law Department Paralegal Staff** The City's Law Department requires additional support staff due to increased workload. Law has opened 216 files by May 2016 and is on track to exceed 2015 file openings. Paralegal support for drafting legal documents, carrying-out legal research and administrative duties as required.	$111	0.06%

NOT RECOMMENDED

Ref	Requested By	Description	Amount	Tax Impact (%)
25	Community Services	**Food Security Coordinator** There are a number of Council-endorsed actions related to food security in the Official Community Plan as well as other plans, strategies and opportunities to advance new actions in the Metro Vancouver Regional Food System Action Plan.	$138	0.07%
26	Community Services	**Parks Additional Inventory acquired due to New Development** This submission is for the recurring operating budget impact for the maintenance of Parks infrastructure acquired in 2015 & 2016 from a variety of sources including development funded projects.	$75	0.04%
2017 Additional Level Grand Totals - NOT RECOMMENDED			$941	0.48%

NOT RECOMMENDED

12. 2017-2021 Same Level of Service Budget (in $000s)

	2017 Proposed Base Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan
Revenue:					
Property Taxes	203,002	211,405	220,081	228,085	236,634
User Fees	97,856	101,143	104,728	108,355	112,203
Sales of Services	28,624	28,920	29,281	29,591	29,906
Gaming Revenue	18,088	18,088	18,088	18,088	18,088
Investment Income	14,694	14,694	14,694	14,694	14,694
Payments In Lieu Of Taxes	13,860	13,860	13,860	13,860	13,860
Other Revenue	8,179	8,407	8,673	8,937	9,209
Licenses And Permits	9,405	9,598	9,832	10,033	10,238
Grant Revenue	4,736	4,788	4,847	4,871	4,897
	398,444	**410,903**	**424,084**	**436,514**	**449,729**
Expenses:					
Law and Community Safety	94,136	96,775	99,414	101,896	104,401
Engineering and Public Works	62,037	63,707	64,395	65,315	66,292
Community Services	53,632	55,355	56,937	58,400	59,897
Finance and Corporate Services	23,040	23,675	24,333	24,920	25,493
Fiscal	23,072	23,520	21,499	21,455	21,508
Debt Interest	1,677	1,677	1,677	1,677	1,677
Corporate Administration	9,501	9,714	9,968	10,193	10,424
Planning and Development Services	13,164	13,544	13,946	14,337	14,761
Utility Budget					
Water Utility	40,552	42,459	43,975	45,540	47,175
Sanitary Sewer Utility	30,248	32,272	34,031	35,826	37,761
Sanitation and Recycling	14,945	15,254	15,630	15,955	16,292
Library	9,916	10,107	10,343	10,553	10,768
	375,920	**388,059**	**396,148**	**406,067**	**416,449**
Annual Surplus	**22,524**	**22,844**	**27,936**	**30,447**	**33,280**
Transfers/Amortization offset:	**22,524**	**22,844**	**27,936**	**30,447**	**33,280**
Balanced Budget	-	-	-	-	-

City of Richmond

Report to Committee

To:	Finance Committee	**Date:**	October 28, 2016
From:	Jerry Chong, CPA, CA Director, Finance	**File:**	03-0985-01/2016-Vol 01
Re:	**2017 One-Time Expenditures**		

Staff Recommendation

That the recommended one-time expenditures in the amount of $7,789,167 as outlined in Attachment 1 of the 2017 One-Time Expenditures staff report, be approved for funding from the Rate Stabilization Account.

Jerry Chong, CPA, CA
Director, Finance
(604-276-4064)

Att. 2

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
CONCURRENCE OF SMT	INITIALS:
APPROVED BY CAO	

Staff Report

Origin

One-time expenditure requests are typically non-recurring items for consideration over and above the base annual budget. Council established a Rate Stabilization Account (RSA) to provide funding for such requests without a tax impact. Each year, once the City's accounts from the prior year are finalized, any arising surplus is transferred into the RSA. The funds can be used to help balance the budget in order to minimize any tax increases or to offset any one-time expenditure requests.

Any approved one-time expenditure requests will be included in the 2017-2021 5-Year Financial Plan (5YFP).

This report supports Council's 2014-2018 Term Goal #7 Strong Financial Stewardship:

Maintain the City's strong financial position through effective budget processes, the efficient and effective use of financial resources, and the prudent leveraging of economic and financial opportunities to increase current and long-term financial sustainability.

7.1. Relevant and effective budget processes and policies.

7.2. Well-informed and sustainable financial decision making.

7.3. Transparent financial decisions that are appropriately communicated to the public.

7.4 Strategic financial opportunities are optimized.

Analysis

For 2017, there are 24 one-time expenditure requests totalling $9.2M. The list includes items that were considered in the Capital process, but were not recommended in the 2017 Capital Budget due to funding constraints and other priorities. Staff conducted a thorough review and prioritized each request using established ranking criteria.

Only high priority requests are recommended. If any one-time expenditure requests are approved by Council, the respective expenditure will be included in the 5-Year Financial Plan (2017-2021). There is no tax impact from any of the proposed one-time expenditures as they will be funded from the RSA which has a balance of approximately $17.2M. A further $3.9M will be transferred in from the fire provision for a total balance of $21.1M. The recommended one-time expenditures total $7.8M, which would leave a balance of $13.3M.

The remaining balance in the RSA may be used to phase-in the impact of the Major Facilities Phase 2 Operating Budget Impact.

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)	Not Recommended Amount (In $000s)	Total (In $000s)
24	**$7,789**	**$1,421**	**$9,210**

Table 2 presents a summary of the recommended amounts all of which are in support of Council's 2014-2018 Term Goals.

Table 2 – Recommended One-Time Expenditures Summary

Council Term Goal	Recommended Amount (In $000s)	Reference Numbers (Attachment 1)
Safe Community	$2,684	1, 5-6, 15, 17
Vibrant Programs	2,641	2-4, 7-11, 16, 18-19
Quality Infrastructure	2,464	12-14
	$7,789	

Attachments 1 and 2 provide a brief description of all one-time expenditure requests with recommendations and non-recommendations respectively provided by SMT and the CAO. Council may change any of the recommendations or may choose to address other one-time funding needs.

Financial Impact

The recommended one-time expenditure requests of $7.8M are funded from the Rate Stabilization Account with no tax impact. These recommended amounts will be included in the 5-Year Financial Plan (2017-2021), should they be approved by Council.

Conclusion

One-time expenditure requests were reviewed and prioritized by SMT and the CAO. The high priority requests in the amount of $7.8M as summarized in Attachment 1 are recommended to be funded from the Rate Stabilization Account.

Melissa Shiau, CPA, CA
Manager, Financial Planning and Analysis
(604-276-4231)

MS:jy

Att. 1: One-Time Expenditure Requests – RECOMMENDED
2: One-Time Expenditure Requests – NOT RECOMMENDED

2017 One-Time Expenditure Requests – RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
1	Law and Community Safety	**Respiratory Protection Service and Assets Management Solution Upgrade** The current Respiratory Protection Service and Asset Management Solution at Richmond Fire and Rescue requires an upgrade. This system conducts, captures, and analyzes all activities and repairs on the more than 110 air-packs, 300 cylinders and 200 masks that Richmond Fire department own.	$50	$50
2	Community Services	**Major Event Funding for 2018** Request to add $1.51M to the Major Events Provision for 2018 events to allow continued financial support for festivals approved by Council. Events include Ships to Shore Festival ($200K), Richmond Canada Day ($280K), Maritime Festival ($250K), Richmond World Festival ($400K) and Harvest Festival ($160K), 2018 Children's Arts Festival ($75K) Days of Summer marketing campaign ($85K), City Branded Event Assets ($15K) and Sunset Series ($45K).	$1,510	$1,510
3	Finance and Corporate Services	**Auto Property Tax Deferral Renewal** Currently, homeowners who have applied and are approved for the Property Tax Deferral process by the Province need to submit a new application each year. This system will reduce the workload associated with re-application by using software and automated processes to handle the re-application.	$40	$40
4	Community Services	**Connected Richmond - Community Harmony Research Project** Richmond's changing demographics have implications for the City and cultural harmony. The Social Development Strategy identified the need to: a) clarify the City's role in refugee and immigrant settlement, b) improve intercultural communication, and c) facilitate opportunities for immigrants in civic life.	$50	$50

2017 One-Time Expenditure Requests – RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
5	Law and Community Safety	**Qlik nPrinting Solution** This solution would enable Richmond Fire to provide more analytical tools to assess and report staff performance ad-hoc or on a scheduled basis, such as daily or weekly. The solution will provide analytics to improve services, such as service delivery, truck deployment time, and employee performance.	$34	$34
6	Law and Community Safety	**Richmond Fire Vehicle Reserve** Richmond Fire Vehicle Reserve is not sustainable due to the effect of the US exchange rate on the purchase of Front Line Fire Vehicles. Richmond Fire requires a one-time funding of 2.5M which would ensure that the reserve is sustainable until at least 2028.	$2,500	$2,500
7	Community Services	**Watermania Fitness Equipment** Fitness equipment at Watermania is well used with around 200 visits daily. Industry best practices replace cardio equipment every 3 to 4 years.	$75	$75
8	Community Services	**London Heritage Farm - Interpretive and Directional Signage Program** To enhance visitors experience, an interpretive and directional signage program is required. This program would provide cohesive in-depth information about the history of farming and directions to amenities and outdoor displays.	$39	$39

2017 One-Time Expenditure Requests – RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
9	Community Services	**Gateway Theatre Main Stage Lighting Replacement** The lighting system for the Gateway Theatre main stage is 30 years old and needs to be replaced with a more efficient LED system. An inventory of needed equipment has already taken place. Based on an early estimate, needed are 90 colour source spotlights, 55 varieties of lens tubes, 40 fresnel adapters, 15 cyc adapters, 30 Rogue R2 wash lights, 120 safety cables, 4 I-Cue intelligent mirrors, 4 DMX Irises, 4 PSU for I-Cue with DMX, and a new lighting board console as the current lighting board will not support the new LED lights.	$385	$385
10	Community Services	**Partners for Beautification - Development and Implementation of New Visual Identity** An opportunity exists to increase participation in this program through the creation of a new visual identity along with supporting promotional materials including a new name and logo, signage, and branded shirts and vests to identify volunteers in the community.	$42	$42
11	Community Services	**Museum & City Hall Display Cases** New exhibit cases are required for City Hall and Richmond Museum. Current cases are over 15 years old and are unsafe and unstable, not secure, worn and dated in appearance.	$180	$180

2017 One-Time Expenditure Requests – RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
12	Community Services	**London Heritage Farm Outbuildings & Grounds** Repair the out buildings (barn, toolsheds, chicken coop and bee house) at London Farm and provide ongoing maintenance. London Heritage Farm (LHF) is owned by the City and operated by the London Heritage Farm Society (LHFS). LHF, designated a Heritage Site in 1979, encompasses 4.06 acres of land including gardens, a heritage building, a caretaker's residence, public washrooms and various outbuildings. Over 15,000 visitors come to LHF each year and rentals for weddings, picnics and other private functions have increased.	$389	$389
13	Engineering and Public Works	**Minoru Arenas Infrastructure Replacements** Multiple systems in this building constructed in 1965 have reached the end of their life expectancy and will be replaced with modern energy efficient systems (where possible). These system renewals will also include associated miscellaneous items that will service to prolong the life of the building and ensure the health and safety of its users / inhabitants. Building Envelope - Roof replacement of remaining roof area to the Stadium Arena as well as complete replacement of all roofing systems on the Silver Arena. Envelope re-sealing and replacement of exterior wood elements that have rotted. Interior Renovations - Interior doors to be replaced, east change room renovations, various building improvements as requested by the operators. Refrigeration System - Replacement of the chiller, brine pumps, compressors and motor controls.	$1,859	$1,859

2017 One-Time Expenditure Requests – RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
14	Engineering and Public Works	**South Arm Pool HVAC** Multiple systems in this facility constructed in 1972 have reached the end of their life expectancy and will be replaced with modern energy efficient systems (where possible). These system renewals will also include associated miscellaneous items that will service to prolong the life of the building and ensure the health and safety of its users / inhabitants. Mechanical - The make-up air unit and associated systems will be replaced with energy efficient units. Finishes - The floors, ceilings and walls of the building are all in need of renewal and updating and will be replaced or refinished as part of this project.	$216	$216
15	Law and Community Safety	**Emergency Programs Plan Update** Emergency Programs would like to hire a qualified consultant to review the City's existing Emergency Management Plans and recommend changes to ensure the legislated requirement as set out under the Emergency Program Act and Local Authority Management Regulations are being met.	$40	$40
16	Community Services	**Events Sustainability Implementation Initiative** Increase the awareness and importance of sustainability in special event planning and implementation. Funding will be used primarily to support initiatives related to the City's Sustainability Events Toolkit which was launched in 2016.	$45	$45
17	Law and Community Safety	**Richmond Fire Rescue Plan Update** Consultant to develop a systematic evaluation of the City's Strategic Plans, Fire Departments present procedures, practices and historical response data along with a comprehensive review of current and emerging community risks.	$60	$60

2017 One-Time Expenditure Requests – RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
18	Community Services	**Funding for the Update of the Richmond Arts Strategy** Arts Strategy 2012 to 2017 is due for an update to reflect the current environment, identify trends and opportunities and determine future arts programming, infrastructure and policy. A Cultural Space Needs Assessment was an identified need in the Strategy, City Centre Area Plan and Official Community Plan.	$75	$75
19	Community Services	**Increased Parks Maintenance for City Centre Parks, Building Sites and Medians** Since the adoption of Pesticide Use Control Bylaw (PUC) No. 8514 in 2009, Parks Operations requires additional funding to control and manage landscape pests and weeds. Staff has been challenged to meet pre-pesticide control maintenance levels.	$200	$200
2017 One-Time Total - RECOMMENDED			**$7,789**	**$7,789**

2017 One-Time Expenditure Requests – NOT RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
20	Community Services	**Museum & Artefact Storage** The City has over 20,000 artefacts in 8 locations that are full. Preparation for relocating artefacts to a centralized appropriate warehouse includes an update of the artefact collection inventory and a collection review to ensure artefacts are appropriate for current policy and eliminate duplication.	$240	-
21	Engineering and Public Works	**Street Light Pole Replacement - Seafair & Richmond Gardens - Phase 3 of 5** Remove and replace approximately 200 existing streetlight poles and retrofit concrete bases to allow for the proper installation of new street light poles in the Seafair and Richmond Gardens subdivisions. This is phase 3 of the 5 year project.	$120	-
22	Community Services	**Digitization of City Artefact Collection for Public Access** The City has over 20,000 artefacts. As part of database development 2,100 artefacts in the migration collection were digitized. This project will digitize the rest of the collection, providing public access through an online database, and a photographic record for preservation and legal purposes.	$330	-
23	Engineering and Public Works	**Thompson Community Centre Heat Pump Replacements** The rooftop heating pumps at Thompson Community Centre were installed in 1995 and are past their life expectancy. The heat pumps are necessary for heating and cooling of the building. Remove the existing four (4) rooftop heat pumps at Thompson Community Centre and install four (4) new rooftop heat pumps.	$520	-

NOT RECOMMENDED

2017 One-Time Expenditure Requests – NOT RECOMMENDED (in $000s)

Ref	Requested By	Description	$ Requested Amount	SMT Recommended Amount
24	Engineering and Public Works	**Thompson Community Hall Renewals** Multiple systems in this building constructed in 1960 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. Mechanical - Existing gas furnaces and associated ducting / venting will be replaced as necessary. Electrical and Fire - The lighting systems, electrical panels and fire panels will all be replaced. Finishes - Exterior window conversion from single pane to double pane and floor system renewal.	$211	-
2017 One-Time Total – NOT RECOMMENDED			**$1,421**	-

NOT RECOMMENDED