

TOWN OF GOLDEN

BYLAW NUMBER 1384, 2017
2018-2022 FIVE-YEAR FINANCIAL PLAN
Being a bylaw to adopt an annual financial plan

The Council of the Town of Golden, in open meeting assembled, **ENACTS AS FOLLOWS:**

1. CITATION

- (a) This bylaw may be cited for all purposes as the “Town of Golden 2018-2022 Five-Year Financial Plan Bylaw No. 1384, 2017”.

2. FINANCIAL PLAN

- (a) The Town of Golden Five-Year Financial Plan for the period January 1st, 2018 to and including December 31st, 2022 is set out as Schedule “A” attached hereto and forming a part of this Bylaw.

3. FINANCIAL OBJECTIVES AND POLICIES

- (a) The Town of Golden Financial Objectives and Policies for the period January 1st 2018 to and including December 31st, 2018 are set out as Schedule “B” attached hereto and forming a part of this Bylaw.

4. SEVERABILITY

- (a) The provisions of this Bylaw are severable and the invalidity of any part of this Bylaw shall not affect the validity of the remainder of this Bylaw.

5. REPEAL

- (a) *Town of Golden 2017-2021 Five-Year Financial Plan Bylaw 1371, 2016*, and any amendments thereto, are hereby repealed in their entirety.

6. TERMINATION

- (a) This bylaw shall have no further force or effect after December 31st, 2018.

READ A FIRST TIME THIS 19TH DAY OF DECEMBER , 2017.

READ A SECOND TIME THIS 6TH DAY OF FEBRUARY , 2018.

READ A THIRD TIME THIS 20TH DAY OF FEBRUARY , 2018.

ADOPTED THIS 6TH DAY OF MARCH , 2018, BY A
UNANIMOUS DECISION OF ALL MEMBERS OF TOWN COUNCIL PRESENT AND
ELIGIBLE TO VOTE.



MAYOR



CORPORATE OFFICER

Town of Golden - Consolidated Financial Plan
Schedule "A" to Bylaw 1384, 2017
For the 5 Year Period 2018-2022

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Revenue					
Property Taxes					
Municipal property tax	5,281,257	5,544,430	5,820,762	6,110,910	6,415,566
Frontage taxes - water and sewer	205,530	205,530	205,530	205,530	205,530
Grants in lieu and 1% utility tax	170,023	170,023	170,023	170,023	170,023
	<u>5,656,810</u>	<u>5,919,983</u>	<u>6,196,315</u>	<u>6,486,463</u>	<u>6,791,119</u>
Other government requisitions	2,737,521	2,737,521	2,737,521	2,737,521	2,737,521
Less:					
Other government tax transfers	(2,737,521)	(2,737,521)	(2,737,521)	(2,737,521)	(2,737,521)
Municipal Taxation	<u>5,656,810</u>	<u>5,919,983</u>	<u>6,196,315</u>	<u>6,486,463</u>	<u>6,791,119</u>
Sales of Services	598,488	579,824	585,188	590,682	596,293
Licences, permits, fines	107,200	103,700	103,700	105,700	105,700
Interest & Penalties	141,500	141,500	141,500	141,500	141,500
Grants - Conditional	859,982	257,726	257,726	257,726	257,726
Grants - Unconditional	459,000	459,000	459,000	459,000	459,000
Transfers from Other Governments/Agencies	531,976	461,273	453,091	454,671	146,871
Other Contributions	53,023	60,134	67,530	75,222	83,221
Total Revenue	<u>8,407,978</u>	<u>7,983,140</u>	<u>8,264,049</u>	<u>8,570,964</u>	<u>8,581,429</u>
Shared and Self Supporting Revenue					
Arena Sale of Services	143,364	152,665	157,095	161,658	166,357
Arena Transfer from Other Government	361,607	360,027	366,758	374,318	382,056
Total Arena	<u>504,971</u>	<u>512,692</u>	<u>523,852</u>	<u>535,976</u>	<u>548,414</u>
Shared Emergency Services Government Transfers	84,044	80,460	79,588	72,335	71,501
Water User Fees	710,406	727,779	763,393	800,788	840,151
Sewer User Fees	891,074	935,327	981,794	1,030,584	1,081,912
Share Service and Total Self Supporting Revenue	<u>2,190,495</u>	<u>2,256,259</u>	<u>2,348,627</u>	<u>2,439,682</u>	<u>2,541,977</u>
Total Consolidated Revenue	<u>10,598,474</u>	<u>10,239,399</u>	<u>10,612,677</u>	<u>11,010,646</u>	<u>11,123,406</u>
Expenses					
General government services	2,078,450	2,104,376	2,102,297	2,125,273	1,882,388
Protective services	614,459	566,122	570,633	598,771	583,313
Transportation services	1,702,040	1,603,253	1,614,716	1,669,557	1,715,168
Airport services	107,597	107,058	109,521	111,649	113,649
Economic development services	229,568	60,019	32,557	33,233	33,926
Planning & Development services	270,569	317,640	390,987	357,105	363,688
Recreation and cultural services	1,191,033	1,200,292	1,215,484	1,235,545	1,256,233
Environmental services	411,382	423,238	330,135	333,958	337,711
Cemetery services	45,631	46,277	46,994	47,824	48,602
Amortization	1,830,088	1,830,088	1,830,088	1,830,088	1,830,088
Total General Operations	<u>8,480,817</u>	<u>8,258,363</u>	<u>8,243,412</u>	<u>8,343,002</u>	<u>8,164,765</u>
Shared Service and Self Supporting Expenditures					
Arena Expenses	504,971	512,692	523,852	535,976	548,414
Shared Emergency Service	67,544	63,960	63,088	65,835	65,001
Water Services Expenses	538,439	489,420	495,423	503,968	511,035
Water Amortization	240,913	240,913	240,913	240,913	240,913
Total Water Services	<u>779,352</u>	<u>730,333</u>	<u>736,336</u>	<u>744,881</u>	<u>751,948</u>
Sewer Services Expenses	546,176	596,588	563,394	572,198	597,323
Sewer Amortization	407,632	407,632	407,632	407,632	407,632
Total Sewer Services	<u>953,808</u>	<u>1,004,220</u>	<u>971,026</u>	<u>979,830</u>	<u>1,004,955</u>
Total Shared Service and Self Supporting Expenditures	<u>2,305,675</u>	<u>2,311,205</u>	<u>2,294,302</u>	<u>2,326,521</u>	<u>2,370,318</u>
Total Operations	<u>10,786,492</u>	<u>10,569,568</u>	<u>10,537,714</u>	<u>10,669,523</u>	<u>10,535,083</u>
Surplus (Deficit)	<u>(188,019)</u>	<u>(330,169)</u>	<u>74,963</u>	<u>341,123</u>	<u>588,323</u>

Town of Golden - Consolidated Financial Plan
Schedule "A" to Bylaw 1384, 2017
For the 5 Year Period 2018-2022

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Add:					
Amortization	2,478,633	2,478,633	2,478,633	2,478,633	2,478,633
Proceeds from Borrowing	200,000	-	1,333,967	-	779,793
Principal Payments On Municipal Debt					
General	401,957	405,592	406,922	577,036	501,176
Water	18,935	19,692	20,480	21,299	22,151
Sewer	18,935	19,692	20,480	21,299	22,151
Total Principal Payments On Municipal Debt	439,828	444,976	447,882	619,635	545,478
Capital Expenditures					
General Capital	1,233,776	887,193	1,848,427	639,634	1,324,493
Water Capital	94,650	383,100	1,083,100	313,100	83,100
Sewer Capital	634,876	298,500	296,540	249,500	358,750
Total Capital Expenditures	1,963,302	1,568,793	3,228,067	1,202,234	1,766,343
Operating Reserves Transfers					
Transfer from General Reserves	275,808	143,657	40,000	-	24,150
Transfer from Water Reserve	58,000	-	-	-	-
Transfer from Sewer Reserve	40,000	-	-	-	-
Total Transfer from Operating Reserves	373,808	143,657	40,000	-	24,150
Transfer to General Reserves	319,090	317,090	336,123	333,938	313,090
Transfer to Water Reserve	79,143	989	3,191	3,773	4,380
Transfer to Sewer Reserve	56,093	989	3,191	3,772	4,380
Total Transfers to Operating Reserves	454,326	319,068	342,504	341,483	321,849
Total Net Operating Reserve Transfers	80,518	175,410	302,504	341,483	297,699
Capital Reserves Transfers					
Transfers from Capital General Reserve funds	615,436	598,349	388,860	514,034	319,100
Transfers from Capital Water Reserve funds	94,650	383,100	1,083,100	313,100	83,100
Transfer from Capital Sewer Reserve funds	387,096	298,500	296,540	249,500	249,500
Transfers from Capital DCC Water Reserve funds	-	-	-	-	109,250
Transfers from Capital DCC Sewer Reserve funds	-	-	-	-	-
Total Transfers from Capital Reserves	1,097,182	1,279,949	1,768,500	1,076,634	760,950
Capital General Reserve funds to	391,098	465,867	818,956	806,712	977,535
Capital Water Reserve funds to	227,624	314,170	341,579	369,847	401,536
Capital Sewer Reserve funds to	430,670	439,616	517,074	556,479	582,074
Total Transfers to Capital Reserves	1,049,392	1,219,653	1,677,609	1,733,038	1,961,145
Total Net Capital Reserve Transfers	(47,790)	(60,296)	(90,891)	656,404	1,200,195
Total Net Reserve Transfers	32,728	115,114	211,614	997,887	1,497,894
Transfers to/from Surplus					
Transfer from General Operating Surplus	-	-	-	-	-
Transfer from Water Operating Surplus	-	-	-	-	-
Transfer from Sewer Operating Surplus	-	-	-	-	-
Transfer from General Capital Surplus	-	-	-	-	-
Transfer from Water Capital Surplus	-	-	-	-	-
Transfer from Sewer Capital Surplus	-	-	-	-	-
Total Transfers from Surplus	-	-	-	-	-
Transfer to General Capital Surplus	54,757	19,581	-	-	37,034
Transfer to Water Operating Surplus	-	-	-	-	-
Transfer to Sewer Operating Surplus	-	-	-	-	-
Total Transfers to Surplus	54,757	19,581	-	-	37,034
Total Net Surplus Transfers	54,757	19,581	-	-	37,034
Financial Plan Balance	0	(0)	0	0	(0)

**Town of Golden - Operating Funds
Schedule "A" to Bylaw 1384, 2017**

	<u>2018 Budget</u>	<u>2019 Budget</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Budget</u>
Revenue					
Property Taxes					
Municipal property tax	5,281,257	5,544,430	5,820,762	6,110,910	6,415,566
Frontage taxes - water	90,232	90,232	90,232	90,232	90,232
Frontage taxes - sewer	115,298	115,298	115,298	115,298	115,298
Grants in lieu and 1% utility tax	170,023	170,023	170,023	170,023	170,023
	<u>5,656,810</u>	<u>5,919,983</u>	<u>6,196,315</u>	<u>6,486,463</u>	<u>6,791,119</u>
Other government requisitions	2,737,521	2,737,521	2,737,521	2,737,521	2,737,521
Less:					
Other government tax transfers	<u>(2,737,521)</u>	<u>(2,737,521)</u>	<u>(2,737,521)</u>	<u>(2,737,521)</u>	<u>(2,737,521)</u>
Municipal Taxation	5,656,810	5,919,983	6,196,315	6,486,463	6,791,119
Less:					
Transfer to Capital Program	<u>(542,962)</u>	<u>(754,710)</u>	<u>(944,556)</u>	<u>(932,312)</u>	<u>(1,203,135)</u>
	5,113,848	5,165,273	5,251,759	5,554,151	5,587,984
Sales of Services	575,988	579,824	585,188	590,682	596,293
Licences, permits, fines	107,200	103,700	103,700	105,700	105,700
Interest & Penalties	141,500	141,500	141,500	141,500	141,500
Grants - Conditional	368,226	257,726	257,726	257,726	257,726
Grants - Unconditional	459,000	459,000	459,000	459,000	459,000
Transfers from Other Governments/Agencies	531,976	461,273	453,091	454,671	146,871
Other Contributions	53,023	60,134	67,530	75,222	83,221
Total Operating Revenue	<u>7,350,760</u>	<u>7,228,430</u>	<u>7,319,494</u>	<u>7,638,652</u>	<u>7,378,294</u>
Shared and Self Supporting Revenue					
Arena Sale of Services	143,364	152,665	157,095	161,658	166,357
Arena Transfer from Other Government	361,607	360,027	366,758	374,318	382,056
Total Arena	<u>504,971</u>	<u>512,692</u>	<u>523,852</u>	<u>535,976</u>	<u>548,414</u>
Shared Emergency Services Government Transfers	84,044	80,460	79,588	72,335	71,501
Water User Fees	710,406	727,779	763,393	800,788	840,151
Less: Tranfer to Water Capital Fund	<u>(227,624)</u>	<u>(314,170)</u>	<u>(341,579)</u>	<u>(369,847)</u>	<u>(401,536)</u>
	482,783	413,609	421,814	430,940	438,615
Sewer User Fees	891,074	935,327	981,794	1,030,584	1,081,912
Less: Transfer to Sewer Capital Fund	<u>(430,670)</u>	<u>(439,616)</u>	<u>(517,074)</u>	<u>(556,479)</u>	<u>(582,074)</u>
	460,404	495,712	464,719	474,105	499,838
Share Service and Total Self Supporting Revenue	<u>1,532,202</u>	<u>1,502,473</u>	<u>1,489,974</u>	<u>1,513,356</u>	<u>1,558,367</u>
Total Operating Revenue	<u>8,882,962</u>	<u>8,730,903</u>	<u>8,809,467</u>	<u>9,152,008</u>	<u>8,936,661</u>

Town of Golden - Operating Funds
Schedule "A" to Bylaw 1384, 2017

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Expenses					
General government services	2,078,450	2,104,376	2,102,297	2,125,273	1,882,388
Protective services	614,459	566,122	570,633	598,771	583,313
Transportation services	1,702,040	1,603,253	1,614,716	1,669,557	1,715,168
Airport services	107,597	107,058	109,521	111,649	113,649
Economic development services	229,568	60,019	32,557	33,233	33,926
Planning & Development services	270,569	317,640	390,987	357,105	363,688
Recreation and cultural services	1,191,033	1,200,292	1,215,484	1,235,545	1,256,233
Environmental services	411,382	423,238	330,135	333,958	337,711
Cemetery services	45,631	46,277	46,994	47,824	48,602
Amortization	1,830,088	1,830,088	1,830,088	1,830,088	1,830,088
Total General Operations	8,480,817	8,258,363	8,243,412	8,343,002	8,164,765
Shared Service and Self Supporting Expenditures					
Arena Expenses	504,971	512,692	523,852	535,976	548,414
Shared Emergency Service	67,544	63,960	63,088	65,835	65,001
Water Services Expenses	538,439	489,420	495,423	503,968	511,035
Water Amortization	240,913	240,913	240,913	240,913	240,913
Total Water Services	<u>779,352</u>	<u>730,333</u>	<u>736,336</u>	<u>744,881</u>	<u>751,948</u>
Sewer Services Expenses	546,176	596,588	563,394	572,198	597,323
Sewer Amortization	407,632	407,632	407,632	407,632	407,632
Total Sewer Services	<u>953,808</u>	<u>1,004,220</u>	<u>971,026</u>	<u>979,830</u>	<u>1,004,955</u>
Total Shared Service and Self Supporting Expenditures	2,305,675	2,311,205	2,294,302	2,326,521	2,370,318
Total Operations	10,786,492	10,569,568	10,537,714	10,669,523	10,535,083
Surplus (Deficit)	(1,903,530)	(1,838,665)	(1,728,247)	(1,517,515)	(1,598,422)
Add:					
Amortization	2,478,633	2,478,633	2,478,633	2,478,633	2,478,633
Proceeds from Borrowing	-	-	-	-	-
Principal Payments On Municipal Debt					
General	401,957	405,592	406,922	577,036	501,176
Water	18,935	19,692	20,480	21,299	22,151
Sewer	18,935	19,692	20,480	21,299	22,151
Total Principal Payments On Municipal Debt	<u>439,828</u>	<u>444,976</u>	<u>447,882</u>	<u>619,635</u>	<u>545,478</u>
Operating Reserves Transfers					
Transfer from General Reserves	275,808	143,657	40,000	-	24,150
Transfer from Water Reserve	58,000	-	-	-	-
Transfer from Sewer Reserve	40,000	-	-	-	-
Total Transfer from Operating Reserves	<u>373,808</u>	<u>143,657</u>	<u>40,000</u>	<u>-</u>	<u>24,150</u>
Transfer to General Reserves	319,090	317,090	336,123	333,938	313,090
Transfer to Water Reserve	79,143	989	3,191	3,773	4,380
Transfer to Sewer Reserve	56,093	989	3,191	3,772	4,380
Total Transfers to Operating Reserves	<u>454,326</u>	<u>319,068</u>	<u>342,504</u>	<u>341,483</u>	<u>321,849</u>
Total Net Operating Reserve Transfers	80,518	175,410	302,504	341,483	297,699
Transfers to/from Surplus					
Transfer from General Operating Surplus	-	-	-	-	-
Transfer from Water Operating Surplus	-	-	-	-	-
Transfer from Sewer Operating Surplus	-	-	-	-	-
Total Transfers from Surplus	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfer to General Capital Surplus	54,757	19,581	-	-	37,034
Transfer to Water Operating Surplus	-	-	-	-	-
Transfer to Sewer Operating Surplus	-	-	-	-	-
Total Transfers to Surplus	<u>54,757</u>	<u>19,581</u>	<u>-</u>	<u>-</u>	<u>37,034</u>
Total Net Surplus Transfers	54,757	19,581	-	-	37,034
Financial Plan Balance	0	(0)	(0)	0	(0)

Town of Golden - Capital Funds
Schedule "A" to Bylaw 1384, 2017
For the 5 Year Period 2018-2022

	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Capital Revenue					
General Capital Fund (Taxes)	542,962	754,710	944,556	932,312	1,203,135
Water Capital Fund (Fees)	227,624	314,170	341,579	369,847	401,536
Sewer Capital Fund	430,670	439,616	517,074	556,479	582,074
Sales of Services	22,500	-	-	-	-
Water Fees and Other Revenue	-	-	-	-	-
Sewer Fees & Other Revenue	-	-	-	-	-
Grants - Conditional	491,756	-	-	-	-
Transfers from Other Governments/Agencies	-	-	-	-	-
Total Capital Revenue	1,715,512	1,508,496	1,803,209	1,858,638	2,186,745
Capital Expenditures					
General Capital	1,233,776	887,193	1,848,427	639,634	1,324,493
Water Capital	94,650	383,100	1,083,100	313,100	83,100
Sewer Capital	634,876	298,500	296,540	249,500	358,750
Total Capital Expenditures	1,963,302	1,568,793	3,228,067	1,202,234	1,766,343
Surplus (Deficit)	(247,790)	(60,296)	(1,424,858)	656,404	420,402
Proceeds from Borrowing	200,000	-	1,333,967	-	779,793
Capital Reserves Transfers					
Transfers from Capital General Reserve funds	615,436	598,349	388,860	514,034	319,100
Transfers from Capital Water Reserve funds	94,650	383,100	1,083,100	313,100	83,100
Transfer from Capital Sewer Reserve funds	387,096	298,500	296,540	249,500	249,500
Capital DCC Water Reserve funds (from)	-	-	-	-	109,250
Transfers from Capital DCC - Sewer Reserve	-	-	-	-	-
Total Transfers from Capital Reserves	1,097,182	1,279,949	1,768,500	1,076,634	760,950
Capital General Reserve funds to	391,098	465,867	818,956	806,712	977,535
Capital Water Reserve funds to	227,624	314,170	341,579	369,847	401,536
Capital Sewer Reserve funds to	430,670	439,616	517,074	556,479	582,074
Total Transfers to Capital Reserves	1,049,392	1,219,653	1,677,609	1,733,038	1,961,145
Total Net Capital Reserve Transfers	(47,790)	(60,296)	(90,891)	656,404	1,200,195
Transfers to/from Surplus					
Transfer from General Capital Surplus	-	-	-	-	-
Transfer from Water Capital Surplus	-	-	-	-	-
Transfer from Sewer Capital Surplus	-	-	-	-	-
Total Transfers from Surplus	-	-	-	-	-
Transfer to General Capital Surplus	-	-	-	-	-
Total Transfers to Surplus	-	-	-	-	-
Total Net Surplus Transfers	-	-	-	-	-
Capital Fund Balance	-	-	-	-	-

**Town of Golden – Financial Plan
Schedule “B” to Bylaw 1384, 1384
For the 5 Year Period 2018-2022**

Revenue Policy

The revenue policy will provide direction on how Council chooses to fund the expenditures of the Town, distribute property taxes, and used permissive tax exemptions.

1. Revenue Sources

Table 1 shows the proportion of total revenue to be raised from each funding source in 2018.

a. Property Taxes

- The existing proportionate share has been established through years of public process and the Town will strive to keep the proportions at a similar ratio to past years.
- The Town will encourage the use of alternate revenue sources in conjunction with property taxes.
- Where new sources of revenue are made available to the Town from senior government, wherever possible these revenues will be used to reduce dependency on property taxation revenue.

b. Parcel Taxes

- Parcel taxes will be used whenever Council determines that they are more appropriate than property taxes.

c. Fees and Charges

- The Town will review fees and charges annually, applying changes deemed appropriate to reflect living costs and service delivery methods.
- Town utilities (water, sewer, garbage and recycling) will be operated on a self-funded basis through equitable user fees.
- Over the next two years, the Town will:
 - i. establish cost recovery policies for fee-supported services. The policies will consider whether the benefits received from the service are public and/or private.
 - ii. consider market rates and charges levied by other public and private organizations for similar services in establishing rates, fees and charges.
 - iii. review fees and services and wherever possible, assign costs to those who benefit from the service provided. The proportion of costs recovered by fees and charges will vary with the nature of the service provided.

d. Government Grants

- Over the next five years, the Town will continue to pursue operating and capital granting opportunities from other levels of government and institutions.

e. Proceeds of Borrowing

- Borrowing may be considered when determining the funding sources of large capital projects that provide future benefits to taxpayers over a long period of time.

f. Other Sources of Revenue

- The Town will continue to seek other resources of revenue in order to reduce reliance on property taxes.

Table 1: Sources of Revenue

Revenue Source	Amount	% of Total Revenue
Property Value Taxes	5,451,280	50.5%
Parcel Taxes	205,530	1.9%
Fees and Charges	2,592,032	24.0%
Government Grants	2,296,609	21.2%
Borrowing	200,000	1.9%
Other Sources	53,023	0.5%
Total	10,798,474	100.0%

2. Distribution of Property Taxes Among Property Classes

Table 2 outlines the distribution of property taxes among the property classes. The residential property calls provides the largest proportion of property tax revenue. This is appropriate as this class also form the largest portion of the assessment base and consumers the majority of town services.

It is Council goal to ensure that there is a fair and equitable apportionment of taxes to each property class. The apportionment of each class is calculated using the multipliers determine by Council prior to preparing the annual tax rate bylaw. The tax multipliers will be reviewed and set by Council annually.

Council’s objective is to maintain the current tax distribution of property tax value among the property classes.

Table 1: Distribution of Property Tax Rates

Class	Class Description	2018 Contribution	Class Distribution %
1	Residential	2,458,196	46.7%
2	Utility	309,905	5.9%
4	Major Industry	298,652	5.7%
5	Light Industry	68,473	1.3%
6	Business/Other	2,119,955	40.2%
8	Rec/Non Profit	8,282	0.2%
		5,263,463	100.0%

3. Permissive Tax Exemption

The Town of Golden has an existing permissive tax exemption policy which guides the administration and approval of permissive tax exemptions.

- All permissive tax exemptions will be considered in accordance with the Permissive Tax Exemption Policy.

- b. A permissive tax exemption is strictly at the discretion of the Town of Golden Council. After careful consideration of all applications Council may approve a full, a partial, or no tax exemption. The tax exemption may vary for the different applicants.
- c. The cumulative value of permissive tax exemption shall not exceed 1.25% of the total municipal tax level of the previous year. For 2018, this total is \$62,660.