



**Consolidated 5 Year Financial Plan (2024-2028) Bylaw No. 10515**

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 (2024-2028).
2. Consolidated 5 Year Financial Plan (2023-2027) Bylaw No. 10429 and all associated amendments are repealed.
3. This Bylaw is cited as **"Consolidated 5 Year Financial Plan (2024-2028) Bylaw No. 10515"**.

FIRST READING

SECOND READING

THIRD READING

ADOPTED

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

\_\_\_\_\_  
MAYOR

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

**SCHEDULE A:**  
**CITY OF RICHMOND**  
**CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)**  
**REVENUE AND EXPENSES**  
**(In \$000's)**

	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
<b>Revenue:</b>					
Taxation and Levies	306,676	329,002	350,202	369,190	389,906
Utility Fees	148,459	161,525	174,620	188,412	203,477
Sales of Services	54,556	56,408	57,787	58,975	60,140
Provincial and Federal Grants	26,637	29,244	30,261	30,808	31,366
Investment Income	25,635	23,356	21,174	19,180	17,300
Other Revenue	15,537	13,442	13,645	13,884	14,129
Payments In Lieu of Taxes	14,650	15,095	15,547	16,016	16,499
Licenses and Permits	12,832	13,087	13,341	13,603	13,870
Gaming Revenue	12,500	12,500	12,500	12,500	12,500
Developer Contributed Assets	45,640	45,640	45,640	71,421	45,640
Development Cost Charges	16,607	18,145	20,117	13,655	10,814
Other Capital Funding Sources	22,478	25,094	15,155	11,400	11,400
	<b>\$702,207</b>	<b>\$742,538</b>	<b>\$769,989</b>	<b>\$819,044</b>	<b>\$827,041</b>
<b>Expenses:</b>					
Community Safety	155,060	160,705	167,567	173,528	179,691
Community Services	79,733	77,212	79,959	81,888	83,859
Engineering and Public Works	73,430	72,528	74,588	75,956	77,345
Planning and Development Services	45,183	42,251	43,389	44,377	46,615
Finance and Corporate Services	31,917	31,021	32,381	33,233	34,108
Corporate Administration	11,306	11,100	11,521	11,863	12,215
Law and Legislative Services	5,367	4,890	5,091	5,252	5,417
Fiscal	33,719	33,372	35,955	39,019	42,244
Debt Interest	4,769	3,926	3,926	3,926	3,926
<b>Utility Budget</b>					
Water Utility	53,276	57,997	63,033	68,419	74,415
Sanitary Sewer Utility	48,362	53,412	58,531	64,081	70,281
Sanitation and Recycling	25,517	25,681	26,338	26,962	27,601
Flood Protection	20,225	20,429	20,682	20,892	21,103
Richmond Olympic Oval Corporation	20,274	20,816	21,251	21,696	22,151
Richmond Public Library	12,496	12,762	13,144	13,459	13,783
	<b>\$620,634</b>	<b>\$628,102</b>	<b>\$657,356</b>	<b>\$684,551</b>	<b>\$714,754</b>
<b>Annual Surplus</b>	<b>\$81,573</b>	<b>\$114,436</b>	<b>\$112,633</b>	<b>\$134,493</b>	<b>\$112,287</b>

## SCHEDULE A (CONT'D):

**CITY OF RICHMOND**  
**CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)**  
**TRANSFERS**  
(In \$000's)

	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan
<b>Transfers:</b>					
Debt Principal	9,612	3,649	3,764	3,895	4,032
Transfer To Reserves	97,079	102,127	107,374	112,831	118,473
Transfer from Reserves to fund Operating Reserve Programs:					
Bylaw 8206	(450)	(400)	(400)	(400)	(400)
Bylaw 8877	(210)	(210)	(210)	(210)	(210)
Bylaw 7812 S.1.1.1 (a)	(2,735)	(525)	(525)	(525)	(525)
Bylaw 7812 S.1.1.1 (d)	(50)	(50)	(50)	(50)	(50)
Bylaw 7812 S.1.1.1 (j)	(396)	(158)	(158)	(158)	(158)
Operating Reserves - Prior Years	(4,093)	-	-	-	-
Transfer To (From) Surplus	(13,137)	14,723	15,520	16,229	16,869
Capital Expenditures - Current Year	210,900	166,885	174,622	125,350	126,529
Capital Expenditures - Prior Years	231,528	290,271	310,273	318,715	307,435
Capital Expenditures - Developer Contributed Assets	45,640	45,640	45,640	71,421	45,640
Capital Expenditures - Richmond Public Library	610	610	610	610	610
Capital Funding	(492,725)	(508,126)	(543,827)	(513,215)	(505,958)
<b>Transfers/Amortization offset:</b>	<b>\$81,573</b>	<b>\$114,436</b>	<b>\$112,633</b>	<b>\$134,493</b>	<b>\$112,287</b>
<b>Balanced Budget</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Tax Increase</b>	<b>5.62%</b>	<b>6.05%</b>	<b>5.34%</b>	<b>4.32%</b>	<b>4.55%</b>

**SCHEDULE B:**  
**CITY OF RICHMOND**  
**5 YEAR FINANCIAL PLAN**  
**CAPITAL FUNDING SOURCES (2024-2028)**  
**(In \$000's)**

<b>DCC Reserves</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Drainage DCC	1,139	2,723	3,906	1,609	328
Parks Acquisition DCC	4,703	3,762	3,762	3,762	3,762
Parks Development DCC	1,947	1,288	846	959	846
Roads DCC	7,277	8,559	9,828	5,878	5,878
Sanitary DCC	104	509	79	-	-
Water DCC	1,437	1,304	1,696	1,447	-
<b>Total DCC</b>	<b>\$16,607</b>	<b>\$18,145</b>	<b>\$20,117</b>	<b>\$13,655</b>	<b>\$10,814</b>
<b>Statutory Reserves</b>					
Capital Building and Infrastructure	56,734	29,300	45,800	27,500	15,500
Capital Reserve	30,881	15,851	22,553	15,921	21,163
Capstan Station	-	2,000	-	-	-
Drainage Improvement	12,746	-	-	-	-
Equipment Replacement	5,026	4,225	5,705	5,467	3,108
Flood Protection BL10403	3,238	23,456	17,440	20,715	22,203
Growing Communities Reserve Fund	3,354	17,000	-	-	-
Sanitary Sewer	8,464	6,912	6,321	3,823	550
Sanitary Sewer BL10401	8,443	-	6,675	2,800	10,789
Water Supply BL10402	11,807	-	9,325	2,324	17,465
Watermain Replacement	9,646	9,396	10,178	8,939	-
<b>Total Statutory Reserves</b>	<b>\$150,339</b>	<b>\$108,140</b>	<b>\$123,997</b>	<b>\$87,489</b>	<b>\$90,778</b>
<b>Other Sources</b>					
Enterprise Fund	490	-	-	-	-
Grant and Developer Contribution	22,478	25,094	15,155	11,400	11,400
Other Sources	15,775	13,010	12,627	10,875	11,268
Sewer Levy	350	513	215	65	221
Solid Waste and Recycling	600	300	300	300	300
Steveston Community Amenity Fund	2,600	-	550	-	-
Water Levy	1,661	1,683	1,661	1,566	1,748
<b>Total Other Sources</b>	<b>\$43,954</b>	<b>\$40,600</b>	<b>\$30,508</b>	<b>\$24,206</b>	<b>\$24,937</b>
<b>Total Capital Program</b>	<b>\$210,900</b>	<b>\$166,885</b>	<b>\$174,622</b>	<b>\$125,350</b>	<b>\$126,529</b>

**SCHEDULE C:**

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)  
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 2024.

**Table 1:**

<b>Funding Source</b>	<b>% of Total Revenue</b>
Taxation and Levies	49.7%
Utility Fees	24.0%
Sales of Services	8.8%
Provincial and Federal Grants	4.3%
Investment Income	4.2%
Payments In Lieu of Taxes	2.4%
Licenses and Permits	2.1%
Gaming Revenue	2.0%
Other	2.5%
<b>Total Operating and Utility Funding Sources</b>	<b>100.0%</b>

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

**CITY OF RICHMOND  
CONSOLIDATED 5 YEAR FINANCIAL PLAN (2024-2028)  
STATEMENT OF POLICIES AND OBJECTIVES**

**Distribution of Property Taxes**

Table 2 provides the 2023 distribution of property tax revenue among the property classes. 2024 Revised Roll figures will be received in late March 2024.

**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 2023 Revised Roll figures)

Property Class	% of Tax Burden
Residential (1)	57.08%
Business (6)	32.65%
Light Industry (5)	8.22%
Others (2, 3, 4, 8 & 9)	2.05%
Total	100.0%

**Permissive Tax Exemptions****Objective:**

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

**Policy:**

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