



Special Finance Committee

Anderson Room, City Hall
6911 No. 3 Road

Monday, January 14, 2019

Immediately Following the Special (Closed) Finance Committee meeting

Pg. # ITEM

MINUTES

FIN-5 *Motion to adopt the **minutes** of the meeting of the Finance Committee held on January 9, 2019.*



RICHMOND PUBLIC LIBRARY

1. **2019 OPERATING AND CAPITAL BUDGETS FOR RICHMOND PUBLIC LIBRARY**
(File Ref. No.) (REDMS No. 6087962)

FIN-8

See Page FIN-8 for full report

Designated Speaker: Susan Walters

STAFF RECOMMENDATION

That the 2019 Richmond Public Library Operating and Capital budgets as presented in this report dated January 10, 2019 from the Chief Librarian and Secretary to the Board be approved with a same level of service municipal contribution of \$9,710,500, representing a 3.90% increase.



FINANCE AND CORPORATE SERVICES DIVISION

2. **2019 CAPITAL BUDGET**

(File Ref. No. 03-0985-01) (REDMS No. 5957086 v. 4)

FIN-16

See Page **FIN-16** for full report

Designated Speaker: Jerry Chong

STAFF RECOMMENDATION

- (1) *That the 2019 Capital Budget as presented in Appendix 3 totalling \$116,524,202 be approved and staff authorized to commence the 2019 Capital Projects; and*
- (2) *That the 2019 Capital Budget totalling \$116,524,202 and the 2020 - 2023 Capital Projects be included in the Consolidated 5 Year Financial Plan (2019 - 2023).*



3. **2019 PROPOSED OPERATING BUDGET**

(File Ref. No. 03-0985-01) (REDMS No. 5961004 v. 8)

FIN-186

See Page **FIN-186** for full report

Designated Speaker: Jerry Chong

STAFF RECOMMENDATION

- (1) *That the 2019 Operating Budget as presented in Option 4 in Table 14 of the staff report titled 2019 Proposed Operating Budget be approved as follows:*
 - (a) *A same level of service budget increase, after tax growth, of \$3,249,703 with a tax increase of 1.50% before additional levels of service be approved;*
 - (b) *Non-discretionary external senior government increase of \$2,987,000 with a tax increase of 1.38% be approved;*

- (c) *Ongoing funding for expenditures previously approved by Council totaling \$3,389,308 for the following items: 16 RCMP Officers, 3 Municipal Employees to support the RCMP Detachment, an Emergency Program Neighbourhood Preparedness Program Assistant, Richmond Public Library Expanded Senior Services, Minoru Centre for Active Living operating budget impact phase-in, and operating budget impact of developer contributed assets with a tax increase of 1.56% be approved;*
- (d) *Operating budget impact of the 2019 Capital Budget totaling \$1,208,320 with a three-year phase-in plan, resulting in a tax increase of 0.18% in 2019, 0.18% in 2020, and 0.18% in 2021 be approved;*
- (e) *Transfer to reserves for community facilities infrastructure needs as per Council's Long Term Financial Management Strategy in the amount of \$2,167,033 with a tax increase of 1.00% be approved;*
- (f) *City-wide additional levels in the amount of \$149,828 as presented in Attachment 10 of the staff report titled 2019 Proposed Operating Budget with a tax increase of 0.07% be approved;*
- (g) *Pursuant to Council's Safe Community Priority program, provide 35 additional RCMP officers and 17 additional municipal employees to support the RCMP Detachment in the amount of \$6,567,867 as presented in Attachment 12 with a three-year phase-in plan, resulting in a tax increase of 1.01% in 2019, 1.01% in 2020, and 1.01% in 2021 be approved;*
- (h) *Pursuant to Council's Safe Community Priority program, the capital and one-time costs for the additional 35 RCMP officers and 17 municipal employees to support the RCMP Detachment in the amount of \$839,519 be approved with funding from the Rate Stabilization Account;*
- (i) *Pursuant to Council's Safe Community Priority program, the capital and one-time costs for the additional 36 firefighters in the amount of \$2,541,276 be approved with funding from the Rate Stabilization Account;*
- (j) *Pursuant to Council's Safe Community Priority program, provide 36 additional firefighters in the amount of \$6,023,898 as presented in Attachment 13 with a seven-year phase in plan, resulting in no tax increase in 2019 and a tax increase of 0.40% in years 2020 through 2026 be approved;*

- (k) *The Rate Stabilization Account be used to reduce the overall impact of additional operating costs for a total of \$2,968,835 resulting in a tax decrease of 1.37% be approved; and*
- (2) *That the 2019 Operating Budget overall tax increase of 5.33% as listed in staff recommendation 1 above be approved; and*
- (3) *That the 2019 Operating Budget of 5.33% be included in the Consolidated 5 Year Financial Plan (2019-2023).*

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4. **2019 ONE-TIME EXPENDITURES**

(File Ref. No. 03-0985-01) (REDMS No. 5962023 v.23)

FIN-261

See Page FIN-261 for full report

Designated Speaker: Jerry Chong

STAFF RECOMMENDATION

That the recommended one-time expenditures totaling \$1,315,909 as outlined in Attachment 1 of the 2019 One-Time Expenditures staff report, be approved with funding from the Rate Stabilization Account and included in the Consolidated 5 Year Financial Plan (2019-2023).

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5. **CONSOLIDATED 5 YEAR FINANCIAL PLAN (2019-2023) BYLAW NO. 9979**

(File Ref. No. 12-8060-20-009979) (REDMS No. 6051665 v. 9)

FIN-270

See Page FIN-270 for full report

Designated Speaker: Jerry Chong

STAFF RECOMMENDATION

- (1) *That the Consolidated 5 Year Financial Plan (2019-2023) Bylaw No. 9979 be introduced and given first, second, and third readings*
- (2) *That staff undertake a process of public consultation as required in Section 166 of the Community Charter.*

☐

ADJOURNMENT

☐



Finance Committee

Date: Wednesday, January 9, 2019

Place: Anderson Room
Richmond City Hall

Present: Mayor Malcolm D. Brodie, Chair
Councillor Carol Day
Councillor Kelly Greene
Councillor Alexa Loo
Councillor Bill McNulty
Councillor Harold Steves
Councillor Michael Wolfe

Absent: Councillor Chak Au
Councillor Linda McPhail

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

MINUTES

It was moved and seconded

That the minutes of the meeting of the Finance Committee held on October 1, 2018, be adopted as circulated.

CARRIED

FINANCE AND CORPORATE SERVICES DIVISION

1. **FINANCIAL INFORMATION – 3RD QUARTER SEPTEMBER 30, 2018**
(File Ref. No. 03-0970-09-01) (REDMS No. 5999628 v. 5)

In reply to queries from Committee, Cindy Gilfillan, Manager, Financial Reporting, advised that (i) the funds from the Capital Reserves may be allocated towards a range of Capital projects whereas funds from the Capital Building Infrastructure Reserve are allocated toward City facilities only, (ii) the City's surplus can be attributed to building permit and development revenues, and (iii) funds from vacant positions accumulate throughout the year, which carries through to the City's surplus.

Finance Committee
Wednesday, January 9, 2019

It was moved and seconded

That the staff report titled, "Financial Information – 3rd Quarter September 30, 2018", dated November 30, 2018 from the Director, Finance be received for information.

CARRIED

2. ACTIVE CAPITAL PROJECTS INFORMATION – 3RD QUARTER SEPTEMBER 30, 2018

(File Ref. No. 03-1200-05) (REDMS No. 6011060 v. 6)

It was moved and seconded

That the staff report titled, "Active Capital Projects Information – 3rd Quarter September 30, 2018", dated December 10, 2018 from the Director, Finance be received for information.

CARRIED

RICHMOND OLYMPIC OVAL CORPORATION

3. RICHMOND OLYMPIC OVAL – 3RD QUARTER FINANCIAL INFORMATION

(File Ref. No.) (REDMS No. 6034579)

It was moved and seconded

That the report on Financial Information for the Richmond Olympic Oval Corporation for the third quarter ended September 30, 2018 from the Controller of the Richmond Olympic Oval Corporation be received for information.

CARRIED

LULU ISLAND ENERGY COMPANY

4. LULU ISLAND ENERGY COMPANY – 3RD QUARTER FINANCIAL INFORMATION

(File Ref. No. 10-6600-10-01) (REDMS No. 6040158 v. 4)

It was moved and seconded

That the Lulu Island Energy Company report titled "Lulu Island Energy Company – 3rd Quarter Financial Information" dated November 28, 2018 from the Chief Executive Officer and Chief Financial Officer, Lulu Island Energy Company be received for information.

CARRIED

Finance Committee
Wednesday, January 9, 2019

5. **2019 OPERATING BUDGET FOR THE LULU ISLAND ENERGY COMPANY**

(File Ref. No. 10-6600-10-01) (REDMS No. 6011863 v. 10)

It was moved and seconded

That the Lulu Island Energy Company report titled "2019 Operating Budget for the Lulu Island Energy Company" dated October 26, 2018 from the Chief Executive Officer and Chief Financial Officer, Lulu Island Energy Company be received for information.

CARRIED

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (5:12 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 Wednesday, January 9, 2019.

Mayor Malcolm D. Brodie
Chair

Hanieh Berg
Legislative Services Coordinator



City of Richmond

Report to Committee

To: Finance Committee
From: Serena Lusk
General Manager, Community Services

Date: January 11, 2019
File:

Re: 2019 Operating and Capital Budgets for Richmond Public Library

Staff Recommendation

That the 2019 Richmond Public Library budget of \$9,710,500 as presented in Attachment 1 from the Chief Librarian and the Secretary to the Board, has been reviewed by the Senior Management Team.

Serena Lusk
General Manager, Community Services
(604-233-3344)

Attach. 1

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

To: Finance Committee**Date:** January 10, 2019**From:** Susan Walters
Chief Librarian and Secretary to the Board
Richmond Public Library**Re:** **2019 Operating and Capital Budgets for Richmond Public Library**

Staff Recommendation

1. That the 2019 Richmond Public Library Operating and Capital budgets as presented in this report dated January 10, 2019 from the Chief Librarian and Secretary to the Board be approved with a same level of service municipal contribution of \$9,710,500, representing a 3.90% increase.



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

Att. 1

Staff Report

Origin

In accordance with the *Library Act, Section 10(1)*, the Richmond Public Library Board must prepare and submit to City Council its annual budget for providing library services on or before March 1, 2019. Council must approve the draft budget with or without amendment. This library staff report details the 2019 Operating and Capital Budgets, which were approved for submission to the City by the Library Board at its September 26, 2018 meeting.

Analysis

The ever-changing needs of our community require that the library responds dynamically, balancing traditional and digital library services in addition to creating welcoming spaces for our diverse community to gather, share and learn together. With the success of the Launchpad service design and delivery, the Library Board allocated 2017 operating surplus funding for a minor renovation on the 2nd floor of the Brighthouse branch. With the support of Capital Buildings Project Development staff, this refreshed space opened in May 2018 and includes an improved service point for one-on-one support and instruction, better lighting, and comfortable seating for library users browsing second floor collections. Seating areas on the main floor will also be refreshed by December 2018 with matching funds from the Friends of the Library.

Strategic Plan

With the conclusion of the Strategic and Long Range Plan 2014-2018 imminent, the primary focus for the Library Board in 2018 has been the creation of a new 3-year strategic plan, which will guide library services through 2019-2021. Extensive and varied public consultation took place between February and June. Community feedback regarding future library services was solicited through:

- Short surveys conducted in-person at the Brighthouse and Steveston branches in collaboration with Kwantlen Polytechnic University
- Long surveys emailed to active library cardholders
- Brief surveys emailed to non-active library cardholders
- Open House with 9 interactive feedback stations
- Focus groups with 9 specific audience groups
- “Big Ideas” Let’s Talk Richmond online survey

Working with an external consultant, the Library Board and the Staff Action Committee are pleased and excited to be finalizing the library’s new strategic plan this month.

2019 Operating Budget

The 2019 operating budget report presents the same level of service base budget resulting in 3.90% municipal contribution increase.

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

Table 1 – Main Cost Drivers

Main Cost Drivers	Amount	Municipal contribution increase
Labour	224,200	2.40%
Janitorial Contract	23,400	0.33%
Lease	17,300	0.19%
Utilities	4,700	0.05%
Decrease in Provincial Grant	12,200	0.09%
Others	22,700	0.20%
Same Level of Service Increase	304,500	3.26%
One-time cost to transition from Medical Services Plan (MSP) To Employer Health Tax (EHT)	60,000	0.64%
Proposed Municipal Contribution Increase	364,500	3.90%

Revenues:

The 2018 Per Capita Operating Grant received from the province decreased by 4.55% due to the province using the 2016 Census Population Values for Richmond (198,309) provided by BC Stats. This is in contrast to 2017, when this grant was determined using the 2015 Estimate Population Values for Richmond (207,773) provided by BC Stats. The three smaller grants are projected to remain the same, but we are budgeting less for the per capita grant in 2019.

Fewer library materials are being used by non-residents and it is expected that the InterLINK reimbursement revenue for being a net library lender will continue to decrease in 2019.

Other revenue is projected to increase by \$17,500 due to endowment fund interest being accounted for as revenue. The annual interest from the library's endowment funds with Vancouver Foundation and the Richmond Community Foundation support new public furniture and equipment purchases annually.

Overall, revenue is expected to drop by \$8,300 or -1.19% to \$689,400.

Expenditures:

A budget adjustment of \$203,000 was approved in 2018 for an ongoing additional level request to support services to seniors.

Total salaries and benefits are anticipated to increase by \$284,200 or 3.85% to \$7,658,500. This increase reflects the impact of Employer Health Tax (EHT) and three contractual obligations: a 2% across-the-board-increase, planned step increments, and an increase to shift premiums based on contractual rates.

The BC Provincial Government announced that it would be replacing the current system of subsidizing the health care system through collecting individual Medical Services Plan (MSP) premiums with EHT effective January 2019.

The 1.95% EHT will take effect in January 2019. However, while MSP premiums were reduced by 50% commencing in January 2018, they will not be eliminated until January 1, 2020. Overall, there is a one-time net budget impact of \$60,000 for this transition.

Contracts increased due to the negotiation of a new external cleaning contract and increase holiday coverage hours for building service workers.

Leases for the Cambie and Ironwood branches are in the process of being renegotiated and are estimated to increase by \$17,300.

Funds were shifted to Professional Fees and Insurance.

Overall, operating expenses increase by \$72,000 or 4.07%.

Total expenses increased by \$356,200 or 3.55% to \$10,399,900.

2019 Capital Budget

Collection:

The transfer to Provision – Collection is \$1,274,400. Approximately \$382,000 is allocated for eBooks and digital collections and the remaining \$892,400 supports print collections.

Ongoing Additional Level Requests

Expanded Children and Family Services – \$164,252 ongoing:

Children and youth are the primary user groups of library services and have a significant impact on community dynamics and trends. Statistics Canada reports that 19.55% of Richmond's population is ages 0-19. It is recognized that the level of well-being during childhood and teen years are a strong predictor of a person's level of success as an adult.

Trends show increasing usage of children's and teen's materials from 2017 to 2018. During the summer of 2018, use of the children's collection increased by 0.48% and use of the teen's collection increased by 3.40%. Library services and materials for children and teens continue to be in high demand:

- children and teens materials make up over 46% of overall circulation
- 72% of library programming is aimed at children and teens

UBC Human Early Learning Partnership identified Richmond's child vulnerability rate as 35%, which is higher than the provincial rate of 32.2 %. The City's Youth Services Plan reports that youth (13-18 years) are experiencing a decreased sense of community and a lack of access to resources oriented to youth. An increasing number of Richmond children are experiencing challenges such as poverty, poor health and isolation and it is known that high levels of literacy are associated with reduced poverty and higher levels of wellness.

The ongoing additional level request for two specialized librarian positions will directly result in expanded services, both in the library and in the community where socially isolated and at-risk children and youth reside. These additional resources will support:

- participation in new library-specific services and programs to increase awareness and use of specialized collections and resources,
- solidifying the partnership with Richmond schools to ensure every child has a library card, and
- generating further opportunities with city staff and community service providers to provide collaborative services.

This 2019 request is one of three additional levels of service proposals that were included in the Staff Report, Referral Report on Borrowing Limits, Municipal Library Services and Impact of Increased Per Capita Funding, presented to the Finance Committee on October 28, 2016. Restoring Branch Hours and Expanded Service for Seniors received Council support during the 2017 and 2018 budget processes respectively.

Book Vending Technology – \$41,500 one-time:

The library provides seniors with access to specialized collections and programming at the Brighthouse Branch. With the City's seniors' centre moving to the new Minoru Centre for Active Living (MCAL) in late 2018, the Brighthouse branch will be less accessible for our older residents. Innovative library book vending technology is proving to be popular and easy to use in the Hamilton community and would provide convenient access to library collections where seniors are during all MCAL operational hours.

No additional funding for collections would be required as the library would reallocate existing collection resources and seek donor support for further developing this dispenser collection. Specialized seniors services library staff would ensure the book dispenser collection is regularly refreshed in addition to collaborating with MCAL staff to provide library services and programs on site and promote specialized library services for seniors.

Financial Impact

The 2019 library budget has a decrease in revenues of \$8,300 (-1.19%) and an increase in expenditures of \$356,200 (3.55%). A one-time expenditure of \$60,000 is required to cover transition from MSP to the Province's EHT in 2019.

Conclusion

This report recommends a same level of service budget with a municipal contribution of \$9,710,500 be approved. An ongoing additional level request for \$164,252 and a one-time additional level request for \$41,500 have been submitted to the City's 2019 Budget Process for Consideration.

A handwritten signature in black ink that reads "S. Walters." The signature is written in a cursive, flowing style.

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

**Richmond Public Library
2019 Proposed Operating Budget**

	2018 Adjusted Base Budget¹	2019 Proposed Budget	Difference	% Difference from 2018 Approved Budget
REVENUES				
Provincial Grants	\$402,200	\$390,000	-\$12,200	-3.03%
Book Fines	\$156,300	\$149,900	-\$6,400	-4.09%
Interlink Reimbursement	\$50,700	\$44,000	-\$6,700	-13.21%
Printers & Photocopiers	\$39,100	\$39,100	\$0	0.00%
In House Book Sales	\$33,900	\$33,400	-\$500	-1.47%
Other Revenue	\$15,500	\$33,000	\$17,500	112.90%
Total Revenues	\$697,700	\$689,400	-\$8,300	-1.19%
EXPENDITURES				
Total Salaries and Benefits	\$7,374,300	\$7,658,500	\$284,200	3.04%
Contracts	446,600	\$470,000	\$23,400	5.24%
General and Administration	739,900	\$736,200	-\$3,700	-0.5%
Leases	240,100	\$257,400	\$17,300	7.21%
Utilities	133,200	\$137,900	\$4,700	3.53%
Supplies	114,000	\$114,000	\$0	0.00%
Equipment Purchases	72,200	\$87,500	\$15,300	21.19%
Professional Fees and Insurance	\$21,900	\$36,900	\$15,000	68.49%
Total Operating Expenses	\$1,767,900	\$1,839,900	\$72,000	4.07%
Transfer to Provision - Collection	\$892,400	\$892,400	\$0	0.00%
Transfer to Provision - Enterprise Fund	9,100	\$9,100	\$0	0.00%
TOTAL EXPENSES	\$10,043,700	\$10,399,900	\$356,200	3.55%
SUMMARY:				
REVENUE	\$697,700	\$689,400	-\$8,300	-1.19%
EXPENDITURE	\$10,043,700	\$10,399,900	\$356,200	3.55%
NET BUDGET (MUNICIPAL CONTRIBUTION)	\$9,346,000	\$9,710,500	\$364,500	3.90%

¹ Includes an ongoing additional level that was approved in 2018 for senior services expansion



City of Richmond

Report to Committee

To: Finance Committee
From: Jerry Chong, CPA, CA
Director, Finance
Re: **2019 Capital Budget**



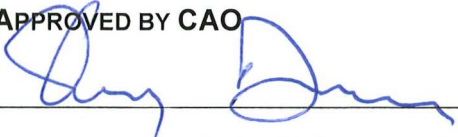
Date: January 11, 2019
File: 03-0985-01/2019-Vol 01

Staff Recommendation

1. That the 2019 Capital Budget as presented in Appendix 3 totalling \$116,524,202 be approved and staff authorized to commence the 2019 Capital Projects; and
2. That the 2019 Capital Budget totalling \$116,524,202 and the 2020 - 2023 Capital Projects be included in the Consolidated 5 Year Financial Plan (2019 - 2023).

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

App. 14

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

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 2019 Capital Budget totaling \$116.5 million 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 selected program areas funded through the capital budget. The complete list of recommended projects are included in Appendix 3 starting on page 17.

Infrastructure – \$37.8M:



The City's Infrastructure Program includes: dikes, roads, drainage and sanitary pump stations, drainage, water, and sanitary mains (pages 17-18).

Building – \$20.9M:



The Building Program includes major building renovation projects as well as minor facility upgrades (page 18).

Parks – \$11.8M:



The Parks program includes development of parks and parkland acquisition (page 19).

Land – \$10.0M:



The Land program includes funding for land acquisition. This amount is to ensure funding is in place to act on opportunities as they arise with Council approval required for each specific acquisition (page 19).

Equipment – \$12.3M:



The Equipment Program includes Information Technology hardware and software, fleet and equipment, as well as fire vehicle and equipment replacement (page 20).

Staff Report

Origin

Subsection 165(1) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The 5YFP Bylaw includes operating, utility and capital budgets for year 2019 and provides estimates for the remaining years of the five-year program. The Consolidated 5YFP (2019 - 2023) 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 Capital Budget is one of the main components of the 5YFP. The budget includes all expenditures that improve, replace and extend the useful life of the City's asset inventory, which currently has a net book value greater than \$2.2 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 - Policy 3707) is a set of principles created by Council to guide the financial planning process. As per item 5, it is Council policy and a key component of the LTFMS to “*ensure that long term capital funding for infrastructure (e.g. parks, trails, facilities, roads etc.) is in place in order to maintain community liveability and generate economic development.*”

This report supports Council's 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.

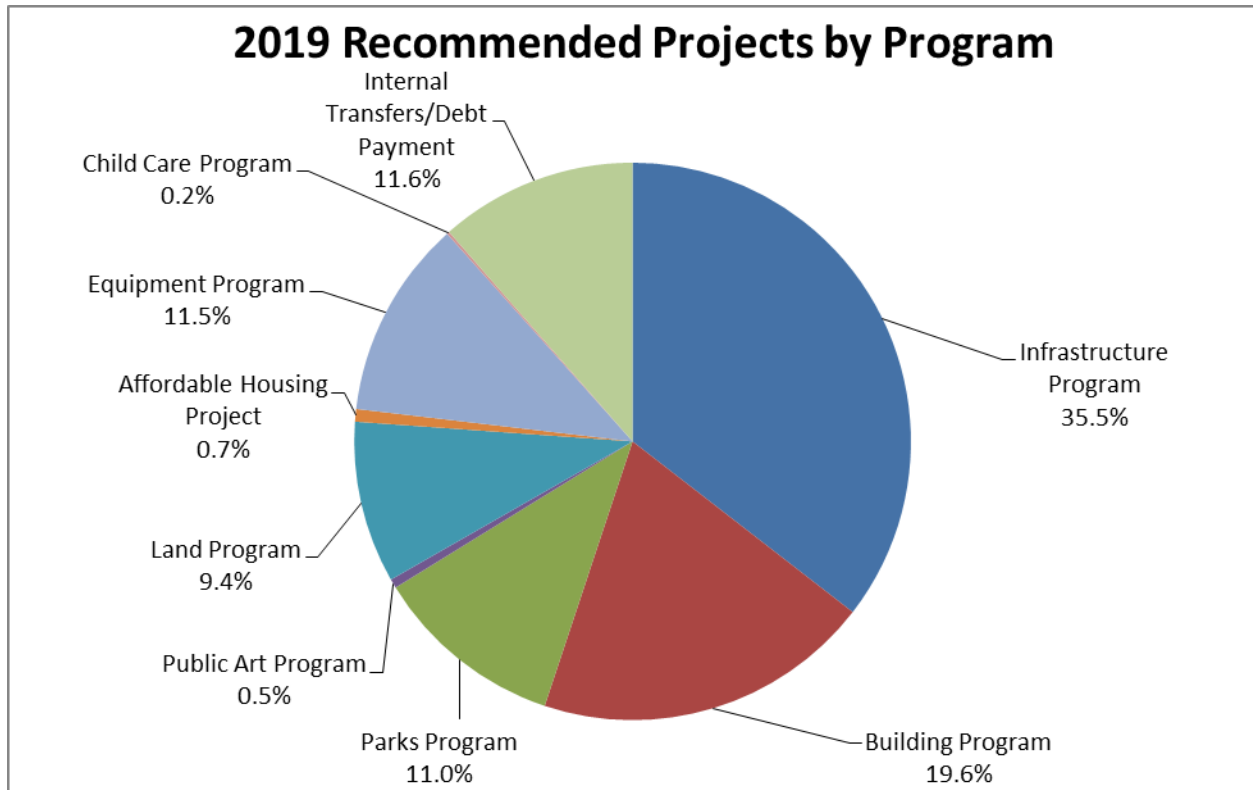
Analysis

This report presents the proposed 2019 Capital Budget and seeks Council review and approval on 2019 recommended projects and the operating expenditures associated with each respective project. The proposed Capital Budget for 2019 is \$116.5 million. This report also presents the projects currently planned for years 2020 - 2023 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 aging infrastructure and

ensuring that the City is consistently meeting industry standards as well as legislated, regulatory and safety requirements.

Figure 1 – 2019 Recommended Projects by Program



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, some of the existing infrastructure is nearing the end of its lifespan and/or capacity. Continuous, ongoing investment in replacement and maintenance of aging infrastructure is required to maintain service levels and protect civic assets. Capital investment allows the City to take advantage of new technology and building practices to improve operational efficiency and accrue environmental benefits from the use of more sustainable building practices and equipment. Finally, the Capital Budget also includes internal transfers and internal debt repayment to replenish reserve accounts used to provide interim funding for various projects.

2019 Capital Process

Each division sets priorities specific to their area of expertise. A project submission is completed detailing the scope of work, review of alternatives, financial impact, and proposed funding sources. In addition, the submission is self-ranked using established criteria summarized in Appendix 1. The process behind the 2019 - 2023 Capital Budget is illustrated in Appendix 2.

The Capital Review Committee (CRC) which is comprised of Directors/Managers from each City division reviewed and ranked each project submission. To ensure consistent application of

the established ranking criteria, the CRC 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. The final recommendation is consolidated to form the 2019 Capital Budget presented to Finance Committee for review, approval and inclusion in the 5YFP (2019-2023).

Finance Committee Input

Appendix 3 provides a list of the recommended projects. Appendix 4 provides a list of those projects not recommended for funding. The projects not recommended total \$7.0M. This includes the Garry Point Waterfront Floating Dock Construction for \$4.2M, which was endorsed by Council to be considered in the budget process. Projects were ranked based on the established ranking system and based on funding availability, this project could not be recommended. The details of projects not recommended for funding are included in Appendix 9.

At the Finance Committee's discretion, any capital project recommended for funding may be removed from the recommended list. In addition, any capital project that is not recommended for funding may be reconsidered for recommendation, subject to funding availability.

The following is an overview with selected highlights of the recommended Capital program that supports new infrastructure needs compared to the replacement of existing infrastructure. The details of each recommended project is attached in Appendix 8.

Major Facilities Phase 2 Highlights

At the Council meeting on December 12, 2016, Council approved the priority list of major facility projects for the period 2016-2026:

- Richmond Animal Shelter;
- Lawn Bowling Clubhouse;
- Britannia Shipyards National Historic Site and Phoenix Net Loft;
- City Centre Community Centre North (Developer Funded); and
- Steveston Community Centre and Branch Library;

Richmond Animal Shelter (Council approved \$8.0 million in the 2018 budget)

The current Animal Shelter is located at No.5 Road. The one story 4,580 ft² facility was built in 1978. Since then, the population of Richmond has grown from approximately 80,000 in 1978 to the current population of over 200,000. This project is for a replacement facility which will both increase the shelter capacity and modernize the facility and operations in order to address both current and future needs in the community. It is anticipated that concept level design will be presented to Council for consideration in 2019 after which the capital budget and operating budget impact will be refined.

Lawn Bowling Clubhouse (Council approved \$4.0 million in the 2018 budget)

This project will replace the current lawn bowling clubhouse in Minoru Park to provide users an improved experience as well as help to attract more provincial and national caliber events as a result of improved amenities and more space. The Richmond Lawn Bowling Club has been actively fundraising to support this project. It is anticipated that concept level design will be presented to Council for consideration in 2019 after which the capital budget and operating budget impact will be refined.

Britannia Shipyards National Historic Site and Phoenix Net Loft (Council approved \$11.5 million in the 2018 budget)

The existing Phoenix Net Loft building is located at the Imperial Landing. This project will replace/retrofit the existing structural elements and codes to bring the building up to the same preservation standard as the Seine Net Loft.

City Centre Community Centre North (Developer Funded)

The developers will construct a turnkey two-storey community centre of 33,439 ft² at the Capstan Village location. As with any new facility development, funding is also required for furnishings, fixtures and equipment to support the programs and services within the building.

Steveston Community Centre and Branch Library (Preliminary Estimate of \$90.0 million included in the 2020 plan)

This project is for a replacement facility which will both increase the capacity and modernize the facility and operations in order to address both current and future needs in the community. For the past year, the construction market has experienced significant cost escalation. This is partly attributed to the tariffs on steel and aluminum, the impact of which is still unfolding in the trades marketplace. Another contributing factor is related to supply and demand locally. With so much work available, general contractors, trade contractors, and consultants are at overcapacity. As they are not actively pursuing new projects, the competition level in the marketplace is reduced. For the trades that are available with the capacity to bid, many of them decline to bid on “unusual” or “difficult” projects. Further compounding this labour shortage is the sheer number of skilled trade contractors in the industry who will be retiring over the next decade.

Many recent public sector capital projects have been tendered at well above estimated budgets. The City of New Westminster’s Animal Shelter, which is currently under construction, received only one bid and had a tender cost that was 40% over budget.

Staff have contacted local professional cost estimators in order to identify the trends for the upcoming years. It was identified that the escalation rate was approximately 7% for 2017 and 8% for 2018. Despite slower growth within the region and forecasts of a housing recession, the projection is for the escalation rate to continue to increase to approximately 9% for 2019 and 2020. The budget estimates for the Steveston Community Centre and Branch Library included in the 5YFP reflect these levels of cost escalation.

New 2019 Capital Costs

The new capital costs total \$54.2M (46.5%) of the 2019 Capital Budget, which includes:

- Steveston Highway Multi-Use Pathway, Shell Road to Mortfield Gate - \$2.0M (page 40)
- Flood Protection and Dike Improvements - \$5.1M (page 52)
- Steveston Highway and No. 3 Road Pump Station Upgrade - \$2.0M (page 57)
- Watermain Replacement Program - \$5.4M (page 61)
- Minoru Park Lakes Renewal - \$1.8M (page 96)
- Parkland Acquisition - \$4.0M (page 105)
- Strategic Land Acquisition - \$10.0M (page 109)

Replacement 2019 Capital Costs

The replacement capital costs total \$39.9M (34.3%) of the 2019 Capital Budget, which includes:

- Annual Asphalt Re-Paving Program – Non-MRN - \$3.1M (page 31)
- Gateway Theatre Infrastructure Replacements Phase 2 - \$3.7M (page 80)
- Minoru Arena System Renewals - \$3.3M (page 85)
- Minoru Place Activity Centre Program – Implementation - \$2.5M (page 86)
- Watermania Aging Mechanical and Building Envelope Infrastructure Replacement Phase 2 - \$1.3M (page 88)
- Works Yard Mechanical Replacements - \$1.7M (page 89)
- Hugh Boyd Artificial Turf Sports Field - Turf Replacement - \$1.8M (page 93)
- Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet) - \$3.7M (page 116)
- Fire Vehicle Replacement Reserve Purchases - \$2.5M (page 118)

Other Items

Other items included in the capital budget amount to \$22.4M (19.2%) and do not fall into the new or replacement infrastructure categories.

Contingent External Contributions

Contingent External Contributions of \$10.0M (9.0%) (page 137) is an estimate of external grants that may be received throughout the year for various projects. Spending will only occur 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 5YFP Bylaw Amendment, which is typically in the fall of each year. It is unknown what contingent external contributions will be received and thus, not possible to determine if the project will be for new or replacement costs.

Internal Transfers and Debt Repayment

Internal Transfers and Debt Repayment total \$12.2M (10.0%) of the 2019 Capital Budget, including:

- 7080 River Road Repayment - \$2.3M (page 140)
- 9540 Alexandra Road and 9560 Odlin Road - \$2.1M (page 141)
- River Road/North Loop (2005) Repayment - \$1.7M (page 143)
- City Centre Community Police Office - \$5.1M (page 145)

This is an internal payment and therefore not applicable to classify as new or replacement.

Childcare Program

The childcare program of \$0.16M (0.2%) provides funding for grants and other childcare initiatives funded by statutory reserves and does not necessarily result in capital infrastructure.

2019 Capital Budget Funding Sources

The 2019 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.
- Appropriated Surplus – These are funds set aside for specific initiatives.
- Rate Stabilization Account (RSA) – This is a provision account established by Council and funded by prior year's surplus to provide funding to stabilize tax increases or for any one-time expenditure requests.

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.

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 and funds the assist factor for Roads and Parks DCC projects.

For 2019, there are 6 capital projects that were recommended by SMT and the CAO to be partially or fully funded from the Rate Stabilization Account. Appendix 6 summarizes the projects recommended for funding from the Rate Stabilization Account.

Appendix 7 summarizes all the 2019 recommended projects funded by Development Cost Charges, which are monies collected from developers to offset some of the infrastructure costs related to new growth. Under the *Local Government Act*, the City is required to fund the municipal assist factor portion for growth related projects; therefore, a project cannot be fully funded by DCCs.

The funding sources of the 2019 recommended projects are summarized in Table 1.

Table 1 – 2019 Funding Sources

Funding Sources	Amount
Reserves	\$65.9
Provisions	9.1
Rate Stabilization	5.7
<i>Subtotal - Internal</i>	<i>\$80.7</i>
DCCs	23.0
External Sources	12.8
<i>Subtotal - External</i>	<i>\$35.8</i>
Total 2019 Funding	\$116.5

Approximately \$80.7 million of this year's capital plan is funded by Reserves and Provisions, and \$35.8 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 which summarizes the funding sources for each project. Funding details of each individual submission are included in Appendix 8.

Recommended 2019 versus Historical (2015 - 2018) 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 2019 recommended capital plan. For the years 2015 - 2018, the Capital Budgets as amended averaged \$152.2 million.

In 2014, Council approved \$124.1 million for major facilities, of which \$50.0 million was financed through Municipal Finance Authority (MFA). This included funding for the Minoru Centre for Active Living, No.1 Brighthouse Fire Hall and City Centre Community Centre.

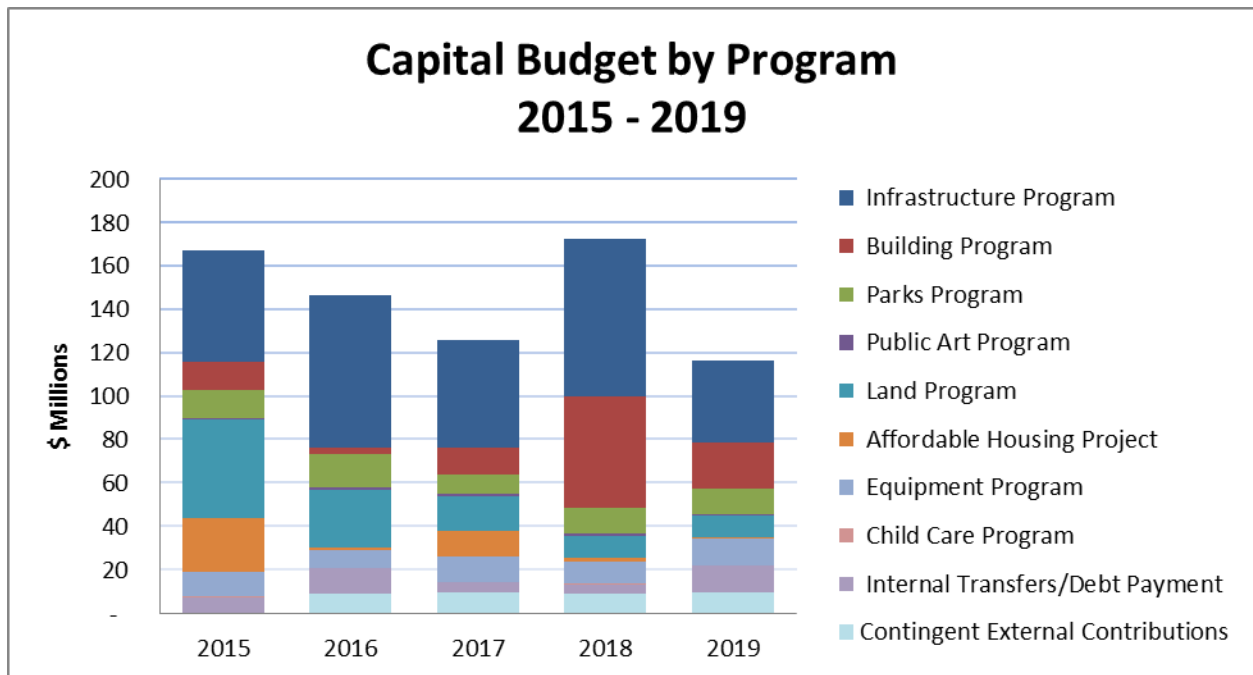
Figure 2 – Capital Budget by Program 2019 vs. Historical**Proposed 2019 - 2023 Capital Budget**

Figure 3 shows the 5 Year Capital Plan from 2019 to 2023, which proposes to continue to invest an average of \$121.7 million each year in the City's assets.

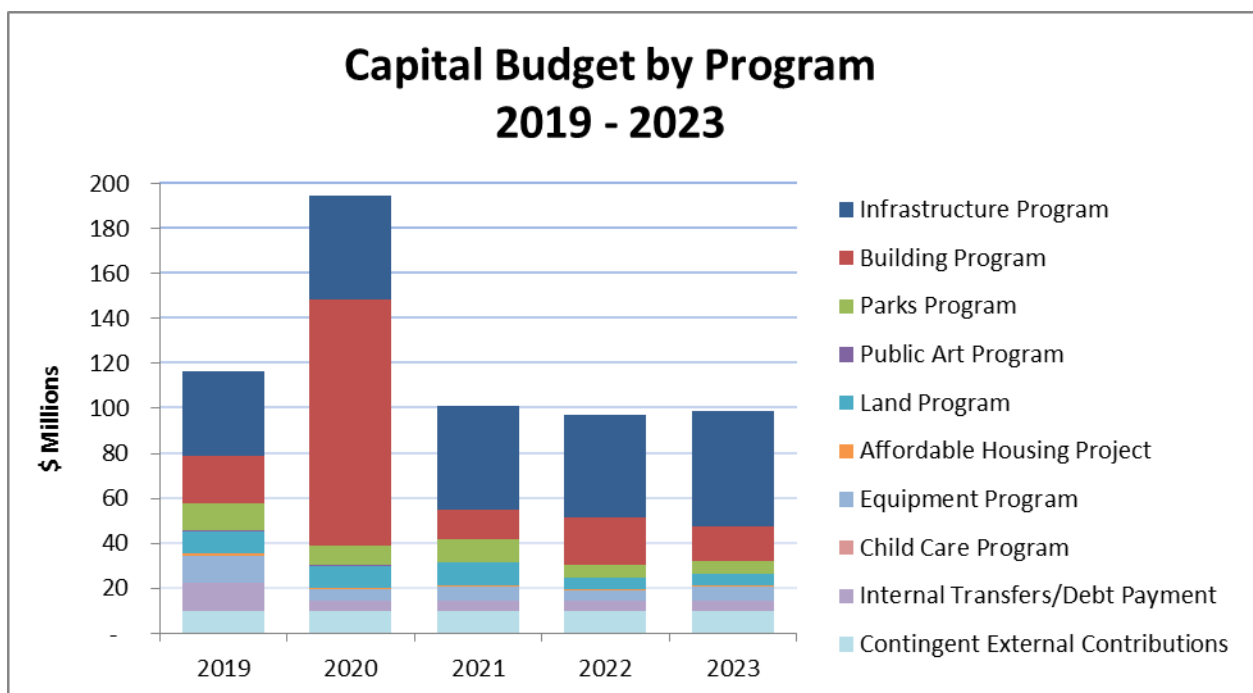
Figure 3 – Proposed 5 Year Capital Plan by Program 2019 to 2023

Table 2 presents a summary of the amount of proposed investment for Capital Projects for 2020 - 2023. A listing of the 2019 - 2023 Capital Projects is presented in Appendix 12. A summary of the 5 Year Capital Program presented in Appendix 10 and the Funding Sources are presented in Appendix 11. Highlights of the 2020 - 2023 projects are summarized in Appendix 13.

Table 2: Proposed 2020 to 2023 Capital Projects (in millions)

Year	Amount	OBI
2020	\$194.6	\$2.0
2021	\$101.4	\$2.4
2022	\$97.2	\$0.4
2023	\$98.8	\$0.4

2019 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 2019 recommended projects is \$1.23 million. \$0.02 million of the OBI is associated with water and sewer utility projects. If the respective projects are approved, these will be incorporated into the 2020 utility budget, and therefore be included in the 2020 utility rates. The 2019 utility rates were previously approved by Council on October 9, 2018. The remaining \$1.21 million is included in the operating budget. To minimize the budget impact, an OBI phase-in plan is adopted each year. For the recommended 2019 Capital Program, the OBI is proposed to be phased in over three years.

The following table summarizes the 2019 recommended Capital Budget by program and the associated OBI, including a breakdown of the labour costs and other expenses/revenue.

Infrastructure

Infrastructure OBI is mainly due to new Roads infrastructure, such as improved roadways and bike paths as well as street signs and traffic signals. It is also due to new drainage improvements, including maintenance of dike improvements and upgraded pump stations. This includes additional hours for labour, increased electricity and other maintenance costs.

Table 3: Recommended 2019 Capital and OBI by Program (in millions)

Program (in millions)	Amount	Labour	Other Expenses (Revenue)	Total OBI
Infrastructure Program	\$ 37.8	\$ 0.16	\$ 0.18	\$ 0.34
Building Program	20.9	0.54	(0.19)	0.35
Parks Program	11.8	0.10	0.09	0.19
Public Art Program	0.6	-	0.01	0.01
Land Program	10.0	-	-	-
Affordable Housing Project	0.8	-	-	-
Equipment Program	12.2	0.04	0.30	0.34
Child Care Program	0.2	-	-	-
Contingent External Contribution	10.0	-	-	-
Internal Transfers/Debt Payment	12.2	-	-	-
Total 2019 Capital and OBI	\$116.5	\$0.84	\$0.39	\$1.23

Building

The Building Program OBI is primarily due to the Minoru Place Activity Centre which is proposed to be programmed as a new arts space. At the Council Meeting held on November 13, 2018, the staff report titled “Minoru Place Activity Centre Program Options as Arts Education and Program Space” was presented and Council approved the following:

- (1) That the recommended option, Option 1: Community Arts Education and Program Space with Pottery and Culinary Arts Studio, be approved as the preferred program of the Minoru Place Activity Centre as detailed in the staff report titled “Minoru Place Activity Centre Program Options as Arts Education and Program Space,” dated August 29, 2018, from the Director, Arts, Culture and Heritage; and*
- (2) That a Capital request be considered during the 2019 budget process.*

As outlined in the staff report, the 2019 Capital Budget includes a capital project which includes a net OBI of \$0.3M.

There are seven regular status staff positions included in this OBI amount:

- One (1) RFT Facility Clerk
- One (1) RPT Attendant
- Two (2) Building Service Workers (one shared with Cultural Centre)
- Two (2) RFT Arts Leaders
- One (1) RPT Ceramics and Visual Arts Technician

In addition to the regular status staff, auxiliary staff are required to ensure proper staffing levels during the standard hours of operation for the facility. The total staffing costs for this facility amount to \$0.5M, plus facility expenses estimated at \$0.3M. This is offset by additional revenues that will be generated estimated at \$0.5M, resulting in a total operating budget impact of \$0.3M.

Parks

Parks OBI is for the maintenance of new parks or expanded park amenities. This includes additional hours for labour as well as materials and equipment for ongoing landscaping and playground maintenance.

Equipment

The equipment program OBI includes new technology and software, which has increased operating costs due to software licensing and maintenance contracts. The labour increase in the equipment program relates to additional mechanic hours for the maintenance of vehicles and equipment.

Financial Impact

The 2019 Capital Budget with a total value of \$116,524,202 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 \$1,229,320 and will be phased into the 2019 - 2023 5YFP.

Conclusion

The recommended Capital budget for 2019 is \$116,524,202. The Capital Review Committee worked closely with SMT and the CAO to represent the interests of all stakeholders to ensure that the 2019 capital program addresses Council priorities and meets the needs of the community while effectively utilizing available funding.



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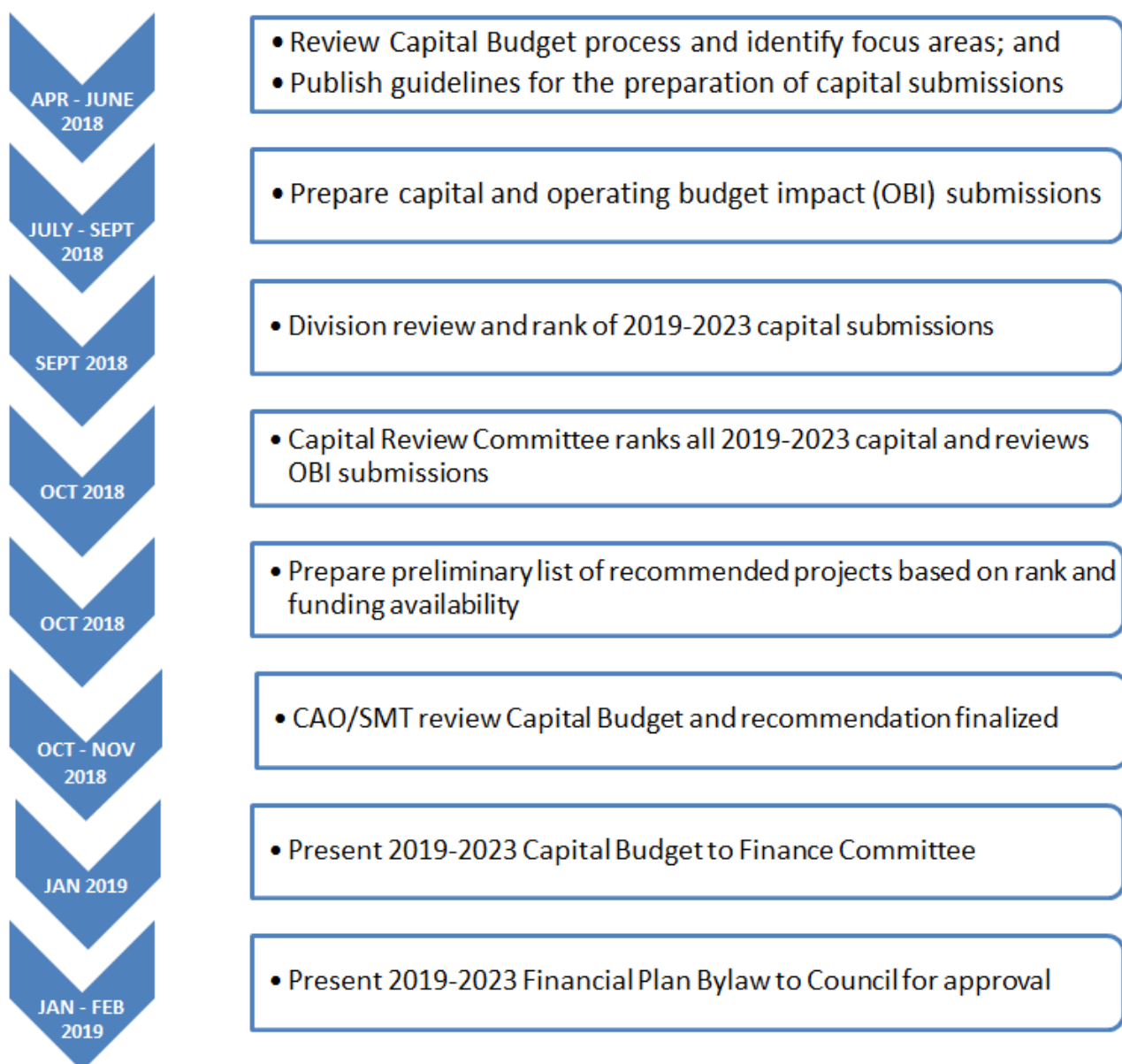
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- Appendix 1: Capital Ranking Criteria
- Appendix 2: 2019 Capital Budget Process
- Appendix 3: 2019 Summary of Capital Projects - RECOMMENDED
- Appendix 4: 2019 Summary of Capital Projects - NOT RECOMMENDED
- Appendix 5: 2019 Summary of Projects Funded by Revolving Fund
- Appendix 6: 2019 Summary of Projects Funded by Rate Stabilization Account
- Appendix 7: 2019 Summary of Projects Funded by Development Cost Charges
- Appendix 8: 2019 Details of Recommended Projects by Program
- Appendix 9: 2019 Details of Not Recommended Projects by Program
- Appendix 10: 5 Year Capital Plan Summary (2019 - 2023)
- Appendix 11: 5 Year Capital Plan by Funding Sources (2019 - 2023)
- Appendix 12: 5 Year Capital Plan by Program (2019 - 2023)
- Appendix 13: 2020 - 2023 Capital Plan Highlights
- Appendix 14: Glossary of Terms

Capital Ranking Criteria



2019 Capital Budget Process



Project Name	Funding Source	Total Investment	Total OBI	Ref
INFRASTRUCTURE PROGRAM				
Roads				
Accessible Pedestrian Signal Program	D/R	250,000	9,750	28
Active Transportation Improvement Program	D/R/E	1,000,000	24,851	29
Annual Asphalt Re-Paving Program - MRN	E	1,150,560	-	30
Annual Asphalt Re-Paving Program - Non-MRN	E	3,131,100	-	31
Arterial Roadway Improvement Program	D/R/E	450,000	10,796	32
Bridge Rehabilitation Program	R	300,000	-	33
City-wide Cycling Network Plan	D/R	150,000	-	34
Garden City Road Pedestrian and Cyclist Enhancements, Westminster Highway to Lansdowne Road	D/R/E	1,000,000	7,225	35
LED Street Name Sign Program	D/R	200,000	8,320	36
Neighbourhood Walkway Program	D/R	500,000	22,992	37
Road Weather Information System	R	260,000	30,000	38
Special Crosswalk Program	D/R	350,000	14,625	39
Steveston Highway Multi-Use Pathway, Shell Road to Mortfield Gate	D/R/E	2,000,000	24,666	40
Streetlight LED Upgrade Program	E	430,000	(25,000)	41
Traffic Calming Program	D/R	150,000	8,013	42
Traffic Signal Power Backup System (UPS)	D/R	100,000	4,160	43
Traffic Signal Program	D/R/E	1,350,000	31,000	44
Traffic Video and Communication Program	D/R	400,000	23,400	45
Transit-Related Amenity Improvement Program	D/R/E	50,000	10,026	46
Transit-Related Roadway Improvement Program	D/R/E	400,000	9,221	47
Transportation Planning, Functional and Preliminary Design	D/R	253,000	-	48
Westminster Highway Pedestrian and Cyclist Enhancements, Smith Crescent to Fraserside Gate	D/R/E	1,100,000	16,942	49
Total Roads		\$ 14,974,660	\$ 230,987	
Drainage				
Development Coordinated Works - Drainage	R	250,000	9,399	51
Flood Protection and Dike Improvements	R	5,100,000	30,000	52
Heather Street Improvement	D/R	1,757,000	4,000	53
Invasive Species Management	R	220,000	-	54
Laneway Drainage Upgrade - Afton Drive (North)	R	1,373,000	10,000	55
Laneway Drainage Upgrade - Herbert East Lane	R	542,000	5,000	56
Steveston Highway and No. 3 Road Pump Station Upgrade	D/R	2,000,000	20,000	57
Total Drainage		\$ 11,242,000	\$ 78,399	
Water				
Development Coordinated Works - Water	R	250,000	-	59
Emergency Water Supply	A	150,000	-	60
Watermain Replacement Program	D/R	5,394,500	-	61
Watermain Tie-in and Restoration	R	400,000	-	62
Total Water		\$ 6,194,500	-	

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

Project Name	Funding Source	Total Investment	Total OBI	Ref
INFRASTRUCTURE PROGRAM				
<i>Sanitary Sewer</i>				
Burkeville Utility Upgrades	R	1,133,000	15,000	64
Development Coordinated Works - Sanitary	R	150,000	-	65
SCADA System Improvements	R	150,000	-	66
<i>Total Sanitary Sewer</i>		\$ 1,433,000	\$ 15,000	
<i>Infrastructure Advanced Design and Minor Public Works</i>				
Public Works Infrastructure Advanced Design	D/R	1,780,000	-	68
Public Works Minor Capital - Drainage	R	475,000	-	69
Public Works Minor Capital - Roads	S	250,000	-	70
Public Works Minor Capital - Sanitary	R	400,000	6,000	71
Public Works Minor Capital - Sanitation and Recycling	A	300,000	-	72
Public Works Minor Capital - Traffic	S	250,000	7,425	73
Public Works Minor Capital - Water	R	500,000	-	74
<i>Total Infrastructure Advanced Design and Minor Public Works</i>		\$ 3,955,000	\$ 13,425	
TOTAL INFRASTRUCTURE PROGRAM		\$ 37,799,160	\$ 337,811	
BUILDING PROGRAM				
<i>Building</i>				
2019 Capital Buildings Project Development Advanced Design	S	500,000	-	76
City Hall Annex Transformer Replacement	R	500,000	-	77
City Hall Upgrades and Repairs	R	980,000	-	78
East Richmond Community Hall Envelope and Mechanical System Renewals	R	402,000	-	79
Gateway Theatre Infrastructure Replacements Phase 2	R	3,700,000	-	80
Japanese Canadian Cultural Centre - Front Entry Accessibility Upgrade	R	258,000	-	81
Library Cultural Centre Conveyance Replacements	R	709,000	-	82
London Farm House Envelope Renewals	S	376,000	-	83
Minoru Aquatics Centre Demolition	S	3,392,000	-	84
Minoru Arena System Renewals	R	3,300,000	-	85
Minoru Place Activity Centre Program - Implementation	R	2,511,000	324,400	86
RCMP Exhibit Compound Interim Upgrades	S	975,000	24,692	87
Watermania Aging Mechanical and Building Envelope Infrastructure Replacement Phase 2	S	1,341,000	-	88
Works Yard Mechanical Replacements	R	1,707,000	-	89
Works Yard Salt Shed Repairs	R	266,000	-	90
<i>Total Building</i>		\$ 20,917,000	\$ 349,092	
TOTAL BUILDING PROGRAM		\$ 20,917,000	\$ 349,092	

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

Project Name	Funding Source	Total Investment	Total OBI	Ref
PARKS PROGRAM				
<i>Parks</i>				
Aberdeen Park Phase 3	D/R	800,000	56,948	92
Hugh Boyd Artificial Turf Sports Field - Turf Replacement	R	1,800,000	-	93
London Steveston Park Phase 2	D/R	300,000	13,624	94
Minoru Bowling Green Artificial Turf Replacement	E	350,000	-	95
Minoru Park Lakes Renewal	D/R	1,750,000	44,756	96
Parks Advance Planning and Design	D/R	400,000	-	97
Parks Aging Infrastructure Replacement Program	R	550,000	-	98
Parks General Development	D/R	400,000	4,374	99
Parks Identity Signage Program	D/R	200,000	42,928	100
Paulik Park Development of New Lots	D/R	300,000	12,510	101
Terra Nova Rural Park Viewpoint Seating Area	D/R	200,000	-	102
West Cambie Park Phase 2	D/R	770,000	22,002	103
Total Parks		\$ 7,820,000	\$ 197,142	
<i>Parkland</i>				
Parkland Acquisition	D/R	4,000,000	-	105
Total Parkland		\$ 4,000,000	-	
TOTAL PARKS PROGRAM		\$ 11,820,000	\$ 197,142	
PUBLIC ART PROGRAM				
<i>Public Art</i>				
Public Art Program	R	562,722	10,000	107
TOTAL PUBLIC ART PROGRAM		\$ 562,722	\$ 10,000	
LAND PROGRAM				
<i>Land</i>				
Strategic Land Acquisition	R	10,000,000	-	109
TOTAL LAND PROGRAM		\$ 10,000,000	-	
AFFORDABLE HOUSING PROGRAM				
<i>Affordable Housing</i>				
Affordable Housing 2019 Operating Initiatives	R	350,000	-	111
Affordable Housing Projects - City-wide	R	200,000	-	112
Affordable Housing Projects - West Cambie	R	225,000	-	113
Total Affordable Housing		\$ 775,000	-	
TOTAL AFFORDABLE HOUSING PROGRAM		\$ 775,000	-	

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

Project Name	Funding Source	Total Investment	Total OBI	Ref
EQUIPMENT PROGRAM				
<i>Vehicle</i>				
Fleet Electrical Charging Infrastructure Installations	R/A	521,700	22,000	115
Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet)	R/A	3,740,662	38,023	116
Total Vehicle		\$ 4,262,362	\$ 60,023	
<i>Fire Dept Vehicles and Equipment</i>				
Fire Vehicle Replacement Reserve Purchases	R	2,521,532	-	118
Total Fire Dept Vehicles and Equipment		\$ 2,521,532	-	
<i>Information Technology</i>				
Annual Hardware Refresh	A	467,700	-	120
Budget Planning and Monitoring Solution	R/A	1,000,000	50,000	121
Contract Life Cycle Management	R	622,994	80,384	122
Digital Strategy Initiatives	R	900,000	25,000	123
IPS Mobility - Enterprise Deployment	R	507,054	51,293	124
Network Infrastructure Core Refresh	A	481,402	18,152	125
Office 2016 Licensing	A	494,909	6,573	126
Total Information Technology		\$ 4,474,059	\$ 231,402	
<i>Equipment</i>				
Digital Radio Hardware and Licensing	R	146,250	8,400	128
Energy Management Projects - Gas Equipment Replacement and Upgrade Phase 1	R/A	675,000	(19,800)	129
Fire Equipment Replacement - Auto Extrication Equipment	R	170,000	55,250	130
Fire Equipment Replacement - Fire Hose	R	27,325	-	131
Total Equipment		\$ 1,018,575	\$ 43,850	
TOTAL EQUIPMENT PROGRAM		\$ 12,276,528	\$ 335,275	
CHILD CARE PROGRAM				
<i>Child Care</i>				
Child Care - Administration	R	100,000	-	133
Child Care Projects - City-wide (Capital Grants)	R	50,000	-	134
Child Care Projects - City-wide (Non-Capital Grants)	R	10,000	-	135
TOTAL CHILD CARE PROGRAM		\$ 160,000	-	
CONTINGENT EXTERNAL CONTRIBUTION				
Contingent External Contribution	E	10,000,000	-	137
TOTAL CONTINGENT EXTERNAL CONTRIBUTION		\$ 10,000,000	-	

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

Project Name	Funding Source	Total Investment	Total OBI	Ref
INTERNAL TRANSFERS/DEBT PAYMENT				
<i>Internal Transfers/Debt Payment</i>				
12040 Horseshoe Way Repayment	R	525,000	-	139
7080 River Road Repayment	D/R	2,341,384	-	140
9540 Alexandra Road and 9560 Odlin Road	D	2,100,000	-	141
Nelson Road Interchange Repayment	D	385,098	-	142
River Road/North Loop (2005) Repayment	D	1,685,056	-	143
Shovel - Ready Grant (2009) Repayment Lansdowne Road Extension	D	77,254	-	144
City Centre Community Police Office	R	5,100,000	-	145
TOTAL INTERNAL TRANSFERS/DEBT PAYMENT		\$ 12,213,792	-	

Total 2019 Capital Program	\$ 116,524,202	\$1,229,320
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OBI Type	
Operating OBI	\$ 1,208,320
Utility OBI	21,000
Total OBI	\$1,229,320

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

Project Name	Funding Source	Total Investment	Revolving Fund	Total OBI	Ref
BUILDING PROGRAM					
Community Safety Building Heat Pump Replacement	R	459,000	459,000	-	147
Roofing and Infrastructure Replacements	R	277,000	277,000	-	148
TOTAL BUILDING PROGRAM		\$ 736,000	\$ 736,000	\$ -	
PARKS PROGRAM					
Garry Point Waterfront Floating Dock Construction	R	4,200,000	4,200,000	22,600	150
No. 3 Road Boulevard Beautification (Sunnymede Gate)	R	150,000	150,000	-	151
TOTAL PARKS PROGRAM		\$ 4,350,000	\$ 4,350,000	\$ 22,600	
EQUIPMENT PROGRAM					
Inter-Agency Command Vehicle Replacement	R	1,140,000	1,140,000	-	153
Triple Flail Mower Equipment Purchase	R	150,000	150,000	80,019	154
TOTAL EQUIPMENT PROGRAM		\$ 1,290,000	\$ 1,290,000	\$ 80,019	
INFORMATION TECHNOLOGY PROGRAM					
Business Continuity Remote Access	R	304,835	304,835	24,275	156
Production System Test Environment	R	368,000	368,000	25,500	157
TOTAL INFORMATION TECHNOLOGY PROGRAM		\$ 672,835	\$ 672,835	\$ 49,775	
Total 2019 Capital Program – Not Recommended		\$ 7,048,835	\$ 7,048,835	\$ 152,394	

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

Each year, the Revolving Fund is utilized to fund various capital projects. This summary shows the 2019 capital projects and the corresponding amounts funded by the Revolving Fund.

Project Name	Total Investment	Revolving Fund	Total OBI	Ref
Roads				
Bridge Rehabilitation Program	300,000	300,000	-	33
Road Weather Information System	260,000	260,000	30,000	38
Total Infrastructure	\$560,000	\$560,000	\$30,000	
Building				
Japanese Canadian Cultural Centre – Front Entry Accessibility Upgrade	258,000	258,000	-	81
Total Building	\$258,000	\$258,000	-	
Parks				
Hugh Boyd Artificial Turf Sports Field – Turf Replacement	1,800,000	800,000	-	93
Parks Aging Infrastructure Replacement Program	550,000	550,000	-	98
Total Parks	\$2,350,000	\$1,350,000	-	
Information Technology				
Budget Planning and Monitoring Solution	1,000,000	250,000	50,000	121
Contract Life Cycle Management	622,994	622,994	80,384	122
Digital Strategy Initiatives	900,000	900,000	25,000	123
Equipment				
Energy Management Projects – Gas Equipment Replacement and Upgrade Phase 1	675,000	345,000	(19,800)	129
Total Equipment	\$3,197,994	\$2,117,994	\$135,584	
Total 2019 Projects Funded by Revolving Fund	\$6,365,994	\$4,285,994	\$165,584	
The City Assist Factor on Roads DCC and Parks DCC projects are also funded by the Revolving Fund.				
City Assist Factor on Parks Acquisition		\$377,312		
City Assist Factor on Parks Development		\$304,640		
City Assist Factor on Roads DCC		\$427,093		
Total Funding from Revolving Fund		\$5,395,039		

The Rate Stabilization Account is used to fund one-time expenditure requests or to minimize tax increases.

Project Name	Total Investment	Rate Stabilization	Total OBI	Ref
Infrastructure Advanced Design and Minor Public Works				
Public Works Minor Capital - Roads	250,000	250,000	-	70
Public Works Minor Capital - Traffic	250,000	250,000	7,425	73
Total Infrastructure Advanced Design and Minor Public Works	\$500,000	\$500,000	\$7,425	
Building				
2019 Capital Buildings Project Development Advanced Design	500,000	500,000	-	76
London Farm House Envelope Renewals	376,000	376,000	-	83
Minoru Aquatics Centre Demolition	3,392,000	3,392,000	-	84
RCMP Exhibit Compound Interim Upgrades	975,000	975,000	24,692	87
Total Building	\$5,243,000	\$5,243,000	\$24,692	
2019 Capital Projects – Rate Stabilization Account	\$5,743,000	\$5,743,000	\$32,117	
2019 One-Time Expenditures - Recommended		1,315,909		
Total Funding from Rate Stabilization Account		\$7,058,909		

Project Name	Total Investment	DCC Funding	Total OBI	Ref
Roads				
Accessible Pedestrian Signal Program	250,000	235,125	9,750	28
Active Transportation Improvement Program	1,000,000	775,912	24,851	29
Arterial Roadway Improvement Program	450,000	211,612	10,796	32
City-wide Cycling Network Plan	150,000	141,075	-	34
Garden City Road Pedestrian and Cyclist Enhancements, Westminster Highway to Lansdowne Road	1,000,000	470,250	7,225	35
LED Street Name Sign Program	200,000	188,100	8,320	36
Neighbourhood Walkway Program	500,000	470,250	22,992	37
Special Crosswalk Program	350,000	329,175	14,625	39
Steveston Highway Multi-Use Pathway, Shell Road to Mortfield Gate	2,000,000	940,500	24,666	40
Traffic Calming Program	150,000	141,075	8,013	42
Traffic Signal Power Backup System (UPS)	100,000	94,050	4,160	43
Traffic Signal Program	1,350,000	1,128,600	31,000	44
Traffic Video and Communication Program	400,000	376,200	23,400	45
Transit-Related Amenity Improvement Program	50,000	23,512	10,026	46
Transit-Related Roadway Improvement Program	400,000	282,150	9,221	47
Transportation Planning, Functional and Preliminary Design	253,000	237,946	-	48
Westminster Highway Pedestrian and Cyclist Enhancements, Smith Crescent to Fraserside Gate	1,100,000	517,275	16,942	49
Total Roads	\$9,703,000	\$6,562,807	\$225,987	
Drainage				
Heather Street Improvement	1,757,000	1,695	4,000	53
Steveston Highway and No. 3 Road Pump Station Upgrade	2,000,000	464,063	20,000	57
Total Drainage	\$3,757,000	\$465,758	\$24,000	
Water				
Watermain Replacement Program	5,394,500	708,330	-	61
Total Water	\$5,394,500	\$708,330	\$-	
Infrastructure Advanced Design and Minor Public Works				
Public Works Infrastructure Advanced Design	1,780,000	188,100	-	68
Total Infrastructure Advanced Design and Minor Public Works	\$1,780,000	\$188,100	\$-	
Parks				
Aberdeen Park Phase 3	800,000	752,400	56,948	92
London Steveston Park Phase 2	300,000	282,150	13,624	94
Minoru Park Lakes Renewal	1,750,000	1,645,875	44,756	96
Parks Advance Planning and Design	400,000	376,200	-	97
Parks General Development	400,000	376,200	4,374	99
Parks Identity Signage Program Phase 2	200,000	188,100	42,928	100
Paulik Park Development of New Lots	300,000	282,150	12,510	101
Terra Nova Rural Park Viewpoint Seating Area	200,000	188,100	-	102
West Cambie Park Phase 2	770,000	724,185	22,002	103
Total Parks	\$5,120,000	\$4,815,360	\$197,142	
Parkland				
Parkland Acquisition	4,000,000	3,762,000	-	105
Total Parkland	\$4,000,000	\$3,762,000	\$-	

Project Name	Total Investment	DCC Funding	Total OBI	Ref
<i>Internal Transfers/Debt Payment</i>				
7080 River Road Repayment	2,341,384	2,202,072	-	140
9540 Alexandra Road and 9560 Odlin Road	2,100,000	2,100,000	-	141
Nelson Road Interchange Repayment	385,098	385,098	-	142
River Road/North Loop (2005) Repayment	1,685,056	1,685,056	-	143
Shovel - Ready Grant (2009) Repayment Lansdowne Road Extension	77,254	77,254	-	144
Total Internal Transfers/Debt Payment	\$6,588,792	\$6,449,480	\$-	
Grand Total	\$36,343,292	\$22,951,835	\$447,129	

Infrastructure Program 2019

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


2019 Recommended Infrastructure – Roads Program

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Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Accessible Pedestrian Signal Program	Submission ID:	5456


Location:	Various		
Cost:	\$250,000	OBI:	\$9,750
Funding Sources:	Roads DCC:	\$235,125	
	Roads City Assist:	\$14,875	
Scope:	<p>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 (APS) devices by year 2020. To date, all special crosswalks (102) and pedestrian signals (45) as well as 113 of 176 signalized intersections have been upgraded. The remaining signalized locations (63) are expected to be completed by the target year of 2020. The standard for all new traffic signals is to include APS.</p> <p>The program is proposed to be funded by the DCC program 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 (see report to Council on September 27, 2010 titled "Revised Implementation Strategy for Accessible Pedestrian Signal Devices."</p> <p>For 2019, approximately 15 to 32 existing signalized intersections are proposed for upgrade to Accessible Signal systems. The actual locations will be determined in early 2019. 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.</p>		



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Active Transportation Improvement Program		Submission ID:	5457
Location:	Various Locations			
Cost:	\$1,000,000		OBI:	\$24,851
Funding Sources:	Roads DCC: \$775,912 Roads City Assist: \$49,088 Grant: \$175,000			
Scope:	<p>The general scope involves implementing cycling and rolling (e.g., wheelchairs and scooters) 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.</p> <p>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.</p> <p>This project is proposed to be funded by the DCC program and may be eligible for funding from external agencies such as the Provincial Government, TransLink and ICBC.</p> <p>The following improvements are being planned for 2019 (subject to factors such as the completion of the detailed design, confirmation of external funding, outcome of public consultation, etc):</p> <ul style="list-style-type: none"> - Charles Street pathway, Sexsmith Road to pedestrian-cycling entrance to the Bridgeport Canada Line Station. Provision of a 3.0m paved pathway along the north side of Charles Street to form the continuation of a paved pathway to be constructed on Sexsmith Road to the south. - Neighbourhood Bike Routes: To provide/enhance the following bike routes with general scope of work including: minor sidewalk widening and/or upgrade of existing pathway where necessary, crossing treatments at arterial roads, pavement markings, and signage. <ol style="list-style-type: none"> 1) Crosstown Neighbourhood Bike Route: completion of route along Bowcock Road-Garden City Road-Dayton Avenue to connect to the Parkside Neighbourhood Bike Route. 2) Midtown Neighbourhood Bike Route from Francis Road to Granville Avenue. 3) Saunders-Woodwards Neighbourhood Bike Route. 			








Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Annual Asphalt Re-Paving Program - MRN	Submission ID:	5388
Location:	Various Locations		
Cost:	\$1,150,560	OBI:	\$ -
Funding Sources:	Other: \$1,150,560		
Scope:	<p>To re-pave MRN roads in alignment with the City's Ageing Infrastructure Strategy. Project list as intended in the Proposed 2019 Paving Program report.</p> <p>The project could also include the costs associated with ancillary work, including but not limited to, curb and gutter repairs, road base repair, asphalt parking re-paving, manhole and valve box adjustments, line painting, staff inspection time and similar.</p> <p>The project includes the pavement component of other water, sanitary and drainage upgrades in the Capital Program that are co-ordinated by the Engineering department as well as consultant/contractor fees related to bridge upgrades and the Pavement Management Plan.</p>		
			

Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Annual Asphalt Re-Paving Program - Non-MRN	Submission ID:	5389
Location:	City Wide		
Cost:	\$3,131,100	OBI:	\$ -
Funding Sources:	Other: \$3,131,100		
Scope:	<p>To re-pave City owned Non-MRN roads (major and minor roads and lanes) in alignment with the City's Ageing Infrastructure Strategy. Project list as intended in the Proposed 2019 Paving Program report.</p> <p>The project could also include the costs associated with ancillary work, including but not limited to, curb and gutter repairs, road base repair, asphalt parking re-paving, manhole and valve box adjustments, line painting, staff inspection time and similar.</p> <p>The project includes the pavement component of other water, sanitary and drainage upgrades in the Capital Program that are co-ordinated by the Engineering department as well consultant/contractor fees related to bridge upgrades and the Pavement Management Plan.</p>		
			

Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Arterial Roadway Improvement Program	Submission ID:	5459

Location:	Various Locations		
Cost:	\$450,000	OBI:	\$10,796
Funding Sources:	Roads DCC: \$211,612 Roads City Assist: \$13,388 Grant: \$225,000		
Scope:	<p>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 turn lanes, improved channelization, intersection signage enhancement, and installation of pedestrian safety enhancements at intersections. 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.</p> <p>Projects from this program are proposed to be jointly funded by the City and external funding from TransLink and/or ICBC.</p> <p>The following list of improvements is currently being planned for 2019 (subject to factors such as the completion of the detailed design, confirmation of external funding, etc):</p> <ul style="list-style-type: none">- West side of Railway Avenue (Railway Greenway) at Francis Road, Blundell Road, and Williams Road: upgrade of intersections to enhance pedestrian and cyclist safety, operation with the provision of curb, gutter, landing area, ramps, tactile pavers, relocation of existing traffic signal poles, signage, and minor pathway and landscape enhancements approaching the intersections.		



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Bridge Rehabilitation Program		Submission ID:	6180
Location:	City Wide			
Cost:	\$300,000	OBI:	\$ -	
Funding Sources:	Capital Revolving: \$300,000			
Scope:	<p>In 2017, the City completed inspections on a number of road and pedestrian bridges throughout the City. The inspection identified a number of bridges that are in need of repair or replacement. Prioritized improvements identified through the inspection report include:</p> <ul style="list-style-type: none">- Repair or replacement of the West Dyke Trail Bridge, which may become a safety concern to pedestrians if deteriorating components are not repaired.- Rehabilitation of the Jacombs Road Overpass, Bird Road Bridge, and No. 8 Road Overpass, where minor repairs will prevent further structural deterioration and more costly repairs or replacement in the future. If these bridges were left to deteriorate, full replacement of the structures is estimated to cost \$7 million.- Inspection and minor repairs as required for the Cambie Road Overpass at Knight Street. <p>The scope of work for this project includes structural inspections, engineering design, and repair and replacement of bridge structures as recommended by the 2017 bridge inspection report, including any utility relocations, restoration, or ancillary works associated with the repair and replacement. This project will improve road user and pedestrian safety, and reduce the potential for unplanned maintenance that is unpredictable and costly through proactive management of aging infrastructure.</p>			
<div></div>				

Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	City-wide Cycling Network Plan	Submission ID:	6167

Location:

City Wide

Cost:

\$150,000

OBI:

\$ -

Funding Sources:

Roads DCC:

\$141,075

Roads City Assist:

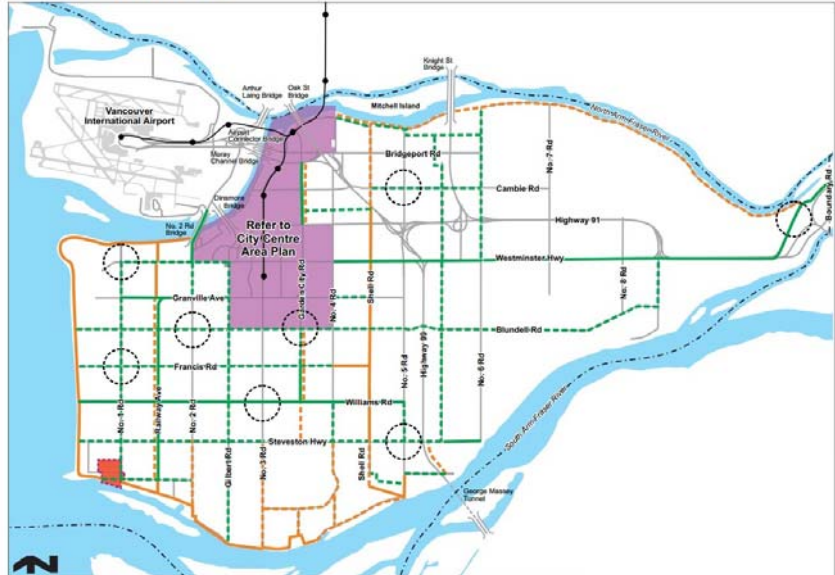
\$8,925

Scope:

The purpose of this project is to update the existing cycling plan as contained in the OCP to ensure it is reflective of the current needs and that it continues to support the long-term mobility objectives as identified in the OCP. An implementation strategy to advance the cycling network and cost estimates will also be included. In addition, this project will review and refine existing and/or develop new design concepts for different types of cycling infrastructure so that it is reflective of the latest industry standards. Accordingly, conceptual designs will be developed and associated high-level cost estimate will be prepared for each cycling facility.


This project will be integrated with the update of the City-Centre Cycling Network Plan that is currently underway (project funding was approved as part of the 2018 Capital Program and work is scheduled to be completed in 2019), to form a master plan for the cycling network for the entire City.

Cycling Network Map




See Section 3.5 (Specific Richmond Neighbourhoods) for more detail on planned cycling and rolling routes, including Neighbourhood Links.


Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Garden City Road Pedestrian and Cyclist Enhancements, Westminster Highway to Lansdowne Road		Submission ID:	6448
Location:	West Side of Garden City Road - Westminster Highway to Lansdowne Road			
Cost:	\$1,000,000		OBI:	\$7,225
Funding Sources:	Roads DCC: \$470,250 Roads City Assist: \$29,750 Grant: \$500,000			
Scope:	<p>The general scope includes the provision of a 1.8m wide paved bike lane and a 1.5m wide asphalt walkway (or equivalent) along the west side of Garden City Road, between Lansdowne Road and Westminster Highway. An extruded curb (or equivalent) would be provided along the entire length of the project, physically separating the proposed bike lane and walkway from motor vehicles.</p> <p>The proposed project would address on-going public requests/concerns regarding safety of pedestrians and cyclists as well as meeting the City’s long-term objective in providing physical separation between bike lanes and motor vehicles along arterial roads. Note that currently, there is a roadside shoulder (marked, but not physically protected) adjacent to traffic lanes that functions as an on-street bike lane and an area used by pedestrians.</p> <p>This project is proposed to be jointly funded by the City (up to \$500,000) and external funding from TransLink and ICBC. The external funding from TransLink would be part of 2019 allocated funding committed to projects in Richmond. Any additional available funding from ICBC would be used to offset the City’s portion (i.e., Roads DCC).</p>			



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	LED Street Name Sign Program		Submission ID:	6153


Location:	Various Locations		
Cost:	\$200,000	OBI:	\$8,320
Funding Sources:	Roads DCC: \$188,100 Roads City Assist: \$11,900		
Scope:	<p>The general scope of work includes the installation of LED street name signs at various signalized intersections to enhance overall intersection visibility and legibility, allowing drivers more time to plan their actions at intersections. The benefits of this program are especially valuable at major, gateway, high-volume intersections and in tourist areas with a large proportion of visiting drivers and accordingly, priority for implementation will be given to those locations.</p> <p>2018 was the first year of this dedicated program. Previous installations were funded through development and capital projects at new traffic signals. There are approximately 30 intersections completed to date. It is anticipated that the remaining major intersections (~154) in the City can be upgraded over the next 10-15 years, based on upgrading 10 to 15 locations per year.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from ICBC and TransLink. Some locations may also be funded through development requirements.</p> <p>The following is the preliminary list of potential locations identified for 2019. 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.</p> <ul style="list-style-type: none">- No. 2 Road: Williams Road, Blundell Road, and Granville Avenue- Shell Road: Bridgeport Road, Cambie Road, and Alderbridge Way- Alderbridge Way: Kwantlen Street, Hazelbridge Way- No. 4 Road / Cambie Road- Bridgeport Road: No. 5 Road, Simpson Road, and St. Edwards Road.		



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Neighbourhood Walkway Program		Submission ID:	5454
Location:	Various Locations			
Cost:	\$500,000		OBI:	\$22,992
Funding Sources:	Roads DCC: \$470,250 Roads City Assist: \$29,750			
Scope:	<p>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 neighbourhood residents' consultation, if applicable.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from TransLink and ICBC.</p> <p>The exact scope will be determined depending the request and feedback expected to be received by members of the 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.</p> <p>The following list of improvements is currently being planned for 2019 (subject to factors such as the completion of the detailed design, confirmation of external funding, outcome of public consultation, etc):</p> <ul style="list-style-type: none">- An interim 2.5 (min) to 3.0m (preferred) wide asphalt walkway along the west side of No. 6 Road, between Bridgeport Road and Cambie Road.			
				


Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Road Weather Information System	Submission ID:	6525

Location:	City Wide		
Cost:	\$260,000	OBI:	\$30,000
Funding Sources:	Capital Revolving:	\$260,000	
Scope:	<p>This project includes the installation of a Road Weather Information System (RWIS) at strategic locations to provide an early warning system of freezing temperatures and poor road conditions. Temperatures and road conditions vary in different areas of Lulu Island due to micro-climates identified by a forensic meteorologist. The RWIS is able to send alerts, record and store information. The RWIS uses laser technology to detect road surface traction and temperature and can be outfitted for humidity, wind and current type of precipitation.</p> <p>The system can provide an immediate text message to specific staff when traction on the roadway at the sensor gets below a predetermined level. With this information, the City's snow and ice response will be able to immediately target those critical areas. This will result in more efficient and effective use of City resources. This warning system will allow City crews to respond to freezing conditions earlier and prevent potential car accidents due to snow and ice.</p> <p>With weather sensing technology at key locations in these micro-climates, Richmond will have accurate information of each micro-climate and be able to strategically target the critical areas earlier than using its current methods.</p> <p>Benefits of having accurate localized weather:</p> <ul style="list-style-type: none">- Provide accurate weather information for the various micro-climates within Richmond.- The City will be able to strategically target critical areas instead of blanketing the entire City.- Save on City resources:<ul style="list-style-type: none">o Labour costs (snow plow operators and support staff)o Truck and fuel costso Salt and brine material costs- The City will be able to address issues earlier and prevent potential vehicle accidents due to snow and ice. Otherwise, the road conditions will be addressed at the predetermined frequency.		




Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Special Crosswalk Program	Submission ID:	5455

Location:	Various Locations		
Cost:	\$350,000	OBI:	\$14,625
Funding Sources:	Roads DCC:	\$329,175	
	Roads City Assist:	\$20,825	
Scope:	<p>The general scope involves implementing new traffic control standards that have been endorsed 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.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from ICBC. Some locations may also include funding contribution from nearby developments.</p> <p>The following is the preliminary list of potential locations identified for 2019. 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.</p> <ul style="list-style-type: none">- Garden City Road and Saunders Road- Westminster Highway and Windsor Court- Williams Road and Leonard Road		




Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Steveston Highway Multi-Use Pathway, Shell Road to Mortfield Gate	Submission ID:	6451

Location:	South side of Steveston Highway, Shell Road to Mortfield Gate		
Cost:	\$2,000,000	OBI:	\$24,666
Funding Sources:	Roads DCC: \$940,500 Roads City Assist: \$59,500 Grant: \$1,000,000		
Scope:	<p>The general scope includes the provision of a 2.5m (minimum) to 3.0m (preferred) wide paved multi-use pathway along the south side of Steveston Highway, from Shell Road to Mortfield Gate, as there is no existing pathway at this location. The pathway is proposed to be built south of the existing two eastbound traffic lanes, with a treed/landscaped boulevard (where feasible within existing city right-of-way) and necessary street lighting. Crossing (pavement marking) enhancements along the south side of the No. 4 Road and Shell Road intersections are proposed as part of the project.</p> <p>The proposed facility would enhance the connectivity for pedestrians and cyclists to access the existing bicycle/pedestrian facilities along Shell Road to the east and north as well as major pedestrian generators including South Arm Community Centre and Park, McRoberts School, etc. to the west and north, which are accessible via Mortfield Gate. Ultimately, a new multi-use pathway or equivalent will be pursued to connect this project to No. 2 Road, establishing a new key east/west connection for cyclists and pedestrians in the city by connecting two major north/south cycling/pedestrian routes along Shell Road and the multi-use pathway currently being constructed along the east side of No. 2 Road south of Steveston Highway.</p> <p>This project is proposed to be jointly funded by the City and externally by TransLink and ICBC. This project would only commence if the City secures the required external funding from TransLink, with any additional available funding from ICBC used to offset City's portion (i.e., Roads DCC). Staff will submit this project to TransLink for its 2019 regional competitive funding to maximize the amount of external funding contribution (up to 75% of the project cost). If not successful, this project will be included as part of the TransLink's allocated funding in 2020 that is committed for projects in Richmond with a maximum TransLink contribution capped at 50% of the project cost.</p>		




Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Streetlight LED Upgrade Program	Submission ID:	5662

Location:	City Wide		
Cost:	\$430,000	OBI:	(\$25,000)
Funding Sources:	Gas Tax:	\$430,000	
Scope:	<p>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) will improve energy efficiency by reducing energy consumption by ~800,000 kWh. This consumption reduction will result in over \$120,000 of cost avoidance savings.</p> <p>This project is phase 3 of 4 and will replace approximately 1,000 fixtures. The first two phases have resulted in replacement of approximately 2,200 fixtures. It is estimated that this phase of the project will reduce electricity use from the existing infrastructure by 200,000 kWh, which will equal approximately \$30,000 in cost avoidance savings.</p> <p>This project is recommended to be funded from the Gas Tax Provision and falls under the eligible project category "Community Energy Systems" as it is infrastructure that generates or increases the efficient usage of energy.</p>		

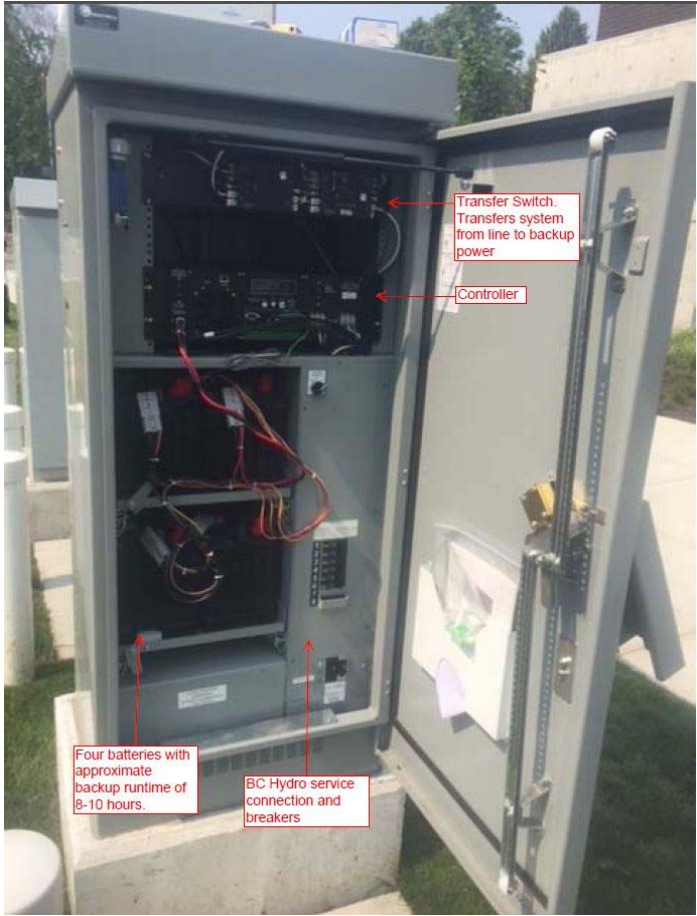



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Traffic Calming Program	Submission ID:	5453
Location:	Various Locations		
Cost:	\$150,000	OBI:	\$8,013
Funding Sources:	Roads DCC: \$141,075 Roads City Assist: \$8,925		
Scope:	<p>The general scope involves the implementation of traffic control 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.</p> <p>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 calming 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.</p> <p>The exact scope will be determined pending the request and feedback 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.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from TransLink and ICBC.</p>		



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Traffic Signal Power Backup System (UPS)	Submission ID:	6158

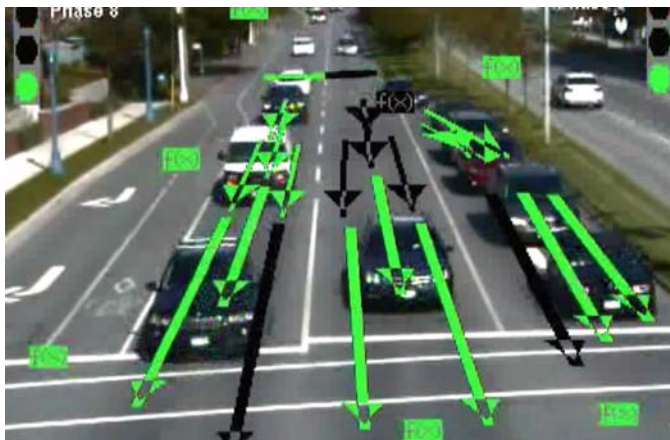
Location:	Various Locations		
Cost:	\$100,000	OBI:	\$4,160
Funding Sources:	Roads DCC:	\$94,050	
	Roads City Assist:	\$5,950	
Scope:	<p>This program involves the installation of Uninterruptible Power Supply (UPS) system at various signalized locations. Advantages of UPS systems include:</p> <ul style="list-style-type: none">- Provide continual power to traffic signals in the event of a power outage, sag or brown out until regular power is restored.- Condition and regulate the quality of the commercial power supply to the traffic signal system. Helps protect electronic hardware from power surge.- Keep traffic flowing and prevent or minimize severe accidents <p>2019 will be the first year of this dedicated program. Previous installations were funded through development and capital projects at new traffic signals. There are approximately 50 intersections completed to date. It is anticipated that the remaining major intersections (~134) in the City can be upgraded over the next 12-15 years, based on upgrading 10 locations per year.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from ICBC. Some locations may also include funding contribution from nearby developments.</p> <p>The following is the preliminary list of potential locations identified for 2019. 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.</p> <ul style="list-style-type: none">- Lynas Lane and Westminster Highway- Russ Baker Way and Cessna Drive- Russ Baker Way and Inglis Way- No. 2 Road and Granville Avenue- No. 2 Road and Blundell Road		



Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Traffic Signal Program		Submission ID:	576
Location:	Various Locations			
Cost:	\$1,350,000		OBI:	\$31,000
Funding Sources:	Roads DCC: \$1,128,600 Roads City Assist: \$71,400 Developer Contribution: \$150,000			
Scope:	<p>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, cycling, and vehicular movements and to address traffic safety concerns.</p> <p>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, new signal heads and/or lenses, wiring and pavement markings, traffic signal communications, minor corner property acquisitions, minor curb cuts and boulevard modifications as necessary.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding from TransLink and ICBC.</p> <p>The exact scope and location will be determined pending requests from Council and members of the 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.</p> <p>Currently, four potential sites have been identified for 2019 including:</p> <ul style="list-style-type: none">- Railway Avenue and Garry Street (upgrade to full traffic signal \$400k)- No. 5 Road and King Road (new traffic signal \$400k)- No. 5 Road and Vulcan Way (new traffic signal \$400k)- Park Road/Buswell Street (\$150k)			
				


Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Traffic Video and Communication Program	Submission ID:	5903

Location:	Various Locations		
Cost:	\$400,000	OBI:	\$23,400
Funding Sources:	Roads DCC: \$376,200 Roads City Assist: \$23,800		
Scope:	<p>The project includes the following two key components:</p> <p>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 website. Note: this program is different and separate from the RCMP security camera program; and</p> <p>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.</p> <p>Status:</p> <p>- Video detection cameras: 73 locations have been upgraded and the remaining major intersections (~111) can be upgraded over next 20 years, based on upgrading 5 locations per year.</p> <p>- Communication conduits: Based on the current pace of upgrades, it is estimated the entire City can be upgraded over next 15-20 years.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contribution from TransLink and ICBC.</p> <p>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.</p>		



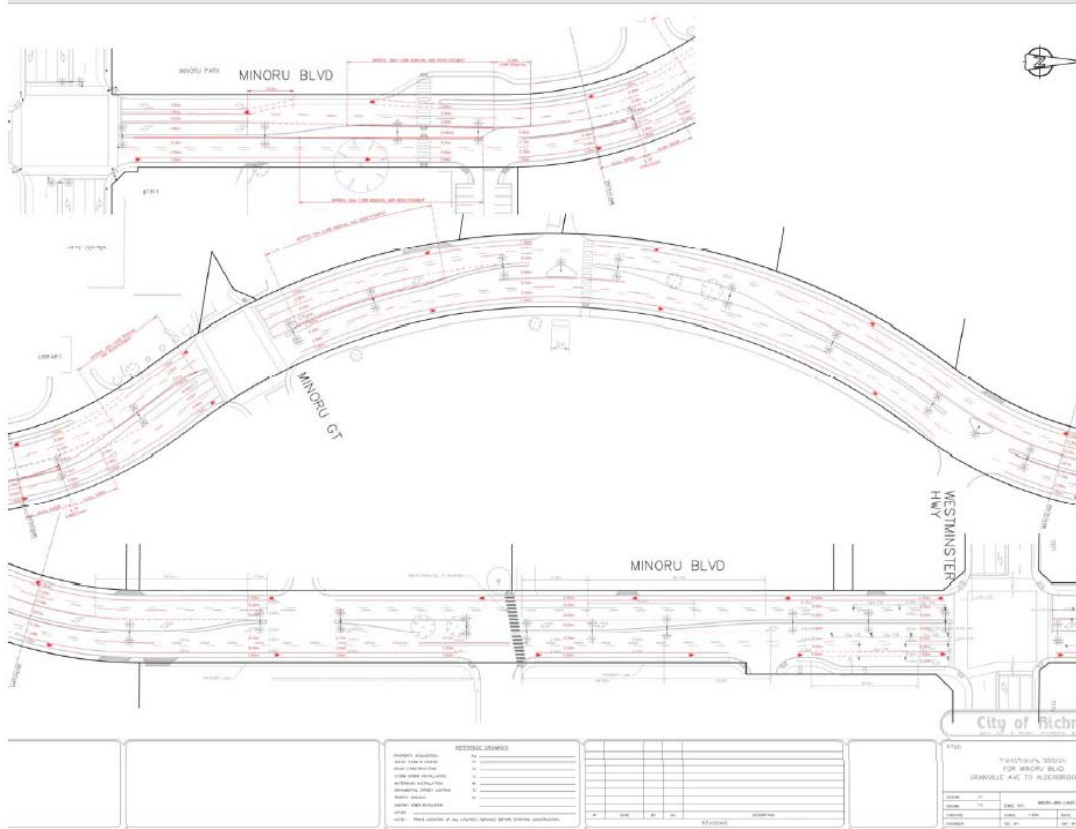
Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Transit-Related Amenity Improvement Program	Submission ID:	5452

Location:	Various Locations		
Cost:	\$50,000	OBI:	\$10,026
Funding Sources:	Roads DCC: \$23,512 Roads City Assist: \$1,488 Grant: \$25,000		
Scope:	<p>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 or near transit routes and other supplementary pedestrian amenity improvements required to facilitate pedestrian traffic generated by transit passengers.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from TransLink and ICBC. Some locations may also include funding contribution from nearby developments.</p> <p>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.</p> <p>For 2019, approximately 20-25 bus stop locations would be proposed for upgrade. The actual locations will be determined in early 2019 in consultation with Pattison Outdoor, the City’s contractor.</p>		




Program:	Infrastructure Program		Sub-program:	Roads
Project Name:	Transit-Related Roadway Improvement Program		Submission ID:	5451
Location:	Various Locations			
Cost:	\$400,000		OBI:	\$9,221
Funding Sources:	Roads DCC: \$282,150 Roads City Assist: \$17,850 Grant: \$100,000			
Scope:	<p>The general scope includes road and traffic improvements that are required to support the introduction of transit service improvements as well as on-going enhancements to existing transit infrastructure. The major cost components typically 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 bus stops to accessible (wheelchair) standards, etc., required to facilitate pedestrian traffic generated by transit. Currently, approximately 76% of 727 existing bus stops are accessible.</p> <p>The program is proposed to be funded by the DCC program and may be eligible for external funding contributions from TransLink and ICBC. Some locations may also include funding contribution from nearby developments.</p> <p>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.</p> <p>Potential upgrade of bus stops to wheelchair accessible for 2019 include the following locations and approximately 5 additional locations based on priority locations to be identified in consultation with Coast Mountain Bus Company and through public feedback.</p> <ul style="list-style-type: none"> - Westbound near-side (NS) and Eastbound far-side (FS) Westminster Highway at No. 7 Road - Southbound (SB) Railway Ave FS at Linfield Gate, FS at Williams Road, FS at Lancing Road, FS at Maple Road - Eastbound (EB) Steveston Highway FS at 4th Avenue, FS at 2nd Avenue - Northbound (NB) 4th Avenue FS at Chatham Street - EB Bridgeport Road FS at Olafson Road - EB Blundell Road FS at Minoru Boulevard, mid-block at 6300 Block, FS at Minler Road - NB No. 4 Road FS at Williams Road - NB No. 2 Road FS at Spender Drive 			



Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Transportation Planning, Functional and Preliminary Design	Submission ID:	5458
Location:	Various		
Cost:	\$253,000	OBI:	\$ -
Funding Sources:	Roads DCC: \$237,946 Roads City Assist: \$15,054		
Scope:	<p>The project includes the following two key components:</p> <p>1. Project design (functional and preliminary design): Preparing the functional and preliminary designs and cost estimates required for various transportation capital projects identified within the Five-Year Capital Program. Specifically, 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. A major component is for consultant and/or dedicated staff costs for design. The cost estimate is based on 5% of the cost estimate of capital projects included within annual capital programs that require functional designs; design funds for projects with more significant scope are included separately within those projects.</p> <p>2. Project planning and coordination: To assist in the development, leading, coordinating and administering the planning, engineering, and design work on transportation-related capital projects approved as part of the Five-Year Capital Program and off-site improvements for new developments. The cost estimate is based on dedicated staff costs in Transportation to carry out such tasks.</p>		
			

Program:	Infrastructure Program	Sub-program:	Roads
Project Name:	Westminster Highway Pedestrian and Cyclist Enhancements, Smith Crescent to Fraserside Gate	Submission ID:	6452
Location:	North/West Side of Westminster Highway, Smith Crescent to Fraserside Gate		
Cost:	\$1,100,000	OBI:	\$16,942
Funding Sources:	Roads DCC: \$517,275 Roads City Assist: \$32,725 Grant: \$550,000		
Scope:	<p>The general scope includes the provision of a 1.8m wide paved bike lane and a 1.5m wide asphalt walkway (or equivalent) along the west / north side of Westminster Highway, between Smith Crescent and Fraserside Gate, as there is no existing pathway at this location. A new physical separation (e.g., extruded curb or equivalent) would be provided along the entire length of the project, physically separating the proposed bike lane and walkway from motor vehicles. Crossing (pavement marking) enhancements along the west / north side of the River Road and Fraserside Gate intersections are proposed to be included as part of the project.</p> <p>The proposed facility would enhance connectivity for pedestrians and cyclists by filling in the missing gap that currently exists. Specifically, with this project, a continuous bicycle facility and pedestrian sidewalk/walkway will be provided along the entire length of Westminster Highway, from the Hamilton Interchange to Boundary Road.</p> <p>This project is proposed to be jointly funded by the City and externally by TransLink and ICBC. This project would only commence if the City secures the required external funding from TransLink, with any additional available funding from ICBC used to offset City's portion (i.e., Roads DCC). Staff will submit this project to TransLink for its 2019 regional competitive funding to maximize the amount of external funding contribution (up to 75% of the project cost). If not successful, this project will be included as part of the TransLink's allocated funding in 2020 that is committed for projects in Richmond with a maximum TransLink contribution capped at 50% of the project cost.</p>		



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Program:	Infrastructure Program		Sub-program:	Drainage
Project Name:	Development Coordinated Works - Drainage		Submission ID:	5912
Location:	City Wide			
Cost:	\$250,000		OBI:	\$9,399
Funding Sources:	Drainage Utility:		\$250,000	
Scope:	<p>This project will enable the City to leverage development over the next year to design and construct drainage infrastructure outside of what would be required as part of their development.</p> <p>These are upgrades and replacement of aging infrastructure that the City would complete separately but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.</p>			
				


Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Flood Protection and Dike Improvements	Submission ID:	5908
Location:	City Wide		
Cost:	\$5,100,000	OBI:	\$30,000
Funding Sources:	Drainage Utility: \$5,100,000		
Scope:	<p>This project includes dike improvements in alignment with the City's 2008-2031 Richmond Flood Protection Strategy and Dike Master Plan which is the City's guiding framework for continual upgrades and improvement of the City's dike and flood protection system in advance of sea level rise.</p> <p>In particular, this project includes dike construction adjacent to pump stations that is required to meet medium to long-term flood protection requirements and to accommodate local area needs such as the provision of basic recreation trails.</p> <p>This project also includes a microbial induced desaturation and precipitation field pilot to determine the effectiveness in increasing soil stability that has previously been confirmed through a desktop study and lab trial. A field pilot is the next step to determine effectiveness in Richmond.</p>		
			


Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Heather Street Improvement	Submission ID:	6268


Location:	Heather Street		
Cost:	\$1,757,000	OBI:	\$4,000
Funding Sources:	Drainage Utility: \$782,288 Water Utility: \$789,000 Drainage DCC: \$1,695 Drainage City Assist: \$17 NIC: \$184,000		
Scope:	<p>This project upgrades water, drainage, and the roadway on Heather Street between Francis Road and Dayton Road. This project is partially funded through Neighbourhood Improvement Charges (NIC) that have been collected for the purpose of neighbourhood improvements.</p> <p>Subsequent development will be assessed for improvement costs at the time of development per Cost Recovery Bylaw 8752. Recovered funds will be credited to the sources utilized to fund this project.</p> <p>This project consists of watermain replacement, drainage upgrades and installation of curb and gutter along Heather Street. This includes:</p> <ul style="list-style-type: none">- replacement of 415m of 200mm watermain in alignment with the City's Ageing Infrastructure Replacement Strategy- Drainage improvements including removing existing private ditch infills, construction of one drainage main down the centre of the road and construction of the associated curb, gutter, catch basins, inspection chambers, and adjustment of existing lawn basins- roadway improvements include installation of new sidewalk, streetlights and landscaping		



Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Invasive Species Management	Submission ID:	5928
Location:	City Wide		
Cost:	\$220,000	OBI:	\$ -
Funding Sources:	Drainage Utility:	\$220,000	
Scope:	<p>The general scope includes the identification, mapping, research, removal and/or control of priority invasive species from the City drainage system and City lands, with a view to maintain the required performance of the drainage system. Typical activities will include control techniques to eliminate or minimize the spread of aggressive invasive species such as Parrot’s feather and purple loosestrife, mapping and control treatments for knotweed species which pose a threat to City infrastructure (i.e. pump stations) and biodiversity, and removal of wild chervil from roadside right-of-ways and City drainage infrastructure. The intent of this program is to reduce the spread of invasive species in order to reduce the impacts on the City drainage system.</p>		
			

Program:	Infrastructure Program		Sub-program:	Drainage
Project Name:	Laneway Drainage Upgrade - Afton Drive (North)		Submission ID:	5938
Location:	Broadmoor			
Cost:	\$1,373,000		OBI:	\$10,000
Funding Sources:	Drainage Utility:		\$1,373,000	
Scope:	<p>This project is to construct drainage improvements along 900m of laneway north of Afton Drive between 7951 Broadmoor Boulevard and 7171 Afton Drive. The project is estimated to take 2-3 months and be complete by October 2019.</p> <p>Costs will be recovered through City Bylaw 8752 as development occurs.</p>			
				

Program:	Infrastructure Program	Sub-program:	Drainage
Project Name:	Laneway Drainage Upgrade - Herbert East Lane	Submission ID:	6181
Location:	Herbert East Laneways		
Cost:	\$542,000	OBI:	\$5,000
Funding Sources:	Drainage Utility: \$542,000		
Scope:	<p>This project is to construct drainage improvements along 350m of laneway east of Herbert Drive between 7491 Bates Road and 9660 Herbert Road. The project is estimated to take 2-3 months and be complete by October 2019.</p> <p>Costs will be recovered through City Bylaw 8752 as development occurs.</p>		
			

Program:	Infrastructure Program	Sub-program:	Drainage								
Project Name:	Steveston Highway and No. 3 Road Pump Station Upgrade	Submission ID:	5387								
Location:	Steveston Highway and No. 3 Road										
Cost:	\$2,000,000	OBI:	\$20,000								
Funding Sources:	Drainage Utility: \$1,531,250 Drainage DCC: \$464,063 Drainage City Assist: \$4,687										
Scope:	<p>This project involves building a new drainage pump station at Steveston Highway and No. 3 Road. The pump station capacity will be increased as identified in the 2041 OCP Drainage Model.</p> <p>This pump station replacement is a part of a larger strategy to increase the City's drainage capacity, increase pump station reliability and reduce flooding.</p> <p>Major Pump Station Cost Components:</p> <table><tr><td>Civil (65%)</td><td>\$1,300,000</td></tr><tr><td>Mechanical (19%)</td><td>\$380,000</td></tr><tr><td>Electrical (16%)</td><td>\$320,000</td></tr><tr><td>Total</td><td><u>\$2,000,000</u></td></tr></table>			Civil (65%)	\$1,300,000	Mechanical (19%)	\$380,000	Electrical (16%)	\$320,000	Total	<u>\$2,000,000</u>
Civil (65%)	\$1,300,000										
Mechanical (19%)	\$380,000										
Electrical (16%)	\$320,000										
Total	<u>\$2,000,000</u>										
											

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Program:	Infrastructure Program		Sub-program:	Water
Project Name:	Development Coordinated Works - Water		Submission ID:	5309
Location:	City Wide			
Cost:	\$250,000		OBI:	\$ -
Funding Sources:	Water Utility:		\$250,000	
Scope:	<p>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.</p> <p>These are upgrades and replacement of aging infrastructure that the City would complete separately but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.</p>			
				


Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Emergency Water Supply	Submission ID:	6555
Location:	Various Locations		
Cost:	\$150,000	OBI:	\$ -
Funding Sources:	Water Levy: \$150,000		
Scope:	<p>The City's Emergency Water Supply strategy, last updated in 2002, addresses the supply of potable and firefighting water in the case of emergencies such as significant seismic events. This project aims to improve emergency water supply for the City of Richmond, and may include:</p> <ul style="list-style-type: none">- An updated strategy that incorporates state of the art materials and technology to provide recommendations for improving the hazard resilience of the City's water distribution system or provides alternate sources of water in the case of emergencies;- Implementation of recommended strategies to improve water system resilience or provide alternate water supply;- Completion of pilot studies or projects to assess the feasibility of new innovations. <p>A compromised water supply system will not allow effective response during a major emergency; this project addresses a key hazard to the City's response and recovery from disasters by identifying potential water resources for use during emergencies.</p>		



Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Watermain Replacement Program	Submission ID:	5422
Location:	Various Locations		
Cost:	\$5,394,500	OBI:	\$ -
Funding Sources:	Water Utility: \$4,646,062 Water DCC: \$708,330 Water City Assist: \$40,108		
Scope:	<p>This project replaces aging watermain that are at the end of their service life and is in alignment with the City's Ageing Infrastructure Replacement Strategy. Watermain replacement minimizes unplanned maintenance and improves fire protection.</p> <p>This project includes installation of 5,658m of 200mm diameter watermain to replace the existing aging infrastructure.</p> <p>The watermain replacement program is informed by watermain age, material and break history.</p>		



Program:	Infrastructure Program	Sub-program:	Water
Project Name:	Watermain Tie-in and Restoration	Submission ID:	5857
Location:	Various		
Cost:	\$400,000	OBI:	\$ -
Funding Sources:	Water Utility: \$400,000		
Scope:	This project involves tie-in and restoration work for watermain and water service installations, including tie-in and restoration of watermain replacements completed as part of prior years' capital programs and restoration of water utility cuts.		



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Program:	Infrastructure Program	Sub-program:	Sanitary Sewer
Project Name:	Burkeville Utility Upgrades	Submission ID:	5605

Location:	Burkeville Area		
Cost:	\$1,133,000	OBI:	\$15,000
Funding Sources:	Water Utility: \$333,000 Sanitary Utility: \$800,000		
Scope:	<p>Burkeville's sanitary sewer and water system was first constructed in 1950s. As the area is redeveloped, many aging sanitary sewer and water infrastructure needs to be upgraded and/or added. The current gravity sanitary sewer system, made up of vitrified clay, and approximately 333 meters of watermain requires replacement or rehabilitation.</p> <p>This project will coordinate the construction of the utilities to allow construction and engineering efficiencies to be achieved. Additionally, public disruptions will be minimized by coordinating the utility improvements.</p>		



Program:	Infrastructure Program	Sub-program:	Sanitary Sewer
Project Name:	Development Coordinated Works - Sanitary	Submission ID:	5636
Location:	City Wide		
Cost:	\$150,000	OBI:	\$ -
Funding Sources:	Sanitary Utility: \$150,000		
Scope:	<p>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.</p> <p>These are upgrades and replacement of aging infrastructure that the City would complete separately but economic and engineering efficiencies can be achieved by having the developer complete this work at the same time the development takes place.</p>		
			

Program:	Infrastructure Program	Sub-program:	Sanitary Sewer
Project Name:	SCADA System Improvements	Submission ID:	5370
Location:	City Wide		
Cost:	\$150,000	OBI:	\$ -
Funding Sources:	Sanitary Utility: \$150,000		
Scope:	<p>This project involves rehabilitating and upgrading computer, instrument and electrical installations throughout the SCADA network.</p> <p>Through its SCADA system, the City monitors and controls over 150 sanitary system sites that contain mechanical and electrical equipment. This project will maintain and improve sanitary sewer system operation, as well as maintain system security and technological viability.</p> <p>Failure to complete the work will result in increased risk of sanitary system failure, thereby reducing service levels and increasing cost and disruption of unplanned maintenance and emergency repairs.</p>		
			

2019 Recommended Infrastructure – Infrastructure Advanced Design and Minor Public Works Program

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Program:	Infrastructure Program		Sub-program:	Advanced Design
Project Name:	Public Works Infrastructure Advanced Design		Submission ID:	5433

Location:

City Wide

Cost:

\$1,780,000

OBI:

\$ -

Funding Sources:

Drainage Utility:

\$1,000,000

Water Utility:

\$430,000

Sanitary Utility:

\$150,000

Roads DCC:

\$188,100

Roads City Assist:

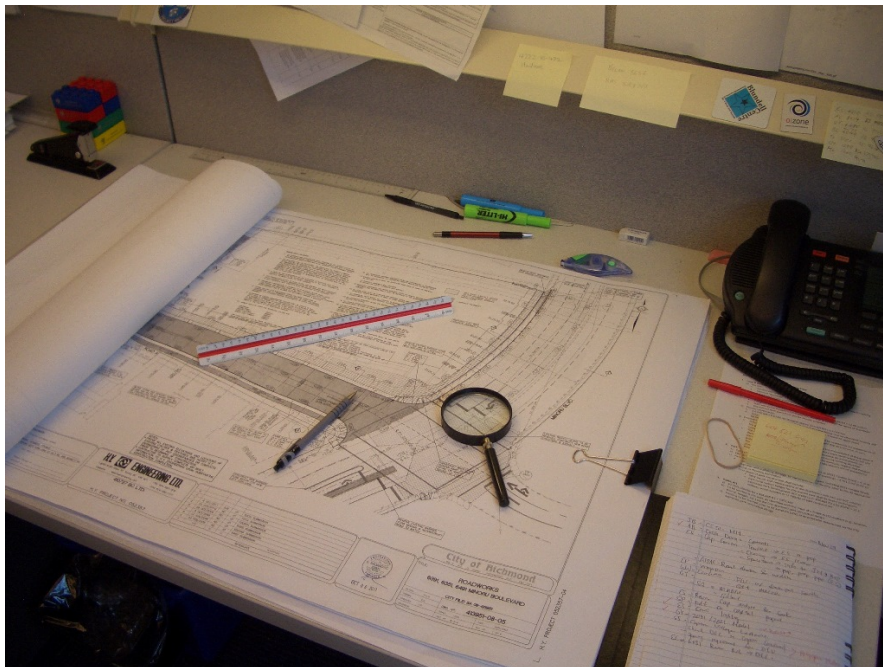
\$11,900

Scope:


The scope of work includes hiring consultants and contractors to plan and design future capital projects and deliver reports that define long-term infrastructure upgrades.

Drainage Project Design, Planning and System Modelling	\$1,000,000
Water Project Design and Planning	\$380,000
Water System Modelling	\$50,000
Roads	\$200,000
Sanitary Project Design and Planning	\$100,000
Sanitary System Modelling	\$50,000
Total	<u>\$1,780,000</u>


A photograph of a desk with engineering plans, a magnifying glass, a ruler, and a telephone. The plans are spread out on the desk, and a magnifying glass is resting on them. A ruler is also visible. A telephone is on the right side of the desk. There are some sticky notes and other items on the desk.




Program:	Infrastructure Program	Sub-program:	Minor Capital
Project Name:	Public Works Minor Capital - Drainage	Submission ID:	6550
Location:	City Wide		
Cost:	\$475,000	OBI:	\$ -
Funding Sources:	Drainage Utility: \$475,000		
Scope:	<p>This project involves minor work related to drainage infrastructure, including installation of inspection chambers, rehabilitation of sewer pipes and manholes, minor repair of pump stations, installation of monitoring equipment, safety upgrades, testing of new technologies to improve efficiencies, and responding to resident complaints that require site specific repairs. Additionally, this project involves environmental monitoring and restoration for the construction of new drainage infrastructure, and environmental restoration for completed projects as part of prior years capital programs.</p> <p>Every year, Engineering and Public Works receives a number of requests for minor projects. The infrastructure advanced design and minor public works program allows the department to respond to these requests in a timely and cost effective manner.</p>		




Program:	Infrastructure Program	Sub-program:	Minor Capital
Project Name:	Public Works Minor Capital - Roads	Submission ID:	5614
Location:	City Wide		
Cost:	\$250,000	OBI:	\$ -
Funding Sources:	Rate Stabilization: \$250,000		
Scope:	<p>This project includes 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 streetlights, and response to resident complaints that require site specific repairs.</p> <p>Every year, Engineering and Public Works receives a number of requests for minor projects. The infrastructure advanced design and minor public works program allows the department to respond to these requests in a timely and cost effective manner.</p>		





Program:	Infrastructure Program		Sub-program:	Minor Capital
Project Name:	Public Works Minor Capital - Sanitary		Submission ID:	5371
Location:	City Wide			
Cost:	\$400,000		OBI:	\$6,000
Funding Sources:	Sanitary Utility: \$400,000			
Scope:	<p>This project involves minor work related to the sanitary infrastructure, including pump station upgrades, sanitary pump replacements, modifications to improve operational efficiency and functionality, testing of new technologies, forcemain repairs, site-specific repairs in response to resident complaints, and manhole and valve box repairs.</p> <p>Every year, Engineering and Public Works receives a number of requests for minor projects. The infrastructure advanced design and minor public works program allows the department to respond to these requests in a timely and cost effective manner.</p>			
				

Program:	Infrastructure Program		Sub-program:	Minor Capital
Project Name:	Public Works Minor Capital - Sanitation and Recycling		Submission ID:	6001
Location:	City Wide			
Cost:	\$300,000		OBI:	\$ -
Funding Sources:	Solid Waste & Recycling: \$300,000			
Scope:	<p>To provide for Recycling Depot general site upgrades, expansion projects and funding for streetscape recycling containers in public spaces.</p> <p>To provide equipment/vehicle as required to support these program expansions as well as collection of overweight/heavy illegally dumped items.</p>			



Program:	Infrastructure Program	Sub-program:	Minor Capital
Project Name:	Public Works Minor Capital - Traffic	Submission ID:	5460
Location:	Various Locations		
Cost:	\$250,000	OBI:	\$7,425
Funding Sources:	Rate Stabilization: \$250,000		
Scope:	<p>The general scope of this program includes various improvements to traffic systems as required. The program includes the following major components:</p> <p>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.</p> <p>B. Traffic Signal/Communications Network: infrastructure renewal, physical plant upgrading, ongoing infrastructure development testing and communications network conduit/cable, installation of left turn arrows and related detection, controller upgrades, re-lamping of traffic signals, etc (whereas Roads DCC would fund new traffic signals).</p> <p>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.</p>		



Program:	Infrastructure Program	Sub-program:	Minor Capital
Project Name:	Public Works Minor Capital - Water	Submission ID:	4819
Location:	Various Locations		
Cost:	\$500,000	OBI:	\$ -
Funding Sources:	Water Utility: \$500,000		
Scope:	<p>This project includes 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.</p> <p>Every year, Engineering and Public Works receives a number of requests for minor projects. The infrastructure advanced design and minor public works program allows the department to respond to these requests in a timely and cost effective manner.</p>		
			

Building Program 2019


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.


2019 Recommended Building – Building Program

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Program:	Building Program	Sub-program:	Building
Project Name:	2019 Capital Buildings Project Development Advanced Design	Submission ID:	6367
Location:	City Wide		
Cost:	\$500,000	OBI:	\$ -
Funding Sources:	Rate Stabilization: \$500,000		
Scope:	<p>This funding will be used to provide feasibility and concept level consulting service required to complete the following:</p> <ul style="list-style-type: none">- To respond to requests for feasibility and concept level design and costing services added to the 2019 work plan. Throughout the course of 2017 and 2018 there were approximately 30 such requests, examples of which include Rod and Gun Club relocation investigation, Minoru Place Activity Centre re-purposing feasibility/concept level design, and the Britannia washroom. The same level of requests are anticipated for 2019.- Building and feasibility assessments required to develop the 2020 Capital Plan. Staff receive on average approximately 150 projects from User Groups on an annual basis by May of each year that require feasibility level review and costing in time for the Capital project process. Examples for the 2019 program include feasibility and costing for RCMP Exhibit Compound, Fleet Electrical Charging Installations, Japanese Canadian Cultural Centre Upgrade, Gateway Theatre Infrastructure Replacements, etc. <p>Without this funding, building improvement and infrastructure replacement projects have to be cancelled and funding reallocated to allow the feasibility and concept level design work to proceed.</p>		





Program:	Building Program	Sub-program:	Building
Project Name:	City Hall Annex Transformer Replacement	Submission ID:	6385
Location:	6900 Minoru Boulevard		
Cost:	\$500,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$500,000		
Scope:	<p>The electrical transformer in this facility, has been in operation since 1972, and has reached the end of its life expectancy. If not addressed, power interruption to the building may occur.</p> <p>This system renewal will also include associated miscellaneous items that will prolong the life of the building and ensure the health and safety of its occupants.</p>		
			


Program:	Building Program	Sub-program:	Building
Project Name:	City Hall Upgrades and Repairs	Submission ID:	6369


Location:	6911 No. 3 Road		
Cost:	\$980,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$980,000		
Scope:	<p>Multiple systems in this facility, which was constructed in 2000, have reached the end of their life expectancy. The aging infrastructure will be replaced with modern, energy-efficient systems (where feasible). These system renewals, outlined below, will also include associated miscellaneous items that will prolong the life of the building and ensure the health and safety of its occupants.</p> <p>Mechanical:</p> <p>The electrical room AC unit has exceeded its life of expectancy. This unit maintains the room and power equipment at an operable temperature. If not addressed, and the AC unit fails, power interruption to the building will occur.</p> <p>Building Envelope:</p> <p>The buildings exterior is showing signs of deterioration, such as leaks and a building assessment will be conducted to determine the existing condition and scope of work for any required repairs.</p> <p>Structural:</p> <p>The parkade has multiple structural cracks in the ceiling. These structural components are integral to the health and safety of the building and its occupants, and will be remediated through crack injection to prevent further degradation.</p>		




Program:	Building Program	Sub-program:	Building
Project Name:	East Richmond Community Hall Envelope and Mechanical System Renewals	Submission ID:	6393
Location:	12360 Cambie Road		
Cost:	\$402,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$402,000		
Scope:	<p>Multiple systems in this facility 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 serve to prolong the life of the building and ensure the health and safety of its users / inhabitants.</p> <p>Mechanical</p> <p>The HVAC system, inclusive of the condensing units, heat and ventilation systems have all reached the end of their serviceable life cycle and will be replaced with new, modern, energy efficient units where possible.</p> <p>Envelope and Finishes</p> <p>The roof of this facility is well beyond its anticipated life cycle and will be replaced to prolong the life span of this building. Also, the interior flooring of the seniors room will be replaced to prevent a tripping hazard and ensure safe mobility for all occupants throughout the facility.</p>		
			

Program:	Building Program	Sub-program:	Building
Project Name:	Gateway Theatre Infrastructure Replacements Phase 2	Submission ID:	6366
Location:	6500 Gilbert Road		
Cost:	\$3,700,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$3,700,000		
Scope:	<p>Multiple systems in this facility constructed in 1985 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.</p> <p>Envelope: The building envelope as a whole is well past its life expectancy and showing signs of deterioration. Envelope repairs will be completed to respond to areas of advanced deterioration. Phase 1 is currently underway, this submission is for phase 2.</p> <p>Life / Safety: Currently there is no safe way to service the existing stage equipment and rigging systems. The proposed upgrades will significantly improve life safety for staff, performers, service personnel and patrons of the theatre.</p> <p>Interior Renovations: The washrooms will receive an upgrade in the form of autoflush toilets and electric hand dryers in order to reduce energy consumption and maintenance costs.</p> <p>Gateway staff have requested a concession area renovation to accommodate increased service levels to theatre patrons.</p> <p>Installation of dressing room dividers to provide additional accessibility and inclusion to performers.</p>		
			


Program:	Building Program	Sub-program:	Building
Project Name:	Japanese Canadian Cultural Centre - Front Entry Accessibility Upgrade	Submission ID:	6388
Location:	4255 Moncton Street		
Cost:	\$258,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$258,000		
Scope:	<p>This facility built in 1991 is not accessible to all members of the community and has an increasing need to provide accessible entry options to its patrons. These upgrades will also include associated miscellaneous items that will improve building accessibility, longevity and ensure the health and safety of its users / inhabitants.</p> <p>Exterior and Envelope: Remove and replace the deteriorating concrete front steps and wooden handrail with an accessible ramp, handrails and door opener into the facility. Alterations to landscaping and foliage as required.</p>		
			


Program:	Building Program	Sub-program:	Building
Project Name:	Library Cultural Centre Conveyance Replacements	Submission ID:	6387
Location:	7700 Minoru Boulevard		
Cost:	\$709,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$709,000		
Scope:	<p>Multiple systems in this facility, which was constructed in 1992, have reached the end of their life expectancy.</p> <p>Elevator / Loading Bay Lift:</p> <ul style="list-style-type: none">- Elevator upgrade loading bay lift replacement is required to ensure safe and reliable elevator operation.- Elevator upgrades include machines, motors, controllers, car and hall fixtures and associated equipment. <p>Roofing:</p> <p>A fall protection system will also be installed to improve life safety of staff and service personnel that need to access the roof.</p>		
			

Program:	Building Program	Sub-program:	Building
Project Name:	London Farm House Envelope Renewals	Submission ID:	6482
Location:	6511 Dyke Road		
Cost:	\$376,000	OBI:	\$ -
Funding Sources:	Rate Stabilization: \$376,000		
Scope:	<p>Multiple systems in this facility constructed in 1897 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.</p> <p>Roofing: The existing roofs and canopies have exceeded their serviceable life and will be replaced.</p> <p>Exterior Painting: The exterior walls and windows are all showing signs of paint degradation and will be replaced or repainted where needed.</p> <p>Building Operator Requests: London Farm Staff have requested lighting replacements to better match the heritage status of the building, as well as various upgrades to the barn supply room.</p> <p>In addition to the work at the main farm house, the addition of an enclosed space at the back of the barn is recommended to provide secure storage for supplies, improve pest management and preserve the aesthetic value of the site.</p>		
			


Program:	Building Program	Sub-program:	Building
Project Name:	Minoru Aquatics Centre Demolition	Submission ID:	6245

Location:	7560 Minoru Gate		
Cost:	\$3,392,000	OBI:	\$ -
Funding Sources:	Rate Stabilization: \$3,392,000		
Scope:	<p>Upon completion and opening of the new Minoru Centre for Active Living, the existing Minoru Aquatic Centre located at 7560 Minoru Gate in Minoru Park will be decommissioned and demolished as described in the Council approved staff report titled [Viability of Repurposing Minoru Aquatic Centre] dated April 21, 2017, from the Senior Manager, Capital Buildings Project Development and the Senior Manager, Parks.</p> <p>If Council were to decide to consider re-purposing the current Minoru pool facility, the building would require additional annual operating budget impact funding of \$110,000 to maintain electrical, heating and ventilation systems operational in order for the building to not further deteriorate.</p>		



Program:	Building Program		Sub-program:	Building
Project Name:	Minoru Arena System Renewals		Submission ID:	5518
Location:	7551 Minoru Gate			
Cost:	\$3,300,000		OBI:	\$ -
Funding Sources:	Building and Infrastructure:		\$3,240,486	
	Mechanical Equipment:		\$59,514	
Scope:	<p>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 serve to prolong the life of the building and ensure the health and safety of its users / inhabitants.</p> <p>Stadium Arena: The exterior doors and wall finishes have exceeded their serviceable life span will be replaced as needed.</p> <p>Interior Upgrades: The mezzanine area, player change rooms and skate shop areas are all dated and past their serviceable life span. These areas will be renovated and updated to provide increased accessibility and useability to our patrons.</p> <p>Silver Arena: The arena floor and underfloor heating have both exceeded their serviceable life span and will be replaced.</p> <p>Additionally this arena has multiple HVAC components that have reached their expected life span and will be replaced.</p>			
				


Program:	Building Program	Sub-program:	Building
Project Name:	Minoru Place Activity Centre Program - Implementation	Submission ID:	6394
Location:	Minoru Park - Minoru Place Activity Centre		
Cost:	\$2,511,000	OBI:	\$324,400
Funding Sources:	Leisure Facilities: \$2,511,000		
Scope:	<p>This project implements the recommended program to repurpose the Minoru Place Activity Centre for Community Arts Program and Education Space.</p> <p>This includes renovation of interior spaces to accommodate programs including provision of two dance studios (with ancillary spaces), pottery studio, media arts studio, three multipurpose program rooms, flex lobby space and reception/admin offices. The existing commissary kitchen would remain in use and be part of a culinary arts program. With the exception of building upgrades required to reopen the building for arts program use, other upgrades would be done on an as-needed basis during the term of use.</p> <p>The OBI costs reflect efficiencies realized by coordination and combined supervision with the existing, nearby Cultural Centre and Arts Centre.</p> <p>The estimated Project dates are from Q2 2019 to Q1 2020.</p>		




Program:	Building Program		Sub-program:	Building
Project Name:	RCMP Exhibit Compound Interim Upgrades		Submission ID:	6479
Location:	Works Yard			
Cost:	\$975,000		OBI:	\$24,692
Funding Sources:	Rate Stabilization: \$975,000			
Scope:	<p>The current Physical Security Posture has many critical faults that also increase the vulnerability to the assets. There exists a significant threat of property crime, vandalism, loss or damage to RCMP exhibits. This vulnerability could significantly impact court proceedings.</p> <p>As a result an RCMP Departmental Security Section physical security review and the resultant report, critical updates were identified and must be addressed in order to maintain the integrity of the exhibits for court proceedings.</p>			
				

Program:	Building Program	Sub-program:	Building
Project Name:	Watermania Aging Mechanical and Building Envelope Infrastructure Replacement Phase 2	Submission ID:	6368
Location:	14300 Entertainment Boulevard		
Cost:	\$1,341,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$1,341,000		
Scope:	<p>Multiple systems in this facility constructed in 1997 have reached the end of their life expectancy and will be replaced with modern energy efficient systems (where possible). These renewals will also include associated miscellaneous items and structural inspections that will serve to prolong the life of the building and ensure the health and safety of its users / inhabitants.</p> <p>Roof: The roof has reached the end of its serviceable life span and will be replaced in 2 phases. Phase 1 was approved as part of the 2018 Capital Program and is underway. This submission is for Phase 2.</p> <p>Mechanical: Multiple HVAC system components have exceeded their serviceable life span and will be replaced. These include: air handling units, supply fans, wave pool air compressor, heat exchangers, chlorine sensors and pressure relief valve stations.</p> <p>Pool Equipment - The splash pool is currently leaking and will have its supply line replaced to prevent future leaking / damage to the facility.</p> <p>- A new ultraviolet water treatment system will be installed for the 50 meter pool and water slides to improve water quality and reduce chemical usage.</p> <p>Interior Renovations: The bleachers are aged, rusting and beyond their serviceable life span and will be replaced with a modern, more durable bleacher system.</p> <p>The fitness centre flooring has reached the end of its serviceable life span and will be replaced with durable flooring.</p> <p>End of Lease Term The lease for Watermania ends in 2026. At the expiration of the lease, we are obligated to return to the facility: the appurtenances, building systems and fixtures in good condition.</p>		



Program:	Building Program	Sub-program:	Building
Project Name:	Works Yard Mechanical Replacements	Submission ID:	6389
Location:	5599 Lynas Lane		
Cost:	\$1,707,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$1,707,000		
Scope:	<p>Multiple systems at the Works Yard have reached the end of their life expectancy. These system renewals, as outlined below, will also include associated miscellaneous items that will prolong the life of the building and ensure the health and safety of its occupants.</p> <p>Dispersal Building: Mechanical The unit heaters have exceeded life expectancy and replacement is required.</p> <p>Stores Warehouse: Mechanical The I.T. Server Room AC Unit has exceeded its life expectancy and if not addressed power interruption to the building and I.T. Server Room may occur. This unit runs 24/7/365.</p> <p>Conveyance Repairs and upgrades to the exterior of the building includings doors, awnings, gutters and dock levellers.</p>		
			

Program:	Building Program	Sub-program:	Building
Project Name:	Works Yard Salt Shed Repairs	Submission ID:	6391
Location:	5599 Lynas Lane		
Cost:	\$266,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$266,000		
Scope:	<p>Perform critical short-term repairs to the existing shed structure which houses the salt and brine for snow/ice response.</p> <p>The existing structure was assessed in early 2018 and it has been recommended to be replaced in the next 2-3 years. The structure was originally constructed in the 1970's and the structure is now in poor shape due to deterioration and corrosion from contact with the salt and brine kept within the structure. It is recommended that this project for short-term repairs be approved to reduce the risk of delays or impedance in snow/ice response caused by structural failure.</p>		
			

Parks Program 2019

Richmond is renowned for its high quality parks and recreation facilities. The City's park system has over 145 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.

2019 Recommended Parks – Parks Program

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Program:	Parks Program	Sub-program:	Parks
Project Name:	Aberdeen Park Phase 3	Submission ID:	6151

Location:	8311 Cambie Road		
Cost:	\$800,000	OBI:	\$56,948
Funding Sources:	Parks Development DCC: \$752,400 Parks Development City Assist: \$47,600		
Scope:	<p>This submission pertains to Aberdeen Park - Phase 3, which will include the installation of a canopy to cover a portion of the park plaza and provide weather protection for daily activity and event use, and a public washroom facility. The canopy and washroom will serve to further activate the park and accommodate flexible programming and uses, which may include theatrical and musical performances, Tai Chi, yoga, food trucks, small markets, etc. This is the final phase of implementation of the park master plan that was approved by Council in 2013.</p> <p>This project supports:</p> <ul style="list-style-type: none">- Council Term Goal #2: A Vibrant, Active, and Connected City; Priority 2.3 - Outstanding places, programs, and services that support active living, wellness and a sense of belonging; and- Council Term Goal #3: A Well-Planned Community; Priority 3.2 - A strong emphasis on physical and urban design. This project also supports the City of Richmond Community Wellness Strategy.		

Program:	Parks Program	Sub-program:	Parks
Project Name:	Hugh Boyd Artificial Turf Sports Field - Turf Replacement	Submission ID:	5248

Location:	Francis Road and No.1 Road										
Cost:	\$1,800,000	OBI:	\$ -								
Funding Sources:	Capital Revolving:	\$800,000									
	Special Sports:	\$1,000,000									
Scope:	<p>The purpose of this project is to replace the artificial turf field surface at Hugh Boyd Community Park which was constructed in 2006. The projected lifespan of a synthetic sports field is between 8 and 15 years depending on the usage and maintenance of the field. It is typically booked for up to 155 hours per week during the peak fall/winter season. The field is tested annually for its shock attenuation performance and is currently reaching the limits of what is acceptable for safe operation of an artificial turf field. The operating and replacement costs of the field are partially offset by the user fees collected through the Sports User Fee program and there is no increase in operating costs generated by this request.</p> <p>The recommendation for the construction of the artificial turf field at Hugh Boyd Community Park was approved by Council in 2005. At the time of its construction, it was considered to be one the largest single synthetic sports fields built in Canada with the equivalent area of over three full size soccer fields. The facility now hosts annual major soccer tournaments such as the Nations Cup and the Provincial Finals and has become one of Richmond's premier fields for training and tournaments. It is used by over 15 soccer organizations as well as field lacrosse, field hockey, football and ultimate teams. Hugh Boyd Secondary also uses it for their physical activity programs during school hours.</p> <p>This project supports Council Term Goal #2: A Vibrant, Active, and Connected City and promotes sports, fitness, and a healthy lifestyle for our communities.</p> <p>Scope of Work includes:</p> <table><tr><td>Installation of the new turf layer</td><td>\$1,350,000</td></tr><tr><td>Removal and disposal of the existing turf layer</td><td>\$250,000</td></tr><tr><td>Drainage and sub base preparations</td><td>\$200,000</td></tr><tr><td>Estimated total</td><td><u>\$1,800,000</u></td></tr></table>			Installation of the new turf layer	\$1,350,000	Removal and disposal of the existing turf layer	\$250,000	Drainage and sub base preparations	\$200,000	Estimated total	<u>\$1,800,000</u>
Installation of the new turf layer	\$1,350,000										
Removal and disposal of the existing turf layer	\$250,000										
Drainage and sub base preparations	\$200,000										
Estimated total	<u>\$1,800,000</u>										



Program:	Parks Program	Sub-program:	Parks
Project Name:	London Steveston Park Phase 2	Submission ID:	6109

Location: London Steveston Park

Cost: \$300,000

OBI: \$13,624


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


Scope: The concept plan for London/Steveston Park, which was developed based on feedback received at a series of public open houses, was approved by Council in May 2015. The park plan will be implemented in phases. Phase One construction includes site grading, new trails and tree planting. Phase Two construction includes expansion of the playground and will address a strong desire by local residents to increase the range of play offered in this growing and densifying neighbourhood.

This project supports:

- Council's Term Goal #2: A Vibrant, Active, and Connected City: 2.3 Outstanding places, programs, and services that support active living, wellness and a sense of belonging; and
- Council's Term Goal #3: A Well-Planned Community: 3.2 A strong emphasis on physical and urban design.




Program:	Parks Program	Sub-program:	Parks
Project Name:	Minoru Bowling Green Artificial Turf Replacement	Submission ID:	6337
Location:	Minoru Park		
Cost:	\$350,000	OBI:	\$ -
Funding Sources:	Gas Tax: \$228,000 Community Contribution: \$122,000		
Scope:	<p>The Minoru Bowling Greens were originally constructed in 1966. In 2010, the natural grass greens were converted to a synthetic surfacing system which allowed for year-round use. Annual inspections and user feedback from the Club members suggest that the synthetic surfaces are near the end of useful life expectancy. Replacement of the Lawn Bowling Green support infrastructure will meet user needs, complement the proposed Lawn Bowling Clubhouse anticipated for construction in 2019-2020 and provide improved service for the 2020 55+ BC Games that the City of Richmond is hosting. There is an agreement with the Club for their contribution towards the replacement of the bowling greens. By 2019 the Club is projected to contribute approximately \$122,000 towards this project through its membership fees.</p>		
			


Program:	Parks Program	Sub-program:	Parks
Project Name:	Minoru Park Lakes Renewal	Submission ID:	5948
Location:	Minoru Park		
Cost:	\$1,750,000	OBI:	\$44,756
Funding Sources:	Parks Development DCC: \$1,645,875 Parks Development City Assist: \$104,125		
Scope:	<p>The renewal of the Lakes at Minoru Park is one of the key pieces of the Minoru Park Vision and Guiding Principles, approved by Council in May of 2017. The primary objective is to increase the capacity of the Lakes area for public use in response to an anticipated doubling of the current population living within 400 metres (5 minute walking distance) of Minoru Park by 2045. The project scope will include construction of new Lakes infrastructure that is more sustainable, with more robust materials and construction methods. It also includes new and more accommodating trails, and numerous seating and gathering spaces according to the majority of responses received during the community consultation process for improved access to the Lakes. Native planting and sustainability measures such as rainwater capture will satisfy the community desire for more opportunities to connect with nature.</p> <p>The Minoru Park Vision Plan public engagement process reinforced the value that the community places on Minoru Lakes Area as a place of peace, beauty and respite. Input received indicated a desire for Minoru Lakes to remain similar to their current size and configuration upon renewal.</p> <p>This project supports Council's Term Goal #2 A Vibrant, Active, and Connected City: 2.3 Outstanding places, programs, and services that support active living, wellness and a sense of belonging; and Goal #3 A Well-Planned Community: 3.2 A strong emphasis on physical and urban design.</p>		
			

Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks Advance Planning and Design	Submission ID:	353


Location:	Various locations		
Cost:	\$400,000	OBI:	\$ -
Funding Sources:	Parks Development DCC: \$376,200 Parks Development City Assist: \$23,800		
Scope:	<p>This annual project submission for Parks Advance Planning and Design will provide resources for planning, research, public and stakeholder consultation, design and project management for a range of purposes, strategic planning projects, reports to City Council, meeting regulatory agency requirements (e.g., Vancouver Coastal Health, Provincial ministries), conceptual park design and technical reports for projects that require particular areas of expertise (e.g., environmental assessments).</p> <p>This program supports Council Term Goal #2 A Vibrant, Active, and Connected City: Priority 2.3 Outstanding places, programs and services that support active living, wellness, and a sense of belonging; and Goal #3 A Well-Planned Community: Priority 3.2 A strong emphasis on physical and urban design.</p>		




Agriculture



Heritage




Ecology




Recreation

Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks Aging Infrastructure Replacement Program	Submission ID:	303


Location:	Various Locations												
Cost:	\$550,000	OBI:	\$ -										
Funding Sources:	Capital Revolving: \$550,000												
Scope:	<p>This program targets the replacement of aging parks and open space infrastructure. The types of infrastructure include waterparks, waterfront assets (e.g. piers, docks, moorage and boat launch facilities), trails and pathways, drainage systems, outdoor courts (e.g., tennis, basketball, lacrosse, and hockey), baseball backstops, sports lighting fixtures and other assets the replacement of which cannot be funded through the Parks Development Cost Charges program. Assets have been identified that have surpassed their respective life cycles resulting in the loss of structural and/or functional integrity due to wear and age and may present public safety issues. If not addressed these issues may lead to closure of some parks or park amenities and an increase in service requests to address safety concerns from the public and sports groups.</p> <p>At the July 24, 2017 Council Meeting, the Parks Ageing Infrastructure Plan - 2017 Update report was presented:</p> <p>The report outlined the high priority assets that require immediate attention and proposed the development of an Infrastructure Replacement Strategy and Financial Plan which is underway. The recommendations of the report were endorsed by Council.</p> <p>2019 Projects include:</p> <table><tr><td>Sandfields upgrades</td><td>\$300,000</td></tr><tr><td>King George Spray Park UV System</td><td>\$100,000</td></tr><tr><td>Fencing</td><td>\$50,000</td></tr><tr><td>Tennis Court Surfacing</td><td><u>\$100,000</u></td></tr><tr><td>Total</td><td><u><u>\$550,000</u></u></td></tr></table> <p>This program supports the Council Term Goal #6 Quality Infrastructure Networks and Goal #1 A Safe Community.</p>			Sandfields upgrades	\$300,000	King George Spray Park UV System	\$100,000	Fencing	\$50,000	Tennis Court Surfacing	<u>\$100,000</u>	Total	<u><u>\$550,000</u></u>
Sandfields upgrades	\$300,000												
King George Spray Park UV System	\$100,000												
Fencing	\$50,000												
Tennis Court Surfacing	<u>\$100,000</u>												
Total	<u><u>\$550,000</u></u>												



Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks General Development	Submission ID:	5466
Location:	Various Locations		
Cost:	\$400,000	OBI:	\$4,374
Funding Sources:	Parks Development DCC: \$376,200 Parks Development City Assist: \$23,800		
Scope:	<p>As the community grows, specific upgrades to existing parks are required to respond to ongoing growth in the community. This program funds improvements of various existing park amenities and facilities which are not part of other site specific park capital programs yet see increased use by residents as a result of an increasing population. This funding allows the City the ability to be responsive to Council direction and appropriate public requests which align with existing strategic plans as well. These discrete, site-specific park enhancements will address our community’s needs for ongoing park improvements to infrastructure, equipment and landscape amenities.</p> <p>Examples of projects that have been funded by the General Development program include new community gardens, new off-leash dog areas, walkways and pathways, benches and picnic tables and new drainage systems for flooded areas.</p> <p>This project supports:</p> <ul style="list-style-type: none">- Council Term Goal #1: A Safe Community; and- Council Term Goal #6: Quality Infrastructure Networks.		
			


Program:	Parks Program	Sub-program:	Parks
Project Name:	Parks Identity Signage Program Phase 2	Submission ID:	6353


Location:	Various Locations		
Cost:	\$200,000	OBI:	\$42,928
Funding Sources:	Parks Development DCC: \$188,100 Parks Development City Assist: \$11,900		
Scope:	<p>Completion of parks identification signage for 60+ neighbourhood parks as Phase 2 of an initiative started in 2018. The majority of the City's parks do not have signage to inform the public of the name of the park they are visiting, amenities within the park, or wayfinding in parks during special events. In order to adequately provide park identity, regulatory information and wayfinding for the public and community, Phase 2 of the signage fabrication and installation program needs to be completed to ensure an ongoing coordinated approach to site identity.</p> <p>The design/fabrication of parks and wayfinding signage takes into consideration the character, heritage and uniqueness of each park and trail. It also provides information about what each site has to offer, provides consistency in fabrication methods and materials, and takes into consideration the installation and ongoing maintenance of the signs.</p> <p>This project supports the following aspects of the Official Community Plan: Placemaking as a focus area, Special Places pillar, and the Unique Parks and Open Spaces outcome. This project also addresses the 2022 Parks and Open Space Strategy focus area of Connectivity: Linking People, Community and Nature - Outcome #2: The system is inviting, accessible, and safe, enabling residents and visitors to feel comfortable and connected to the community and the initiative to develop and implement a wayfinding and signage plan for the parks and open space system.</p> <p>The scope of work includes:</p> <ul style="list-style-type: none">- Designing and completing an analysis per park identification and wayfinding location,- Developing site plans for park identification deployment,- Coordinating with signage vendor and/or in-house services for the fabrications of the signs,- Coordinating installation deployment of Phase 2 with in-house services and;- Preparing a resource management plan for the OBI.		




Program:	Parks Program	Sub-program:	Parks
Project Name:	Paulik Park Development of New Lots	Submission ID:	6372

Location:	Paulik Neighbourhood Park (McLennan South Park)		
Cost:	\$300,000	OBI:	\$12,510
Funding Sources:	Parks Development DCC: \$282,150 Parks Development City Assist: \$17,850		
Scope:	<p>The City purchased 7531 and 7511 Ash Street via the Parkland Aquisition program in 2017 to be developed for park use and to further contribute to Paulik Park (previously named McLennan South Park). Upon demolition of the existing facilities, the sites received an interim treatment which included rough grading and grass seed. Further development of the sites would include finished grading, new pathways, a new park entry point, a flexible lawn area with picnic tables, edible native planting and improved integration with the surrounding park site.</p> <p>This project supports:</p> <ul style="list-style-type: none">- Council Term Goal #2: A Vibrant, Active, and Connected City, Priority 2.3 Outstanding places, programs, and services that support active living, wellness and a sense of belonging; and- Council Term Goal #3: A Well-Planned Community, Priority 3.2: A strong emphasis on physical and urban design.		




Program:	Parks Program	Sub-program:	Parks
Project Name:	Terra Nova Rural Park Viewpoint Seating Area	Submission ID:	6371
Location:	Terra Nova Rural Park		
Cost:	\$200,000	OBI:	\$ -
Funding Sources:	Parks Development DCC: \$188,100 Parks Development City Assist: \$11,900		
Scope:	<p>The mound at Terra Nova Rural Park is a key park feature and city-wide viewpoint that offers extensive views of Sturgeon Banks and the Fraser River. In 2018 a temporary seating area was added at the top of the mound in response to a request from the community. This capital request is for development of a long-term seating area that would include a concrete masonry unit and stone seat wall, improved access to the top of the mound and interpretive signage.</p> <p>This project supports:</p> <ul style="list-style-type: none">- Council's Term Goal #2: A Vibrant, Active, and Connected City, Priority 2.3 - Outstanding places, programs, and services that support active living, wellness and a sense of belonging; and- Council's Term Goal #3: A Well-Planned Community, Priority 3.2 - A strong emphasis on physical and urban design.		
			

Program:	Parks Program	Sub-program:	Parks
Project Name:	West Cambie Park Phase 2	Submission ID:	6224
Location:	West Cambie Planning Area		
Cost:	\$770,000	OBI:	\$22,002
Funding Sources:	Parks Development DCC: \$724,185 Parks Development City Assist: \$45,815		
Scope:	<p>This submission pertains to West Cambie Neighbourhood Park Phase 2, which will result in the addition of the following amenities:</p> <ul style="list-style-type: none">- a children's playground- a basketball court- an off-leash dog park- a rain garden feature- circulatory routes- ecological enhancements to improve habitat quality. <p>The park is being developed according to a Council-approved plan on March 12, 2018 that has been informed by public consultation, and will expand upon its range of opportunities for social interaction and recreational activities. The park is being constructed in phases in coordination with the expansion of the Alexandra District Energy Utility.</p> <p>This 6+ acre park currently contains a number of significant trees, pathways, and open lawn, in addition to the Alexandra District Energy Utility Centre building and geo-exchange field.</p> <p>The following additional work, funded under separate programs, will occur in the future and be coordinated with Parks efforts:</p> <ul style="list-style-type: none">- Pergola Garden: an interactive public art piece- Expansion of the District Energy Utility geo-exchange field <p>This project supports Council Term Goals (2014-2018), including Goal #2: A Vibrant, Active, and Connected City, Priority 2.3 - Outstanding places, programs, and services that support active living, wellness and a sense of belonging; Goal #3: A Well-Planned Community, Priority 3.2 - A strong emphasis on physical and urban design, and Priority 3.3 - Effective transportation and mobility networks; and Goal #4: Leadership in Sustainability, Priority 4.2 - Innovative projects and initiatives to advance sustainability.</p>		
			

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Program:	Parks Program	Sub-program:	Parkland
Project Name:	Parkland Acquisition	Submission ID:	5473
Location:	As per Parks DCC Land Acquisition Plan		
Cost:	\$4,000,000	OBI:	\$ -
Funding Sources:	Parks Acquisition DCC: \$3,762,000 Parks Acquisition City Assist: \$238,000		
Scope:	<p>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.</p>		
			

Public Art Program 2019

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.


2019 Recommended Public Art Program

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Public Art Program 107

Program:	Public Art Program	Sub-program:	Public Art
Project Name:	Public Art Program	Submission ID:	5431

Location:	Various locations		
Cost:	\$562,722	OBI:	\$10,000
Funding Sources:	Public Art Program: \$562,722		
Scope:	<p>The scope of work consists of a variety of public art projects. The following are proposed projects (with estimated costs) which may change during the project's duration based on the Public Art Program's consideration of public art opportunities and priorities, and private development funding.</p> <p>Community Public Art Projects</p> <p>Funds from previously received contributions by private developers are proposed to be used as follows:</p> <ul style="list-style-type: none">- Community public art projects: \$50,000- Community education and promotion of the public art program: \$20,000- Collaboration on educational opportunities with other City cultural facilities and programs, such as the Richmond Art Gallery, Media Lab, Cultural Centre and Richmond Museum: \$20,000- Community public art partnerships: \$30,000- Community Mural Program: \$30,000 <p>Private Development Program</p> <p>Developer contributions were 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 the majority will be on City-controlled sites (parks, streets, greenways) in the city centre. The cost was determined based on contributions received in 2016-2018, with the net of transfers to the Public Art Provision Reserve for program administration, \$412,722 total, as follows:</p> <ul style="list-style-type: none">- Ampar Ventures - 9451-9551 Bridgeport Road: \$125,769- Oris Development - Hamilton - Parcels 2 and 3: \$125,368- Park Riviera - 7691 River Road: \$125,800- Anthem Properties - 10475-10631 No. 5 Road: \$35,785		




Land Program 2019

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

2019 Recommended Land – Land Acquisition Program

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Strategic Land Acquisition..... 109

Program:	Land Program	Sub-program:	Land
Project Name:	Strategic Land Acquisition	Submission ID:	5415
Location:	Various		
Cost:	\$10,000,000	OBI:	\$ -
Funding Sources:	Capital Industrial: \$10,000,000		
Scope:	<p>Funds for land acquisition to meet the Council Approved Strategic Real Estate Investment Plan, other than DCC and other special reserve funded projects, are set aside in the Capital Reserve under the Industrial Use Fund. This capital budget submission is to use land acquisition monies from this fund as well as additional general funds approved by Council.</p> <p>\$10 million to be invested in investment class real estate.</p>		
			

Affordable Housing Program 2019

The City recognizes that a diverse range of housing choices for individuals and families of different incomes and circumstances is essential in creating a liveable community in Richmond. The purpose of the City’s Affordable Housing program is to address housing affordability concerns in partnership with senior governments, who have the primary responsibility, the private and non-profit sector. Through various programs and policies, the City has been successful in securing over 2,000 affordable housing units, including the following highlighted developments:

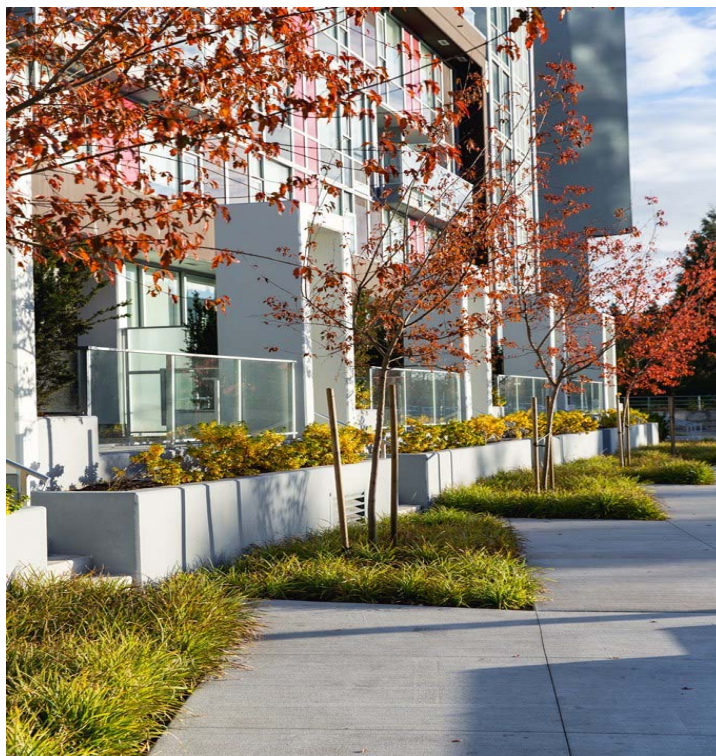
- The Kiwanis Towers, which provides 296 affordable rental units for low-income seniors;
- The Storeys, which provides 129 affordable rental units for Richmond residents at risk of homelessness; and
- The Richmond Temporary Modular Housing Project, which will provide 40 supportive housing units for residents experiencing homelessness.


2019 Recommended Affordable Housing Program


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Program:	Affordable Housing Project		Sub-program:	Affordable Housing
Project Name:	Affordable Housing 2019 Operating Initiatives		Submission ID:	6383
Location:	City Wide			
Cost:	\$350,000		OBI:	\$ -
Funding Sources:	Affordable Housing: \$350,000			
Scope:	<p>Six Affordable Housing Operating Initiatives are proposed to be funded by the Affordable Housing Operating Reserve Fund.</p> <ol style="list-style-type: none"> 1. Legal Fees (\$50,000) - To offset the costs associated with external legal services required with respect to affordable housing developments and review of operating and housing agreements to be negotiated/entered into. All external legal services will be at the direction of the City's Law department. 2. Printing, Publication, Media and Advertising (\$15,000) - To offset costs associated with printing and publications associated with implementing the Affordable Housing Strategy throughout the course of the year, including meeting traditional and social media needs as they arise. 3. Affordable Housing Economic Analysis (\$15,000) - Throughout the course of the year, the receipt of complex development applications and policy work may require a detailed economic analysis to ensure the City is getting the best value in terms of the provision of affordable housing units. Currently, staff do not have the necessary skill set to undertake detailed economic analysis of complex projects. 4. Rental Housing Inventory Maintenance (\$5,000) - Maintain the rental housing inventory as required (creation of the inventory was approved by Council in October 2016). This inventory was developed by Atira Women's Resource Society and completed in 2018. 5. Homelessness Support (\$15,000) - Continue supporting homelessness initiatives in the community. 6. Affordable Housing Strategy and Homelessness Strategy Administration/Implementation (\$200,000) - Support short-term actions identified in the Affordable Housing Strategy (approved by Council on March 12, 2018). Support actions identified in the Homelessness Strategy, once approved by Council in Q1 2019. 7. Communications and Public Engagement (\$50,000) - Support communication and community engagement (i.e. translation, professional facilitation, engagement consultants) for projects that require extensive public engagement/education. 			



Program:	Affordable Housing Project	Sub-program:	Affordable Housing
Project Name:	Affordable Housing Projects - City-wide	Submission ID:	5480
Location:	Various		
Cost:	\$200,000	OBI:	\$ -
Funding Sources:	Affordable Housing: \$200,000		
Scope:	<p>The City’s Affordable Housing Strategy 2017 - 2027 and Social Development Strategy 2013 – 2022 outline actions for strategic land acquisition, capital investment and partnering opportunities to support the development of affordable housing projects for the priority groups in need. These groups are defined in the Affordable Housing Strategy and include: families; low-moderate income earners; low-moderate income seniors; persons with disabilities; and vulnerable populations. Specifically, the City will purchase land and financially contribute to various projects as future funding opportunities arise. Past examples of partnership include the Kiwanis Towers, the Storeys Project, the Pathways project, and the emergency shelter expansion and relocation.</p>		
			

Program:	Affordable Housing Project	Sub-program:	Affordable Housing
Project Name:	Affordable Housing Projects - West Cambie	Submission ID:	5537
Location:	West Cambie		
Cost:	\$225,000	OBI:	\$ -
Funding Sources:	Affordable Housing: \$225,000		
Scope:	To purchase land and financially contribute to various affordable housing projects in West Cambie as needs are identified, in accordance with the Council adopted Affordable Housing Strategy.		
			


Equipment Program 2019





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

2019 Recommended Equipment – Vehicle Program

Fleet Electrical Charging Infrastructure Installations.....	115
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Program:	Equipment Program		Sub-program:	Vehicle
Project Name:	Fleet Electrical Charging Infrastructure Installations		Submission ID:	6390
Location:	City Wide			
Cost:	\$521,700		OBI:	\$22,000
Funding Sources:	Public Works Equipment: \$181,500 Gas Tax: \$340,200			
Scope:	This project is for the installation of electric vehicle (EV) charging infrastructure and charging stations at City facilities to support vehicle replacements through to 2022.			




Program:	Equipment Program	Sub-program:	Vehicle
Project Name:	Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet)	Submission ID:	5735
Location:	Works Yard and Various City Departments		
Cost:	\$3,740,662	OBI:	\$38,023
Funding Sources:	Drainage Utility: \$150,000 Public Works Equipment: \$2,790,662 Sewer Levy: \$300,000 Water Levy: \$500,000		
Scope:	<p>This project involves meeting with user groups to establish needs and develop specifications for vehicle/equipment replacements. Bid documentation is then issued to the marketplace, with purchases combined where possible to achieve best value. Submissions are evaluated with user input, and awards are made accordingly. Scope also includes vehicle outfitting as required to coincide with individual user department needs. The work commences upon receiving Council approval, with timing dependent on delivery timeframes/availability of product from successful vendors.</p> <p>This project involves replacement of the following: 1 Flusher Truck, 4 heavy duty trucks with dump/flatdeck, 1 heavy duty work van, 3 trailers, 1 small equipment, 2 backhoes/excavators, 4 cars, 3 vans, 5 pickups, 2 buses, 1 utility vehicle, 3 ride on mowers, 1 tractor, 1 vactor, 1 speaker system for stage, 1 dual site control for redundancy backup at fuel pumps, GPS Pilot extension 1 year, salary for special vehicle/equipment related projects, related activities to ensure sound asset management for vehicle tracking (including system upgrades, consultant support, and business process improvements, and unallocated allowance for unplanned.</p>		
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2019 Recommended Equipment – Fire Vehicle Program

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Fire Vehicle Replacement Reserve Purchases 118

Program:	Equipment Program	Sub-program:	Fire vehicle
Project Name:	Fire Vehicle Replacement Reserve Purchases	Submission ID:	5411
Location:	City Wide		
Cost:	\$2,521,532	OBI:	\$ -
Funding Sources:	Fire Equipment: \$2,521,532		
Scope:	<p>Front line fire apparatus replacement follows a life cycle replacement schedule based on best practices and industry standards. In addition a condition inspection is conducted annually to evaluate the mechanical status of the vehicles to determine replacement need. To ensure we are able to provide fire services to the community, Richmond Fire-Rescue has a designated "Vehicle & Equipment Reserve". The replacement plan for all apparatus is funded through the reserve.</p> <p>This replacement plan for 2019 includes a front line quint (75 ft) budgeted at \$1,531,068.</p> <p>Additionally 4 support vehicles are being replaced at \$140,464, Hazmat Response Vehicle at \$650,000 and two operational support vehicles for \$200,000.</p>		
			

2019 Recommended Information Technology Program

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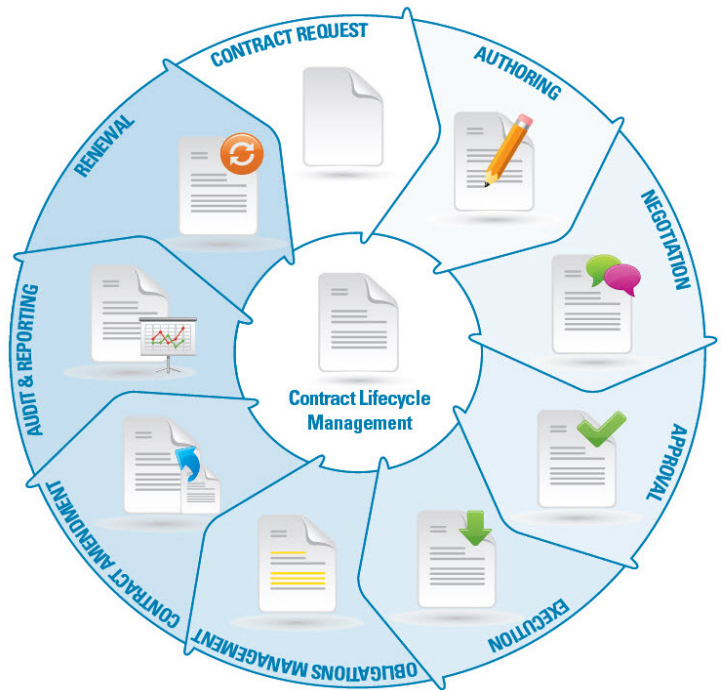
Office 2016 Licensing..... 126


Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Annual Hardware Refresh	Submission ID:	5477
Location:	City Hall		
Cost:	\$467,700	OBI:	\$ -
Funding Sources:	Hardware Upgrade:	\$467,700	
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, cellular phones and iPads.		
			


Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Budget Planning and Monitoring Solution	Submission ID:	6359
Location:	City Hall and Various City Departments		
Cost:	\$1,000,000	OBI:	\$50,000
Funding Sources:	Capital Revolving: \$250,000 Corporate: \$750,000		
Scope:	To acquire and implement a comprehensive budget solution, with integration of actual data from PeopleSoft. This will support the Operating, Utility, and Capital budgets, the 5 Year Financial Plan, the 5 Year Financial Plan Amendment, and facilitate the preparation of the related Reports to Committee, which includes the comprehensive document that is made available in the public consultation process of the Consolidated 5-Year Financial Plan.		




Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Contract Life Cycle Management	Submission ID:	6355
Location:	City Hall and Various City Departments		
Cost:	\$622,994	OBI:	\$80,384
Funding Sources:	Capital Revolving: \$622,994		
Scope:	<p>To acquire and implement a Contract Life Cycle Management (CLCM) solution that will be an end to end solution for Purchasing to more effectively and efficiently manage contract activities.</p> <p>Currently, the City does not have an efficient or effective system for administering and tracking procurement lifecycle activities or a single repository of contracts. All Request For Proposal (RFP) and contracts are maintained manually in various spreadsheets and documents.</p> <p>This project is for professional services and software implementation for a CLCM which will:</p> <ul style="list-style-type: none"> - Provide effective resource deployment and customer service - Provide key performance indicators (KPI's) and Reporting to identify bottlenecks, delays and opportunities for improvement in the procurement process. - Allow greater transparency of the organization's procurement activities - Streamline and automate time-consuming manual, error prone tasks to increase operational efficiency - Better mitigate organizational risk through a more systematic process of alerting both Purchasing and Business Units in advance of when contracts are due to expire or renewed. - Tighter management of contracts and compliance to contract, applicable policies and trade agreements. - Consolidate corporate spending by reducing duplication, encourage more City-wide collaboration while leveraging the organization's total spend, and enhance monitoring of contracted rates to ensure compliance to contract terms. - Allow the City to better engage with suppliers through online bidding, evaluations, debriefs and contract performance management. 		



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Digital Strategy Initiatives	Submission ID:	6234
Location:	City Hall		
Cost:	\$900,000	OBI:	\$25,000
Funding Sources:	Capital Revolving:	\$900,000	
Scope:	<p>The 2019 implementation of the Digital Strategy approved by Council to support Council's Term Goal to "Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making". This implementation will build upon the current Digital Strategy foundation and bring on board:</p> <ul style="list-style-type: none">- MyRichmond Let's Talk and Target Content Notifications- MyRichmond Mobile Application <p>These initiatives will enhance the customer online portal and give residents access to their accounts and services by phone or tablet through the City's mobile apps. This will reduce volumes to other channels of contact, improve data analytics, and extend the reach of the City.</p>		
			

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	IPS Mobility - Enterprise Deployment	Submission ID:	6365
Location:	City Wide		
Cost:	\$507,054	OBI:	\$51,293
Funding Sources:	Computer Equipment: \$507,054		
Scope:	<p>The activities that this mobile solution will achieve have been outlined in a requirements gathering exercise.</p> <p>The scope of this project would provide the ability to view and update Infor Public Sector (IPS) related information in the field, such as:</p> <ul style="list-style-type: none">- Improving our responsiveness and communication to customer inquiries,- Increase the efficiency and accuracy when processing Service Requests, Work Orders, Preventative Maintenance and Asset Inspections- Empower staff with as much information that is necessary for them to complete scheduled and ad-hoc work activities- Enable field workers to stay on top of trends, innovation and technology		
			

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Network Infrastructure Core Refresh	Submission ID:	6240
Location:	City Hall		
Cost:	\$481,402	OBI:	\$18,152
Funding Sources:	Hardware Upgrade:	\$481,402	
Scope:	<p>New Network Core Switch technology and implementation of a new design that provides full network redundancy services to all locations on the City network, including City Hall and Works Yard. Network redundancy is a process through which additional or alternate instances of network devices, equipment and communication mediums are installed within network infrastructure. It is a method for ensuring network availability in case of a network device or path failure and unavailability.</p> <p>Existing edge switches located in floor wiring closets and at other facilities will be integrated to the new Network Core infrastructure.</p>		



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Office 2016 Licensing	Submission ID:	6428
Location:	City Hall		
Cost:	\$494,909	OBI:	\$6,573
Funding Sources:	Software:	\$494,909	
Scope:	To purchase Office 2016 licensing over a 2 year period for City staff requirements (single desktop user and users with more than 2 devices - desktop, tablet, cell phone etc).		
			

2019 Recommended Equipment Program


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Program:	Equipment Program	Sub-program:	Equipment
Project Name:	Digital Radio Hardware and Licensing	Submission ID:	6524
Location:	Emergency Programs		
Cost:	\$146,250	OBI:	\$8,400
Funding Sources:	Other Equipment: \$146,250		
Scope:	<p>Replacement of the handheld commercial radios acquired in 2010 for use during the Olympics to ensure inter-agency communications. Since then, the analog repeater has been replaced by a digital repeater. The current handheld radios are obsolete.</p> <p>Handheld radios are used by city community groups to ensure functionality of the system, but also become familiar with using radios for communications. With the increase in functional use of the commercial radios, 200 handheld radios are anticipated with growth in Community Preparedness and partnership with School District 38. Having functional hardware is the cornerstone of ensuring communications are established between partners, striving to meet Council Term Goal #5: Partnership and Collaboration.</p> <p>Commercial radio would supplement emergency communications as a tool during a response and recovery to ensure participating agencies are able to connect with the City.</p>		
			

Program:	Equipment Program		Sub-program:	Equipment
Project Name:	Energy Management Projects - Gas Equipment Replacement and Upgrade Phase 1		Submission ID:	6370
Location:	Various Locations			
Cost:	\$675,000		OBI:	(\$19,800)
Funding Sources:	Capital Revolving: \$345,000 Enterprise: \$180,000 Carbon Tax: \$150,000			
Scope:	<p>This project consists of replacing and upgrading natural gas using equipment at the select facilities listed below that is inefficient and/or near their end of servicable life. As well as some new efficiency measures to reduce corporate gas use.</p> <ol style="list-style-type: none"> 1. Britannia Heritage Complex - upgrade controls and heaters 2. City Hall - install exhaust heat recovery 3. South Arm Community Centre - install exhaust heat recovery 4. Steveston Tennis Shed - upgrade controls 5. Thompson Community Hall - heating equipment replacement 6. Works Yard - upgrade controls and heating equipment <p>Council set a target to reduce building related GHG emissions by 65% by 2020 from 2007 levels. These planned measures are anticipated to reduce GHG emissions by approximately 170 tonnes of CO2e annually - equal to 4.0% of the corporate 2020 target, and are estimated to save \$20,000 annually in energy cost avoidance savings.</p> <p>As compared to the costs of replacing this equipment with similar efficiency gas using models, the estimated incremental costs to replace this equipment with higher efficient and less natural gas using equipment is \$270,000.</p> <p>The value of these emissions reductions to the City is at a minimum \$6,000 annually, at cost of \$35/tonne of GHG emissions. This value is expected to rise over the coming years, through increases to the Provincial carbon tax.</p> <p>In order to reduce the needed funding from the Capital Reserve - Revolving Fund, capital funding for this project is also being requested from Carbon Tax Provision (\$150,000) and the Enterprise Fund (\$180,000) accounts.</p>			



Program:	Equipment Program	Sub-program:	Equipment
Project Name:	Fire Equipment Replacement - Auto Extrication Equipment	Submission ID:	6523
Location:	Fire-Rescue		
Cost:	\$170,000	OBI:	\$55,250
Funding Sources:	Fire Equipment: \$170,000		
Scope:	<p>Richmond Fire-Rescue (RFR) provides emergency road rescue services to the community as a core service. As a component of road rescue services, RFR staff provide extrication services that require equipment capable of cutting the metal components of a vehicle damaged in a traffic accident away from a person who is trapped within a vehicle. In the past, RFR has used equipment that require hydraulic pumps, hoses and cord reels which are replaced on a seven year rotation. Currently there are 6 vehicles that have the hydraulic equipment as part of their inventory these units are several years past their normal end of life. RFR requires the replacement of Auto Extrication equipment on all 6 vehicles as this equipment works at high pressure and failure is a significant safety risk. RFR will replace the current equipment with the new industry standard which is battery powered (opposed to hydraulic) which is cost effective, operationally efficient and safer for both the public and responders.</p>		



Program:	Equipment Program	Sub-program:	Equipment
Project Name:	Fire Equipment Replacement - Fire Hose	Submission ID:	5412
Location:	Various Fire Halls		
Cost:	\$27,325	OBI:	\$ -
Funding Sources:	Fire Equipment: \$27,325		
Scope:	<p>Fire Hose is replaced using a multi faceted consideration criterion. The age of the hose, the use of the hose as well as testing results are used to determine the replacement of deteriorating fire hose. To ensure operational readiness based on these criteria, 30 lengths are required.</p> <p>To ensure we are able to provide fire services to the community, Richmond Fire-Rescue (RFR) maintains an inventory of hose. Hose Replacement is planned and funded by the Fire Equipment Reserve for 2019.</p>		
			

Child Care Program 2019

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

The City supports the creation of child care spaces by accepting voluntary contributions from developers in the form of built child care facilities or cash in lieu contributions to the Child Care Statutory Reserves. The City manages and maintains nine existing City-owned child care facilities and is in the process of developing two additional City-owned child care facilities and two Early Childhood Development Hubs. Dedicated City staff resources help to develop, maintain and support the child care system in Richmond. Child Care grants support the work of non-profit child care providers seeking to improve the quality or capacity of care in their facility, or non-profit societies supporting quality programming and/or providing professional development opportunities for the broader child care community in Richmond.


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Program:	Child Care Program	Sub-program:	Child Care
Project Name:	Child Care - Administration	Submission ID:	6398
Location:	City Hall		
Cost:	\$100,000	OBI:	\$ -
Funding Sources:	Child Care Development Reserve: \$100,000		
Scope:	<p>Child Care - Administration: A source of funding is required to assist the implementation of specific actions adopted by Council in the 2017-2022 Richmond Child Care Needs Assessment and Strategy. These funds will be used to pay for costs related to: expenses to support the child care work program; research; production of reports; consultant fees to provide additional advice for finalizing the City's updated child care design guidelines and developer resources; and to support the ongoing development of four new amenities under development including two Early Childhood Development (ECD) Hubs and two additional child care facilities.</p> <p>The Child Care Operating Reserve is an appropriate source of funding for such expenses. It was established to support grants, conduct research and fund expenses to support the development of quality child care within the City.</p>		
			

Program:	Child Care Program	Sub-program:	Child Care
Project Name:	Child Care Projects - City-wide (Capital Grants)	Submission ID:	5527
Location:	Various		
Cost:	\$50,000	OBI:	\$ -
Funding Sources:	Child Care Development Reserve: \$50,000		
Scope:	To ensure there is sufficient funding available to administer the City's Child Care Capital Grants Program.		



Program:	Child Care Program	Sub-program:	Child Care
Project Name:	Child Care Projects - City-wide (Non-Capital Grants)	Submission ID:	6142
Location:	Various		
Cost:	\$10,000	OBI:	\$ -
Funding Sources:	Child Care Development Reserve: \$10,000		
Scope:	To ensure there is sufficient funding to support the 2019 Child Care Professional and Program Development Grants (non-capital). Grants are advertised in September 2018 and with Council approval, awarded in February 2019.		



Contingent External Contributions 2019

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

2019 Recommended Contingent External Contributions

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Program:	Internal Transfers/Debt Payment	Sub-program:	Internal Transfers/Debt Payment
Project Name:	Contingent External Contribution	Submission ID:	5811
Location:	City Wide		
Cost:	\$10,000,000	OBI:	\$ -
Funding Sources:	Grant: \$10,000,000		
Scope:	The Financial Plan includes an estimate for external grants that may be received throughout the year for various projects. Spending will only occur 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 2019

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

2019 Recommended Internal Transfers/Debt Payment Program

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Program:	Internal Transfers/Debt Payment				Sub-program:	Internal Transfers/Debt Payment
Project Name:	12040 Horseshoe Way Repayment				Submission ID:	6322
Location:	12040 Horseshoe Way					
Cost:	\$525,000				OBI:	\$ -
Funding Sources:	Affordable Housing: \$525,000					
Scope:	The purpose of this submission is to repay the Capital Reserve - Industrial Use Fund for the previous Affordable Housing acquisition of 12040 Horseshoe Way from the Affordable Housing Reserve.					
The 2019 payment of \$525,000 is the 2nd of 15 payments.						
	Payments	Year	Balance	Payment	Interest	Principal
	1	2018	6,250,000	(525,000)	187,500	337,500
	2	2019	5,912,500	(525,000)	177,375	347,625
	3	2020	5,564,875	(525,000)	166,946	358,054
	4	2021	5,206,821	(525,000)	156,205	368,795
	5	2022	4,838,026	(525,000)	145,141	379,859
	6	2023	4,458,167	(525,000)	133,745	391,255
	7	2024	4,066,912	(525,000)	122,007	402,993
	8	2025	3,663,919	(525,000)	109,918	415,082
	9	2026	3,248,837	(525,000)	97,465	427,535
	10	2027	2,821,302	(525,000)	84,639	440,361
	11	2028	2,380,941	(525,000)	71,428	453,572
	12	2029	1,927,369	(525,000)	57,821	467,179
	13	2030	1,460,190	(525,000)	43,806	481,194
	14	2031	978,996	(525,000)	29,370	495,630
	15	2032	483,366	(497,867)	14,501	483,366

Program:	Internal Transfers/Debt Payment			Sub-program:	Internal Transfers/Debt Payment	
Project Name:	7080 River Road Repayment			Submission ID:	6016	
Location:	7080 River Road					
Cost:	\$2,341,384			OBI:	\$ -	
Funding Sources:	Parks Acquisition DCC: \$2,202,072 Parks Acquisition City Assist: \$139,312					
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 2019 payment of \$2,341,384 is the 3rd of 8 payments.						
	Payments	Year	Balance	Payment	Interest	Principal
	1	2017	15,763,942	(2,341,384)	630,558	1,710,826
	2	2018	14,053,116	(2,341,384)	562,125	1,779,259
	3	2019	12,273,857	(2,341,384)	490,954	1,850,430
	4	2020	10,423,427	(2,341,384)	416,937	1,924,447
	5	2021	8,498,980	(2,341,384)	339,959	2,001,425
	6	2022	6,497,555	(2,341,384)	259,902	2,081,482
	7	2023	4,416,073	(2,341,384)	176,643	2,164,741
	8	2024	2,251,332	(2,341,384)	90,052	2,251,332

Program:	Internal Transfers/Debt Payment		Sub-program:	Internal Transfers/Debt Payment
Project Name:	9540 Alexandra Road and 9560 Odlin Road		Submission ID:	6339
Location:	9540 Alexandra Road and 9560 Odlin Road			
Cost:	\$2,100,000		OBI:	\$ -
Funding Sources:	Parks Acquisition DCC: \$2,100,000			
Scope:	<p>The purpose of this submission is to repay the DCC Park Land Acquisition General Fund for the previous acquisition of 9540 Alexandra Road and 9560 Odlin Road from the DCC Park Land Acquisition West Cambie fund.</p> <p>The current balance outstanding as of 2018 is \$2,582,705 based on calculated interest. Outstanding amounts will vary dependant on repayment terms based on interest calculated.</p> <p>The 2019 payment will be \$2,100,000. The future actual payment amount is contingent on actual funds available in the DCC Park Land Acquisition West Cambie fund.</p>			

Program:	Internal Transfers/Debt Payment			Sub-program:	Internal Transfers/Debt Payment	
Project Name:	Nelson Road Interchange Repayment			Submission ID:	5498	
Location:	Finance					
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 2019 payment of \$385,098 is the 6th 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 Road/North Loop (2005) Repayment				Submission ID:	2344
Location:	Finance					
Cost:	\$1,685,056				OBI:	\$ -
Funding Sources:	Roads DCC: \$1,685,056					
Scope:	<p>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.</p> <p>This \$18.2M was separated as \$17.1M borrowed in 2005 with repayments commencing in 2006 and a second amount of \$950,000 beginning repayment in 2008. A total of \$18.2M is to be repaid from Roads DCCs to Surplus over 18 years.</p> <p>The 2019 payment of \$1,685,056 is the 14th of 18 payments.</p>					
	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	1,447,125
	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	1,163,335
	16	2021	3,740,051	(1,334,953)	130,902	1,204,051
	17	2022	2,536,000	(1,334,953)	88,760	1,246,193
	18	2023	1,289,807	(1,334,950)	45,143	1,289,807

Program:	Internal Transfers/Debt Payment		Sub-program:	Internal Transfers/Debt Payment	
Project Name:	Shovel - Ready Grant (2009) Repayment Lansdowne Road Extension		Submission ID:	3784	
Location:	Finance				
Cost:	\$77,254		OBI:	\$ -	
Funding Sources:	Roads DCC: \$77,254				
Scope:	A total of \$626,666 is to be repaid from Roads DCC to the Watermain Replacement Reserve over 10 years.				
The 2019 payment of \$77,254 is the 10th 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:	City Centre Community Police Office	Submission ID:	6583
Location:	City Centre		
Cost:	\$5,100,000	OBI:	\$ -
Funding Sources:	City Centre Facility: \$5,100,000		
Scope:	<p>At the Council meeting on September 24, 2018, Council approved the following:</p> <ol style="list-style-type: none"> (1) <i>That Council approve the Enhanced City Centre Community Police Office project in the amount of \$5.1 million, to be funded from the Capital Building and Infrastructure Reserve as outlined in the staff report titled "Temporary Funding for the Enhanced City Centre Community Police Office" from the General Manager, Community Safety, dated August 16, 2018; and</i> (2) <i>That the future repayment of the \$5.1 million and interest to the Capital Building and Infrastructure Reserve be funded from the voluntary developer amenity contributions and received from the developer of RZ 15-692485, at 7960 Alderbridge Way and 5333, 5411 No. 3 Road (South Street Development).</i> <p>The City received the cash-in-lieu contribution from the developer of RZ 15-692485 which was deposited to the City Centre Facility Development Fund.</p> <p>The 2019 payment will be \$5,100,000 from the City Centre Facility Development Fund to Capital Building and Infrastructure Reserve Fund.</p>		

Building Program 2019 – Not Recommended


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

2019 Not Recommended Building – Building Program

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Community Safety Building Heat Pump Replacement	147
Roofing and Infrastructure Replacements	148

NOT RECOMMENDED

Program:	Building Program	Sub-program:	Building
Project Name:	Community Safety Building Heat Pump Replacement	Submission ID:	6386
Location:	11411 No. 5 Road		
Cost:	\$459,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$459,000		
Scope:	<p>The heat pump system in this facility has reached the end of its life expectancy. They are unreliable with frequent failures, and some components are not available locally. These system renewals will also include associated miscellaneous items that will extend the life of the building.</p> <p>This capital submission is for the replacement of Heat Pump #2.</p> <p>There are 4 heat pumps in total:</p> <ul style="list-style-type: none">- Heat Pump 4 was replaced in May 2018, funded through capital project.- Heat Pump 1 is scheduled to be replaced in December 2018, funded through Facility Services Operational Maintenance and Repair Budget.- Heat Pump 2 is proposed to be replaced in 2019 through capital.- Heat Pump 3 is proposed to be replaced in 2020 through capital. <p>If one of the heat pumps fail, the cooling system will not have the capacity to provide sufficient cooling to the building in the summer months.</p>		
			

Program:	Building Program	Sub-program:	Building
Project Name:	Roofing and Infrastructure Replacements	Submission ID:	5519

Location:	City Wide		
Cost:	\$277,000	OBI:	\$ -
Funding Sources:	Building and Infrastructure: \$277,000		
Scope:	<p>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 such as fall protection systems that will serve to prolong the life of the building and ensure the health and safety of its users / inhabitants.</p> <p>West Richmond Pitch and Putt (9751 Pendleton Road) - This facility was constructed in 1975 and following a building assessment, the roof is well past its life expectancy. The roof will be replaced as well as miscellaneous related building systems.</p> <p>Terra Nova South Caretaker Roof (2491 Westminister Hwy) - Parks Programs requested that the roof on this caretaker facility be replaced as it is over 30 years old and has reached the end of its serviceable life. The request was reviewed and confirmed by Facility Services. The existing roof will be removed and replaced with a new one.</p> <p>South Arm Community Hall Roof (9020 Williams Road) - This facility constructed in 1966 and the roof most recently replaced in 1983. This roof is past its serviceable life span and will be replaced with a new one.</p>		



Parks Program 2019 – Not Recommended

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

2019 Not Recommended Parks – Parks Program


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Garry Point Waterfront Floating Dock Construction.....	150
No. 3 Road Boulevard Beautification (Sunnymede Gate)	151

NOT RECOMMENDED

Program:	Parks Program	Sub-program:	Parks
Project Name:	Garry Point Waterfront Floating Dock Construction	Submission ID:	6070

Location:	Garry Point Park Waterfront Development								
Cost:	\$4,200,000	OBI:	\$22,600						
Funding Sources:	Capital Revolving: \$4,200,000								
Scope:	<p>At the November 14, 2017 Council Meeting, the report titled "2017 Garry Point Legacy Pier and Floating Dock" was adopted by Council. Staff was directed to proceed with the planning, design and capital submission for a new breakwater floating dock at Garry Point Park. Scope of work includes the design and construction of a 30 x 600-foot floating dock and 10-foot wide gangway ramps. This project will support both maritime and special events allowing the public to access the water's edge or recreationally fish at one of Richmond's most desirable riverfront locations. The structure will be engineered to accommodate vehicle access, large vessels and approach landing areas.</p> <p>During the planning phase for this project, with consideration of its location in proximity to the open channel leading into the Strait of Georgia, staff was directed to design a removable perimeter guard rail system around the dock that would provide a limited safety barrier.</p> <p>Estimated costs:</p> <table><tr><td>Float Construction</td><td>\$4,000,000</td></tr><tr><td>Design, engineering, permitting and contingencies</td><td>\$200,000</td></tr><tr><td>Total</td><td><u>\$4,200,000</u></td></tr></table> <p>This proposed legacy project is responsive to Council's adopted Steveston Waterfront Strategy vision of: "A world-class, internationally recognized maritime waterfront that respects the past and lives the future." The Steveston Waterfront area, with its working fishing harbour, historic village centre, active street life, festivals and beautiful riverfront setting, will be a unique and popular place to live, work and play, and a key visitor destination for the region.</p>			Float Construction	\$4,000,000	Design, engineering, permitting and contingencies	\$200,000	Total	<u>\$4,200,000</u>
Float Construction	\$4,000,000								
Design, engineering, permitting and contingencies	\$200,000								
Total	<u>\$4,200,000</u>								



Program:	Parks Program	Sub-program:	Parks								
Project Name:	No. 3 Road Boulevard Beautification (Sunnymede Gate)	Submission ID:	6402								
Location:	8000-8200 Block of No. 3 Road (west side)										
Cost:	\$150,000	OBI:	\$ -								
Funding Sources:	Capital Revolving: \$150,000										
Scope:	<p>The scope of work for this project includes the removal of approximately 260 lineal metres of hedge that has grown too large for its street side location and is in decline. The hedge is located on a median that separates a side road subsection of No. 3 Road, that provides access to the Sunnymede subdivision and the main travel lanes. The hedge has outgrown the median creating poor sightlines and has generated a number of complaints from nearby residents. The hedge will be replaced with a species of cedar shrub that is smaller and narrower at maturity. It will provide the same level of screening between the roads but will not become overgrown.</p> <p>Construction Estimate:</p> <table><tr><td>Labour, equipment and materials</td><td>\$70,000</td></tr><tr><td>Landscaping and tree planting</td><td>\$60,000</td></tr><tr><td>Contingency</td><td>\$20,000</td></tr><tr><td>Total</td><td>\$150,000</td></tr></table>			Labour, equipment and materials	\$70,000	Landscaping and tree planting	\$60,000	Contingency	\$20,000	Total	\$150,000
Labour, equipment and materials	\$70,000										
Landscaping and tree planting	\$60,000										
Contingency	\$20,000										
Total	\$150,000										
											

Equipment Program 2019 – Not Recommended

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

2019 Not Recommended Equipment – Equipment Program


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Inter-Agency Command Vehicle Replacement.....	153
Triple Flail Mower Equipment Purchase	154

NOT RECOMMENDED

Program:	Equipment Program	Sub-program:	Equipment
Project Name:	Inter-Agency Command Vehicle Replacement	Submission ID:	6478

Location:	Various Locations		
Cost:	\$1,140,000	OBI:	\$ -
Funding Sources:	Capital Revolving: \$34,117 Other: \$1,105,883		
Scope:	<p>An Inter-Agency Command Vehicle is a mobile Incident Command Post for emergency response and support operations for use by Richmond Fire, RCMP, BC Ambulance Service, Public Works, Coast Guard and Emergency Programs.</p> <p>The vehicle operates as both a dispatch centre and a command centre to provide incident commanders with access to multiple communication systems in a fully integrated command centre.</p> <p>The City of Richmond utilized a 1997 Inter-Agency Command Vehicle that was years beyond the end of its expected life cycle. The vehicle had cracks in the exterior facade due to the age of the vehicle and exposure to the elements. These cracks were identified in 2014 as the source for the black mould that appeared in the main cabin and was ultimately taken out of service for this reason.</p> <p>Replacement of this vehicle is needed as the loss of the Inter-Agency Command Vehicle has impaired the City's ability to respond to emergencies or disasters in a coordinated manner resulting in potentially higher response costs and a poorer response.</p>		



Program:	Equipment Program	Sub-program:	Equipment
Project Name:	Triple Flail Mower Equipment Purchase	Submission ID:	6563
Location:	Various		
Cost:	\$150,000	OBI:	\$80,019
Funding Sources:	Capital Revolving: \$150,000		
Scope:	<p>Currently Parks Operations utilizes three long arm flail mowers which are designed to mow our dikes, ditches and small rough areas within the City, roadway and Parks systems. Over the last several years, parks asset areas have expanded and parks designs have changed incorporating large tracks of passive grass areas requiring different types of equipment to maintain these passive grass areas. These Parks include Terra Nova, Railway Greenway, Garden City Lands, traffic circle interfaces etc. With the replacement and upgrade of one of the existing flail units to a large surface triple flail mower, we can meet the demands of these large grass areas more efficiently.</p>		
			

Information Technology Program 2019 – Not Recommended

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

2019 Not Recommended Information Technology – Information Technology Program

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Business Continuity Remote Access	156
Production System Test Environment.....	157

NOT RECOMMENDED

Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Business Continuity Remote Access	Submission ID:	6364

Location:	City Hall		
Cost:	\$304,835	OBI:	\$24,275
Funding Sources:	Capital Revolving:	\$304,835	
Scope:	<p>To support the City's business continuity planning by providing remote access to City business applications for staff who are unable to be physically onsite, during a serious incident or afterhours.</p> <p>This initiative will implement a remote access desktop environment which will be securely accessible by all employees offsite, enabling access to work files and applications remotely. The functionality will enable business continuity, increased security access, updated hardware, and improved disaster recovery capabilities.</p>		



Program:	Equipment Program	Sub-program:	Information Technology
Project Name:	Production System Test Environment	Submission ID:	6363
Location:	City Hall		
Cost:	\$368,000	OBI:	\$25,500
Funding Sources:	Capital Revolving:	\$368,000	
Scope:	To design and implement a full test environment to mimic the City's production environment which will allow testing of any system changes without impacting users.		
			

CITY OF RICHMOND
5 YEAR CAPITAL PLAN SUMMARY (2019 - 2023)
(in \$000s)

	2019	2020	2021	2022	2023
Infrastructure Program					
Roads	14,975	10,299	11,591	9,936	9,595
Drainage	11,242	14,454	14,578	16,755	23,408
Water	6,194	7,318	9,000	8,665	8,445
Sanitary Sewer	1,433	10,353	7,250	6,390	6,250
Infrastructure Advanced Design and Minor Public Works	3,955	3,880	3,780	3,780	3,780
Total Infrastructure Program	\$ 37,799	\$ 46,304	\$ 46,199	\$ 45,526	\$ 51,478
Building Program					
Building	20,917	109,370	13,100	21,231	15,000
Total Building Program	\$ 20,917	\$109,370	\$ 13,100	\$ 21,231	\$ 15,000
Parks Program					
Parks	7,820	4,750	6,380	3,850	3,900
Parkland	4,000	4,000	4,000	2,000	2,000
Total Parks Program	\$ 11,820	\$ 8,750	\$ 10,380	\$ 5,850	\$ 5,900
Public Art Program	\$ 563	\$ 150	\$ 150	\$ 150	\$ 150
Land Program	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000
Affordable Housing	\$ 775	\$ 625	\$ 625	\$ 625	\$ 625
Equipment Program					
Vehicle	4,262	2,637	2,528	2,334	3,995
Fire Vehicle	2,521	716	1,185	1,221	1,257
Information Technology	4,474	860	455	460	516
Equipment	1,019	578	2,099	580	581
Total Equipment Program	\$ 12,276	\$ 4,791	\$ 6,267	\$ 4,595	\$ 6,349
Child Care Program	\$ 160	\$ 60	\$ 60	\$ 60	\$ 60
Internal Transfers/Debt Payment	\$ 12,214	\$ 4,586	\$ 4,587	\$ 4,201	\$ 4,201
Contingent External Contributions	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Capital Program	\$ 116,524	\$194,636	\$101,368	\$97,238	\$98,763

CITY OF RICHMOND
5 YEAR CAPITAL PLAN BY FUNDING SOURCES (2019 - 2023)
(in \$000s)

	2019	2020	2021	2022	2023
DCC Reserves					
Drainage DCC	466	464	-	-	1,057
Park Development DCC	4,092	2,869	1,740	2,822	2,774
Park Development DCC – West Cambie	724	-	969	-	188
Park Land Acquisition DCC	8,064	5,964	5,964	4,083	4,083
Roads DCC	8,898	6,405	8,052	5,788	5,791
Sanitary DCC	-	1,175	1,428	149	-
Water DCC	708	138	1,798	812	-
Total DCC	\$22,952	\$17,015	\$19,951	\$13,654	\$13,893
Statutory Reserves					
Affordable Housing	1,300	1,150	1,150	1,150	1,150
Capital Building and Infrastructure	13,845	44,520	10,450	20,131	11,600
Capital Reserve	15,395	73,800	16,399	9,312	7,778
Child Care	160	60	60	60	60
Drainage Improvement	11,428	13,904	14,383	17,314	22,380
Equipment Replacement	6,404	2,832	3,392	3,310	4,833
Leisure Facilities	7,611	5,400	2,000	-	3,400
Neighbourhood Improvement	184	-	-	-	-
Public Art Program	563	150	150	150	150
Sanitary Sewer	1,650	10,477	7,022	6,791	7,500
Watermain Replacement	7,388	7,556	7,689	8,234	8,655
Total Statutory Reserves	\$65,928	\$159,849	\$62,695	\$66,452	\$67,506
Other Sources					
Enterprise Fund	180	550	550	550	550
Grant and Developer Contribution	12,847	10,125	10,125	10,125	10,125
Other Sources	7,624	4,957	4,587	4,592	4,649
Rate Stabilization	5,743	-	1,320	-	-
Sewer Levy	300	50	100	-	50
Solid Waste and Recycling	300	300	300	300	300
Water Levy	650	1,790	1,740	1,565	1,690
Total Other Sources	\$27,644	\$17,772	\$18,722	\$17,132	\$17,364
Total Capital Program	\$116,524	\$194,636	\$101,368	\$97,238	\$98,763

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

	2019	2020	2021	2022	2023
Infrastructure Program					
Roads					
Accessible Pedestrian Signal Program	250	250	-	-	-
Active Transportation Improvement Program	1,000	600	600	600	600
Annual Asphalt Re-Paving Program - MRN	1,151	1,151	1,151	1,151	1,151
Annual Asphalt Re-Paving Program - Non-MRN	3,131	2,982	2,982	2,982	2,982
Arterial Roadway Improvement Program	450	350	350	350	350
Bridge Rehabilitation Program	300	300	300	643	300
City-wide Cycling Network Plan	150	-	-	-	-
Citywide Street Light Replacement and Sidewalk Repair Program	-	500	500	500	500
Francis Road Enhancements, from St. Albans Road to Garden City Road	-	-	2,000	-	-
Garden City Road Pedestrian and Cyclist Enhancements, Westminster Highway to Lansdowne Road	1,000	-	-	-	-
LED Street Name Sign Program	200	200	200	200	200
Neighbourhood Walkway Program	500	500	500	500	500
Road Weather Information System	260	-	-	-	-
Special Crosswalk Program	350	350	350	350	350
Steveston Highway Multi-Use Pathway, Shell Road to Mortfield Gate	2,000	-	-	-	-
Streetlight LED Upgrade Program	430	460	-	-	-
Traffic Calming Program	150	150	150	150	150
Traffic Signal Power Backup System (UPS)	100	100	100	100	100
Traffic Signal Pre-emption Program	-	100	100	100	100
Traffic Signal Program	1,350	1,200	1,200	1,200	1,200
Traffic Video and Communication Program	400	400	400	400	400
Transit-Related Amenity Improvement Program	50	50	50	50	50
Transit-Related Roadway Improvement Program	400	400	400	400	400
Transportation Planning, Functional and Preliminary Design	253	256	258	260	262
Westminster Highway Pedestrian and Cyclist Enhancements, Smith Crescent to Fraserside Gate	1,100	-	-	-	-
Total Roads	\$14,975	\$10,299	\$11,591	\$9,936	\$9,595
Drainage					
Aztec Street Drainage Upgrade	-	-	1,260	-	-
Box Culvert Repair	-	1,000	-	1,000	-
Burkeville Utility Upgrades	-	2,486	2,495	1,741	2,271
Canal Stabilization		2,375	-	-	-
Development Coordinated Works - Drainage	250	250	250	250	250
Drainage Pump Station Generator Upgrade	-	-	130	130	130
Drainage Pump Station Rehabilitation	-	250	250	250	250
East Richmond Drainage and Irrigation Upgrades	-	300	300	300	-

	2019	2020	2021	2022	2023
Ewen Road Pump Station Upgrade	-	-	-	-	8,520
Flood Protection and Dike Improvements	5,100	3,300	3,300	3,300	2,000
Headwall Replacement and Ditch Infills	-	300	-	-	-
Heather Street Improvement	1,757	-	-	-	-
Invasive Species Management	220	175	175	175	175
Laneway Drainage Upgrade - 10,000 Block No. 4 Road	-	-	-	-	374
Laneway Drainage Upgrade - Afton Drive (North)	1,373	-	-	-	-
Laneway Drainage Upgrade - Aintree Crescent (East)	-	-	-	-	578
Laneway Drainage Upgrade - Ashwood Drive/Francis Road	-	-	803	-	-
Laneway Drainage Upgrade - Bates Road - East Lane	-	-	740	-	-
Laneway Drainage Upgrade - Bates Road - South Lane	-	-	-	597	-
Laneway Drainage Upgrade - Greenlees East Lane	-	313	-	-	-
Laneway Drainage Upgrade - Herbert East Lane	542	-	-	-	-
Laneway Drainage Upgrade - Reeder Road	-	-	-	432	-
McCallan Road North Pump Station Upgrade	-	-	-	-	8,860
Montego Street Drainage Upgrades	-	1,575	-	-	-
No. 6 Road South Pump Station Upgrade	-	-	-	8,580	-
Steveston Highway and Gilbert Road Pump Station Upgrade	-	2,000	-	-	-
Steveston Highway and No. 3 Road Pump Station Upgrade	2,000	-	-	-	-
Williams Road 6000 Block Drainage Pipe Upgrade	-	-	500	-	-
Woodhead Road Drainage Upgrade	-	-	1,855	-	-
Drainage Pump Station Upgrade (Generator)	-	130	-	-	-
No. 9 Road and Westminster Highway Drainage (Dog Kennels) Pump Station	-	-	2,520	-	-
Total Drainage	\$11,242	\$14,454	\$14,578	\$16,755	\$23,408
Water					
Development Coordinated Works - Water	250	250	250	250	250
Emergency Water Supply	150	-	-	-	-
Pressure Reducing Valve Upgrades	-	-	-	1,000	-
Water Metering Program	-	1,890	1,890	1,890	1,890
Watermain Replacement Program	5,394	4,778	6,560	5,225	6,005
Watermain Tie-in and Restoration	400	400	300	300	300
Total Water	\$6,194	\$7,318	\$9,000	\$8,665	\$8,445
Sanitary Sewer					
Aquila Road Sanitary Sewer Replacement	-	-	-	160	-
Bennett West Pump Station Replacement	-	2,190	-	-	-
Burkeville Utility Upgrades	1,133	-	-	-	-
Development Coordinated Works - Sanitary	150	250	250	250	250
Fibre Reinforced Plastic Gravity Sewer Replacement	-	-	-	1,800	1,800
Gravity Sanitary Sewer Upgrade on River Road / Beckwith Road / Charles Street	-	-	2,500	-	-
Gravity Sewer Assessment and Upgrade Program	-	250	250	250	250
Hammersmith Forcemain Replacement	-	1,200	-	-	-

	2019	2020	2021	2022	2023
Leslie Pump Station Replacement	-	2,913	-	-	-
Leslie Road Forcemain Replacement	-	-	-	560	-
Manhole and Inspection Chamber Replacement Program	-	250	250	250	250
Sanitary Pump Station and Forcemain Assessment, Upgrade and Grease Management	-	600	600	600	600
Sanitary Pump Station Rehabilitation	-	300	300	300	300
Sanitary Sewer Tie-in and Restoration	-	150	150	150	150
SCADA System Improvements	150	150	150	150	150
Steveston and Broadmoor Forcemain Replacements	-	1,100	-	-	-
Steveston Gravity Sewer Replacement and Rehabilitation	-	1,000	-	-	-
Steveston Pump Station Replacement	-	-	-	-	2,500
Van Horne Pump Station Replacement	-	-	2,800	-	-
Williams Road Sanitary Forcemain Replacement	-	-	-	1,920	-
Total Sanitary Sewer Infrastructure Advanced Design and Minor Public Works	\$1,433	\$10,353	\$7,250	\$6,390	\$6,250
Public Works Infrastructure Advanced Design	1,780	1,780	1,780	1,780	1,780
Public Works Minor Capital - Drainage	475	400	300	300	300
Public Works Minor Capital - Roads	250	250	250	250	250
Public Works Minor Capital - Sanitary	400	400	400	400	400
Public Works Minor Capital - Sanitation and Recycling	300	300	300	300	300
Public Works Minor Capital - Traffic	250	250	250	250	250
Public Works Minor Capital - Water	500	500	500	500	500
Total Infrastructure Advanced Design and Minor Public Works	\$3,955	\$3,880	\$3,780	\$3,780	\$3,780
Total Infrastructure Program	\$37,799	\$46,304	\$46,199	\$45,526	\$51,478
Building Program					
Building					
2019 Capital Buildings Project Development Advanced Design	500	-	-	-	-
Britannia Shipyards Complex Rehabilitation	-	2,200	-	-	-
City Hall - Electrical and Interior Renovations	-	11,100	-	-	-
City Hall Annex Transformer Replacement	500	-	-	-	-
City Hall Upgrades and Repairs	980	-	-	-	-
City Hall Window and Flooring System Renewals	-	-	-	-	5,500
Citywide Caretaker Suite Renewals	-	-	-	-	2,500
East Richmond Community Hall Envelope and Mechanical System Renewals	402	-	-	-	-
Gateway Theatre Infrastructure Replacements Phase 2	3,700	-	-	-	-
Japanese Canadian Cultural Centre - Front Entry Accessibility Upgrade	258	-	-	-	-
Japanese Duplex and First Nations Bunkhouse Reconstruction and Exhibit Development	-	4,150	-	-	-
Library Cultural Centre Conveyance Replacements	709	-	-	-	-
London Farm House Envelope Renewals	376	-	-	-	-
Minoru Aquatics Centre Demolition	3,392	-	-	-	-

	2019	2020	2021	2022	2023
Minoru Arena System Renewals	3,300	-	-	-	-
Minoru Place Activity Centre Program - Implementation	2,511	-	-	-	-
RCMP Exhibit Compound Interim Upgrades	975	-	-	-	-
Watermania Aging Mechanical and Building Envelope Infrastructure Replacement Phase 2	1,341	-	-	-	-
Works Yard Mechanical Replacements	1,707	-	-	-	-
Works Yard Salt Shed Repairs	266	-	-	-	-
Community Safety Building Heat Pump Replacement	-	470	-	-	-
Sea Island Hall Exterior Envelope	-	350	-	-	-
Works Yard Building System Renewals	-	-	1,100	-	-
Gateway Theatre Mechanical and HVAC Renewals	-	-	5,500	-	-
West Richmond Community Centre - Envelope and Life Safety Renewals	-	-	1,400	-	-
Mechanical and HVAC Renewals	-	-	-	120	-
Fire Hall 7 Envelope Renewals	-	-	-	125	-
Kwantlen Courthouse - HVAC and Interior Finish Renewals	-	-	-	2,500	-
Library Cultural Centre - Envelope and Plumbing Renewals	-	-	-	1,600	-
East Richmond Library Interior Finish Renewals	-	-	-	186	-
Richmond Ice Centre - Refrigeration and Envelope Renewals	-	-	-	13,700	-
Thompson Community Centre - Interior Finish Renewals	-	-	-	1,100	-
South Arm Community Centre - Envelope and Interior Finish Renewals	-	-	-	800	-
Watermania Mechanical and Pool Equipment Renewals	-	-	-	1,100	-
Watermania Major Maintenance	-	1,100	1,100	-	3,000
Thompson Community Centre Major Maintenance	-	-	2,000	-	-
Richmond Ice Centre Major Maintenance	-	-	2,000	-	-
City Hall Major Maintenance	-	-	-	-	4,000
Steveston Community Centre and Branch Library	-	90,000	-	-	-
Total Building Program	\$20,917	\$109,370	\$13,100	\$21,231	\$15,000
Parks Program					
Parkland					
Parkland Acquisition	4,000	4,000	4,000	2,000	2,000
Total Parkland	\$4,000	\$4,000	\$4,000	\$2,000	\$2,000
Parks					
Aberdeen Park – Phase 3	800	-	-	-	-
Garden City Lands Phase 4	-	1,000	-	-	-
Garden City Lands Phase 5	-	-	500	-	-
Garden City Lands Phase 6	-	-	-	500	-
Garden City Lands Phase 7	-	-	-	-	750
Hollybridge Pier Phase 2	-	-	2,000	-	-
Hugh Boyd Artificial Turf Sports Field - Turf Replacement	1,800	-	-	-	-
King George Artificial Turf Sports Fields - Turf Replacement	-	-	750	-	-

	2019	2020	2021	2022	2023
Lang Park Completion	-	200	-	-	-
London/Steveston Park Dog Park Phase 3	-	150	-	-	-
London Steveston Park Phase 2	300	-	-	-	-
Lulu Island Park	-	-	500	1,000	1,000
Minoru Bowling Green Artificial Turf Replacement	350	-	-	-	-
Minoru Oval - Artificial Turf Replacement	-	750	-	-	-
Minoru Park Central Amenity Space Development and Advancement of Richmond Cultural Plaza Renewal	-	-	-	750	-
Minoru Park Lakes Renewal	1,750	-	-	-	-
Minoru Park Major Trail Upgrades	-	500	-	-	-
Park Characterization	-	-	-	-	200
Parks Advance Planning and Design	400	500	450	450	450
Parks Aging Infrastructure Replacement Program	550	350	350	350	350
Parks General Development	400	400	400	300	400
Parks Identity Signage Program	200	-	-	-	-
Paulik Park Development of New Lots	300	-	-	-	-
Playground Improvement Program	-	600	400	500	400
Steveston Community Park Playground Expansion	-	300	-	-	-
Terra Nova Rural Park Viewpoint Seating Area	200	-	-	-	-
Trails Network Enhancements	-	-	-	-	350
West Cambie Park – Phase 2	770	-	1,030	-	-
Total Parks	\$7,820	\$4,750	\$6,380	\$3,850	\$3,900
Total Parks Program	\$11,820	\$8,750	\$10,380	\$5,850	\$5,900
Public Art Program					
Public Art					
Public Art Program	563	150	150	150	150
Total Public Art Program	\$563	\$150	\$150	\$150	\$150
Land Program					
Land					
Strategic Land Acquisition	10,000	10,000	10,000	5,000	5,000
Total Land Program	\$10,000	\$10,000	\$10,000	\$5,000	\$5,000
Affordable Housing					
Affordable Housing 2019 Operating Initiatives	350	-	-	-	-
Affordable Housing Projects - City-wide	200	400	400	400	400
Affordable Housing Projects - West Cambie	225	225	225	225	225
Total Affordable Housing	\$775	\$625	\$625	\$625	\$625
Equipment Program					
Vehicle Replacement					
Fleet Electrical Charging Infrastructure Installations	521	-	-	-	-
Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet)	3,741	2,637	2,528	2,334	3,995
Total Vehicle Replacement	\$4,262	\$2,637	\$2,528	\$2,334	\$3,995

	2019	2020	2021	2022	2023
Fire Vehicle					
Fire Vehicle Addition to Fleet	-	550	-	-	-
Fire Vehicle Replacement Reserve Purchases	2,521	166	1,185	1,221	1,257
Total Fire Vehicle	\$2,521	\$716	\$1,185	\$1,221	\$1,257
Information Technology					
Annual Hardware Refresh	468	365	455	460	516
Budget Planning and Monitoring Solution	1,000	-	-	-	-
Contract Life Cycle Management	623	-	-	-	-
Digital Strategy Initiatives	900	-	-	-	-
IPS Mobility - Enterprise Deployment	507	-	-	-	-
Network Infrastructure Core Refresh	481	-	-	-	-
Office 2016 Licensing	495	495	-	-	-
Total Information Technology	\$4,474	\$860	\$455	\$460	\$516
Equipment					
City Centre Community Centre North - Furniture, Fixtures and Equipment (FF&E) and OBI	-	-	1,320	-	-
Digital Radio Hardware and Licensing	147	-	-	-	-
Energy Management Projects	-	550	550	550	550
Energy Management Projects - Gas Equipment Replacement and Upgrade Phase 1	675	-	-	-	-
Fire Equipment Replacement - Auto Extrication Equipment	170	-	-	-	-
Fire Equipment Replacement - Fire Hose	27	28	29	30	31
Fire Equipment Replacement from Reserve - Self Contained Breathing Apparatus Equipment	-	-	200	-	-
Total Equipment	\$1,019	\$578	\$2,099	\$580	\$581
Total Equipment Program	\$12,276	\$4,791	\$6,267	\$4,595	\$6,349
Child Care Program					
Child Care					
Child Care - Administration	100	-	-	-	-
Child Care Projects - City-wide (Capital Grants)	50	50	50	50	50
Child Care Projects - City-wide Non-Capital Grants	10	10	10	10	10
Total Child Care Program	\$160	\$60	\$60	\$60	\$60
Internal Transfers/Debt Payment					
Internal Transfers/Debt Payment					
12040 Horseshoe Way Repayment	525	525	525	525	525
7080 River Road Repayment	2,341	2,341	2,341	2,341	2,341
9540 Alexandra Road and 9560 Odlin Road	2,100	-	-	-	-
Nelson Road Interchange Repayment	385	385	386	-	-
River Road/North Loop (2005) Repayment	1,685	1,335	1,335	1,335	1,335
Shovel - Ready Grant (2009) Repayment Lansdowne Road Extension	78	-	-	-	-
City Centre Community Police Office	5,100	-	-	-	-
Total Internal Transfers/Debt Payment	\$12,214	\$4,586	\$4,587	\$4,201	\$4,201

	2019	2020	2021	2022	2023
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	\$116,524	\$194,636	\$101,368	\$97,238	\$98,763

The following is an overview of the major Capital programs proposed for the years 2020 to 2023.

INFRASTRUCTURE PROGRAM

- **Ewen Road Pump Station Upgrade (2023: \$8,520,000)**

This project includes demolishing the existing pump station at Ewen Road and rebuilding it to a modern standard. The project will increase pumping capacity, increase station resilience, make local dike upgrades and landscape the construction area. This project is part of a larger strategy to increase the City's drainage capacity, increase pump station reliability and reduce flooding in order to accommodate climate change and growth as outlined in the City's Official Community Plan.

The project is estimated to take 12-16 months. Construction will be scheduled for spring 2023.

Major Cost Components:

Civil (65%)	\$5,538,000
Mechanical (19%)	\$1,618,800
Electrical (16%)	<u>\$1,363,200</u>
Total	<u><u>\$8,520,000</u></u>

- **McCallan Road North Pump Station Upgrade (2023: \$8,860,000)**

This project includes demolishing the existing pump station at McCallan Road and rebuilding it to a modern standard. The project will increase pumping capacity, increase station resilience, make local dike upgrades and landscape the construction area. This project is part of a larger strategy to increase the City's drainage capacity, increase pump station reliability and reduce flooding in order to accommodate climate change and growth as outlined in the City's Official Community Plan.

The project is estimated to take 12-16 months. Construction will be scheduled for spring 2023.

Major Cost Components:

Civil (65%)	\$5,759,000
Mechanical (19%)	\$1,683,400
Electrical (16%)	<u>\$1,417,600</u>
Total	<u><u>\$8,860,000</u></u>

- **No. 6 Road South Pump Station Upgrade (2022: \$8,580,000)**

This project includes demolishing the existing pump station at No. 6 Road South and rebuilding it to a modern standard. The project will increase pumping capacity, increase station resilience, make local dike upgrades and landscape the construction area. This project is part of a larger strategy to increase the City's drainage capacity, increase pump station reliability and reduce flooding in order to accommodate climate change and growth as outlined in the City's Official Community Plan.

The project is estimated to take 12-16 months. Construction will be scheduled for spring 2022.

Major Cost Components:

Civil (65%)	\$5,577,000
Mechanical (19%)	\$1,630,200
Electrical (16%)	<u>\$1,372,800</u>
Total	<u><u>\$8,580,000</u></u>

BUILDING PROGRAM

- **City Hall – Electrical and Interior Renovations (2020: \$11,100,000)**

Multiple systems in this facility 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.

Flooring replacement throughout the building; electrical load break switch and service distribution renewal

- **Richmond Ice Centre – Refrigeration and Envelope Renewals (2022: \$13,700,000)**

Multiple systems in this facility 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.

Envelope, interior finishes, HVAC, refrigeration, electrical, rink equipment, life safety

- **Steveston Community Centre and Branch Library (2020: \$90,000,000)**

Estimated cost of new Steveston Community Centre and Branch Library as presented to Council on Nov 26, 2018. This report was referred back to staff and will be brought forward for further review. This submission will be revised accordingly in the 2020 - 2024 5 Year Financial Plan.

PARKS PROGRAM

- **Garden City Lands Phase 4 to 7 (2020 - 2023: \$2,750,000)**

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

- **Hollybridge Pier Phase 2 (2021: \$2,000,000)**

In 2013, Council approved the "River Green Village Parks and Open Space Plan" that included the development of a new pier within the Oval Village. The first phase of the Hollybridge Pier was to construct a new pier along the newly constructed River Green Waterfront Park (next to the Richmond Oval). Phase 2 proposes to construct approximately 80 meters of floating walkway, two floating docks, two 30 meter long pedestrian gangways and associated structural steel piles to secure the docks.

This investment would represent the second and final phase of the waterfront development adjacent to 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.

- **Playground Improvement Program (2020 - 2023: \$1,900,000)**

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.

- **Minoru Oval – Artificial Turf Replacement (2020: \$750,000)**

The purpose of this project is to replace the artificial turf field surface at Minoru Park which was installed in 2008. The projected lifespan of synthetic sports fields is between eight to twelve years depending on the usage and the maintenance of the fields. Minoru Oval field, one of the busiest artificial turf fields, is booked for up to 38 hours per week during the peak fall/winter season. The field is tested annually for its shock attenuation performance, known as the G-Max rating, and is currently reaching the limits of what is acceptable for safe operation of an artificial turf field. The operating and replacement costs of the field are partially offset by the user fees collected through the Sports User Fee program and there is no increase in operating costs generated by this request.

- **Minoru Park Major Trail Upgrades (2020: \$500,000)**

Concerns were received from the local community in 2017 during the Minoru Park Vision Plan process about the poor condition and inadequate width of the trails in Minoru Park. These concerns in combination with anticipated increased park use after the opening of the Minoru Centre for Active Living in early 2019 and an increase in residents living nearby make trail upgrades a high priority. Trail upgrade works to include replacement of primary east-west and north-south pathways and on the perimeter of the park. All pathways will be designed and constructed to be safe, accessible and will accommodate those with mobility challenges.

LAND PROGRAM

- **Strategic Land Acquisition (2020 - 2023: \$30,000,000)**

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

EQUIPMENT PROGRAM

- **Vehicle and Equipment Reserve Purchases (Public Works and Corporate Fleet) (2020-2023: \$11,494,000)**

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

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

5YFP	5 Year Financial Plan
AC	Air Conditioning
APS	Accessible Pedestrian Signal
CLCM	Contract Life-Cycle Management
CPI	Consumer Price Index
DCC	Development Cost Charges
EV	Electrical Vehicle
GCL	Garden City Lands
GHG	Greenhouse Gas
GPS	Global Positioning System
HPS	High Pressure Sodium
HVAC	Heating, Ventilation, and Air Conditioning
ICBC	Insurance Corporation of British Columbia
IPS	Infor Public Sector
KPI	Key Performance Indicator
LED	Light-Emitting Diodes
MCAL	Minoru Centre for Active Living
MPI	Municipal Price Index
MRN	Major Road Network
NIC	Neighbourhood Improvement Charges
OBI	Operating Budget Impact
OCP	Official Community Plan
RCMP	Royal Canadian Mounted Police
RFP	Request for Proposal
RSA	Rate Stabilization Account
RWIS	Road Weather Information System
SCADA	Supervisory Control and Data Acquisition
TMC	Traffic Management Centre
UPS	Uninterruptable Power Supply



To: Finance Committee

Date: January 3, 2019

From: Jerry Chong, CPA, CA
Director, Finance

File: 03-0985-01/2019-Vol
01


Re: 2019 Proposed Operating Budget

Staff Recommendation




That:

1. The 2019 Operating Budget as presented in Option 4 in Table 14 of the staff report titled 2019 Proposed Operating Budget be approved as follows:
 - a. A same level of service budget increase, after tax growth, of \$3,249,703 with a tax increase of 1.50% before additional levels of service be approved; and
 - b. Non-discretionary external senior government increase of \$2,987,000 with a tax increase of 1.38% be approved; and
 - c. Ongoing funding for expenditures previously approved by Council totaling \$3,389,308 for the following items: 16 RCMP Officers, 3 Municipal Employees to support the RCMP Detachment, an Emergency Program Neighbourhood Preparedness Program Assistant, Richmond Public Library Expanded Senior Services, Minoru Centre for Active Living operating budget impact phase-in, and operating budget impact of developer contributed assets with a tax increase of 1.56% be approved; and
 - d. Operating budget impact of the 2019 Capital Budget totaling \$1,208,320 with a three-year phase-in plan, resulting in a tax increase of 0.18% in 2019, 0.18% in 2020, and 0.18% in 2021 be approved; and
 - e. Transfer to reserves for community facilities infrastructure needs as per Council's Long Term Financial Management Strategy in the amount of \$2,167,033 with a tax increase of 1.00% be approved; and
 - f. City-wide additional levels in the amount of \$149,828 as presented in Attachment 10 of the staff report titled 2019 Proposed Operating Budget with a tax increase of 0.07% be approved; and
 - g. Pursuant to Council's Safe Community Priority program, provide 35 additional RCMP officers and 17 additional municipal employees to support the RCMP Detachment in the amount of \$6,567,867 as presented in Attachment 12 with a three-year phase-in plan, resulting in a tax increase of 1.01% in 2019, 1.01% in 2020, and 1.01% in 2021 be approved; and

- h. Pursuant to Council's Safe Community Priority program, the capital and one-time costs for the additional 35 RCMP officers and 17 municipal employees to support the RCMP Detachment in the amount of \$839,519 be approved with funding from the Rate Stabilization Account; and
 - i. Pursuant to Council's Safe Community Priority program, the capital and one-time costs for the additional 36 firefighters in the amount of \$2,541,276 be approved with funding from the Rate Stabilization Account; and
 - j. Pursuant to Council's Safe Community Priority program, provide 36 additional firefighters in the amount of \$6,023,898 as presented in Attachment 13 with a seven-year phase in plan, resulting in no tax increase in 2019 and a tax increase of 0.40% in years 2020 through 2026 be approved; and
 - k. The Rate Stabilization Account be used to reduce the overall impact of additional operating costs for a total of \$2,968,835 resulting in a tax decrease of 1.37% be approved; and
- 2. The 2019 Operating Budget overall tax increase of 5.33% as listed in staff recommendation 1 above be approved; and
 - 3. The 2019 Operating Budget of 5.33% be included in the Consolidated 5 Year Financial Plan (2019-2023).


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

Att: 13

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

Executive summary

As part of the 2019 budget process, there were significant requests for external senior government related increases and additional levels of service from police and fire rescue for this five year planning period that needed to be considered collectively, including:

- The Provincial Government's new Employer Health Tax,
- The Federal Government's enhancements to the Canada Pension Plan, and
- Council's Safe Community Program priority, including additional RCMP Officers, additional municipal staff to support the RCMP Detachment and additional firefighters.

The proposed 2019 budget includes the following components:

Budget Component	Amount (in \$'000s)	Tax Impact
1. Same Level of Service Increase – meets LTFMS target (pages 11-13)	\$3,250	1.50%
2. External Senior Government Related Increases (pages 13-14)	2,987	1.38%
3. Previously Approved Expenditures (pages 15-16)	1,113	0.51%
4. Operating Budget Impact from 2019 Capital Budget (pages 16-17)	402	0.18%
5. Investment in Community Facilities Infrastructure (Transfer to Reserves) (pages 17-18)	2,167	1.00%
6. City Wide Additional Levels (Attachment 10) (pages 18 and 68-69)	150	0.07%
7. Safe Community Program – 107 policing and fire rescue positions phased-in over three years (pages 18-20)	4,465	2.06%
8. Less: Rate Stabilization (page 21)	(2,969)	(1.37%)
Proposed 2019 Operating Budget Increase	\$11,565	5.33%

1. Same Level of Service Increase

Council's Long Term Financial Management Strategy (LTFMS) policy is that "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." Vancouver's CPI forecast for 2019 is 2.20% and therefore this policy target is met as the proposed same level of service increase is 1.50%. The main cost driver for the 2019 increase across all City divisions is the salary and step increases in accordance with collective agreements. Another significant driver of the same level of service increase is the RCMP contract increase for the existing complement of RCMP officers.

2. External Senior Government Related Increases

The Provincial Government announced that it would be replacing the current system of subsidizing the health care system through collecting individual Medical Services Plan (MSP) premiums with a new Employer Health Tax (EHT), effective 2019. The estimated budget impact to the City is \$2.56M for a 1.18% tax impact.

The Federal Government announced enhancements to the Canada Pension Plan (CPP) which would be phased-in gradually starting in 2019 through 2025. The full impact through 2025 results in a budget increase of \$2.5M, with \$0.3M estimated for 2019 for a 0.14% tax impact.

Federal Government changes to the Municipal Officers' Expense Allowance take effect in 2019 which results in 1/3 of salaries and benefits for council members no longer being tax-free. The estimated budget impact as a result of this change is \$0.13M for a tax impact of 0.06%.

3. Previously Approved Expenditures

In the 2018 Budget, Council approved 16 additional RCMP Officers and 3 municipal employees to support the RCMP Detachment with the tax impact fully offset by the Rate Stabilization Account (RSA), thus deferring the 1.05% tax impact to the future. These officers have been received at the RCMP Detachment and the municipal employees have been hired as of the end of the 2018 calendar year and therefore ongoing funding is required in the 2019 budget.

In summary, the amounts previously approved by Council that require funding in the 2019 budget include:

- 16 RCMP Officers and 3 Municipal Employees to support the RCMP Detachment (approved in the 2018 Budget) - \$2.28M (1.05% tax impact). This amount is included in the Safe Community Program under item 7.
- An Emergency Program Neighbourhood Preparedness Program Assistant (approved in the 2018 Budget) - \$0.1M (0.05% tax impact)
- Richmond Public Library – Expanded Senior Services (approved in the 2018 Budget) - \$0.2M (0.09% tax impact)
- Minoru Centre for Active Living expanded programming (estimated amount approved in the 2014 Budget and detailed service levels approved by Council on November 14, 2016) - \$0.6M (0.27% tax impact)
- Operation and maintenance costs of developer contributed assets that will be transferred to the City in 2019 (approved by Council through various development and rezoning applications detailed in Attachment 9) - \$0.2M (0.10% tax impact)

4. Operating Budget Impact from the 2019 Capital Budget

Operating Budget Impacts (OBI) from the 2019 Capital Budget in the amount of \$1,208,320 (excluding Utility projects) are proposed to be phased-in over three years, which amounts to \$0.4M or a 0.18% tax impact.

5. Investment in Community Facilities Infrastructure

Civic buildings, including recreation facilities, fire halls, community centres and other public amenities are important to ensure the safety, upkeep and well-being of the community.

Council's Long Term Financial Management Strategy (LTFMS) has a policy to increase 1% transfer to reserves to fund community infrastructure replacement needs. This reserve funds the replacement of buildings, such as Fire Hall 1 which opened in 2018. The Minoru Centre for Active Living is currently under construction and is anticipated to open in 2019. In 2018, Council approved Major Facilities Phase 2 which includes the Animal Shelter, Lawn Bowling Clubhouse, Phoenix Net Loft, and Steveston Community Centre and Branch Library. This

reserve fund is also largely utilized to fund major repairs for all City owned buildings, including Watermania and Gateway Theatre, to ensure community buildings remains safe and operational.

It is recommended to continue with Council's LTFMS and transfer an additional 1% into the capital reserves to replenish the funds spent on completed projects, as well as to bolster the funds available for required capital projects in the future years. It is important to recognize that a significant portion of reserve balances are committed to active projects. The reserve balances are drawn down on a cash basis (i.e. when spent), not as projects are approved. Therefore it is prudent to ensure funding is in place for future investments, such as the Steveston Community Centre and Branch Library.

6. City Wide Additional Levels

As summarized in Attachment 10 and the table below, only two additional levels requests have a tax impact, both of which were endorsed by Council to include in the budget, namely the OBI for the Council approved City Centre Police Office, and to incorporate the Sister City Program, which has been funded through Rate Stabilization in recent years, into the ongoing base budget. The remaining additional levels of service are funded through reallocations of existing resources or through an increase in program revenues, thus resulting in no tax impact.

Additional Level	Amount (in \$'000s)	Tax Impact
RCMP City Centre Community Police Office Operating Budget Impact	\$90	0.04%
Sister City Program	60	0.03%
Total Additional Levels (Attachment 10)	\$150	0.07%

7. Safe Community Program

Council's Safe Community Program includes 107 new police and fire personnel, including:

- 16 RCMP Officers and 3 Municipal Employees to support the RCMP Detachment which were approved by Council in the 2018 budget as mentioned in the Previously Approved Expenditures item, but funding was deferred to 2019 therefore this is included as part of the Safe Community Program.
- 35 additional RCMP Officers and 17 additional Municipal Employees to support the RCMP Detachment, with funding to be phased-in over three years (2019-2021).
- 36 firefighters, including 12 for Steveston / Seafair and 24 for City Centre/Brighthouse, with funding to be phased-in over seven years (2020-2026).

To enhance community safety, it is proposed to fund 107 positions (51 RCMP Officers, 20 municipal employees to support the RCMP Detachment, and 36 Firefighters).

8. Rate Stabilization

Recommended Budget Option 4 proposes to utilize the Rate Stabilization Account (RSA) to reduce the impact of the additional operating costs, which will gradually be phased out over four years.

Staff Report

Origin

Subsection 165(1) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The 2019 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 2019 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.*

This report also supports Council's 2014-2018 Term Goal #1 A Safe Community:

Maintain emphasis on community safety to ensure Richmond continues to be a safe community.

- 1.1. Policy and service models that reflect Richmond-specific needs.*
- 1.2. Program and service enhancements that improve community safety services in the City.*
- 1.3. Improved perception of Richmond as a safe community.*

Council's 2014-2018 Term Goals are summarized in Attachment 1.

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 2019 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 in accordance with Council's Budget & 5-Year Financial Plan Preparation Policy. Please refer to Attachment 3 for the 2019 Budget Cycle.

Environmental Scan

Economic Outlook

Overall, housing starts show nominal growth over the last five years, though the trend has been towards decreasing starts since a high of over 3,000 in 2014. A 48% year-to-date growth in housing starts in 2018 compared to 2017, suggests that housing market demand fundamentals remain solid in the near term. However, rising interest rates may offset such possible uptick in future demand.

An otherwise steady-state performance in building activity over the last five years is being transformed into an upward trend by a record nearly \$1 billion in construction value of building permits in 2015. While the year to date Q3 construction value of \$693 million is not quite as high as the 2015 value of \$750 million, it is well above last year's \$524 million, positioning 2018 to finish at par or higher than the \$712 million average annual construction activity over the previous five years.

Please refer to Attachment 4 for further information on the Economic Outlook.

Taxation

When compared to the 21 municipalities in Metro Vancouver, the 2018 average residential home in Richmond ranks as the 9th highest in average assessment value of \$1.094M while having the 5th lowest average municipal taxes of \$1,657. Approximately 50% of the tax bill comprises of levies collected for other taxing jurisdictions including Translink, School Board, Metro Vancouver, BC Assessment and Municipal Finance Authority. City Council has no control over the rate of increase of levies. Within the comparator group, Richmond continues to have the 2nd lowest municipal tax for the average residential assessment. Please refer to Attachment 5 for a comparison of all Metro Vancouver municipalities.

With significant increases in residential assessments in comparison to the moderate increases in business assessments in the region, overall residential tax rates across the Metro Vancouver municipalities decreased greater than business tax rates. As a result, business to residential tax ratios for 2018 are lower than the prior year. Richmond's business to residential tax ratio decreased from 3.57 in 2017 to 3.19 in 2018. Richmond's ranking improved by dropping from the 10th highest position in 2017 to the 13th highest in 2018, aligning with Council's goal of

being in the middle in comparison to other municipalities in this regard. However, Richmond is the lowest in business to residential tax ratio when compared to our comparator group.

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 2018 allocation.

Table 1 – Casino Funding Allocation (in \$000s)

Casino Funding	Allocation	2019 Budget	2018 Budget
Capital Reserve	30%	\$4,950	\$4,950
Grants	15%	2,475	2,475
Council Community Initiatives Account	2%	330	330
Debt Servicing	Fixed	5,000	5,000
Operating (RCMP)	4 Officers	706	687
Capital Building Infrastructure Reserve	Remainder	3,039	3,058
Total		\$16,500	\$16,500

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.

Please refer to Attachment 6 for a full analysis of the LTFMS.

Financial Position

Vulnerability – In 2017, Senior Government level transfers amount to 5.0% 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 2017, Richmond's financial assets (cash, investments, receivables, etc.) to liabilities ratio is 2.7 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 aging infrastructure; however, this could result in repair/refurbishment costs that exceed the life cycle cost of replacing the aging assets.

Flexibility – Table 2 shows the 2017 Net Book Value of Capital Assets to Cost is 68.3% (56.3% excluding land) which indicates that the City's assets are aging and future replacement or increased repairs and maintenance will be required.

Table 2 – Net Book Value to Cost (in \$millions)

2017 Tangible Capital Assets	NBV	Cost	Ratio
Land	\$905	\$905	100.0%
Tangible Capital Assets (Excluding Land)	1,347	2,394	56.3%
Total Tangible Capital Assets	\$2,252	\$3,299	68.3%

Uncommitted Reserve Balances

As at November 30 2018, the City has \$297.9M 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 November 30, 2018 (in millions)
Building Reserves	\$60.0
General Reserve	73.8
Utility Reserves	94.5
Other specific purpose reserves	69.6
Total Uncommitted Reserve Balance	\$297.9

The uncommitted funding available in Building Reserves (Capital Building and Infrastructure Reserve and Leisure Facilities Reserve) is \$60.0M. Phase 1 of the Major Facilities Replacement Plan (including City Centre Community Centre, Fire Hall 1, Minoru Centre for Active Living) was \$124.1M and the funding from the building reserves has been fully allocated.

The General Reserve (i.e. Revolving and Industrial Use Fund) is utilized to fund land acquisitions, 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 projects funded by Development Cost Charges. This reserve has also been relied upon to fund the Major

Facilities projects due to insufficient amounts in the Building Reserves, therefore, funding of other City programs are affected.

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.

The Long Term Financial Management Strategy policy requirement is to add 1% transfer to the Capital Building and Infrastructure Reserve each year until the optimal annual level of reserve funding is reached. Council has successfully implemented this policy in the majority of years since the inception of the policy and has allowed the City to deliver replacement of facilities in Phase 1 of the Major Facilities Replacement Plan. In certain years the 1% transfer to reserve has been reduced or waived in order to maintain stable tax increases.

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, community centres, etc. Richmond has additional complexities with the diking system that is unique to our island city.

Funding is required for maintaining aging facilities and replacement of major facilities. In addition, for expanded or repurposed facilities, there is a tax impact from the associated OBI which may include additional heat and electricity to operate the building as well as additional staff to expand the current programs offered within the new facility.

There is also a significant demand for enhanced community safety including additional level requests Richmond Fire Rescue and from the RCMP for additional officers and municipal staff to support the RCMP Detachment.

The downloading of services previously provided by senior levels of government such as first responders, affordable housing, mental health services 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:

- Community Safety
- Community Services
- Corporate Administration
- Engineering and Public Works

- Finance and Corporate Services
- Planning and Development

Please refer to Attachment 7 for the Municipal Breakdown of \$1.

Operating Budget

The All Divisions summary included in Attachment 8 shows the City's base operating budget which totals \$321.1M. Since the City delivers a vast array of services and programs, labour is a significant component of the budget (47%). Contracts represent 22% of the base operating budget, which is largely due to the RCMP contract.

The base operating budget is primarily funded by property tax (70%). Community User Fees were increased by 2.2%, where possible through the Consolidated Fees Bylaw, effective January 1, 2019.

1. Same Level of Service Increase

Council's Long Term Financial Management Strategy (LTFMS) policy is that the tax increase to maintain current programs and maintain existing infrastructure at the same level of service will be at Vancouver's CPI rate. Preliminary Vancouver CPI forecasts from the Conference Board of Canada is estimated at 2.2% for 2019. In comparison, the Municipal Price Index is estimated at 4.5%. The same level of service increase as shown in Table 4 is 1.50%, therefore this policy target is met.

Table 4 presents the net base budget by department/division for 2018 and the proposed net base budget to deliver the same levels of service in 2019, before external senior government related increases. This includes non-discretionary increases only as supported by contracts and agreements and does not include any 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)

Department/Division	2018 Adjusted Net Base Budget	2019 Proposed Net Base Budget	Amount Change	Per Cent Change	Tax Impact
Policing	\$48,077	\$50,149	\$2,072	4.31%	0.97%
Fire Rescue	35,473	36,732	1,259	3.55%	0.58%
Community Safety - Other	(1,020)	(985)	(35)	(3.33%)	0.02%
Community Safety Total	\$82,530	\$85,896	\$3,366	4.08%	1.56%
Community Services	41,441	42,319	878	2.12%	0.41%
Library	9,346	9,651	305	3.26%	0.14%
Community Services including Library	\$50,787	\$51,970	\$1,183	2.33%	0.55%
Engineering and Public Works	37,105	37,767	662	1.79%	0.31%
Finance and Corporate Services	23,815	24,223	408	1.71%	0.19%
Corporate Administration	10,166	10,366	200	1.97%	0.09%
Planning and Development	5,526	5,365	(161)	(2.90%)	(0.07%)
Fiscal	(209,929)	(209,837)	92	(0.04%)	0.04%
Same Level of Service Increase	\$-	\$5,750	\$5,750		2.65%
Less: Estimated 2019 New Tax Growth		(2,500)	(2,500)		(1.15%)
Same Level of Service Increase After Growth		\$3,250	\$3,250		1.50%

Key Financial Drivers

The largest cost driver of the same level of service budget is the RCMP contract increase to maintain the existing complement of RCMP officers.

Another cost driver for the 2019 increase across all City divisions is the salary and step increases in accordance with collective agreements. CUPE 718 and 394 collective agreements were ratified in 2017 and settled at 2.0% for 2019.

The Richmond Firefighters Association (RFFA) collective agreement is settled at 2.5% until 2019.

The combined costs for RCMP and Fire Rescue, including the E-Comm contract increase is \$3.4M.

Table 5 – 2019 Key Financial Drivers

Cost Breakdown	Amount (in 000's)
RCMP - Contract Increase ¹	\$2,076
Salaries and Benefits Increase – City-Wide ²	1,699
Salaries and Benefits – Fire Rescue ³	1,178
2018 OBI Year 2 of 2	495
E-Comm Contract increase	181
Other Increases	121
Net Budget Increase	\$5,750

Sources:

¹ RCMP E Division² CUPE 718 and 394 collective agreements³ RFFA, Local 1286

Tax Growth

New tax growth projections are based on “non-market change” figures provided by BC Assessment Authority. Non-market change is the term BC Assessment Authority uses for changes to the municipal roll value that is not a result of market conditions. Non-market change could include: changes in assessment class, exempt properties that become taxable in the following year or taxable properties that become exempt in the following year and developments under construction. 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 2019 is estimated at \$2.5M.

2. 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.”

In accordance with Council policy, these items are identified and included in the tax increase above and beyond the CPI target as summarized in Table 6.

Table 6 – External Senior Government Related Increases (in \$000s)

Legislating Body	Amount	Tax Impact
Provincial Government	\$2,560	1.18%
Federal Government	427	0.20%
Total	\$2,987	1.38%

Employer Health Tax

The Provincial Government announced that it would be replacing the current system of subsidizing the health care system through collecting individual Medical Services Plan (MSP) premiums with a new Employer Health Tax (EHT), effective January 2019.

Employer Health Tax of 1.95% takes effect in January 2019. However, while MSP premiums were reduced by 50 per cent commencing in January 2018, they will not be eliminated until January 1, 2020. As such, both MSP premiums and the EHT will be payable in 2019.

The estimated budget impact in 2019 for the new Employer Health Tax is \$2.56M or a 1.18% tax impact. The estimated amount of 2019 MSP Premiums for the City is \$0.75M and the Library is \$60k. As this is the final year for this premium, it is recommended to rate-stabilize the amount of \$0.8M.

Canada Pension Plan Enhancement

Starting in 2019, the Canada Pension Plan (CPP) will be gradually enhanced. This means the employee will receive higher benefits in exchange for making higher contributions. The CPP enhancement will only affect employees, as of 2019, that work and make contributions to the CPP.

Employers will pay the same increase in contributions as their employees. The estimated budget impact in 2019 is \$0.30M or a 0.14% tax impact. Future year impacts of this enhancement will continue through 2025 estimated to \$0.3-\$0.4M per year.

Municipal Officers' Expense Allowance

For 2019 and later tax years, non-accountable allowances paid to elected officers will be included in their income. This change was stated in the 2017 federal budget, which received royal assent on June 22, 2017 (Bill C-44).

This means that Council will no longer receive 1/3 of their salaries and benefits tax free effective January 2019. The reimbursement of employment expenses will remain a non-taxable benefit to the recipient.

The estimated budget impact in 2019 is \$127k or a 0.06% tax impact.

3. Previously Approved Expenditures

There are two types of previously approved amounts in Table 7 that are included in the 2019 budget:

- i. Amounts deferred or gradually phased-in to the budget
- ii. OBI of Developer Contributed Assets negotiated through development

Table 7 – 2019 Previously Approved Expenditures (in \$000s)

Previously Approved Expenditures	Amount	Tax Impact
Emergency Programs Assistant and Expanded Library Services	303	0.14%
Minoru Centre for Active Living – OBI Phase-in	600	0.27%
2019 Developer Contributed Assets OBI	210	0.10%
Subtotal	\$1,113	0.51%
Safe Community Program: 16 RCMP Officers and 3 Municipal Employees to support the RCMP Detachment	\$2,276	1.05%
Total including Safe Community Program	\$3,389	1.56%

Previously Approved RCMP Additional Level Requests

In the 2018 budget, 16 additional RCMP Officers and 3 Municipal Employees to support the RCMP Detachment were approved. Due to the time required to hire and train new officers, the tax impact was fully rate stabilized to align with the timing of when the officers were expected to be deployed. Therefore, the tax impact was deferred and needs to be funded in the 2019 Budget for \$2.2M or a 1.05% tax impact.

Previously Approved City-Wide Additional Level Requests

At the Council meeting held on December 11, 2017 the following resolution was passed for the 2018 budget:

The ongoing additional levels for the Emergency Program Neighbourhood Preparedness Program Assistant (\$100,125) and the Richmond Public Library – Expand Senior Services (\$203,004) for a total of \$303,129 be approved and that the Rate Stabilization Account be used to pay for those additional levels.

The funding required for the Emergency Program Neighbourhood Preparedness Program Assistant and the Richmond Public Library expanded senior services which was deferred is \$0.3M or a 0.14% tax impact.

Previously Approved Operating Budget Impacts of Major Facilities Phase 1

In the 2014 Budget, a Major Facilities Phase 1 Operating Budget Impact (OBI) phase-in plan was approved, resulting in \$600,000 incremental budget added each year until 2020 to provide funding for:

- the new City Centre Community Centre
- expanded Fire Halls 1 and 3, and
- the expanded replacement of the Older Adults Centre
- the expanded replacement of the Minoru Aquatics Centre.

This OBI phase-in plan was amended on November 14, 2016 through the Minoru Centre for Active Living service levels. The final years of this OBI phase-in plan relates to funding for expanded programming at the Minoru Centre for Active Living.

The 2019 amount for the Major Facilities OBI phase-in is \$0.6M for a 0.27% tax impact.

OBI Associated Developer Contributed Assets

Developer contributed assets that were previously approved by Council as part of development applications or rezoning approvals will be placed in service in 2019 and will require funding for ongoing operation and maintenance. These assets include road, water, sanitary and sewer infrastructure, traffic lights, and parks. As these assets become part of the City's inventory of assets to manage, additional operating budget funds are required to ensure the same level of service is maintained for the City's growing infrastructure.

2019 Developer Contributed Assets OBI amounts to \$0.2M or a 0.10% tax impact as detailed in Attachment 9.

4. Operating Budget Impact from the 2019 Capital Budget

The 2019 Capital Plan includes new and expanded infrastructure and equipment which also requires operating funds to maintain. The 2019 Capital Budget total is \$111,333,702. The OBI associated with the 2019 Capital program is \$1,229,320. Table 8 presents the 2019 OBI by Capital program. Of this amount \$21,000 is associated with utility projects and will be included in future utility budgets. These impacts will be phased in over three years to align with the expected completion of the projects.

2019 Capital OBI in the amount of \$1,208,320 is proposed to be phased-in over three years, which amounts to \$0.4M or a 0.18% tax impact as shown in Table 9.

Table 8 – Recommended 2019 Funding and OBI by Program (in \$ '000s)

Program	Amount	OBI	Tax Impact
Infrastructure	\$37,799	\$338	0.15%
Land	10,000	-	-
Parks	11,820	197	0.09%
Internal Transfers/Debt Payment	12,214	-	
Equipment	12,277	335	0.15%
Building	20,916	349	0.16%
Public Art	563	10	0.01%
Affordable Housing	775	-	-
Child Care	160	-	-
Contingent External Contribution	10,000	-	-
Total 2019 Capital Funding & OBI	\$116,524	\$1,229	0.56%
Less: Utility Budget Impact		(21)	(0.01%)
2019 OBI - to be phased in over 3 years		\$1,208	0.55%

On September 26, 2016 Council endorsed the City Centre Community Centre North facility which would require additional funds to be added to the operating budget. In the 2017 budget, a phase in plan was approved for the City Centre Community Centre North OBI estimated impact of \$1.42M minimizing the tax impact to approximately 0.18% each year until 2020. However, the facility is not expected to open until 2022 or later. Therefore, it is recommended to suspend the phase-in of this OBI as it can be completed over years 2020 through 2022.

Table 9 – Operating Budget Impact from 2019 Capital Budget (in \$000s)

Capital Operating Budget Impacts	Amount	Tax Impact
2019 Capital Program OBI Year 1 of 3	\$402	0.18%
City Centre Community Centre North OBI Phase-in	-	-%
Total	\$402	0.18%

5. Investment in Community Facilities Infrastructure (Transfer to Reserves)

Civic buildings, including recreation facilities, fire halls, community centres and other public amenities are important to ensure the safety, upkeep and well-being of the community.

Council's Long Term Financial Management Strategy (LTFMS) has a policy to increase 1% transfer to reserves to fund community infrastructure replacement needs. This reserve funds the replacement of buildings, such as Fire Hall 1 which opened in 2018. The Minoru Centre for Active Living is currently under construction and is anticipated to open in 2019. In 2018, Council approved Major Facilities Phase 2 which includes the Animal Shelter, Lawn Bowling Clubhouse, Phoenix Net Loft, and Steveston Community Centre and Branch Library. This reserve fund is also utilized to fund major repairs for all City owned buildings, including Watermania and Gateway Theatre, to ensure community buildings remains safe and operational.

It is recommended to continue with Council's LTFMS and transfer an additional 1% into the capital reserves to replenish the funds spent on completed projects, as well as to replenish the funds that are committed to approved capital projects which are in progress. It is important to recognize that a significant portion of reserve balances are committed to active projects. The reserve balances are drawn down on a cash basis, not as projects are approved. Therefore it is prudent to ensure funding is in place for future investments, such as the Steveston Community Centre and Branch Library.

6. City Wide Additional Levels

Additional level submissions have been prioritized and reviewed by the Senior Management Team (SMT) and the CAO. Only high priority items are recommended to be added to the base budget. For 2019, 20 additional level submissions (excluding RCMP and Fire Rescue positions) have been received totaling \$1,298,595. After reviews and discussions, seven are recommended by SMT and the CAO with only two submissions having a tax impact of \$149,828. Please refer to Attachment 10 for the list of recommended additional levels and Attachment 11 for the list of not recommended additional levels.

7. Safe Community Program

RCMP

Based on population, Richmond has fewer police officers than its peer group. Richmond currently has a police officer to population ratio of 1:970. According to the Municipal Police Statistics for 2015, Richmond has the lowest RCMP cost per capita compared to its peer group. RCMP has devised a 3 Year Resource Plan to take into account the current and future police resource challenges and demands.

In 2018, 16 additional officers and 3 municipal employees were added to directly support the RCMP Detachment, which was fully rate stabilized, thus deferring the tax impact to 2019.

Table 10 presents the RCMP additional level requests approved in 2018 and summarizes the Three Year Resource Plan for 2019-2021.

Table 10 – Summary of RCMP Additional Resource Requirements 2018-2021

Year	Police Officers	Municipal Employees	Amount (in \$'000s)	Tax Impact
2018	16	3	\$2,276	1.05%
2019	19	10	3,722	1.72%
2020	12	5	2,105	0.97%
2021	4	2	741	0.34%
Total	51	20	\$8,844	4.08%

Refer to Attachment 12 for further details of the RCMP Three Year Resource Plan.

The capital and one-time costs associated with the new positions amounts to \$839,519 and is proposed to be funded from the Rate Stabilization Account. This amount is for vehicles, equipment, and other one-time costs for 35 RCMP Officers and 17 Municipal Employees to support the RCMP Detachment. The one-time capital costs for the 16 RCMP Officers and 3 Municipal Employees approved in 2018 were funded by the Rate Stabilization Account in 2018.

Fire Rescue

On December 12, 2016, Council approved one-time funding for the Richmond Fire Rescue Plan Update. On May 23, 2017, it was announced that ORH Ltd was retained to conduct an Optimal Deployment Review for Richmond Fire-Rescue. Based on the consultant's report, in order to maintain the current levels of service a Rescue Company consisting of 12 firefighters will be required in the Steveston/Seafair area by 2023 and an Engine Company consisting of 24 firefighters in the City Centre/Brighthouse area will be required by 2027.

Therefore, Council directed staff to:

- Create a comprehensive and time sensitive implementation plan in time for the 2019 budget process
- Submit capital and operating budget requests for consideration by Council beginning in the year 2019 extended through the year 2024 budget cycles to add an additional rescue vehicle and staffing
- Analyze the needs and priorities for 36 more firefighters taking into account alternative implementation options for phasing in new firefighters

Refer to Attachment 13 for a summary of the RFR additional levels request.

Table 11 summarizes the full cost of the recommended additional level requests, before consideration of a phase-in plan.

Table 11 – Summary of Additional Level Expenditure Requests (in \$000s)

Additional Level Expenditure Requests		Tax Impact (%)
City Wide Additional Levels – Recommended (Attachment 10) (pages 66-67)	\$150	0.07%
35 Additional RCMP Officers	5,323	2.46%
17 Additional Municipal Employees to support RCMP	1,245	0.57%
36 Firefighters	6,024	2.78%
Total Additional Level Expenditures	\$12,742	5.88%

Phase-in Plan

As a result of Council's direction, various implementation options were considered for the deployment of 36 additional firefighters. Two phase-in options are brought forward for Council's consideration as part of the 2019 Proposed Operating Budget:

- i) An accelerated implementation plan which is 3-6 years ahead of demand (Budget Options 1 and 2 from Table 14)

Under Budget Options 1 and 2, funding for 36 additional firefighters is phased-in over three years (2019-2021).

- ii) Implementation aligned with timing of increased demand (Budget Options 3 and 4 from Table 14)

Under Budget Options 3 and 4, funding for 36 additional firefighters is phased-in over seven years, starting in 2020 through 2026. The budget options are discussed further under the header Budget Options on page 21.

Hiring will be the responsibility of the department to implement in the most effective manner for the operational area. The capital and one-time costs associated with the new positions amounts to \$2,541,276 and is proposed to be funded in 2019 from RSA to enable commencement of the procurement process. This amount is for fire rescue vehicles, personal protection equipment, minor renovations to Fire Hall 2 to accommodate additional firefighters, and other one-time costs.

It is proposed to phase-in funding for the Safe Community Program in 2019-2026 as follows:

- 51 RCMP officers and 20 municipal employees to support the RCMP Detachment phased-in over 3 years (2019-2021)
- 36 firefighters phased-in over 7 years (2020-2026)

Table 12 summarizes the 2019 funding requirement of the Safe Community Program in 2019.

Table 12 – Safe Community Program – 2019 Funding Requirement (in \$000s)

Safe Community Program		Tax Impact (%)
Ongoing costs:		
16 RCMP Officers and 3 MEs to support the RCMP (to fund in 2019)	\$2,276	1.05%
35 Additional RCMP Officers (Year 1 of 3)	1,774	0.82%
17 Additional Municipal Employees to support RCMP (Year 1 of 3)	415	0.19%
36 Firefighters (Phase-in period is 2020-2026)	-	-%
Total Additional Level Expenditures – Ongoing	\$4,465	2.06%
Capital and one-time costs:		
35 Additional RCMP Officers	605	0.28%
17 Additional Municipal Employees to support RCMP	234	0.11%
36 Firefighters	2,541	1.17%
Less: Rate Stabilization of capital and one-time costs	(3,380)	(1.56%)
Total Additional Level Expenditures – Ongoing and One-Time	\$4,465	2.06%

Council has the discretion to change the recommendation for funding any of the additional level requests with resulting tax impacts.

8. Rate Stabilization

Council established a Rate Stabilization Account (RSA) to accumulate surplus and use it to fund one-time costs and to offset any large spikes in the City's annual tax increase allowing for a smoothing of the tax rate in most years. Rate Stabilization is a temporary funding solution to stabilize the 2019 tax increase and therefore, defers the tax increase to future years.

Table 13 summarizes the proposed utilization of the RSA as presented in the following reports:

- 2019 One-time Expenditures
- 2019 Capital Budget
- 2019 Proposed Operating Budget (this report)

Table 13 –Proposed RSA Utilization (in \$000s)

RSA Balance as of November 30, 2018		\$14,633,790
2019 Capital Projects funded by RSA	(5,743,000)	
2019 One-Time Expenditures	(1,315,909)	
Fire Rescue Capital and One-Time Costs for 36 Firefighters	(2,541,276)	
RCMP Capital and One-Time Costs for 35 RCMP and 17 Municipal Staff to support the RCMP Detachment	(839,519)	
Proposed Rate Stabilization (Budget Option 4)	(2,968,835)	
Total 2019 Proposed RSA Utilization		(13,408,539)
Balance After Proposed 2019 Utilization		\$1,225,251

It is proposed to utilize \$3.4M from RSA to fund the capital and one-time costs of the Safe Community Program. If funding was not available to offset these increases, the proposed tax increase would have been higher to cover these required costs.

It is further proposed to utilize \$3.0M to reduce the impact of the 2019 Operating Budget, which results in a decrease in the tax impact of 1.37% as recommended in Budget Option 4, which is discussed in the following section. This would leave a remaining balance of \$1.2M in RSA for other one-time expenditures that may arise before the 2018 surplus is finalized and deposited into the RSA.

Budget Options

SMT and the CAO have done considerable work including conducting a significant number of reviews to achieve a same level of service budget of 1.50% which is below the CPI target of 2.2%, and to provide a recommendation on the requested additional levels of service.

Options 1-4 all include the following:

- 51 RCMP Officers, 20 Municipal Employees to support the RCMP detachment, phased-in over 3 years
- 36 Firefighters including 12 for Steveston/Seafair and 24 for City Centre/Brighthouse

- An increased investment in community infrastructure pursuant to Council's Long Term Financial Management Strategy of 1%.
- Rate stabilization of one-time costs for the transition from MSP to EHT at 0.37%.
- In addition, in 2023 allowance has been established for City wide additional levels.

What varies between the options are the following:

- a. The phase-in period for 36 additional firefighters (highlighted in purple in the following tables)
- b. The amount of additional rate stabilization utilized.(highlighted in green in the following tables)

Accelerated Deployment

Budget options 1 and 2 present the accelerated deployment of 36 additional firefighters, with a phase-in plan of three years from 2019-2021. This option phases-in funding earlier than is required to meet the increased service levels which are expected for Steveston/Seafair by 2023 and City Centre/Brighthouse by 2027.

Budget options 1 and 2 address Council's safety priorities all within this Council Term rather than deferring this to future Councils.

A 3 year phase-in plan would result in a tax impact of 0.94% in each year (2019-2021).

Deployment Aligned with Demand for Increased Service Levels

Budget options 3 and 4 present the deployment of 36 additional firefighters over seven years 2020-2026. Seven years most closely aligns with the timing of expected demand for increased services levels based on the consultant's report, which recommended 12 firefighters for Steveston/Seafair by 2023 and 24 firefighters for City Centre/Brighthouse by 2027. A longer phase-in plan results in a lower tax impact each year. It is recommended for the seven year phase-in period to start in 2020 and end in 2026, which allows time to recruit and train all of the firefighters to ensure readiness for active service by 2027.

Budget options 3 and 4 address Council's safety priorities, however this phase-in period extends into the next Council term, resulting in tax impacts being pre-approved that partially carry into the next term.

A 7 year phase-in plan would result in a tax impact of 0.40% in each year (2020-2026).

Additional Rate Stabilization

Each year that rate stabilization funding is used to offset ongoing expenditures, the amount is added to the subsequent year's "previously approved expenditures" to capture the amount that is deferred to the following year.

Table 14 summarizes the 2019 budget components under each of the four options.

Table 14 – 2019 Budget Options

	Option 1	Option 2	Option 3	Option 4 (recommended)
RCMP Officers / Phase-in period Municipal Employees (MEs) / Phase-in period Firefighters (RFR) / Phase-in period Includes 1% Transfer to Reserves Amount of additional rate stabilization (RSA)	51 RCMP / 3 20 MEs / 3 36 RFR / 3 1% Transfer None	51 RCMP / 3 20 MEs / 3 36 RFR / 3 1% Transfer 1% RSA	51 RCMP / 3 20 MEs / 3 36 RFR / 7* 1% Transfer None	51 RCMP / 3 20 MEs / 3 36 RFR / 7* 1% Transfer 1% RSA
Same Level of Service Increase	1.50%	1.50%	1.50%	1.50%
External Senior Government Related Increases	1.38%	1.38%	1.38%	1.38%
Previously Approved Items:				
Policing (16 Officers and 3 Municipal Employees to support the RCMP Detachment)	1.05%	1.05%	1.05%	1.05%
Others (Minoru Centre for Active Living OBI, Library Senior Services, Emergency Programs)	0.41%	0.41%	0.41%	0.41%
Operating Budget Impact from Developer Contributed Assets	0.10%	0.10%	0.10%	0.10%
Net Increase with Previously Approved Items	4.44%	4.44%	4.44%	4.44%
Operating Budget Impact from 2019 Capital	0.18%	0.18%	0.18%	0.18%
Investment in Community Facilities Infrastructure (Transfer to Reserves)	1.00%	1.00%	1.00%	1.00%
Additional Level Expenditures:				
City Wide	0.07%	0.07%	0.07%	0.07%
Policing Additional Level	1.01%	1.01%	1.01%	1.01%
Fire Rescue Additional Level	0.93%	0.93%	-	-
Less: Rate Stabilization – One-Time for MSP/EHT Transition	(0.37%)	(0.37%)	(0.37%)	(0.37%)
Less: Additional Rate Stabilization	-	(1.00%)	-	(1.00%)
Total Tax Impact	7.26%	6.26%	6.33%	5.33%

* The 7 year phase-in period for 36 additional firefighters begins in 2020 through 2026.

Budget Option 1 (not recommended)

Under this budget option, RCMP and Fire Rescue additional levels are phased-in over 3 years (2019-2021).

This budget option includes the full tax impact of 7.26% in 2019, with rate stabilization of one-time costs only. No additional rate stabilization funding is used in the first year. This would leave the remaining balance in the RSA for unanticipated costs that may arise before the 2018 surplus is finalized and deposited into the RSA. In subsequent years of the five year plan, rate stabilization funding is included at a rate of 1.00% in 2020 and increases to 1.50% in 2021. The rate stabilization funding is not phased out during this 5-year period, thus deferring 1.50% of the additional level impacts to years beyond 2023. This option would need to be reviewed annually, subject to funding available in the RSA.

Table 15 – Budget Option 1

Budget Option 1	2019	2020	2021	2022	2023
Same Level of Service Increase	1.50%	1.50%	0.96%	1.49%	1.91%
External Senior Government Related Increases	1.38%	0.16%	0.16%	0.18%	0.18%
Safe Community Program (3 years)	2.99%	1.94%	1.94%	-%	-%
City Wide Additional Levels	0.07%	0.23%	0.23%	0.23%	1.62%
Previously Approved Expenditures	0.51%	0.25%	1.05%	1.58%	1.59%
Operating Budget Impact from Capital Budget	0.18%	0.58%	0.74%	0.63%	0.56%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
Less: Rate stabilization	(0.37%)	(1.00%)	(1.50%)	(1.50%)	(1.50%)
Proposed Tax Increase	7.26%	4.66%	4.58%	3.61%	5.36%

Budget Option 2 (not recommended)

Under this budget option, RCMP and Fire Rescue additional levels are phased-in over 3 years (2019-2021).

This budget option utilizes an additional 1.0% of rate stabilization, reducing the 2019 tax impact to 6.26%. This option leaves a balance of \$1.2M in the RSA for unanticipated expenditures that may arise before the 2018 surplus is finalized and deposited into the RSA. In subsequent years, this rate stabilization is gradually reduced until it is completely phased out in 2022, and therefore does not defer any tax impacts beyond the year 2022.

Table 16 – Budget Option 2

Budget Option 2	2019	2020	2021	2022	2023
Same Level of Service Increase	1.50%	1.50%	0.96%	1.49%	1.91%
External Senior Government Related Increases	1.38%	0.16%	0.16%	0.18%	0.18%
Safe Community Program (3 years)	2.99%	1.94%	1.94%	-%	-%
City Wide Additional Levels	0.07%	0.23%	0.23%	0.23%	1.62%
Previously Approved Expenditures	0.51%	1.26%	0.75%	0.38%	0.09%
Operating Budget Impact from Capital Budget	0.18%	0.58%	0.74%	0.63%	0.56%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
Less: Rate stabilization	(1.37%)	(0.70%)	(0.30%)	-%	-%
Proposed Tax Increase	6.26%	5.97%	5.48%	3.91%	5.36%

Budget Option 3 (not recommended).

Under this budget option, RCMP additional levels are phased-in over 3 years (2019-2021) and Fire Rescue is phased-in over 7 years (2020-2026).

This budget option includes the full tax impact of 6.33% in 2019, with rate stabilization of one-time costs only. This would leave the remaining balance in the RSA for unanticipated costs that may arise before the 2018 surplus is finalized and deposited into the RSA. In subsequent years of the five year plan, the operating budget does not rely on RSA funding being available, rather it allows any RSA funding to be utilized for required one-time costs that fluctuate from year to year.

Table 17 – Budget Option 3

Budget Option 3	2019	2020	2021	2022	2023
Same Level of Service Increase	1.50%	1.50%	0.96%	1.49%	1.91%
External Senior Government Related Increases	1.38%	0.16%	0.16%	0.18%	0.18%
Safe Community Program (7 years)	2.06%	1.41%	1.41%	0.40%	0.40%
City Wide Additional Levels	0.07%	0.23%	0.23%	0.23%	1.62%
Previously Approved Expenditures	0.51%	0.26%	0.05%	0.08%	0.09%
Operating Budget Impact from Capital Budget	0.18%	0.58%	0.74%	0.63%	0.56%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
Less: Rate stabilization	(0.37%)	-%	-%	-%	-%
Proposed Tax Increase	6.33%	5.14%	4.55%	4.01%	5.76%

Budget Option 4 (recommended).

Under this budget option, RCMP additional levels are phased-in over 3 years (2019-2021) and Fire Rescue is phased-in over 7 years (2020-2026).

This budget option utilizes an additional 1.0% of rate stabilization, reducing the 2019 tax impact to 5.33% and keeps the future year increase more stable as compared to budget option 3. This option leaves a balance of \$1.2M in the RSA for unanticipated expenditures that may arise before the 2018 surplus is finalized and deposited into the RSA. In subsequent years, this rate

stabilization is gradually reduced until it is completely phased out in 2022, and therefore does not defer any tax impacts beyond the year 2022.

This is the recommended option as it addresses Council's safety priorities, and does not defer any rate stabilization to years beyond 2022.

Table 18 – Budget Option 4

Budget Option 4	2019	2020	2021	2022	2023
Same Level of Service Increase	1.50%	1.50%	0.96%	1.49%	1.91%
External Senior Government Related Increases	1.38%	0.16%	0.16%	0.18%	0.18%
Safe Community Program (7 years)	2.06%	1.41%	1.41%	0.40%	0.40%
City Wide Additional Levels	0.07%	0.23%	0.23%	0.23%	1.62%
Previously Approved Expenditures	0.51%	1.26%	0.75%	0.38%	0.09%
Operating Budget Impact from Capital Budget	0.18%	0.58%	0.74%	0.63%	0.56%
Investment in Community Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
Less: Rate stabilization	(1.37%)	(0.70)%	(0.30)%	-%	-%
Proposed Tax Increase	5.33%	5.44%	4.95%	4.31%	5.76%

Financial Impact

Staff recommend the proposed Budget Option 4 with a tax increase of 5.33% as summarized in Table 19.

Table 19 – 2019 Proposed Tax Increase (in \$000s)

Budget Component	Amount (in \$'000s)	Tax Impact
Same Level of Service Increase (meets LTFMS target)	\$3,250	1.50%
External Senior Government Related Increases	2,987	1.38%
Safe Community Program – 107 policing and fire rescue positions	4,465	2.06%
City Wide Additional Levels	150	0.07%
Previously Approved Expenditures	1,113	0.51%
Operating Budget Impact from 2019 Capital Budget	402	0.18%
Investment in Community Facilities Infrastructure (Transfer to Reserves)	2,167	1.00%
Less: Rate stabilization	(2,969)	(1.37%)
Proposed 2019 Operating Budget Increase	\$11,565	5.33%

Conclusion

The 5 Year Financial Plan (2019-2023) is proposed to be based on Budget Option 4 as presented in Table 19.

A handwritten signature in blue ink, appearing to read 'MS' or 'Shiao', is positioned above the printed name.

Melissa Shiao, CPA, CA
Manager, Financial Planning and Analysis
(604-276-4231)
MS:jg

2019 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.



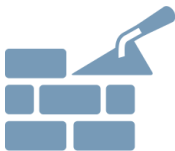
4. Leadership in Sustainability

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 & Marketing		√	
	• Production			√
	• Corporate Planning & Programs		√	
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 (18)	Parks			
	<ul style="list-style-type: none"> Parks Operations (includes Asset Management, Construction & Maintenance, Turf Management, Horticulture, Urban Forestry) 		√	√
	<ul style="list-style-type: none"> Parks Programs (includes Nature Park) 		√	
	<ul style="list-style-type: none"> Parks Planning, Design & Construction 		√	√
	Recreation & Sport			
	<ul style="list-style-type: none"> Community Services Admin. 		√	√
	<ul style="list-style-type: none"> Community Recreation Services (includes community centres) 		√	√
	<ul style="list-style-type: none"> Aquatic, Arena & Fitness Services 		√	√
	<ul style="list-style-type: none"> Sport & Event Services (includes volunteer management) 			√
	<ul style="list-style-type: none"> Planning & Project Services 			√
	Arts, Culture, Heritage, Major Events & Film			
	<ul style="list-style-type: none"> Arts Services (includes Art Gallery, Art Centre, Cultural Centre, Major Events and Film) 			√
	<ul style="list-style-type: none"> Heritage Services 			√
	<ul style="list-style-type: none"> Major Events and Film 			√
	<ul style="list-style-type: none"> Britannia 			√
	Community Social Development			
	<ul style="list-style-type: none"> Social Planning 			√
	<ul style="list-style-type: none"> Affordable Housing 			√

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	<ul style="list-style-type: none"> Diversity & Cultural Services 			√
	<ul style="list-style-type: none"> Child Care Services 			√
	<ul style="list-style-type: none"> Youth Services 			√
	<ul style="list-style-type: none"> Senior Services 			√
Engineering & Public Works (14)	Engineering			
	<ul style="list-style-type: none"> Engineering – Planning 	√	√	
	<ul style="list-style-type: none"> Engineering – Design & Construction 	√	√	
	<ul style="list-style-type: none"> Facility Services 		√	
	<ul style="list-style-type: none"> Capital Building Project Development 			√
	<ul style="list-style-type: none"> Sustainability - District Energy 			√
	<ul style="list-style-type: none"> Sustainability - Corporate Energy 			√
	<ul style="list-style-type: none"> Sustainability - Environmental 			√
	Public Works			
	<ul style="list-style-type: none"> Public Works Administration 		√	√
	<ul style="list-style-type: none"> Health and Safety Program 	√		
	<ul style="list-style-type: none"> Fleet Operations 		√	√
	<ul style="list-style-type: none"> Environmental Programs 		√	√
	<ul style="list-style-type: none"> Roads & Construction Services 	√	√	
	<ul style="list-style-type: none"> Sewerage & Drainage 	√	√	
	<ul style="list-style-type: none"> Water Services 	√	√	

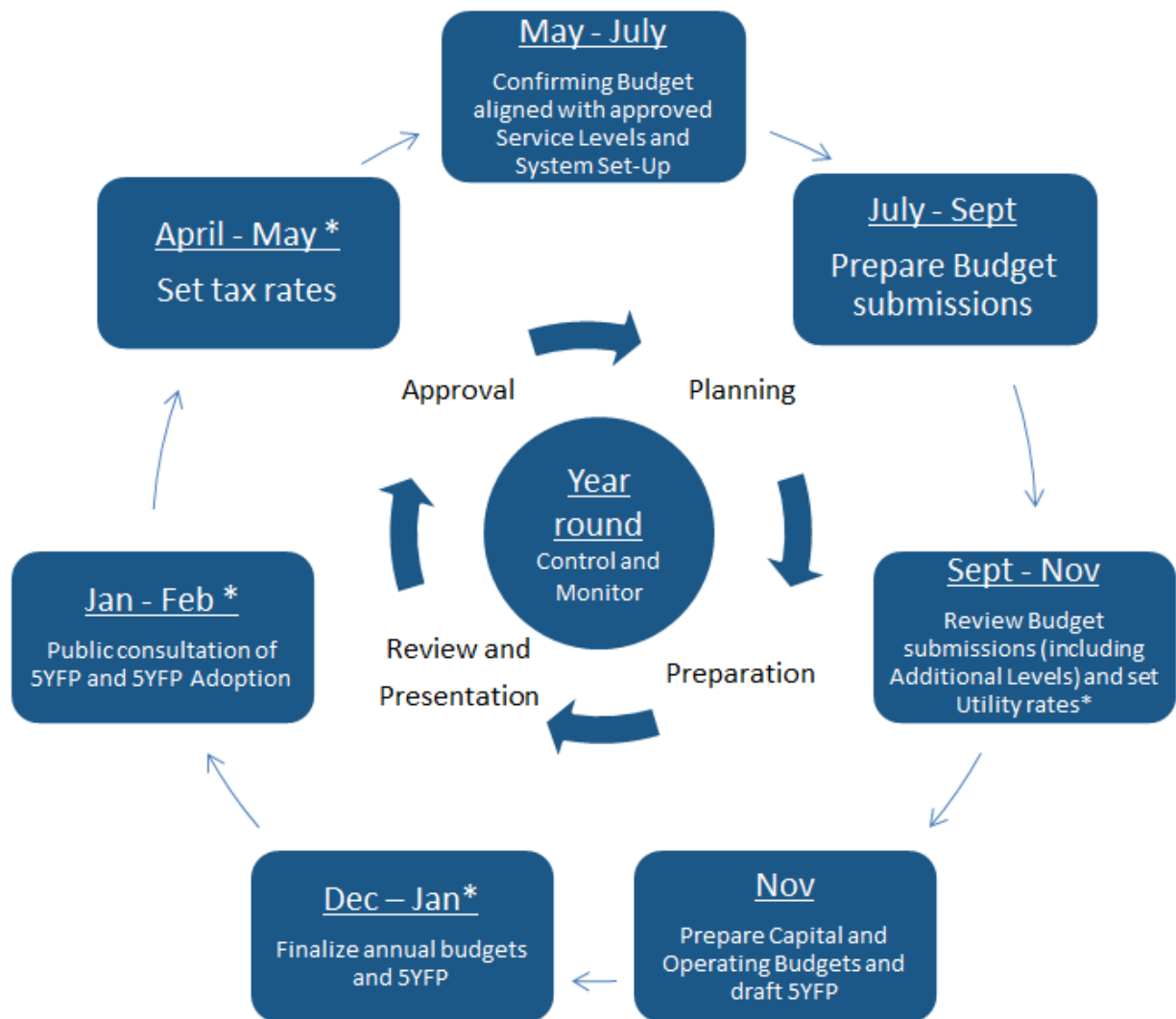
Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
Finance & Corporate Services (26)	Finance			
	• Finance Administration		√	√
	• Financial System and Support		√	√
	• Financial Reporting and Accounts Payable	√	√	√
	• Financial Planning & Analysis	√	√	√
	• Revenue/Taxation	√	√	√
	• Purchasing and Stores		√	√
	• Treasury & Financial Services (includes Accounts Receivable)	√	√	√
	• 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
	Corporate Business Service Solutions			
	• Business Advisory Services		√	√
	• Risk Management			√
	• Economic Development			√
	• Corporate Partnerships			√
	• Customer Service		√	√
	• Corporate Compliance			√
	• Corporate 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 and Education	√	√	√
	Community Bylaws		√	√
	Business Licences		√	√

Division	Department/Sections/Work Units	Types of Service		
		Core	Traditional	Discretionary
	Emergency Programs	√	√	√
	Community Safety Administration		√	√
Planning & Development (8)				
	Transportation			
	• Transportation Planning	√	√	
	• Traffic Operations		√	
	• Traffic Signal Systems		√	
	Building Approvals			
	• Plan Review	√	√	
	• Building, Plumbing & Gas Inspections	√	√	
	• Tree Preservation		√	√
	Development Applications			
	• Developments	√	√	√
	Policy Planning	√	√	
Total = 86		27	59	63

3. 2019 Budget Cycle

2019 Budget Cycle



* Council Involvement

4. Economic Outlook

Businesses contribute almost 45% 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.

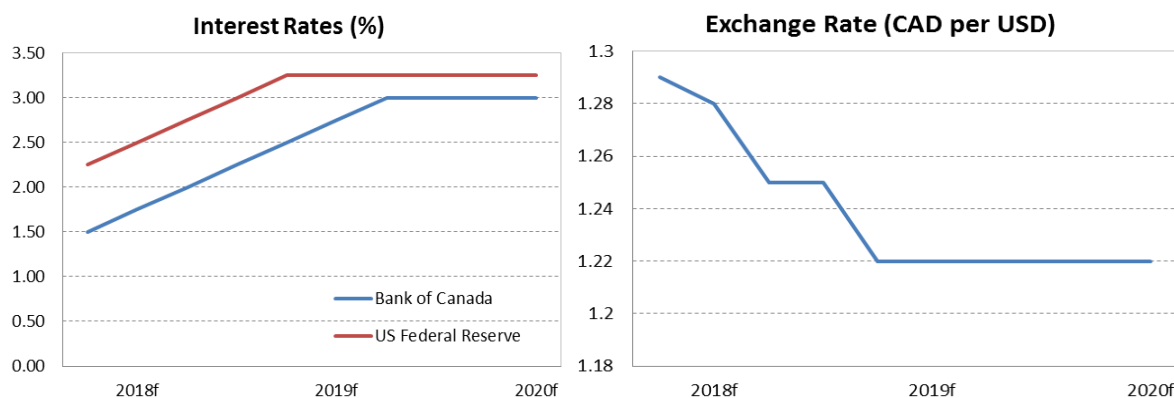
Global, National and Provincial Forecasts

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.

1. Global Forecast

Global growth for 2018–19 is projected to remain steady at its 2017 level of 3.7%, but its pace is less vigorous than projected earlier in the year. The downward revision reflects rising trade barriers and a weaker outlook for some key emerging markets. Beyond the next two years, as output gaps close and monetary policy settings begin to normalize, growth in most advanced economies is expected to decline to potential rates well below the averages reached before the global financial crisis of a decade ago.¹

2. Canadian Forecast²



Facing the build-up of excess demand and rising inflationary pressures, both the US Federal Reserve and the Bank of Canada are expected to gradually raise their policy rates toward 3.0% over the forecast period. Due to NAFTA uncertainty, the Canadian dollar is 7% weaker than its long-run equilibrium driven by the price of oil and the multilateral adjustment of the US dollar. The unwinding of uncertainty regarding NAFTA and global trade war, and a gradual convergence of Canadian interest rates towards the US rates should lead to an appreciation of the Canadian dollar from 1.29 to 1.22 over the forecast period.

¹ Source: International Monetary Fund, World Economic Outlook: Challenges to Steady Growth (October 2018)

² Source: Scotiabank, Forecast Tables (October 15, 2018)

Canadian Economic Indicators	2017	2018f	2019f	2020f
Real GDP	3.0	2.1	2.2	1.8
Consumer Price Index	1.6	2.6	2.4	2.0
Residential Investment	2.8	-0.2	0.6	0.9
Non-Residential Investment	2.7	6.4	2.7	6.2
Unemployment Rate (%)	6.3	5.9	5.8	5.8
Housing Starts (000s)	220	213	202	201

A strong US and global economy are supporting Canada's shift in growth from consumption and housing to investment and exports. Output capacity constraints are prompting Canadian firms to invest in a challenging business climate, with business investment projected to outperform substantially declining residential construction. Modest Canadian economic growth of 2.1% in 2018, 2.2% in 2019 and 1.8% in 2020 is forecast as a result of removal of NAFTA negotiations uncertainty and rising interest rates.

Rising wage pressures are beginning to reflect a constrained labour market, resulting in upward movement in the CPI by over 2% annually over the forecast period. Growth in business investment will continue to drive job creation up, with the unemployment rate declining to 5.8% over the forecast period.

Currently still-high house prices and still-low interest rates will support strong housing starts through 2018. With rising interest rates, housing start levels nation-wide will trend down over the forecast period, to their average level of 200,000 over the previous 5 years.

3. British Columbia Forecast³

British Columbia Indicators	2017	2018f	2019f	2020f
Real GDP	3.9	3.1	2.3	2.8
Consumer Price Index	2.1	2.7	2.0	2.1
Residential Investment	3.4	1.6	-4.6	-1.5
Business Investment ⁴	4.7	10.8	16.3	18.0
Unemployment Rate (%)	5.1	5.0	5.1	5.2
Housing Starts (000s)	43.5	40.5	35.4	34.8

Following four years of robust growth, B.C. GDP growth is expected to moderate below 3%, beginning in 2019. A modest but steady economic growth is expected through 2020, as robust business investment offsets a sharp decline in residential investment and housing starts.

Tight labour market conditions are expected to continue to contain the unemployment rate hovering at a nominal 5% throughout the forecast period. Hourly wages are forecast to climb at 3% annually, after a 4% increase last year.

Province-wide housing starts are past their peak, reflecting a drag from mortgage lending requirements, interest rates and government tax measures. A continuous decline is forecast

³ Source: Central 1 Credit Union, BC Economic Forecast (October 2018)

⁴ Includes both non-residential construction and machinery and equipment

through 2019 and a further decline in 2020 and beyond, with levels headed for their average of 30,000 per year over the last decade.

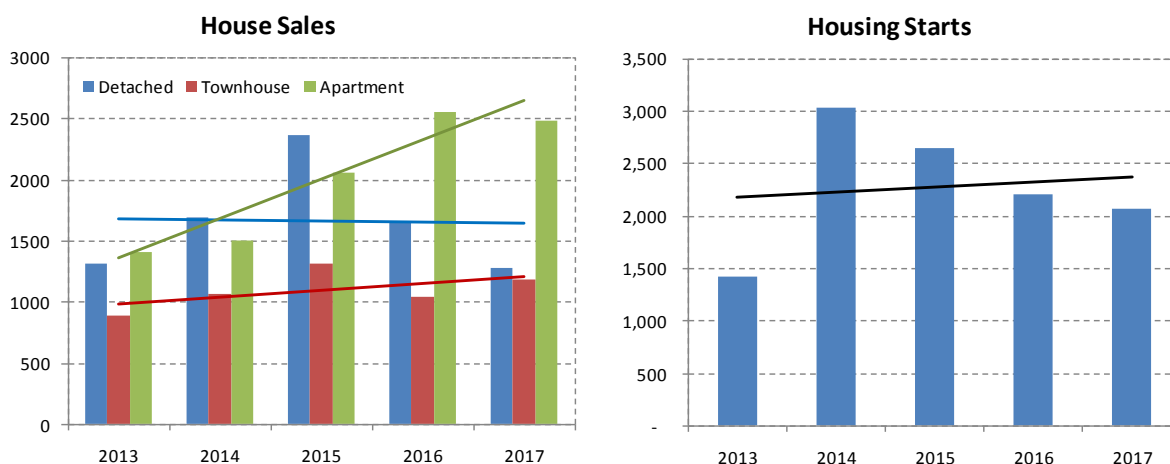
Local Trends⁵

Unlike the rest of Metro Vancouver, where population-serving jobs tend to outweigh population-serving industries, a larger share of Richmond's jobs (60%) 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. Richmond has a regional advantage in the above industries, due to the presence of the port and airport.

After a tepid increase of 1.7% between 2006 and 2011, at 7.8%, Richmond job growth heated up between over the next five year census period and, at 7.8%, Richmond outpaced job growth elsewhere in the region, with the exception of Surrey⁶.

Richmond businesses in core economic sectors have performed well in the last few years, as demonstrated by the following key local economic performance indicators the City tracks on a monthly, quarterly and annual basis.

1. Housing Market



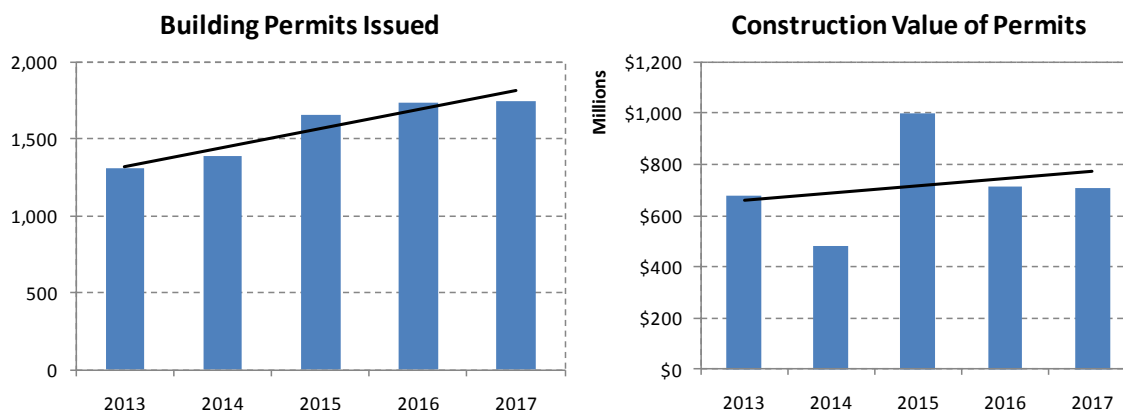
Sales activity has remained robust over the last five years, yet rising interest rates, tightening mortgage rules and government housing affordability measures are indicating a continued cooling in the residential market in the short term. Detached house sales registered a nominal decline in sales and townhouses have registered incremental growth in the last five years. Due to ongoing development in the City Centre, apartment sales have outperformed all other categories, yet tightening market conditions have caught up with this indicator which has begun slowing down in 2017. Year to date figures at the end of Q3 in 2018, compared to 2017, are significantly down (-40%) for detached, (-37%) for townhouses and (-30%) for apartments, indicating a continued downward pressure on house sales.

⁵ Source: Interactive Data, <http://www.businessinrichmond.ca/data-centre/> (unless stated otherwise)

⁶ Source: Statistics Canada, Census 2016

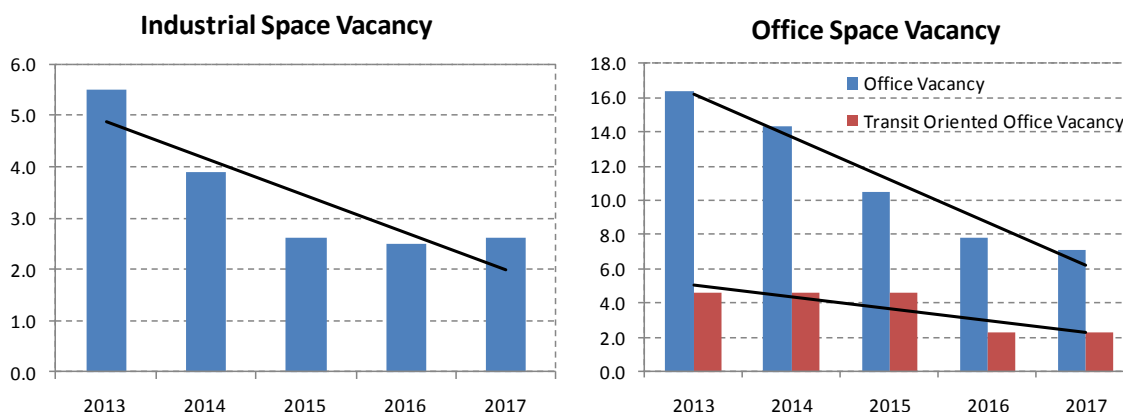
Overall, housing starts show nominal growth over the last five years, though the trend has been towards decreasing starts since a high of over 3,000 in 2014. A 48% year-to-date growth in housing starts in 2018 compared to 2017, suggests that housing market demand fundamentals remain solid in the near term. However, rising interest rates may offset such possible uptick in future demand.

2. Construction Activity



An otherwise steady-state performance in building activity over the last five years is being transformed into an upward trend by a record nearly \$1 billion in construction value of building permits in 2015. While the year to date Q3 construction value of \$693 million is not quite as high as the 2015 value of \$750 million, it is well above last year's \$524 million, positioning 2018 to finish at par or higher than the \$712 million average annual construction activity over the previous five years.

3. Commercial Space



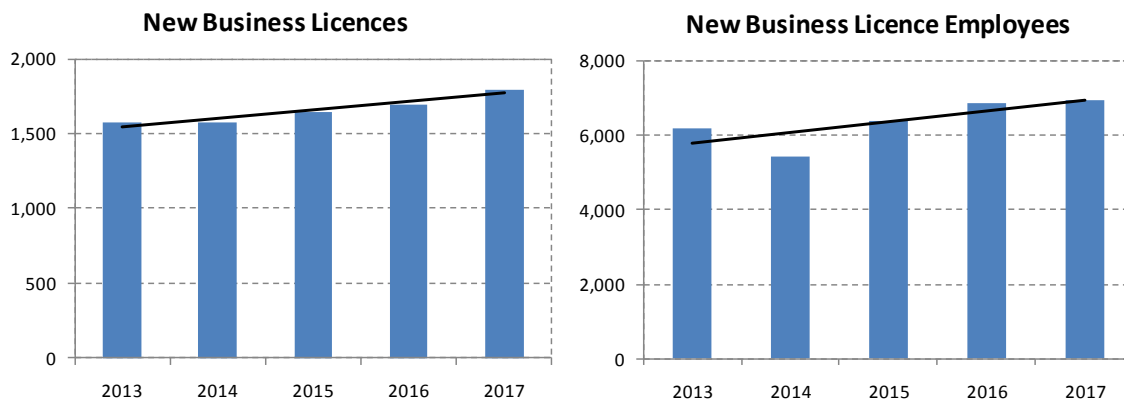
Both the industrial and the office space vacancy rates Richmond have registered a sharp overall decline in the last five years, suggesting substantial business growth and expansion.

Richmond has over 38.5 million square feet of industrial space, which, at 19%, represents the largest share of Metro Vancouver's regional industrial inventory. For the last three years, the industrial vacancy rate has hovered at an unhealthy 2.5% mark, despite a 2% inventory growth within the period. Severe industrial land supply shortages in Richmond and the region remains the number one obstacle for business expansion in the people and goods movement industries, which are sectors of competitive advantage for Richmond. As a result, Richmond has led the

Metro Vancouver region by initiating an industrial land intensification policy project, targeting better utilization and higher productivity of its existing industrial lands for industrial purposes.

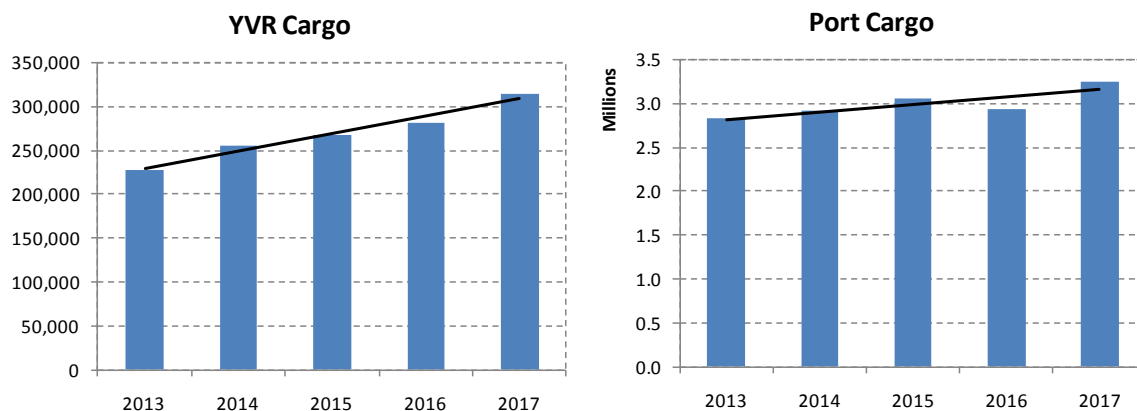
At 4.4 million square feet, Richmond's share of the regional office inventory is 8%, which is the fourth largest after Vancouver, Burnaby and Surrey. Increased leasing activity over the last five years has resulted in a 10% drop in the suburban office vacancies, with absorption attributed primarily to compression in the Vancouver market and organic growth in local businesses. Meanwhile, at 2.3% availability, transit-oriented office space in Richmond is virtually non-existent. Business and employment needs for rapid transit access and proximity to amenities continue to drive demand for office space along the Canada Line. With no office space added in the last 10 years anywhere in Richmond, including the Canada Line corridor, Richmond has eroded its ability to attract highly skilled and highly paid jobs in science, technology, the creative industries and other sectors of future growth.

4. Business Growth



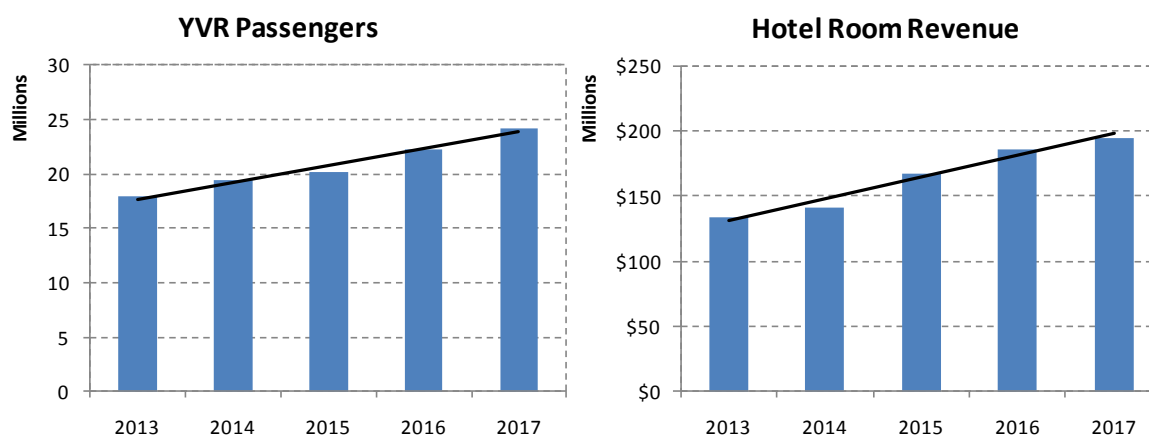
New business licences and associated employment have grown on average at 3.5% and 3.3%, respectively, over the last five years. At between 13,000 and 14,000, growth in total business licences has remained nominal in the last five years, registering an average annual growth rate of 1.6%. These two indicators combined reveal that a portion of Richmond's business growth is occurring through attrition (new businesses displacing businesses closing or leaving), with a small 1.6% uptick in overall business growth.

5. Trade



Responding to growth in global trade volumes, both Port of Vancouver and YVR cargo volumes registered sustained growth over the last five years. Ongoing expansion of services at YVR's Cargo Village in cargo flights and ground distribution facilities led to a healthy 8% average annual growth rate in cargo tonnes. Port of Vancouver cargo growth, as measured by twenty-foot-equivalent container movements, registered a nearly 4% annual average growth rate in the last five years. Both YVR and Port of Vancouver trade indicators are on track for an even better 2018, trending 10% up for YVR cargo and 4% up for the Port of Vancouver cargo, compared to the same year-to-date period in 2017. However, tariffs from the new trade agreement between Canada and the United States have not filtered into the marketplace yet and may impact trade BC's trade accounts if demand South of the border softens.

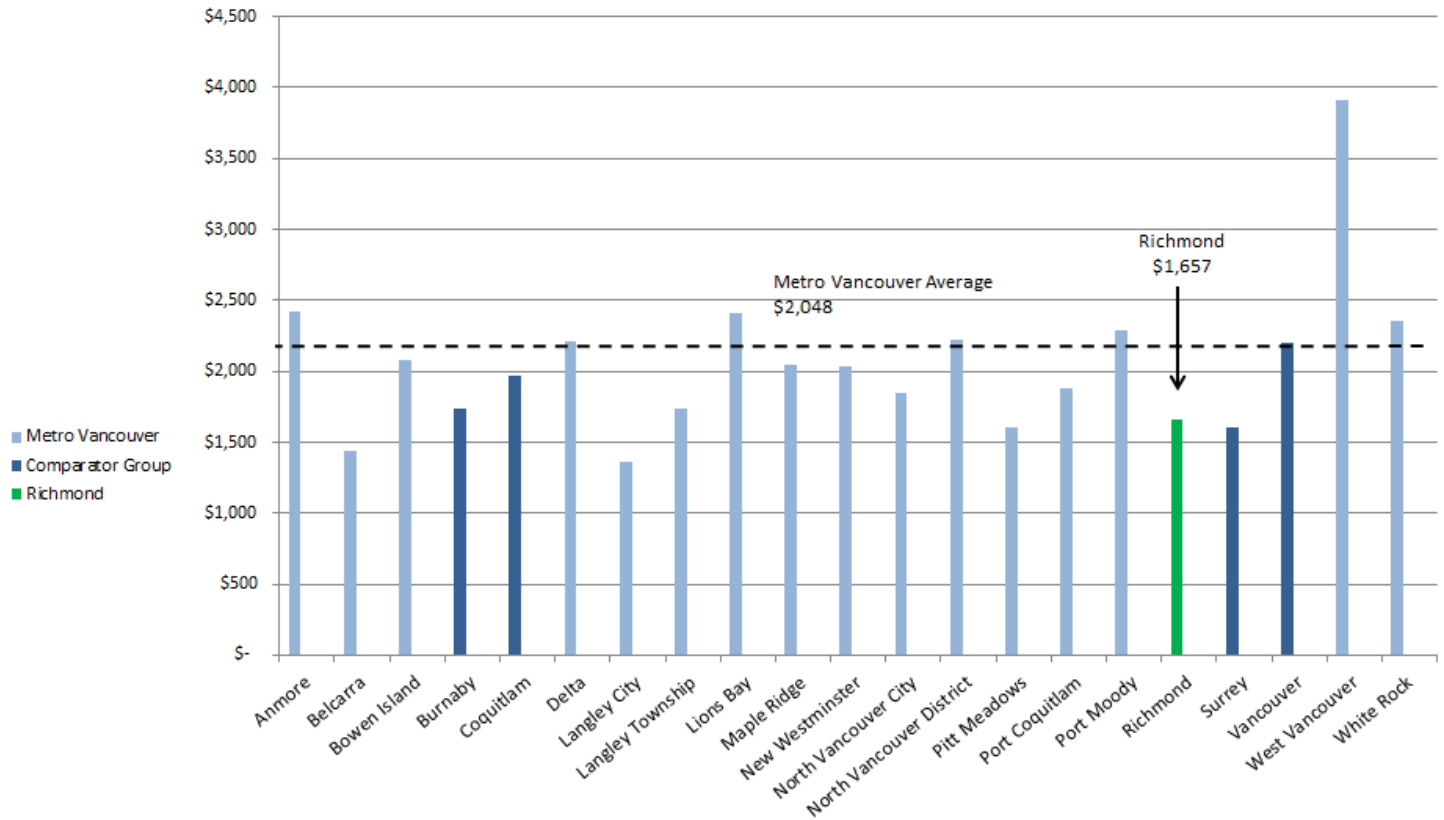
6. Tourism



A low Canadian dollar and global tourism growth of outpacing the global economy at 4.6% have created a fertile ground for tourism in Canada, BC and the region. Tourism has been the fastest growing sector of the Richmond economy as well, registering a 10% average annual growth, as measured by local hotel revenues. A 7% average annual growth in YVR passengers over the last five years is another indicator suggesting sustained and significant growth in travellers to the region. Both the Richmond hotel room revenue and the YVR passenger indicators are on a continued growth trajectory for 2018, with year to date values as of Q3 2018 up by 7% and 8%, respectively, compared to the same period last year.

5. 2018 Average Property Tax per Dwelling

2018 Average Property Tax per Dwelling

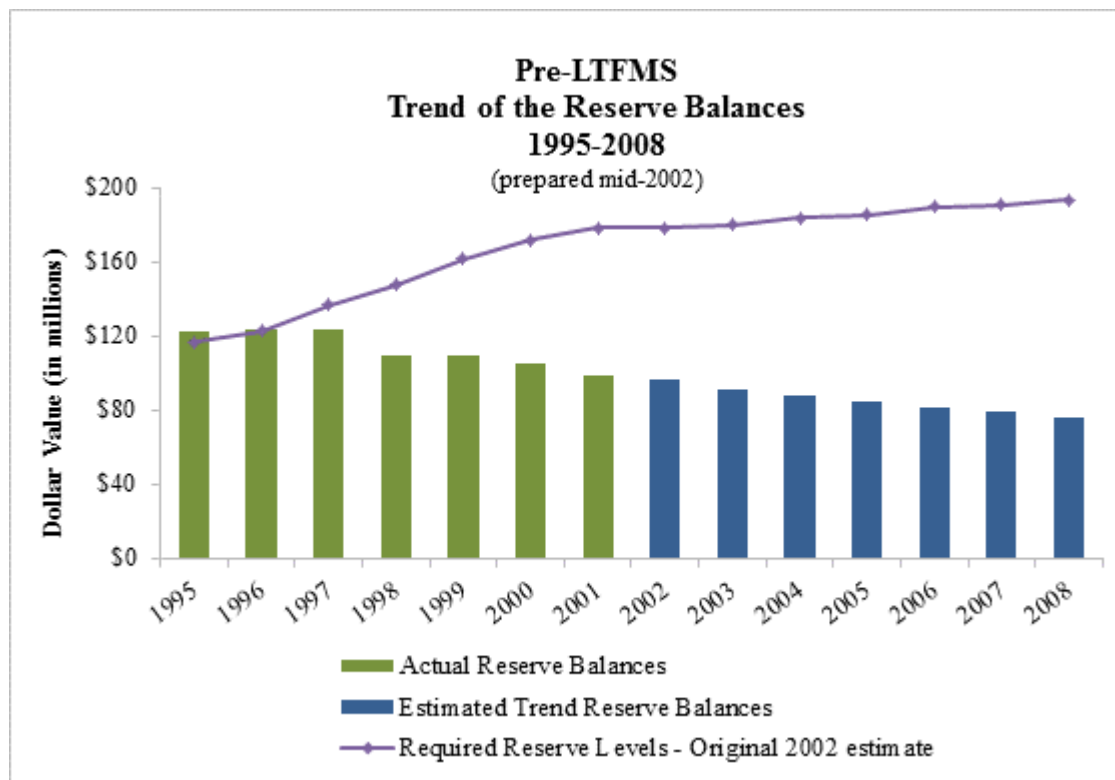


6. Long Term Financial Management Strategy Update

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, aging 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 5 th year
Total Casino Revenue		\$10 Mil per year by the 2 nd year
Fire and Police Efficiencies		-0.2% per year starting in 3 rd year
Operating Efficiencies		-0.2% per year starting in 3 rd year
Service Level Reduction		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, 2017.

Figure 3 –Financial Position Comparison

All dollar figures are expressed in \$000's

	2017	2002 ¹	Change \$	Change %
Financial Assets				
Cash and investments	\$1,020,650	\$229,549	\$791,101	345%
DCC receivable	22,376	7,042	15,334	218%
Other assets	71,460	40,435	31,025	77%
Total Assets	1,114,486	277,026	837,460	302%
Liabilities				
Accounts payable and accrued liabilities	99,036	42,740	56,296	132%
DCC levies	130,684	37,290	93,394	250%
Deposits and holdbacks	82,786	7,048	75,738	1,075%
Deferred revenue	66,287	11,313	54,974	486%
Long-term debt	37,603	42,709	(5,106)	(12%)
Total Liabilities	416,396	141,100	275,296	195%
Net financial assets	698,090	135,926	562,164	414%
Non-financial assets ²	2,258,039	922,940	1,335,099	145%
Accumulated Surplus	\$2,956,129	\$1,058,866	\$1,897,263	179%
Accumulated Surplus³				
Reserves	484,883	103,087	381,796	370%
Surplus/appropriated surplus/other ⁴	259,475	78,148	181,327	232%
Investment in tangible capital assets ⁵	2,211,771	877,631	1,334,140	152%
Total Accumulated Surplus	\$2,956,129	\$1,058,866	\$1,897,263	179%

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. This is the depreciated value of assets less any outstanding obligations such as long term debt, capital lease or concession liability.

Highlights of changes in Financial Position December 31, 2002 to December 31, 2017:

- Cash and investments have increased by \$791.1 million (345%) to \$1.0 billion. The majority of this increase is attributable to:
 - Increase in reserves \$381.8 million (370%)
 - Increase in liabilities \$275.3 million (195%)
 - Increase in surplus/appropriated surplus \$181.3 million (232%)
- DCC receivable has increased by \$15.3 million (218%) which is also reflected in the increase in the DCC Levies of \$93.4 million (250%) due to increased development activity.
- Deposits and Holdbacks have increased by \$75.7 million (1,075%) mainly due to security deposits relating to development activity.
- Deferred revenue increased by \$55.0 million (486%) mainly due to tax and utility pre-payments and deferred permit fees.
- Long-term debt has decreased by \$5.1 million (12%) to \$37.6 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 Centre for Active Living construction was obtained in 2014 due to the low interest rate environment.
- Net financial assets increased by \$562.2 million (414%) due to the net changes in assets and liabilities.
- Non-financial assets increased by \$1.3B (145%) 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%
2017	2.1%	0.69%	0.70%	0.56%	1.00%	2.95%
2018	2.3%	1.88%	0.30%	0.12%	1.00%	3.30%

¹ CPI estimate used in the annual budget preparation.

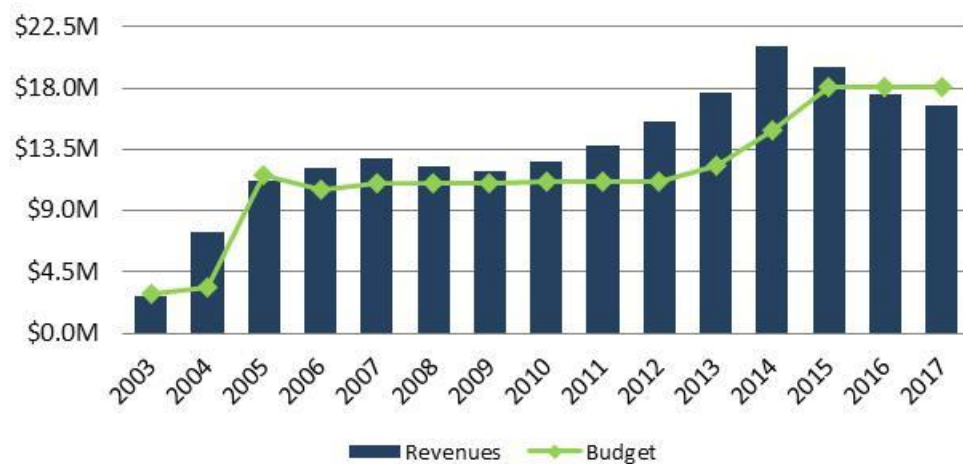
- Since the implementation of the LTFMS in 2003, the tax increases (net of the transfer to reserves) have approximated the budgeted CPI increase.
- The increase to reserves was fully met or had a partial increase in over half of the years since the implementation of the LTFMS.
- In 2008 - 2011, the 1% increase for transfer to reserves was replaced by the interest earned on the Community Legacy & Land Replacement Reserve Fund as approved by Council on July 23, 2007.
- 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.
- In 2017, 11 additional RCMP officers and 3 municipal employees to support the RCMP were funded through an additional level increase of 0.48% in 2017 and 0.51% in 2018. At the December 12, 2016 Council meeting, \$1.0M (0.50% reduction) from the rate stabilization was applied to the base level budget.
- In 2018, 16 additional RCMP officers and 3 municipal employees to support the RCMP were funded through an additional level increase of 1.10%. At the December 11, 2017 Council meeting, \$2.3M from the rate stabilization was applied to the base level budget.

Policy	Analysis
2. Gaming Revenue	<ul style="list-style-type: none"> - Gaming revenue met and has surpassed the \$10 million target since 2005, and in 2017 \$16.8 million was received, 526% greater than the 2003 figure. - Gaming Revenue is currently used to fund capital reserves, the major capital community facility replacement program, grants, the Council Community Initiatives Account 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.

Target:

Total Casino Revenue - **\$10M** per year by the 2nd year

City of Richmond Gaming Revenues 2003-2017



Policy	Analysis		
<div>3. Alternative Revenues & Economic Development</div> <div>Target: Economic Development - 1.5% per year</div>	Year	Tax Growth	Tax %
	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%
	2017	2,700,000	1.36%
	2018	3,400,000	1.65%

Target:

Economic Development - **1.5%** per year

- 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 – 2018.

Policy	Analysis
3. Alternative Revenues & Economic Development (continued) <div> Target: Alternative revenue - \$1M per year by the 5th year </div>	<ul style="list-style-type: none"> - There have been a number of expanded alternative revenues such as the following: <ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - The RCMP contract has increased at rates greater than the LTFMS policy of CPI, and are highlighted within the annual budget presentations. - Example, the 2018 RCMP contract increased at 2.80% (before the additional 16 officers and 3 municipal support staff) compared to the City's tax increase before reserves of 2.30%.

Policy	Analysis																																		
5. Capital Plan <div> Target: No reduction </div>	<table> <tr> <th>Year</th><th>Capital Budget¹</th></tr> <tr><td>2003</td><td>39,438,000</td></tr> <tr><td>2004</td><td>45,380,000</td></tr> <tr><td>2005</td><td>115,558,000</td></tr> <tr><td>2006</td><td>113,021,000</td></tr> <tr><td>2007</td><td>172,203,000</td></tr> <tr><td>2008</td><td>166,188,000</td></tr> <tr><td>2009</td><td>72,798,000</td></tr> <tr><td>2010</td><td>160,526,000</td></tr> <tr><td>2011</td><td>93,372,000</td></tr> <tr><td>2012</td><td>88,964,000</td></tr> <tr><td>2013</td><td>139,681,000</td></tr> <tr><td>2014</td><td>204,259,000</td></tr> <tr><td>2015</td><td>167,217,000</td></tr> <tr><td>2016</td><td>146,349,000</td></tr> <tr><td>2017</td><td>122,659,000</td></tr> <tr><td>2018</td><td>160,064,000</td></tr> </table> <div> \$125.5 million Average Capital Budget 2003 – 2018 </div> <div> \$47.5 million Average Capital Budget 1992 – 2002 </div> <p>¹ Capital Budget represents the amended budget amount where applicable</p> <ul style="list-style-type: none"> - The capital budgets have fluctuated over this period due to major facility construction and significant land acquisition. 	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	2017	122,659,000	2018	160,064,000
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Policy	Analysis
6. Cost Containment	<ul style="list-style-type: none"> - The following are some examples of cost containment or cost recovery programs that have been implemented: <ul style="list-style-type: none"> - 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 - 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.) - Service Level reviews

Policy	Analysis
7. Efficiencies & Service Level Reductions <div> <p>Target:</p> <p>-0.2% per year starting in 3rd year for operating, police & fire efficiencies.</p> <p>No reductions to level of service</p> </div>	<ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - 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

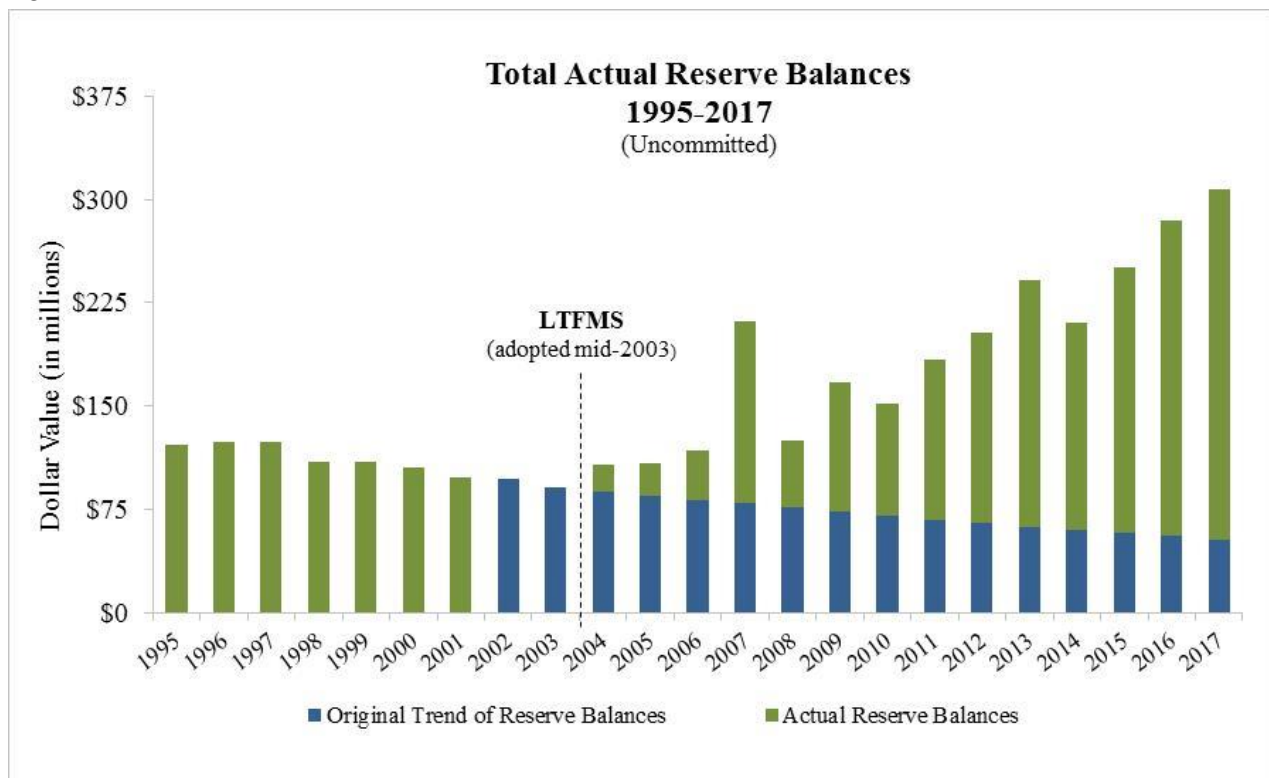
Policy	Analysis
8. Land Management	<ul style="list-style-type: none"> - The proceeds from land sales are returned to land related accounts to fund future land acquisitions. The City has been actively acquiring land over the past 10 years. - Since 2013, the City has been involved in over \$150 million in land transactions involving approximately 55 acres of land.

Policy	Analysis
9. Administrative	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - During 2014, debt in the amounts of \$50.8M was strategically obtained for the construction of the Minoru Centre for Active Living 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.

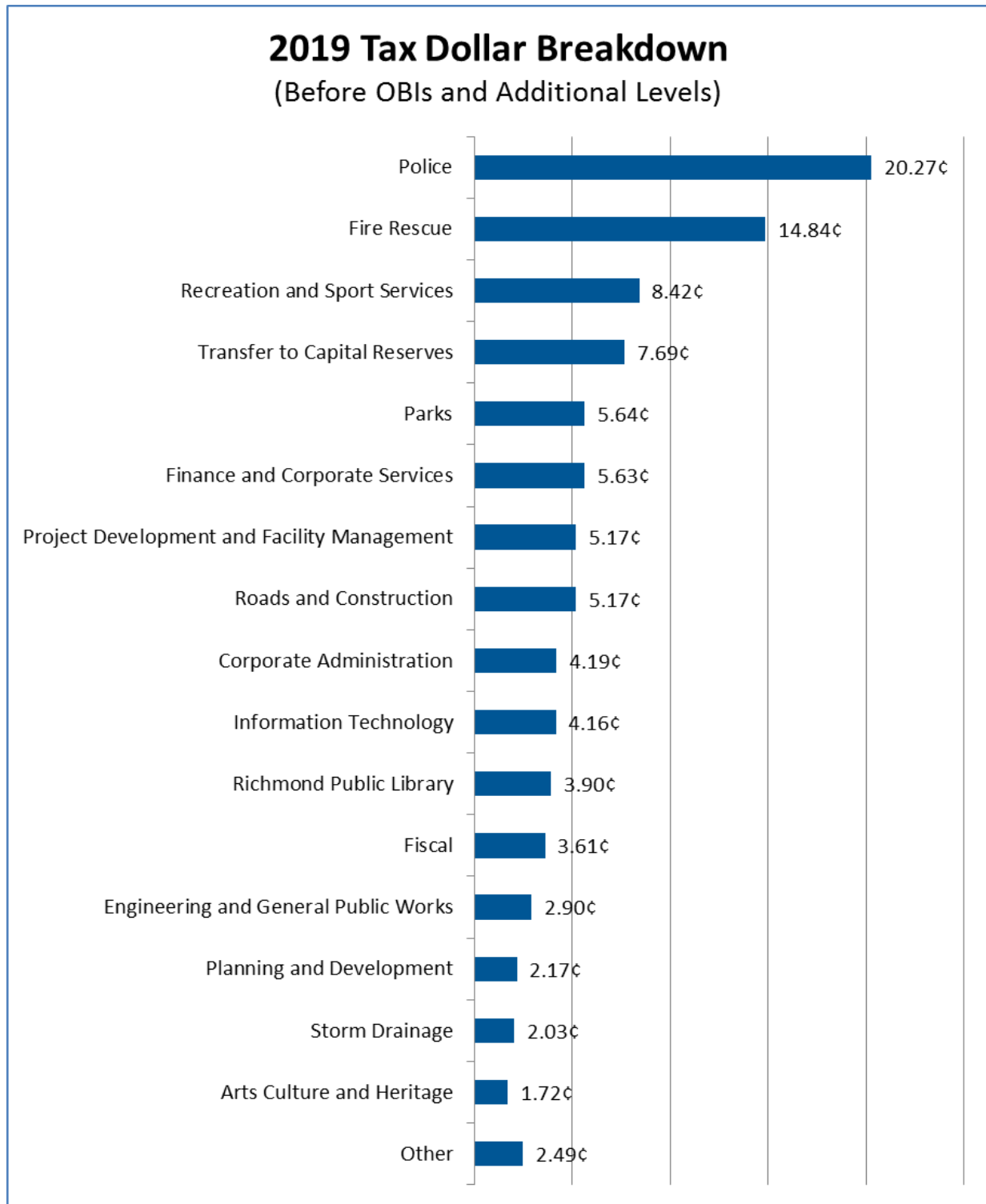
Overall, the City has met the requirements of the policies with the exception of alternative revenues and tax increase targets which have intermittently met the targets. Meeting the requirement of limiting tax increases to CPI (under policy 1) is beginning to place a burden on the organization as it 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, 2017 was \$58.1 million.

The reserves alone do not show the complete story; they must be reviewed in conjunction with asset condition ratings, aging 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. 2019 Municipal Tax Dollar

8. 2019 Same Level of Service Base Budget Details

All Divisions

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

	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(312,126,000)	(315,340,000)	(3,214,000)	1.03%
Expenditures				
Labour	147,739,500	150,616,200	2,876,700	1.95%
Contract Services	71,233,000	73,345,600	2,112,600	2.97%
Operating Expenses	40,855,400	43,259,800	2,404,400	5.89%
Total Expenditures	259,827,900	267,221,600	7,393,700	2.85%
Fiscal Expenses	58,848,900	59,791,100	942,200	1.60%
Transfers	(6,550,800)	(5,922,600)	628,200	(9.59%)
Grand Total¹	\$-	\$5,750,100	\$5,750,100	

¹ 2019 Proposed Base Budget increase represents the same level of service before tax growth.

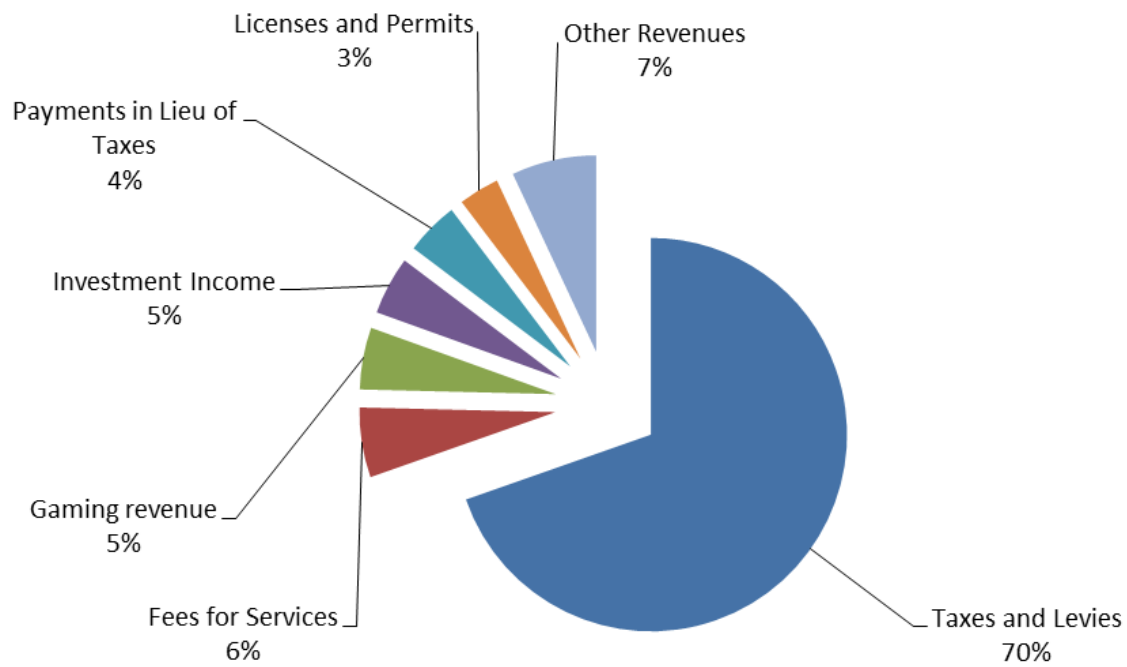
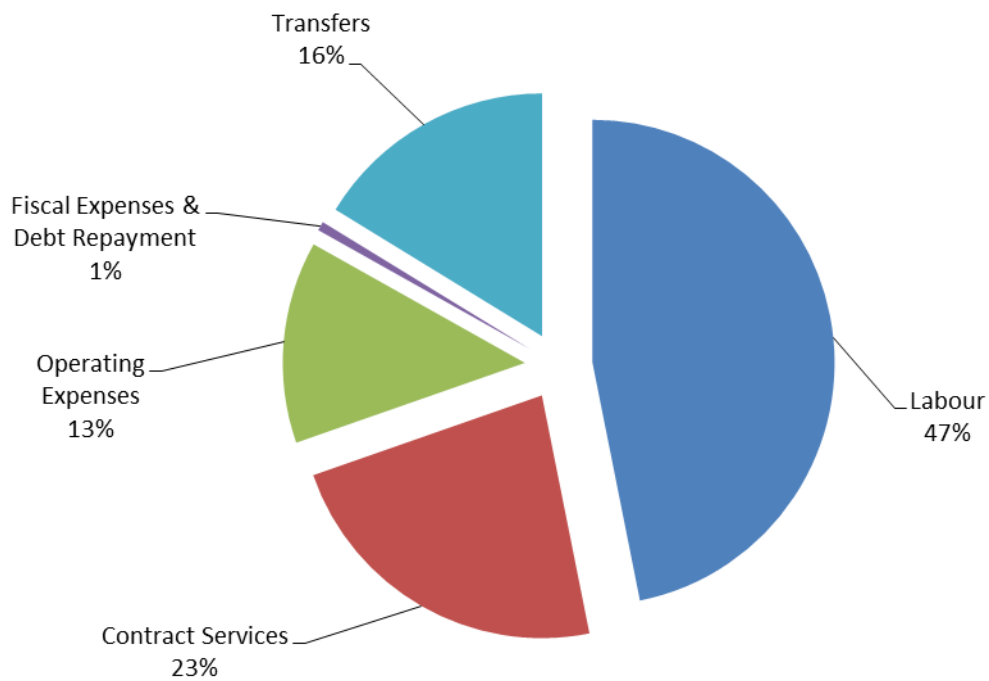
FTE Change

	2018 FTE ²	2019 FTE	Change 2019	Change 2019 %
Total	1,332.1	1,332.1	-	-%

² 2018 FTE for the same level of service base budget includes additional levels approved in 2018 and the operating budget impact (OBI) relating to previously approved capital submissions.

FTE Change - Library

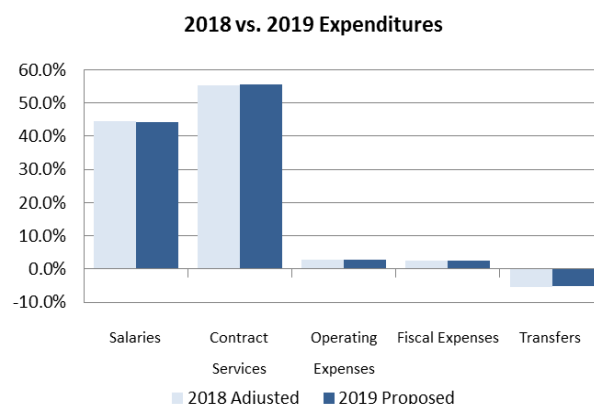
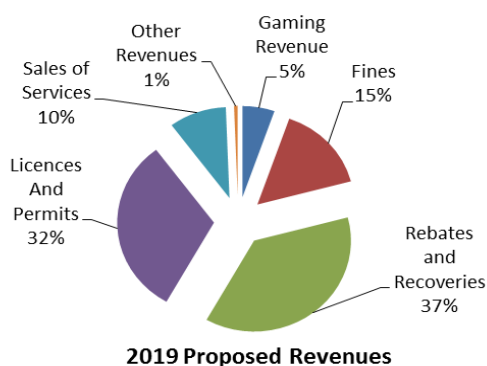
	2018 FTE	2019 FTE	Change 2019	Change 2019 %
Total	91.2	90.5	(0.7)	0.77%

**2019 Proposed Revenues****2019 Proposed Base Operating Budget Expenditures**

Community Safety

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

	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(12,854,600)	(13,209,100)	(354,500)	2.76%
Expenditures				
Labour	42,440,800	43,743,400	1,302,600	3.07%
Contract Services	52,734,900	55,123,000	2,388,100	4.53%
Operating Expenses	2,707,300	2,731,700	24,400	0.90%
Total Expenditures	97,883,000	101,598,100	3,715,100	3.80%
Fiscal Expenses	2,533,400	2,607,400	74,000	2.92%
Transfers	(5,031,000)	(5,100,000)	(69,000)	1.37%
Grand Total	\$82,530,800	\$85,896,400	\$3,365,600	4.08%



FTE Change

	2018 FTE	2019 FTE	Change 2019
Total	361.7	361.7	-

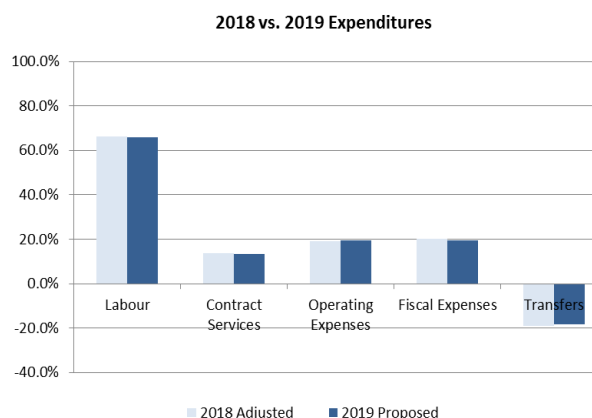
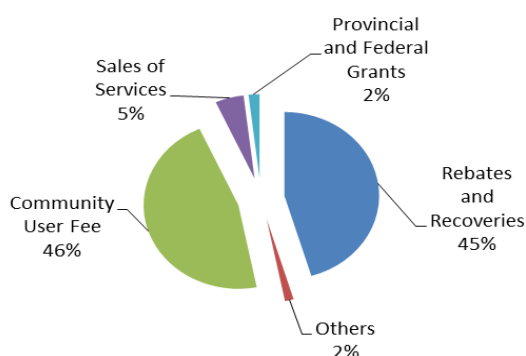
RCMP Contract Complement (Funded)

	2018 FTE	2019 FTE	Change 2019
Officers	239.0	239.0	-
Civilian Members	2.0	2.0	-
Less: Non-Budgeted	(11.0)	(11.0)	-
Municipal Policing	230.0	230.0	-
Integrated Teams including RTIC	17.7	17.7	-
Total	247.7	247.7	-

Community Services

Coordinates, supports and develops Richmond's community services including recreation, library, 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 events and filming in the City.

	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(11,378,300)	(11,539,400)	(161,100)	1.42%
Expenditures				
Labour	41,123,400	41,838,900	715,500	1.74%
Contract Services	8,441,500	8,542,100	100,600	1.19%
Operating Expenses	11,896,900	12,394,200	497,300	4.18%
Total Expenditures	61,461,800	62,775,200	1,313,400	2.14%
Fiscal Expenses	12,457,900	12,458,000	100	0.00%
Transfers	(11,754,400)	(11,723,400)	31,000	(0.26%)
Grand Total	\$50,787,000	\$51,970,400	\$1,183,400	2.33%



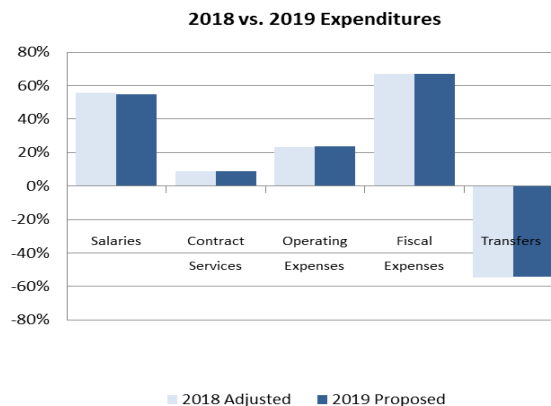
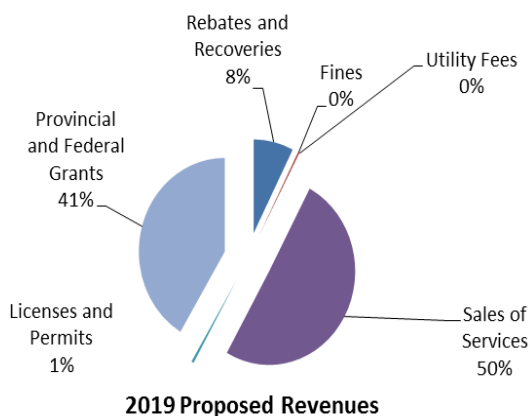
FTE Change

	2018 FTE	2019 FTE	Change 2019
Community Services	414.0	414.0	-
Library	91.2	90.5	(0.7)
Total	505.2	504.5	(0.7)

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, corporate and community energy programs.

	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(6,738,300)	(6,827,900)	(89,600)	1.33%
Expenditures				
Labour	24,418,100	24,498,400	80,300	0.33%
Contract Services	3,846,200	3,883,800	37,600	0.98%
Operating Expenses	10,146,000	10,512,600	366,600	3.61%
Total Expenditures	38,410,300	38,894,800	484,500	1.26%
Fiscal Expenses	29,389,100	29,961,500	572,400	1.95%
Transfers	(23,956,600)	(24,261,500)	(304,900)	1.27%
Grand Total	\$37,104,500	\$37,766,900	\$662,400	1.79%



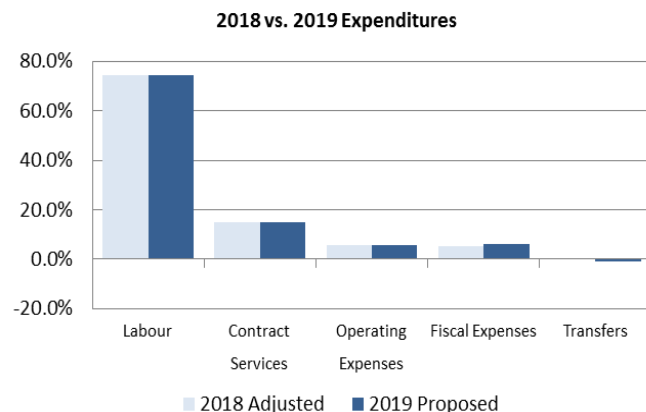
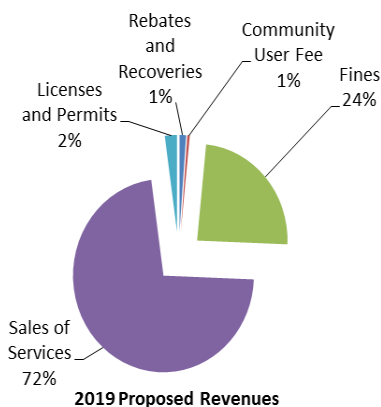
FTE Change

	2018 FTE	2019 FTE	Change 2019
Total	229.1	229.1	-

Finance and Corporate Services

Responsible for the financial well-being of the City, through the provision of financial advice, services and information to Council, staff and the public, as well as through the support and fostering of a viable business community. This division includes customer service, information technology, finance, economic development, real estate services, City Clerk, corporate business service solutions and law. The Law Department is responsible for providing advice to City Council and staff regarding the City's legal rights and obligations.

	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(688,600)	(712,400)	(23,800)	3.46%
Expenditures				
Labour	18,011,100	18,386,800	375,700	2.09%
Contract Services	3,630,200	3,681,800	51,600	1.42%
Operating Expenses	1,639,900	1,644,400	4,500	0.27%
Total Expenditures	23,281,200	23,713,000	431,800	1.85%
Fiscal Expenses	1,215,400	1,448,000	232,600	19.14%
Transfers	7,300	(225,300)	(232,600)	(3186.30%)
Grand Total	\$23,815,300	\$24,223,300	\$408,000	1.71%



FTE Change

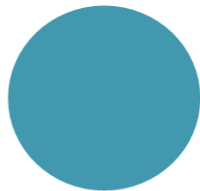
	2018 FTE	2019 FTE	Change 2019
Total	163.1	163.1	-

Corporate Administration

The CAO's Office oversees the overall administration of the corporate body (business units/operations) of the City 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 services, special projects and coordination of interdivisional projects and initiatives. This is also where the budget for Mayor and Councillors resides.

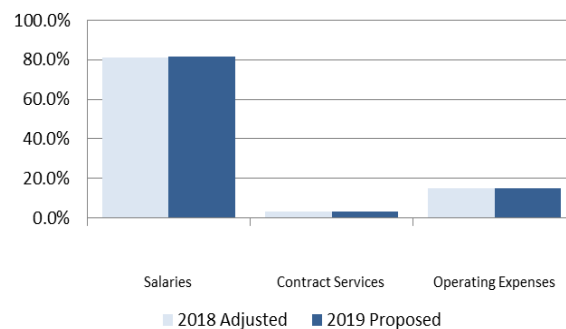
	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(5,000)	(5,000)	-	-%
Expenditures				
Labour	8,274,200	8,474,400	200,200	2.42%
Contract Services	345,100	345,100	-	-%
Operating Expenses	1,551,700	1,551,700	-	-%
Total Expenditures	10,171,000	10,371,200	200,200	1.97%
Transfers	-	-	-	-%
Grand Total	\$10,166,000	\$10,366,200	\$200,200	1.97%

Sales of
Services
100%



2019 Proposed Revenues

2018 vs. 2019 Expenditures



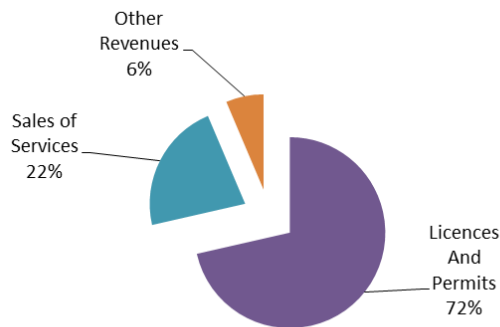
FTE Change

	2018 FTE	2019 FTE	Change 2019
Total	66.4	66.4	-

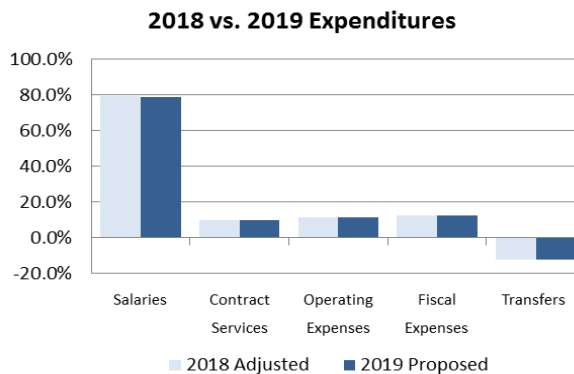
Planning and Development

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.

	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(9,091,800)	(9,313,500)	(221,700)	2.44%
Expenditures				
Labour	11,574,100	11,615,600	41,500	0.36%
Contract Services	1,388,800	1,413,500	24,700	1.78%
Operating Expenses	1,654,500	1,649,500	(5,000)	(0.30%)
Total Expenditures	14,617,400	14,678,600	61,200	0.42%
Fiscal Expenses	1,798,300	1,798,300	-	-%
Transfers	(1,798,300)	(1,798,300)	-	-%
Grand Total	\$5,525,600	\$5,365,100	(\$160,500)	(2.90%)



2019 Proposed Revenues

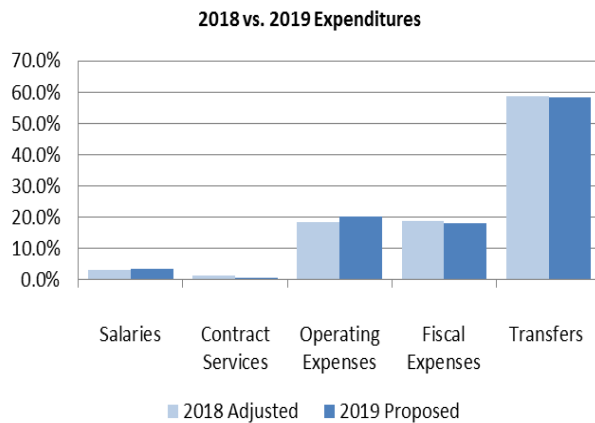
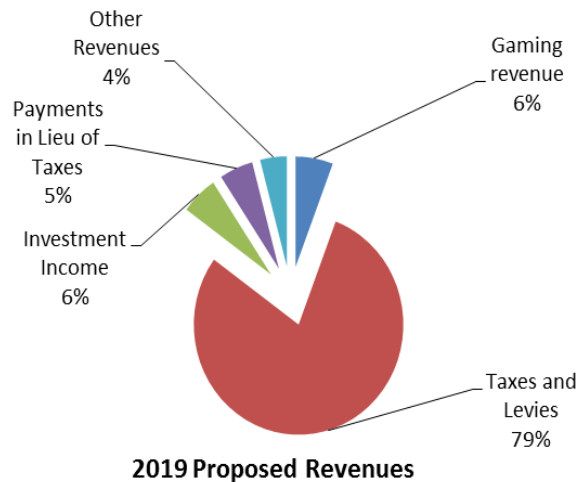


FTE Change

	2018 FTE	2019 FTE	Change 2019
Total	97.8	97.8	-

Fiscal

	2018 Adjusted Base Budget (Restated for Comparison)	2019 Proposed Base Budget	Change 2019 \$	Change 2019 %
Revenues	(\$271,369,400)	(\$273,732,700)	(\$2,363,300)	0.87%
Expenditures				
Labour	\$1,897,800	\$2,058,700	\$160,900	8.48%
Contract Services	\$846,300	\$356,300	(\$490,000)	(57.90%)
Operating Expenses	\$11,259,100	\$12,775,700	\$1,516,600	13.47%
Total Expenditures	\$14,003,200	\$15,190,700	\$1,187,500	8.48%
Fiscal Expenses	\$11,454,800	\$11,517,900	\$63,100	0.55%
Transfers	\$35,982,200	\$37,185,900	\$1,203,700	3.35%
Grand Total	(\$209,929,200)	(\$209,838,200)	\$91,000	(0.04%)



9. OBI 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 2019 and will require funding for ongoing operation and maintenance.

- Yuanheng Seaview Development Ltd. And Yuanheng Seaside Developments Ltd. (No. 3 Road, Capstan Way, River Road) OBI: \$55,497

As a result of the proposed development (RZ 12-603040), the City will take ownership of developer contributed infrastructure assets such as road works, waterworks, storm sewers, sanitary sewers, street lights, street trees and traffic signals.

- Capstan Village Park OBI: \$37,200

A new park, currently referred to as Capstan Village Park, will be completed in the fall of 2019. The park will be constructed for the City by a developer (Pinnacle) as per Park Servicing Agreement SA 14-671777. This park is the first phase of a multi-phase park which will be completed once the future Canada Line station has been built. Permanent park features include pedestrian level lighting, asphalt and concrete walkways, a water play element, a playground, a plaza with seating, lighting and trees, extensive tree and shrub plantings and open lawn areas.

This park (located at 3311 Carscallen Road) will ultimately be 0.84 acres and includes a fully completed portion on approximately half of the site; the remaining portion will be built to a temporary condition as it will be the future construction staging area during the Canada Line station's construction. Once complete, the park will become the central feature to this development and the open space network surrounding the future Canada Line Station.

- Bridgeport Child Care Facility OBI: \$35,454

Ongoing funds are required for capital maintenance costs for the future City-owned child care facility to be located at 10311 River Drive as approved in DP 16-721500. The facility will include up to 6,500 square feet of indoor area, an outdoor play area for the exclusive use of the child care, 7 dedicated child care parking spaces, access to 18 shared visitor/child care facility parking, shared loading space and shared bicycle parking. Projected completion and transfer to the City will be in mid- 2019.

- As a result of the following proposed developments, the City will take ownership of developer contributed infrastructure assets such as road works, waterworks, storm sewers, sanitary sewers, street lights, street trees and traffic signals. Ongoing funds are required for capital maintenance costs.

Developer	Address	Rezoning Number	OBI
Pinnacle International (Richmond) Plaza Inc.	No. 3 and Sexsmith Road	RZ 12-610011	\$22,859
Yamamoto Architecture Inc.	Bridge Street and No. 4 Road	RZ 12-605038	\$14,750
Concord Pacific	Capstan Way, No. 3 and Sexsmith Road	RZ 12-603040	\$11,536
0731649 BC Ltd.	Alexandra Road	RZ 16-734204	\$10,199
Oris Developments (Hamilton) Corp.	Westminster Highway and Gilley Road	RZ 14-660662/660663	\$9,225
Westmark Developments Ltd.	5400 Granville Avenue	RZ 13-644678	\$5,541

- Kingsley Estates Public Plaza OBI: \$5,120

Ongoing funds are required for the maintenance of a public plaza located near the Kingsley Estates residential development and City-acquired child care facility along No. 2 Road between Williams Road and Steveston Highway. The plaza provides a small informal seating node comprised of concrete paving and stone-block seats surrounded by lawn and shade trees. It is being constructed through a servicing agreement with the developer of the adjacent development. In 2019, the plaza will begin to be maintained by the City.

Transfer of this parcel (Parcel 2) for a child care/entry plaza was approved as part of the Rezoning Considerations (RZ 13-649524) and a Servicing Agreement (SA 15-695335) was entered into for the detailed design and construction of the plaza.

- Zylmans Way and Blundell Road (special crosswalk) OBI: \$2,334

The scope of work involves traffic-signal related improvements completed or anticipated to be completed in 2019 by the developer per DP 11-566011 Blundell Road

The total OBI related to these developer contributed assets is \$209,715.

10. 2019 Additional Level Expenditure Requests – RECOMMENDED

Ref	Requested By	Description	Net Requested Amount	Tax Impact
1	Community Safety	RCMP City Centre CPO increase to OBI Council has approved a 10,000 sq. ft. City-owned building at 6931 Granville Avenue for expanded police services (24 hour) in the City Centre, improving police response times, increasing police presence, enhancing public engagement and offering better customer service in this growing area.	\$89,828	0.04%
2	Community Safety	Sister City Program (SCP) In accordance with the SCP Objectives, the primary focus of the SCP activities is to foster activities with the Richmond community and its sister cities (Pierrefonds, Quebec, Wakayama, Japan, Xiamen, China) / friendship city (Qingdao, China) through projects and youth exchanges that promote cultural awareness and joint learning opportunities.	\$60,000	0.03%
3	Community Services	Increase to operations at Arts Centre with zero tax impact 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.	-	-%
4	Engineering and Public Works	IPS Coordinator - RFT A dedicated IPS Coordinator is required to direct the change management, training, administration, configuration, reporting, and support of the new IPS Mobility application, which expands the capabilities of the Asset and Work Management system outside of the office environment.	-	-%

Ref	Requested By	Description	Net Requested Amount	Tax Impact
5	Finance and Corporate Services	Conversion of Auxiliary to Accounts Payable Clerk – RFT Conversion of one auxiliary staff position to regular full-time based on review of historical utilization. Reallocation of resources will be used to offset the additional expenses.	-	-%
6	Planning and Development	2 Development Applications - Planner 1 - RFT City continues to experience high application volumes. Reoccurring temporary appointments have addressed workload pressures for past 2 years. Application volume is expected to remain high and review complexity intensifying due to new Council bylaws/policies, public consultation and referrals.	-	-%
7	Planning and Development	Policy Planning Coordinator - RFT Policy Planning is working at capacity. Council requested work includes: 702 Lot Size Policy review, Agricultural Viability Strategy, Infill / Laneway Housing in Burkeville, Heritage Updates in Steveston, Bridgeport Corridor Study. Without additional staff resources, the workplan cannot be delivered.	-	-%
2019 Ongoing Expenditures Total - RECOMMENDED			\$149,828	0.07%

11. 2019 Additional Level Expenditure Requests – NOT RECOMMENDED

Ref	Requested By	Description	Net Requested Amount	Tax Impact
1	Community Services	Affordable Housing - Planner 1 - RFT A RFT Planner 1 is required to support the current implementation of the Affordable Housing Strategy; including securing contributions, policy development, project coordination (i.e., emergency shelter), homelessness, working with stakeholders and public education regarding poverty.	\$109,447	0.05%
2	Community Services	Child Care Program - Planner 1 - RFT A Planner 1 position is required to support the current City's Child Care Program and to implement the 32 actions noted in the recently adopted 2017-2022 Richmond Child Care Needs Assessment and Strategy.	\$86,496	0.04%
3	Community Services	Curatorial Assistant Position - RFT The City has over 20,000 objects in its artefact collection and a growing demand to source and manage artefacts for both acquisition and loan. This work has been funded annually and conducted by auxiliary staff for five years and warrants the creation of a permanent full-time position.	\$80,874	0.04%
4	Community Services	Public Art Planner Base Budget Funding The Public Art Planner position is currently funded from developer contributions to the public art provision. This request is to have the position funded as part of the base operating budget.	\$103,712	0.05%
5	Community Services	City Centre Landscape Maintenance OBI In recent years, the City Centre area has grown causing an increase in park area use requiring raised maintenance levels. In addition, climate change conditions (summer drought/colder winters) are requiring increased staffing for water maintenance tasks and the replacement of dead plant materials.	\$98,749	0.05%

Ref	Requested By	Description	Net Requested Amount	Tax Impact
6	Community Safety	Richmond Fire Rescue Community Outreach and Program Development Coordinator - RFT Council endorsed Fire's Community Outreach and Public education Plan (COPEP). This position will provide capacity and expertise in outreach, program development, implementation and evaluation to ensure COPEP initiatives are achieved.	\$116,205	0.05%
7	Community Safety	Richmond Fire Rescue Fire and Life Safety Educator - RFT Fire's Community Outreach and Public Education Plan (COPEP) has been endorsed by Council. It outlines strategies and goals to dramatically increase RFR's public education delivery. This position is necessary to undertake those strategies and fulfill the goals.	\$97,361	0.04%
8	Community Safety	Richmond Fire Rescue Recruiting and Testing Costs Recruitment Costs including testing and outfitting that are required to fulfill staffing requirements. Portions of the testing is paid by applicants however, RFR still incurs costs during the hiring process.	\$35,000	0.02%
9	Corporate Administration	Applicant Tracking System Replacement Human Resources (HR) needs to select and implement a new Applicant Tracking System (ATS) to replace HireDesk, for which our current contract is set to expire January 2019.	\$45,000	0.02%
10	Finance and Corporate Services	Tax Clerk - RFT Since 2000, the number of properties in Richmond have increased by over 38% or almost 23,000 properties while staffing levels in the Tax Section have remained constant. A new Tax Clerk (PB 7) is needed to improve the current level of customer service to the growing number of taxpayers.	\$70,000	0.03%
11	Finance and Corporate Services	Tempest Mobile App * Initiative for Bylaw Officers to have access to Tempest while on the road performing their general duties. This would increase revenue and improve services to residents as more time can be given to proactive enforcement. Officer's safety is also increased with access to historical records.	\$12,000	0.01%

* In addition to the requested amount, there is an initial capital cost of \$77,000.

Ref	Requested By	Description	Net Requested Amount	Tax Impact
12	Finance and Corporate Services	IT Security Staff - RFT Increased public awareness and highly publicized data breaches of large companies and banks have increased the need for IT Security programs/dedicated staff. IT is working to improve corporate IT security hence additional expertise is required.	\$125,405	0.06%
13	Library	Expanded Children and Family Library Services 2 staff to expand services for vulnerable youth, and increase collaboration with city staff, schools and community service agencies. Request originates from the Referral Report on Borrowing Limits, Municipal Library Services and Impact of Increased Per Capita Funding (Finance Committee, Oct. 28/16)	\$168,518	0.08%
2019 Ongoing Expenditures Total - NOT RECOMMENDED			\$1,148,767	0.54%

12. Richmond RCMP Detachment Additional Level Request

	Number of Positions	RCMP Officers	Capital and One-Time Costs	Ongoing Amount
2018	16	Regular Members	\$-	\$2,084,950
2019	14	General Duty Officers	270,170	2,226,593
	2	Crime Reduction - Property Crime	22,224	287,656
	2	Organized Crime Unit	22,222	287,656
	1	Crime Prevention - Youth Section	11,111	167,309
2020	12	Regular Members	200,672	1,757,201
2021	4	Regular Members	78,931	596,419
Total – 51 RCMP Officers			\$605,330	\$7,407,784
Total Tax Impact				3.42%

	Number of Positions	Municipal Employee to Support the RCMP Detachment	Capital and One-Time Costs	Ongoing Amount
2018	3	Various roles	\$-	\$191,533
2019	2	Disclosure Clerk	22,222	146,512
	1	Prime Systems Clerk	11,111	78,898
	2	Crime Analyst	22,222	185,668
	1	Admin Support	11,111	61,843
	1	Stenographer	11,111	61,843
	1	Translator	11,111	71,815
	1	Court Liaison	11,111	73,256
	1	Court Liaison Clerk	11,111	73,256
2020	1	Fleet Coordinator	16,723	74,883
	1	General Duty Watch Clerk	16,723	63,721
	1	Translator	16,723	71,032
	1	Police Records Clerk	16,722	63,721
	1	PRIME Systems Clerk	16,722	73,991
2021	1	Hamilton Community Police Station Coordinator	19,733	79,599
	1	Police Records Clerk	19,733	64,995
Total – 20 Municipal Employees to support the RCMP			\$234,189	\$1,436,566
Total Tax Impact				0.66%

2018 – 19 positions	\$-	\$2,276,483
2019-2021 – 52 positions	\$839,519	\$6,567,867
Total – 71 positions	\$839,519	\$8,844,350

13. Richmond Fire Rescue Additional Level Request

Location	Firefighters	Capital and One-Time Costs	Ongoing Amount
Steveston/Seafair ¹	12	\$780,149	\$1,950,503
City Centre/Brighthouse ²	24	\$1,761,127	\$4,073,395
Total Firefighters	36	\$2,541,276	\$6,023,898

1. An additional Rescue vehicle and staffing to service Steveston/Seafair is required by 2023.

Capital and one-time costs include:

- Minor capital upgrades to Steveston Fire Hall
- Purchase of vehicle including equipment
- Personal protective equipment

2. An additional Fire Engine vehicle and staffing to service City Centre/Brighthouse is required by 2027.

Capital and one-time costs include:

- Purchase of vehicle including equipment
- Personal protective equipment



City of Richmond

Report to Committee

To: Finance Committee
From: Jerry Chong, CPA, CA
Director, Finance
Re: 2019 One-Time Expenditures

Date: January 2, 2019
File: 03-0985-01/2018-Vol
01

Staff Recommendation

That the recommended one-time expenditures totaling \$1,315,909 as outlined in Attachment 1 of the 2019 One-Time Expenditures staff report, be approved with funding from the Rate Stabilization Account and included in the Consolidated 5 Year Financial Plan (2019-2023).

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

Att. 2

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER 	
CONCURRENCE BY 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. Each year, once the City's accounts from the prior year are finalized, any arising annual surplus is transferred into the RSA. The funds can be used to help balance the budget in order to defer any tax increases or to offset any one-time expenditure requests.

Any approved one-time expenditure requests will be included in the 2019 - 2023 Consolidated 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 2019, there are 20 one-time expenditure requests totalling \$2,446,450. The Senior Management Team (SMT) appointed a Review Committee to review and prioritize each request using established ranking criteria. The prioritized requests were also reviewed by SMT and the CAO to finalize a recommendation for Council's approval. There is no tax impact from any of the proposed requests as they will be funded from the RSA which has a balance of approximately \$14,633,790 as of November 30, 2018.

One-Time Expenditure Requests

Table 1 shows the summary of the one-time expenditure requests:

Table 1 – One-Time Expenditure Requests Summary

# of One-Time Expenditures Requested	Recommended Amount (In \$000s)	Not Recommended Amount (In \$000s)	Total (In \$000s)
20	\$1,316	\$1,130	\$2,446

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. The Consolidated 5 Year Financial Plan (2019-2023) will be revised for any changes from the staff recommendation.

Capital Project Requests

In addition to the one-time expenditure requests, there were items considered in the capital process that could not be funded from other sources due to funding constraints and other priorities. These unfunded projects were reviewed in conjunction with the one-time expenditure requests and the high priorities are recommended to be funded by the Rate Stabilization Account. As a result, six capital projects totalling \$5,743,000 have been recommended for Council's consideration to be funded by RSA or a combination of capital funding and RSA in the 2019 Capital Budget report. The capital projects are listed as follows for information:

- Minoru Aquatic Centre Demolition - \$3,392,000
- RCMP Exhibit Compound Interim Upgrades - \$975,000
- 2019 Capital Buildings Project Development Advanced Design - \$500,000
- London Farm House Envelope Renewals - \$376,000
- Public Works Minor Capital - Roads - \$250,000
- Public Works Minor Capital - Traffic - \$250,000

Details of each individual capital project are included in the 2019 Capital Budget Report and are summarized in Appendix 6 of the 2019 Capital Budget report. Council may change any of the recommended projects presented in the 2019 Capital Budget report. The Consolidated 5 Year Financial Plan (2019-2023) will be revised for any changes from the staff recommendation.

Table 2 presents a summary of the amounts recommended to be funded by Rate Stabilization, all of which are in support of Council's 2014-2018 Term Goals.

Table 2 – Rate Stabilization Funding Summary

Council Term Goal	Recommended Amount (In \$000s)	Reference
Vibrant Programs	\$395	Attachment 1: 1, 6, 7, 8, 13
Well-Planned Community	\$571	Attachment 1: 3, 4, 5, 9, 10, 12, 14
Strong Financial Stewardship	\$350	Attachment 1: 2, 11
Total Recommended One-Time Expenditures	\$1,316	Attachment 1 of this report

Table 2 – Rate Stabilization Funding Summary (Cont'd)

Council Term Goal	Recommended Amount (In \$000s)	Reference
Quality Infrastructure	\$5,743	2019 Capital Budget Report: Appendix 6
Total Funding Recommended from Rate Stabilization	\$7,059	

Table 3 summarizes how the RSA balance is proposed to be utilized as a result of the 2019 Budget Process.

Table 3 – Proposed RSA Utilization

RSA Balance as of November 30, 2018		\$14,633,790
2019 Capital Projects funded by RSA	(5,743,000)	
2019 One-Time Expenditures (Attachment 1)	(1,315,909)	
Fire Rescue Capital and One-Time Costs for 36 Firefighters	(2,541,276)	
RCMP Capital and One-Time Costs for the 2019-2021 Resource Plan	(839,519)	
Proposed Rate Stabilization of the 2019 Operating Budget	(2,968,835)	
Total 2019 Proposed RSA Utilization		(13,408,539)
Balance After Proposed 2019 Utilization		\$1,225,251

2019 capital projects totaling \$5,743,000 that do not have other sources of funding are included in the 2019 Capital Budget with funding recommended from the Rate Stabilization Account.

Capital and One-time expenditure requests in the 2019 Proposed Operating Budget associated with the recommended additional levels for enhanced community safety total \$2,541,276 for Fire Rescue and \$839,519 for Policing.

A total of \$2,968,835 from the RSA is proposed to be utilized to reduce the tax impact of the proposed 2019 Operating Budget.

Financial Impact

The recommended \$1,315,909 one-time expenditures requests as outlined in Attachment 1 are proposed to be funded from the Rate Stabilization Account with no tax impact. This recommended amount will be included in the Consolidated 5 Year Financial Plan (2019-2023), should they be approved by Council.

As summarized in Table 3, a total of \$13,408,539 is recommended to be funded from RSA as a result of the 2019 Budget Process, which would leave a remaining balance of \$1,225,251 if all amounts are approved.

Conclusion

One-time expenditure requests were prioritized and reviewed by SMT and the CAO. The high priority requests in the amount of \$1,315,909 as summarized in Attachment 1 are recommended to be approved and included in the Consolidated 5 Year Financial Plan (2019-2023). In addition, high priority capital projects that do not have other available funding sources are recommended to be funded by Rate Stabilization totaling \$5,743,000 as summarized in this report and Appendix 6 of the 2019 Capital Budget report.

Furthermore, a total of \$6,349,630 is proposed to be utilized to reduce the impact of the 2019 Proposed Operating Budget to offset the one-time and capital costs associated with enhanced community safety additional levels and other one-time budget impacts.



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

2019 One-Time Expenditure Requests - RECOMMENDED

Ref	Requested By	Description	Amount
1	Community Services	Post Office Software Update - Steveston Museum In 2018, the Steveston Historical Society resumed direct management of the post office under the condition that the City cover costs related to a mandatory update to the Canada Post software in 2019. Council endorsed a staff report which recommended an additional level request for this update.	\$25,000
2	Engineering and Public Works	Sanding, Salting and Snow Removal The prior year's severe, extended winter conditions resulted in the need for operational response to deliver maximum service levels and provide driver and public safety on City roads. Funds are requested from the Rate Stabilization to replenish the provision.	\$250,000
3	Community Services	Automatic External Defibrillator (AED) Renewal The lifespan for 42 of the city's 60 public access automated external defibrillators (AEDs) ends in 2019. In order to continue with the current level of access and safety, replacing these AEDs will be required in 2019.	\$93,850
4	Community Safety	Parking Meter Additions and Radio Frequency Identification (RFID) Tap Reader Installation The Parking Enforcement Section has done a review and determined that the Pearson Way area of the city would benefit from parking meters. In addition all existing meters would be equipped with the tap pay function for increased ease of use and efficiency.	\$87,809
5	Community Services	Recreation Fee Subsidy Program - Administrative Support The updated Recreation Fee Subsidy Program will require funding for one full time auxiliary staff position to support the increased number of applications anticipated with an expanded program serving residents of all ages. Ongoing funding will be requested after operational need has been assessed.	\$76,133
6	Community Services	Shipyard Operations Supervisor Position - Britannia Shipyards The creation of this temporary position is necessary to safely oversee active boat building and repair projects at Britannia Shipyards. The 2018 Council-endorsed Britannia Shipyards Strategic Development Plan calls for a Shipyard Operations Supervisor.	\$119,328

2019 One-Time Expenditure Requests - RECOMMENDED			
Ref	Requested By	Description	Amount
7	Community Services	Enhanced Hours and Programming for Steveston Heritage Sites Council approved temporary funding to increase levels of service in 2017 and 2018 at the Steveston Historic Sites. This has resulted in a significant increase in visitation across all three sites. This request is to fund for 2019.	\$119,676
8	Community Services	Cultural Precinct Study A Cultural Precinct Study will make recommendations for the repurposing or replacement of the Cultural Centre, Brighthouse Library and Minoru Place and will consider developer funded opportunities in City Centre and make recommendations regarding their use to best address Arts and Library needs.	\$100,000
9	Community Services	Resources to Conduct a Community Needs Assessment The Parks, Recreation and Cultural Services Master Plan identifies that a Community Needs Assessment be conducted every five years (last completed in 2015). Providing funding in 2019 will allow staff to initiate the project and hire a consultant to conduct research, then report findings in 2020.	\$125,000
10	Community Safety	Richmond Fire Rescue Personal Protective Equipment (PPE) Inventory Alignment RFR attempts to maintain a supply of PPE accessible when primary PPE is not available for staff during times of post-emergency repairs, washing and inspection. This one-time request allows RFR to keep the inventory at an acceptable level to keep personnel safe.	\$93,500
11	Finance and Corporate Services	PeopleSoft Review and Knowledge Development Resources are required to enhance and improve current practices which will be combined with systems capabilities to provide best-in-class solutions.	\$100,000
12	Community Services	Support for the City's Child Care Program – Planner 1 Funding is required to implement the 2017-2022 Richmond Child Care Needs Assessment and Strategy actions such as: Child Care Design Guidelines and developer resource updates; research; stakeholder consults; and to plan for, respond to and support the development of new child care amenities.	\$25,000

2019 One-Time Expenditure Requests - RECOMMENDED			
Ref	Requested By	Description	Amount
13	Community Services	Art Gallery School Art Program Responding to loss of sponsorship and decrease in Provincial Gaming funds for the Richmond Art Gallery Association to operate the School Art Program, provide one-time funds for the Gallery to continue to provide interactive gallery tours and hands-on art activities for students from preschool to Grade 12.	\$30,613
14	Community Safety	Emergency Hazard and Risk Vulnerability Analysis and Emergency Plan Update Emergency programs plans require updating. In order to do a complete plan, a Hazard Risk Vulnerability Analysis is needed to provide the foundation on which to base all Emergency Response and Recovery plans.	\$70,000
2019 One-Time Expenditures Total - RECOMMENDED			\$1,315,909

2019 One-Time Expenditure Requests - NOT RECOMMENDED			
Ref	Requested By	Description	Amount
1	Community Services	Steveston Museum Exhibit Update The Steveston Museum exhibits are more than 35 years old. With the addition of the Visitors Centre, a post office and the Japanese building the space is disjointed, inefficient and provides a poor visitor experience.	\$382,000
2	Community Services	Art Gallery Collections Management Following Council approval of the Richmond Art Gallery Collections Policy in 2017 and professional appraisal in 2018 of ~350 works valued at over \$707,000, staff resources are required to begin necessary work of collection management and maintenance.	\$25,083
3	Community Safety	Richmond Fire Rescue Interactive Website The Fire Rescue Community Outreach and Public Education Plan highlights an initiative to develop an accessible and interactive web platform that can engage the public, and allow for access to public safety information. This new site would be a micro site under the city's website.	\$32,000
4	Library	Library Book Vending Technology at Minoru Centre for Active Living (MCAL) With the City's seniors' centre moving across the Minoru complex to the new MCAL facility, Brighthouse may become less accessible for some of our older residents. Innovative library book vending technology would provide convenient access to library collections.	\$41,500
5	Community Services	Collections Assessment and Artefact Storage Planning Storage is at full capacity and two primary locations are expected to be demolished in 2024. Assessment of the collection and space planning is required to prepare for a move.	\$619,958
6	Community Services	Steveston Tram Building Signage The Steveston Tram building requires exterior signage to be installed. With the completion of tram restoration in 2018, this is an appropriate time for implementing this project.	\$30,000
2019 One-Time Expenditures Total - NOT RECOMMENDED			\$1,130,541



City of Richmond

Report to Committee

To: Finance Committee

Date: January 11, 2019

From: Andrew Nazareth
General Manager, Finance and Corporate
Services

File: 03-0985-01/2018-Vol
01

Re: Consolidated 5 Year Financial Plan (2019-2023) Bylaw No. 9979

Staff Recommendation

1. That the Consolidated 5 Year Financial Plan (2019-2023) Bylaw No. 9979 be introduced and given first, second, and third readings.
2. That staff undertake a process of public consultation as required in Section 166 of the Community Charter.

Andrew Nazareth
General Manager, Finance and Corporate Services
(604-276-4095)

Att. 4

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

Staff Report

Origin

Subsection 165(l) of the *Community Charter* requires the City to adopt a 5 Year Financial Plan (5YFP) Bylaw. The 5YFP Bylaw provides the City with the authority to proceed with spending to the limits as outlined in the bylaw. The City is required under section 166 of the *Community Charter* to undertake a process of public consultation prior to adoption of the 5YFP.

The 5YFP Bylaw No. 9979 consolidates the budgets for Utility, Operating, Capital budgets and One-Time Expenditures. The key components of 5YFP Bylaw No. 9979 are as follows:

- 2019 Utility Budget
- 2019 One-Time Expenditures
- 2019 Capital Budget
- 2019 Operating Budget

The 2019 Utility rates were approved by Council on October 9, 2018 and the following bylaws were adopted as follows:

- Drainage, Dike and Sanitary Sewer System Bylaw No. 7551, Amendment Bylaw No. 9943 adopted on October 22, 2018.
- Solid Waste and Recycling Regulation Bylaw No. 6803, Amendment Bylaw No. 9941 adopted on October 22, 2018.
- Waterworks and Water Rates Bylaw No. 5637, Amendment Bylaw No. 9942 adopted on October 22, 2018.

The 2019 budget for Richmond Public Library is included in the Consolidated 5YFP as presented in the 2019 Operating and Capital Budgets for Richmond Public Library report dated January 10, 2019.

The Consolidated 5YFP includes a draft budget for the City's wholly owned subsidiary Richmond Olympic Oval Corporation. The 2019 budget is scheduled to be reviewed by the Oval's Board of Directors on January 17, 2019.

Effective January 1, 2018, the Consolidated 5YFP does not include the budget for Lulu Island Energy Company (LIEC) since LIEC has been classified as a Government Business Enterprise and is required to apply International Financial Reporting Standards while the City is required to report under Public Sector Accounting Standards. Instead, LIEC is reflected as a financial asset on the City's Statement of Financial Position.

The Consolidated 5YFP Bylaw includes estimates for 2020-2023 based on information currently available and will be revised with the financial plan for each respective year. Inclusion in the financial plan for 2020 and beyond does not represent final approval for spending.

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

This report combines the 2019 budgets into a consolidated financial plan to provide expenditure authorization, allowing the City to formally proceed with delivering services to the community. In addition, the 5YFP includes operating and capital carryforward amounts that have been approved in prior years, however, projects and programs are expected to be completed in 2019 and future years.

Adjustments with No Impact on Rates

Prior Year Capital Carryforwards

The Capital Budget as presented in the 5YFP includes carryforward amounts for previously approved and funded projects that are still in progress as capital projects usually take several years to complete after Council approval. There is no tax impact as a result of including these amounts.

Prior Year Operating Carryforwards

The 2019 Carryforwards are comprised of unspent amounts from 2018 and previously approved one-time expenditures that are required for programs and projects that were not completed in 2018 and hence carried into 2019. There is no tax impact as a result of including these amounts.

Developer Contributed Assets

The 5YFP also includes an estimate for the value of negotiated developer contributed assets that the City will take ownership of as a result of rezoning approvals. This includes dedicated land under new road and infrastructure contributed by developers. There is no cost to the City for building the initial infrastructure; however, it becomes part of the City's inventory of assets to maintain and eventually replace.

2020 Operating Budget Impacts (OBI) for Utility Projects

The approved Capital Budget includes Utility projects with OBI for water and sanitary sewer infrastructure. Since the approval of these Capital projects occurred subsequent to the setting of the utility rates, these additional operating costs are not factored into the 2019 utility rates. These additional costs will be incorporated into the 2020 rates, and for 2019 the OBI will be funded by utility rate stabilization accounts.

2019 One-Time Expenditures

One-Time expenditures totaling \$1,315,909 funded by the Rate Stabilization Account have been incorporated in the 5YFP as presented in the 2019 One-Time Expenditures report dated January 2, 2019.

Council Community Initiatives Account

Under the current gaming allocation model, 2% of budgeted gaming revenue is transferred to the Council Community Initiatives Account (CCIA). As of November 30, 2018 the CCIA balance is \$852,196. Any unallocated amount will remain in the CCIA for distribution in future years.

There are no submissions to be funded by CCIA in 2019. Any arising one-time expenditures funded by CCIA and approved by Council may be included as an amendment to the 5YFP at a later date.

Capital Budget

The 2019 Capital Budget totaling \$116,524,202 is included in the Consolidated 5YFP as presented in the 2019 Capital Budget report dated January 11, 2019.

Operating Budget

The 2019 Operating Budget is included in the 5YFP as presented in the Proposed 2019 Operating Budget dated January 3, 2019. The proposed 2019 Municipal Tax Dollar Breakdown is presented in Attachment 3.

Public Consultation

Section 166 of the *Community Charter* requires a process of public consultation prior to adoption of the 5YFP. In order to comply with this requirement, staff are working on a number of communication initiatives, which include:

- preparing a news release on the City website scheduled for Tuesday, January 29, 2019 with a link to the 5YFP.
- engaging a public forum on Let's Talk Richmond scheduled to launch on Tuesday, January 29, 2019.
- utilizing social media to raise awareness of the public consultation period through Facebook and Twitter accounts.

- having copies of the 2019-2023 Consolidated Financial Plan and the budget reports approved by Council available for pick-up by the public or available electronically.
- advertising in the Richmond News as reminder of the ongoing public consultation.

Upon review of the legislation and discussions with Province, the format of the public consultation process is at the discretion of the municipality to determine the communication channel that best suits its local community. Last year, staff effectively conducted consultation via Let's Talk Richmond that was advertised online, through newspaper ads and social media for last year's budget.

In 2018, over 430 engagements and 30 comments were received from the public via Let's Talk Richmond. In order to ensure that the 5YFP consultation is beneficial, effective and efficient, staff will conduct the process through Let's Talk Richmond and social media once again.

The public consultation period will end on Tuesday, February 12, 2019 and staff will report the results to Council in advance of the meeting scheduled to give final reading to the 5YFP bylaw.

Financial Impact

Table 5 summarizes the proposed 2019 tax increase of 5.33%, and estimates for 2020 through 2023. The estimated tax increase for the 5YFP includes a 1% increase for investment in community infrastructure in accordance with Council's Long Term Financial Management Strategy (LTFMS).

Table 5 – Proposed 5YFP 2019-2023 Summary

Proposed 5YFP	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Same Level of Service Increase	1.50%	1.50%	0.96%	1.49%	1.91%
External Senior Government Related Increases	1.38%	0.16%	0.16%	0.18%	0.18%
Enhanced Community Safety	2.06%	1.41%	1.41%	0.40%	0.40%
City Wide Additional Levels	0.07%	0.23%	0.23%	0.23%	1.62%
Previously Approved Items	0.51%	1.26%	0.75%	0.38%	0.09%
Operating Budget Impact from Capital Budget	0.18%	0.58%	0.74%	0.63%	0.56%
Investment in Community Facilities Infrastructure (Transfer to Reserves)	1.00%	1.00%	1.00%	1.00%	1.00%
Less: Rate stabilization	(1.37%)	(0.70%)	(0.30%)	-%	-%
Proposed 2019 Operating Budget Increase	5.33%	5.44%	4.95%	4.31%	5.76%

Conclusion

The 5YFP 2019-2023 has been prepared utilizing the 2019 Utility budget approved by Council and the proposed 2019 Capital, Operating and One-Time expenditures budgets to form the base of the financial plan. Estimates for 2020 to 2023 are based on information currently available and will be revised in the next 5YFP (2020-2024). Staff recommend that the bylaw be given first through third readings and undertake the public consultation process.



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

MS;jh

- Att. 1: 5 Year Capital Plan by Program (2019-2023)
2: 5 Year Capital Plan by Funding Sources (2019-2023)
3: 2019 Proposed Municipal Tax Dollar
4: Consolidated 5 Year Financial Plan (2019-2023) Bylaw No. 9979

CITY OF RICHMOND
5 YEAR CAPITAL PLAN SUMMARY (2019 - 2023)
(in \$000s)

	2019	2020	2021	2022	2023
Infrastructure Program					
Roads	14,975	10,299	11,591	9,936	9,595
Drainage	11,242	14,454	14,578	16,755	23,408
Water	6,194	7,318	9,000	8,665	8,445
Sanitary Sewer	1,433	10,353	7,250	6,390	6,250
Minor Capital	3,955	3,880	3,780	3,780	3,780
Total Infrastructure Program	\$ 37,799	\$ 46,304	\$ 46,199	\$ 45,526	\$ 51,478
Building Program					
Building	20,917	109,370	13,100	21,231	15,000
Total Building Program	\$ 20,917	\$109,370	\$ 13,100	\$ 21,231	\$ 15,000
Parks Program					
Parks	7,820	4,750	6,380	3,850	3,900
Parkland	4,000	4,000	4,000	2,000	2,000
Total Parks Program	\$ 11,820	\$ 8,750	\$ 10,380	\$ 5,850	\$ 5,900
Public Art Program	\$ 563	\$ 150	\$ 150	\$ 150	\$ 150
Land Program	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	\$ 5,000
Affordable Housing	\$ 775	\$ 625	\$ 625	\$ 625	\$ 625
Equipment Program					
Vehicle	4,262	2,637	2,528	2,334	3,995
Fire Vehicle	2,521	716	1,185	1,221	1,257
Information Technology	4,474	860	455	460	516
Equipment	1,019	578	2,099	580	581
Total Equipment Program	\$ 12,276	\$ 4,791	\$ 6,267	\$ 4,595	\$ 6,349
Child Care Program	\$ 160	\$ 60	\$ 60	\$ 60	\$ 60
Internal Transfers/Debt Payment	\$ 12,214	\$ 4,586	\$ 4,587	\$ 4,201	\$ 4,201
Contingent External Contributions	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Capital Program	\$ 116,524	\$194,636	\$101,368	\$97,238	\$98,763

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN
CAPITAL FUNDING SOURCES (2019-2023)
(In \$000's)**

	2019	2020	2021	2022	2023
DCC Reserves					
Drainage DCC	466	464	-	-	1,057
Park Development DCC	4,092	2,869	1,740	2,822	2,774
Park Development DCC – West Cambie	724	-	969	-	188
Park Land Acquisition DCC	8,064	5,964	5,964	4,083	4,083
Roads DCC	8,898	6,405	8,052	5,788	5,791
Sanitary DCC	-	1,175	1,428	149	-
Water DCC	708	138	1,798	812	-
Total DCC	\$22,952	\$17,015	\$19,951	\$13,654	\$13,893
Statutory Reserves					
Affordable Housing	1,300	1,150	1,150	1,150	1,150
Capital Building and Infrastructure	13,845	44,520	10,450	20,131	11,600
Capital Reserve	15,395	73,800	16,399	9,312	7,778
Child Care	160	60	60	60	60
Drainage Improvement	11,428	13,904	14,383	17,314	22,380
Equipment Replacement	6,404	2,832	3,392	3,310	4,833
Leisure Facilities	7,611	5,400	2,000	-	3,400
Neighbourhood Improvement	184	-	-	-	-
Public Art Program	563	150	150	150	150
Sanitary Sewer	1,650	10,477	7,022	6,791	7,500
Watermain Replacement	7,388	7,556	7,689	8,234	8,655
Total Statutory Reserves	\$65,928	\$159,849	\$62,695	\$66,452	\$67,506
Other Sources					
Enterprise Fund	180	550	550	550	550
Grant and Developer Contribution	12,847	10,125	10,125	10,125	10,125
Other Sources	7,624	4,957	4,587	4,592	4,649
Rate Stabilization	5,743	-	1,320	-	-
Sewer Levy	300	50	100	-	50
Solid Waste and Recycling	300	300	300	300	300
Water Levy	650	1,790	1,740	1,565	1,690
Total Other Sources	\$27,644	\$17,772	\$18,722	\$17,132	\$17,364
Total Capital Program	\$116,524	\$194,636	\$101,368	\$97,238	\$98,763

2019 PROPOSED MUNICIPAL TAX DOLLAR





Consolidated 5 Year Financial Plan (2019-2023) Bylaw No. 9979

The Council of the City of Richmond enacts as follows:

1. Schedule "A", Schedule "B" and Schedule "C" which are attached and form part of this bylaw, are adopted as the Consolidated 5 Year Financial Plan (2019-2023).
2. 5 Year Consolidated Financial Plan (2018-2022) Bylaw 9663 and all associated amendments are repealed.
3. This Bylaw is cited as "**Consolidated 5 Year Financial Plan (2019-2023) Bylaw No. 9979**".

FIRST READING

SECOND READING

THIRD READING

ADOPTED

MAYOR

CORPORATE OFFICER

CITY OF RICHMOND
APPROVED for content by originating dept. <i>sc</i>
APPROVED for legality by Solicitor <i>AC</i>

SCHEDULE A:

CITY OF RICHMOND

CONSOLIDATED 5 YEAR FINANCIAL PLAN (2019-2023)

REVENUE AND EXPENSES

(In \$000's)

	2019 Budget *	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Revenue:					
Taxation and Levies	231,033	247,058	262,987	276,948	295,675
User Fees	105,805	109,809	115,048	120,448	126,549
Sales of Services	41,858	42,131	42,822	43,376	43,938
Gaming Revenue	16,500	16,500	16,500	16,500	16,500
Investment Income	16,062	16,634	17,148	17,923	18,622
Payments In Lieu Of Taxes	14,200	14,626	15,065	15,532	16,013
Other Revenue	11,214	11,547	11,941	12,350	12,774
Licenses And Permits	10,875	11,086	11,301	11,532	11,768
Provincial and Federal Grant	8,362	8,387	8,449	8,514	8,579
Developer Contributed Assets	50,350	50,350	50,350	50,350	50,350
Development Cost Charges	22,952	17,015	19,951	13,654	13,893
Other Capital Funding Sources	12,847	10,125	10,125	10,125	10,125
	542,058	555,268	581,687	597,252	624,786
Expenses:					
Community Safety	111,476	113,765	119,764	123,714	127,763
Engineering and Public Works	74,458	71,392	72,738	74,212	75,582
Community Services	72,127	67,127	69,395	71,847	73,814
Finance and Corporate Services	28,998	26,192	26,842	27,466	28,104
Fiscal	22,728	21,446	22,436	23,511	27,552
Debt Interest	1,677	1,677	1,677	1,677	1,677
Corporate Administration	11,209	10,866	11,114	11,380	11,651
Planning and Development Services	17,336	17,523	17,994	18,510	19,058
Utility Budget					
Water Utility	44,049	46,047	48,476	51,125	53,964
Sanitary Sewer Utility	33,258	34,730	37,254	39,705	42,659
Sanitation and Recycling	17,610	17,971	18,330	18,715	19,109
Richmond Public Library	11,037	11,244	11,455	11,681	11,911
Richmond Olympic Oval Corporation	16,595	16,905	17,223	17,562	17,909
	462,558	456,885	474,698	491,105	510,753
Annual Surplus	79,500	98,383	106,989	106,147	114,033

SCHEDULE A (CONT'D):

CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2019-2023)
TRANSFERS
(In \$000's)

	2019 Budget *	2020 Plan	2021 Plan	2022 Plan	2023 Plan
Transfers:					
Debt Principal	4,951	5,150	5,355	5,570	5,793
Transfer To (From) Reserves	70,955	73,289	75,793	78,438	81,207
Transfer To (From) Surplus	(28,445)	(1,737)	2,286	5,698	10,052
Capital Expenditures - Current Year	116,524	194,636	101,368	97,238	98,763
Capital Expenditures - Prior Years	320,444	206,228	167,783	106,903	83,000
Capital Expenditures - Developer Contributed Assets	50,350	50,350	50,350	50,350	50,350
Capital Expenditures - Richmond Public Library	1,274	1,274	1,274	1,274	1,274
Capital Expenditures - Richmond Olympic Oval Corporation	2,587	2,294	1,602	1,055	1,124
Capital Funding	(459,140)	(433,101)	(298,822)	(240,379)	(217,530)
Transfers/Amortization offset:	79,500	98,383	106,989	106,147	114,033
Balanced Budget	\$-	\$-	\$-	\$-	\$-
Tax Increase	5.33%	5.44%	4.95%	4.31%	5.76%

* 2019 Budget includes recommended one-time expenditures and carryforwards funded by rate stabilization accounts. The projections for 2020 through 2023 are base budgets to deliver the same level of service and do not include estimates of carryforwards or one-time expenditures that may be approved in future years.

SCHEDULE B:

CITY OF RICHMOND

5 YEAR FINANCIAL PLAN

CAPITAL FUNDING SOURCES (2019-2023)

(In \$000's)

	2019	2020	2021	2022	2023
DCC Reserves					
Drainage DCC	466	464	-	-	1,057
Park Development DCC	4,092	2,869	1,740	2,822	2,774
Park Development DCC – West Cambie	724	-	969	-	188
Park Land Acquisition DCC	8,064	5,964	5,964	4,083	4,083
Roads DCC	8,898	6,405	8,052	5,788	5,791
Sanitary DCC	-	1,175	1,428	149	-
Water DCC	708	138	1,798	812	-
Total DCC	\$22,952	\$17,015	\$19,951	\$13,654	\$13,893
Statutory Reserves					
Affordable Housing	1,300	1,150	1,150	1,150	1,150
Capital Building and Infrastructure	13,845	44,520	10,450	20,131	11,600
Capital Reserve	15,395	73,800	16,399	9,312	7,778
Child Care	160	60	60	60	60
Drainage Improvement	11,428	13,904	14,383	17,314	22,380
Equipment Replacement	6,404	2,832	3,392	3,310	4,833
Leisure Facilities	7,611	5,400	2,000	-	3,400
Neighbourhood Improvement	184	-	-	-	-
Public Art Program	563	150	150	150	150
Sanitary Sewer	1,650	10,477	7,022	6,791	7,500
Watermain Replacement	7,388	7,556	7,689	8,234	8,655
Total Statutory Reserves	\$65,928	\$159,849	\$62,695	\$66,452	\$67,506
Other Sources					
Enterprise Fund	180	550	550	550	550
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Other Sources	7,624	4,957	4,587	4,592	4,649
Rate Stabilization	5,743	-	1,320	-	-
Sewer Levy	300	50	100	-	50
Solid Waste and Recycling	300	300	300	300	300
Water Levy	650	1,790	1,740	1,565	1,690
Total Other Sources	\$27,644	\$17,772	\$18,722	\$17,132	\$17,364
Total Capital Program	\$116,524	\$194,636	\$101,368	\$97,238	\$98,763

SCHEDULE C:

CITY OF RICHMOND

CONSOLIDATED 5 YEAR FINANCIAL PLAN (2019-2023)

STATEMENT OF POLICIES AND OBJECTIVES

Revenue Proportions By Funding Source

Property taxes are the largest portion of revenue for any municipality. Taxes provide a stable and consistent source of revenue for many services that are difficult or undesirable to fund on a user-pay basis. These include services such as community safety, general government, libraries and park maintenance.

Objective:

- Maintain revenue proportion from property taxes at current level or lower

Policies:

- Tax increases will be at CPI + 1% for transfers to reserves
- Annually, review and increase user fee levels by consumer price index (CPI).
- Any increase in alternative revenues and economic development beyond all financial strategy targets can be utilized for increased levels of service or to reduce the tax rate.

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2019.

Table 1:

Funding Source	% of Total Revenue
Property Taxes	50.7%
User Fees	23.2%
Sales of Services	9.2%
Gaming Revenue	3.6%
Investment Income	3.5%
Payments in Lieu of Taxes	3.1%
Licenses and Permits	2.4%
Provincial and Federal Grants	1.8%
Other	2.5%
Total Operating and Utility Funding Sources	100.0%

SCHEDULE C (CONT'D):

**CITY OF RICHMOND
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2019-2023)
STATEMENT OF POLICIES AND OBJECTIVES**

Distribution of Property Taxes

Table 2 provides the 2018 distribution of property tax revenue among the property classes. 2019 estimated roll figures will be received in March 2019.

Objective:

- Maintain the City's business to residential tax ratio in the middle in comparison to other municipalities. This will ensure that the City will remain competitive with other municipalities in attracting and retaining businesses.

Policies:

- Regularly review and compare the City's tax ratio between residential property owners and business property owners relative to other municipalities in Metro Vancouver.

Table 2: (Based on the 2018 Revised Roll figures)

Property Class	% of Tax Burden
Residential (1)	56.19%
Business (6)	35.14%
Light Industry (5)	6.82%
Others (2,4,8 & 9)	1.85%
Total	100.00%

Permissive Tax Exemptions

Objective:

- Council passes the annual permissive exemption bylaw to exempt certain properties from property tax in accordance with guidelines set out by Council Policy and the Community Charter. There is no legal obligation to grant exemptions.
- Permissive exemptions are evaluated with consideration to minimizing the tax burden to be shifted to the general taxpayer.

Policy:

- Exemptions are reviewed on an annual basis and are granted to those organizations meeting the requirements as set out under Council Policy 3561 and Sections 220 and 224 of the *Community Charter*.