

# Budget Book 2024 - 2028



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# Message from the Mayor

The Town of Golden has successfully emerged from the pandemic years and is moving forward once again in step with society and the economy. Continuing development activity, grant application successes, planned infrastructure replacements, community growth, and new mandates from the Province continue to propel us.

But the challenges of these economic times are showing. Skyrocketing marketplace costs, inflation, and soaring interest rates are having their impacts on us like everyone else. We are subject to increasing demands for new and greater levels of service by taxpayers, and higher level governments continue to either download or vicariously assign new responsibilities to us through their inaction. Whether simply frustrating or necessary, we are compelled to meet these challenges head-on if we are to deliver the services we have promised, pay our loans, and save for the future.

This year saw the greatest internal renovation of our corporate budget we have undertaken – to not only find as many efficiencies as we could but also responsibly set budgets that realistically reflect our current and ongoing needs to deliver the services we provide. The result has been both shocking and comforting. On the outset, we need to increase our annual budget by 14%. Yet this will mean only a general tax increase of less than 7%, putting us in the middle of the pack amongst B.C. municipalities.

The scale of service demands, increasing expectations for government reporting, more administrative responsibilities, and managing over 20 grants that we've received in the past few years continue to be challenging. A staggering set of new directives requiring extensive changes to our planning framework has come from the Province's many recent changes to housing legislation. The organization has been partially restructured as we respond to these as well as experiencing increasing retirements. Like every other industry, we are also experiencing serious hiring challenges.

We will still be delivering and finishing up some great and exciting projects in the community this year, which are listed further in the document.

Lastly, Council recently undertook a fresh look at its strategic priorities for the remainder of this political term of office, ending in October 2026. These priorities will be released in the coming weeks and will guide our corporate initiatives over the next two and a half years.

Please take a few minutes to respond to our online survey as part of the budget process. We look forward to hearing from you!

-Mayor Ron Oszust

**Be informed. Get engaged. Be part of the plan.**



# Budget Process

## What is the Budget Book?

The Budget Book is a document that describes how the Town of Golden will use tax dollars and other funding sources to deliver programs, services and infrastructure needs to the community of Golden. In preparing the document, Council and staff consider the needs and expectations of the community and corporation against current corporate Strategic Priorities. This sets direction on projects, levels of service, and overall direction to staff.

The Budget Book is a useful resource that helps residents understand and learn about how the municipality operates.

## About the 5 Year Financial Plan

The Town of Golden is committed to sound financial management. Under the *Community Charter*, every municipality is required to adopt a five year financial plan, by law, before May 15 of each year.

This five year financial plan focuses on 2024 (Annual Budget), but also outlines the Town's proposed financial direction for 2025-2028. The financial plan establishes the Town's revenue and tax policies and objectives. It provides a summary of revenues and expenses, operating and capital budgets, and outlines proposed spending, funding sources and transfers to or between funds. The Town is required to present a balanced budget each year, making sure that revenues and transfers are equal to expenditures and reserve transfers, exclusive of the amortization expense.

Property tax rates are also set during the financial plan process based on how much revenue is required to maintain Council approved levels of services to residents. The financial plan adoption precedes the tax rate bylaw.

As part of this process, Council must also consult the public before the plan is adopted. **See the back page of this package or visit [golden.ca/budget](https://golden.ca/budget) for opportunities to engage with us.**

## What Funds the Budget?

The Financial Plan contains both operating and capital expenditures, including where the Town intends to get the money. In most cases, about half of the money needed each year by municipal governments to provide and maintain services is raised through property taxes.

There are several other revenue sources that the Town depends on:

- grants and transfers from other levels of government;
- user fees and service charges;
- development charges; and,
- earnings on investments.

## The Annual Budget contains two types of expenditures:

**Operating:** the delivery of programs and services (i.e. recreation, garbage and recycling, snow removal) and annual operating maintenance and upkeep costs of Town infrastructure

**Capital:** the acquisition, replacement or rehabilitation of infrastructure (i.e. roads, sidewalks, water, and fleet).

## The Budget Steps



**Planning:** Directors provide project work sheets to the Chief Financial Officer (CFO) and they review and prioritize the projects. The Chief Administrative Officer (CAO) provides final administrative approval.



**Council Consideration:** Council considers the CAO's approvals to determine what will be included in the draft financial plan.



**First Reading:** The draft package is prepared and given 1st reading by Council.



**Public Consultation:** Residents are given the opportunity to review the plan, comment and ask questions. A summary of public input is then presented to Council and revisions to the plan can be made in preparation for 2nd and 3rd Readings. Final adoption must take place before May 15.



# Who We Are

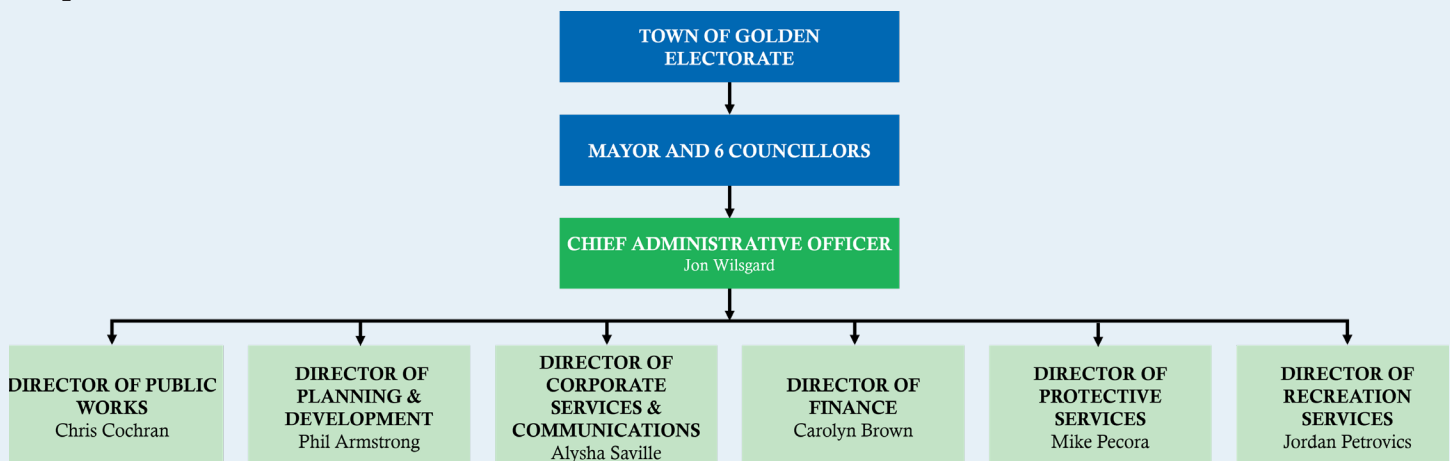
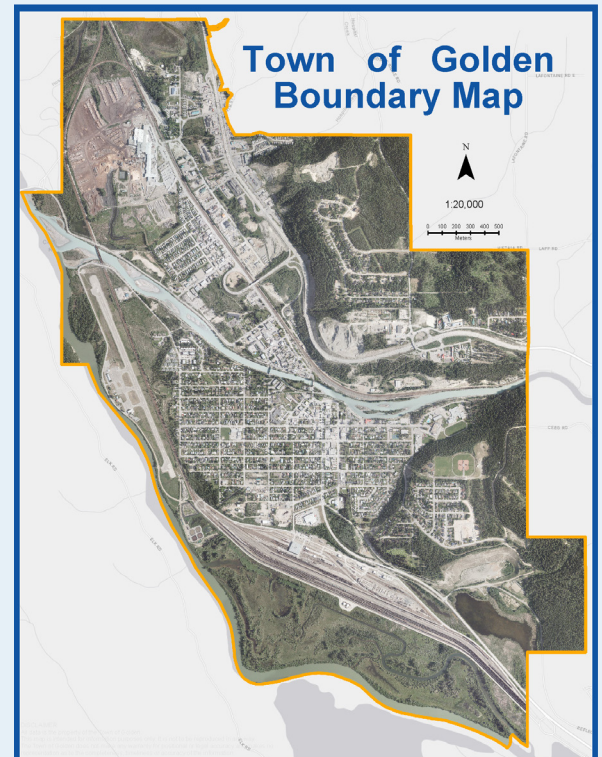
Golden is situated on the traditional unceded territory of both the Ktunaxa and Secwepemc people and is the chosen home of the Métis Nation Columbia River Society and many other diverse Indigenous People. We are honoured to have the opportunity to deepen our understanding of this history and grateful to have the opportunity to live and work in this territory.

The Town of Golden was incorporated on June 26, 1957 and like most municipalities across BC, provides a range of essential, expected, and extended services and programs for residents.

The prominence of our historical forest and rail industries and our designation as a Resort Municipality combine to create necessary services and amenities for those chose to live, work and play in Golden.

Your municipal government is led by Town Council which is made up of a Mayor and six Councillors. Empowered by the *Community Charter* to be a governing body, Town Council must consider the well-being and interests of residents in its decision making, contribute to the evaluation of all policies and programs, participate in council meetings and carry out other duties they are assigned by legislation.

The Town employs about 48 staff throughout the year to ensure the corporation is able to provide the programs and services to the community and fulfill our legal obligations to the public.



# Our Services

## Here are some of the services the Town of Golden provides to its residents:

- **Water:** from the ground to your glass, we provide quality water to your tap every day through a complex delivery system of four groundwater wells, with a fifth well on the way, and five reservoirs, distributed through approximately 39 kilometres of water lines.
- **Wastewater:** with seven lift stations and an effluent treatment plant, we collect wastewater from approximately 36 kilometres of sewer lines to be treated and processed.
- **Curbside collection:** all eligible residents receive black cart waste pickup weekly and blue cart recycling pickup every two weeks.
- **Public works:** construction, maintenance, cleaning and enhancement of:
  - » streets, sidewalks, parking lots, stormworks, dikes;
  - » boulevards, parks, trails, and playgrounds; and
  - » sports fields and associated facilities.
- **Public facilities:** we maintain and operate the Golden & District Arena, own and operate the Golden Swimming Pool, Mount 7 Rec Plex, Municipal Airport and the Community Cemetery. We also partner in maintaining the Golden Municipal Campground, Civic Centre, Seniors Centre and the Golden Food Bank facility.
- **Recreation:** we provide recreation services, programming and partnerships to help keep our residents active and vibrant in a number of buildings and spaces.
- **Culture:** through community events and partnerships with Kicking Horse Culture, we provide cultural programming to the community through music, art, film and more.
- **Emergency services:** we partner with the regional district to plan and provide for emergency support services during natural and human caused disasters.
- **Fire protection services:** Golden Fire Rescue provides emergency fire, rescue and medical services as well as fire prevention, and public education.
- **Planning and development:** long-term planning and vision for development in Golden through the Official Community Plan and the development approvals process.
- **Building:** we review and issue building permits and inspect projects under construction and administer the building codes.
- **Business:** as a business friendly municipality, we grant licenses and inspect business operations to ensure public safety and regulatory compliance.
- **Bylaw:** bylaw education and enforcement is provided to help make our community a better and safe place to live and play. Bylaw also provides animal control services and pet licensing.





# 2024 Notable Projects and Initiatives



## Downtown Plaza Revitalization

The Downtown Plaza will reach final completion in March! Crews will install the long-awaited shade structure and light features, adding the final touches to the plaza.

## Dike Improvements

The Town of Golden received \$1.24M in funding through the Community Emergency Preparedness Fund under the Disaster Risk Reduction-Climate Adaptation stream to support additional raising of dike sections along the Kicking Horse River. Earthen dike improvements will take place along Fisher Road, and a concrete flood wall extension will be constructed near adjacent to the Highway 95 bridge connecting to the River Walk.

## Well 7

In 2023, the Town completed a comprehensive study to determine a suitable location for an additional drinking water well. Based on criteria such as system risk protection and redundancy, as well as hydrogeological information to confirm a site that can produce the volume of water required to meet future demands, Dogwood Park was selected and approved as a location for Well 7.

Work will continue in 2024 with well testing, licensing and construction of a well building.

## Short-Term Rental Regulations

The Short-Term Rental permitting and application process will roll out in 2024, followed by an educational campaign and enforcement.



## Mount 7 Rec Plex Block

Work will continue on the Mount 7 Rec Plex block improvements to enhance the recreation experiences within the community, as well as beginning development of new outdoor racquet sport courts in a location yet to be determined.

## Water & Sewer Systems

Continued progress will be made on the Integrated Sanitary Sewer Upgrades project, along with the replacement of the Edelweiss sanitary lift station.

Water and sewer systems master plans are in development following the completion of our Transportation and Active Transportation Plans as a part of a suite of documents required to prepare for and meet future development needs.

## Council Chamber Upgrades

Funded through the Covid Safe Restart funding, Council Chambers will undergo an audio-visual upgrade to support recorded meetings, enhancing transparency and information accessibility.

## Trans-Canada Highway Corridor

Portions of the Trans-Canada Highway corridor will see new irrigation infrastructure along the boulevards and an expanded washroom facility at the Visitor Information Centre will be built and funded through the Resort Municipality Initiative.

## Kicking Horse Bridges Project

The Ministry of Transportation & Infrastructure will start construction on the new bridges through town. Town staff will continue to provide support on this transformational project.



# 2024-2028 Five Year Financial Plan Summary

<b>REVENUES</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Property Value Taxes	7,734,334	8,270,623	8,751,246	9,222,020	9,673,651
Parcel Taxes	201,645	201,645	201,645	201,645	201,645
Revenue from Grants	4,130,364	977,668	984,670	991,780	999,003
Regional District & Other Contributions	1,630,928	979,343	981,258	1,003,374	1,019,772
Revenue from Fees	2,941,210	2,998,068	3,109,556	3,225,038	3,342,184
Revenue from Sale of Services	354,080	357,486	361,113	364,836	368,658
Licences, Permits, & Fines	177,850	184,688	191,706	199,040	206,704
Interest & penalties	477,973	486,727	495,640	504,737	514,014
Revenue - Other	95,583	104,198	113,142	122,431	87,801
Proceeds from Borrowing	940,884	651,000	200,000	-	-
<b>Total Revenues</b>	<b>18,684,851</b>	<b>15,211,446</b>	<b>15,389,976</b>	<b>15,834,901</b>	<b>16,413,432</b>

## EXPENDITURES

General Government Services	2,899,368	2,992,063	3,116,402	3,165,414	3,195,302
Parks, Recreation, and Cultural Services	2,721,384	2,652,696	2,701,899	2,788,559	2,845,723
Transportation Services	2,197,047	2,313,005	2,359,508	2,407,866	2,460,334
Sewer Services	1,079,411	947,242	961,060	841,937	863,392
Protective Services	1,015,986	1,049,846	1,031,318	1,056,772	1,085,582
Planning & Development Services	757,438	821,811	741,304	696,012	698,575
Water Services	710,288	634,651	613,689	629,464	645,683
Environmental Services	439,947	459,087	471,652	484,572	498,862
Economic Development Services	65,385	67,348	54,259	54,686	55,125
<b>Total Operational Expenditures</b>	<b>11,886,255</b>	<b>11,937,749</b>	<b>12,051,091</b>	<b>12,125,282</b>	<b>12,348,578</b>

<b>Total Capital Expenditures</b>	<b>8,327,414</b>	<b>1,810,099</b>	<b>1,732,500</b>	<b>1,768,500</b>	<b>1,278,700</b>
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<b>Total Principal &amp; Interest on Debt</b>	<b>1,062,509</b>	<b>1,133,645</b>	<b>1,038,802</b>	<b>991,072</b>	<b>835,919</b>
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## TRANSFERS

Transfer to (from) Reserves	(2,550,004)	349,686	571,572	950,047	2,047,735
Transfers to (from) Surplus	(41,324)	(19,733)	(3,989)	-	(97,500)
<b>Total Transfers</b>	<b>(2,591,328)</b>	<b>329,953</b>	<b>567,583</b>	<b>950,047</b>	<b>1,950,235</b>

<b>Financial Plan Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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# Operational Expenses: General Government Services

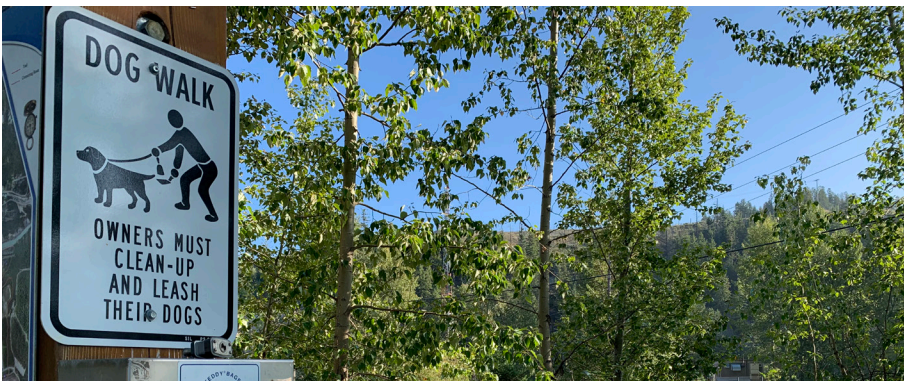
Municipal Operational Expenses by Services Area	Budget 2023	Actual 2023	Financial Plan 2024-2028					
			Proposed 2024	2024 % of Op. Exp. Budget	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028
<b>General Government Services</b>								
Corporate Services and Communications	450,604	409,822	457,656	3.85%	485,955	500,360	515,142	530,398
<i>Project Budget - Corporate Services Consultant</i>	30,000	23,719	-	-	-	-	-	-
<i>Project Budget - Redi Grant Program</i>	332,073	333,201	332,073	2.79%	332,073	332,073	332,073	332,073
Elections and Referendums	-	-	-	0.00%	-	36,750	-	-
Executive Administration and HR	268,633	349,590	372,219	-	390,478	402,516	415,055	427,988
<i>Project Budget - Corporate Wage Rate Review</i>	-	-	35,000	0.29%	-	-	-	-
Finance and Information Technology	1,168,019	1,101,618	1,246,731	10.49%	1,338,199	1,378,521	1,423,724	1,437,962
<i>Project - Insurance Appraisal Update</i>	-	-	20,000	0.17%	-	-	-	-
<i>Project - Cyber Training and Pen Testing</i>	14,200	299	17,500	0.15%	17,500	17,500	-	-
<i>Project - Network Intrusion Detection Software</i>	-	-	8,000	0.07%	-	-	-	-
Municipal Property Taxes	5,500	19,342	19,500	0.16%	20,100	20,700	21,300	21,900
Mayor and Council	245,818	261,057	280,125	2.36%	292,582	301,634	311,315	324,159
<i>Project - Asset Management Training</i>	15,500	7,322	-	-	-	-	-	-
<i>Project - Council AV Improvements</i>	12,000	-	-	-	-	-	-	-
<i>Project - Council Foyer Photos</i>	-	-	3,000	0.03%	-	-	-	-
<i>Project - Cultural Awareness Training</i>	-	-	8,000	0.07%	-	-	-	-
<i>Project - EV Car Share Contribution</i>	20,000	20,000	-	-	-	-	-	-
<i>Project - New Council Training &amp; Equipment</i>	8,250	7,632	-	-	-	9,350	9,350	-
<i>Project - Strategic Planning</i>	16,500	17,606	-	-	-	-	18,575	-
Town Hall Facility	97,572	80,233	99,564	0.84%	115,176	116,998	118,880	120,822
<b>General Government Services Subtotal</b>	<b>2,684,669</b>	<b>2,631,441</b>	<b>2,899,368</b>	<b>24%</b>	<b>2,992,063</b>	<b>3,116,402</b>	<b>3,165,414</b>	<b>3,195,302</b>





# Operational Expenses: Protective Services

Municipal Operational Expenses by Services Area	Budget 2023	Actual 2023	Financial Plan 2024-2028					
			Proposed 2024	2024 % of Op. Exp. Budget	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028
<b>Protective Services</b>								
Bylaw Parking and Animal Control	128,151	132,965	134,673	1.13%	143,991	148,693	153,467	158,518
Fire Department	619,247	744,375	698,288	5.87%	728,110	749,433	771,385	793,994
<i>Project - Turnout Gear</i>	17,600	15,112	-	-	-	-	-	-
<i>Project - Rope Rescue Training &amp; Equipment</i>	9,042	-	-	-	-	-	-	-
<i>Project - 1001 Certification Exams</i>	19,200	13,171	19,200	0.16%	-	-	-	-
<i>Project - Dual Certified Rescue Gear</i>	-	-	11,040	0.09%	11,040	1,380	1,380	1,380
<i>Project - Fire Hall Architectural Review</i>	-	-	-	-	36,000	-	-	-
<i>Project - Workgroup Printer Hardware FD</i>	-	-	2,400	0.02%	2,400	2,400	-	-
Flood Protection	54,416	34,049	55,187	0.46%	56,584	56,596	56,608	56,620
Shared Services - EOC	63,803	54,765	70,949	0.60%	71,721	72,816	73,932	75,070
<i>Project - Emergency Ops Ctr Communications</i>	-	-	24,250	0.20%	-	-	-	-
<b>Protective Services Subtotal</b>	<b>911,459</b>	<b>994,436</b>	<b>1,015,986</b>	<b>9%</b>	<b>1,049,846</b>	<b>1,031,318</b>	<b>1,056,772</b>	<b>1,085,582</b>





# Operational Expenses: Parks, Recreation & Cultural Services

Municipal Operational Expenses by Services Area			Financial Plan 2024-2028					
	Budget 2023	Actual 2023	Proposed 2024	2024 % of Op. Exp. Budget	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028
<b>Parks, Recreation, and Cultural Services</b>								
Core - Civic Centre	106,720	119,515	124,664	1.05%	125,509	128,629	131,825	135,103
Core - Mt7 RecPlex	208,425	280,408	273,187	2.30%	273,963	281,896	290,069	298,489
Core - Senior's Centre	7,785	12,259	14,285	0.12%	14,899	15,353	15,822	16,304
Core - Swimming Pool	456,930	442,966	464,958	3.91%	500,286	516,217	532,677	549,680
Kicking Horse Culture	165,000	165,000	175,000	1.47%	175,000	175,000	175,000	175,000
Municipal Campground	51,826	38,558	63,998	0.54%	64,947	63,247	65,173	67,162
Parks - General	336,371	339,000	372,982	3.14%	392,464	404,778	417,487	430,602
Parks - Keith King Memorial	29,625	45,373	68,085	0.57%	70,652	73,134	75,708	78,377
<i>Project Budget - Keith King Memorial Park</i>	39,675	39,706	-	-	-	-	-	-
Parks and Recreation Administration	148,126	134,804	148,194	1.25%	155,581	161,078	166,742	172,583
<i>Project - Mt7 Rec Complex Floor Finishing</i>	13,800	11,500	-	-	15,870	-	15,870	-
<i>Project - RMI Community Shuttle Contribution</i>	50,000	50,000	50,000	0.42%	-	-	-	-
<i>Project - RMI Events</i>	50,000	50,000	50,000	0.42%	-	-	-	-
<i>Project - RMI Online Tourism Learning</i>	10,000	10,000	10,000	0.08%	-	-	-	-
<i>Project - RMI Performance Measurement</i>	11,000	11,000	11,000	0.09%	-	-	-	-
<i>Project - RMI Regional Trails Renewal</i>	70,000	70,000	70,000	0.59%	-	-	-	-
Shared Services - Arena	715,975	656,443	742,470	6.25%	785,462	803,014	821,094	839,743
<i>Project - Workgroup Printer Hardware Arena</i>	-	-	2,400	0.02%	2,400	2,400	2,400	2,400
Shared Services - Cemetery	69,825	37,601	71,255	0.60%	75,663	77,153	78,692	80,280
<i>Project - Niche Columbaria</i>	16,100	7,193	8,907	0.07%	-	-	-	-
<b>Parks, Rec., &amp; Cultural Services Subtotal</b>	<b>2,557,183</b>	<b>2,521,327</b>	<b>2,721,384</b>	<b>23%</b>	<b>2,652,696</b>	<b>2,701,899</b>	<b>2,788,559</b>	<b>2,845,723</b>



## Operational Expenses: Transportation Services

Municipal Operational Expenses by Services Area			Financial Plan 2024-2028					
	Budget 2023	Actual 2023	Proposed 2024	2024 % of Op. Exp. Budget	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028
<b>Transportation Services</b>								
Dog Kennel	6,050	6,430	7,864	0.07%	7,086	7,242	7,429	7,618
Drainage	76,767	67,755	77,930	0.66%	81,351	82,089	82,851	83,637
Equipment	225,269	258,892	242,642	2.04%	256,961	257,244	257,552	257,872
<i>Project- Vehicle Wraps</i>	-	-	4,350	0.04%	-	-	-	-
Other PW Services	97,659	117,338	107,091	0.90%	112,609	114,574	116,604	118,694
Parking Lots	6,688	6,860	6,783	0.06%	7,018	7,050	7,083	7,118
PW Facility and Administration	514,706	501,964	532,837	4.48%	564,301	576,327	591,407	606,968
<i>Project Budget - Old Works Yard</i>	12,000	5,263	-	-	-	-	-	-
<i>Project - Workgroup Printer Hardware PW</i>	-	-	6,750	0.06%	2,400	2,400	-	-
Shared Services - Airport	108,987	107,213	117,852	0.99%	121,870	125,024	128,271	131,630
Sidewalks and Boulevards	171,066	155,432	208,224	1.75%	224,957	231,177	237,598	244,224
<i>Project - Bear Proof Refuse / Recycle Bins</i>	10,000	10,000	10,000	0.08%	-	10,000	-	10,000
<i>Project - Timber Staining</i>	-	-	10,000	0.08%	10,000	-	10,000	-
Snow Removal	257,813	265,691	292,771	2.46%	318,536	326,140	333,975	342,060
Streets and Street Lighting	494,708	496,154	539,438	4.54%	570,761	584,496	598,744	613,533
<i>Project Budget - Streets</i>	18,647	5,866	-	-	-	-	-	-
Traffic Services & Signs	29,714	38,163	32,516	0.27%	35,155	35,745	36,352	36,980
<b>Transportation Services Subtotal</b>	<b>2,030,074</b>	<b>2,043,022</b>	<b>2,197,047</b>	<b>18%</b>	<b>2,313,005</b>	<b>2,359,508</b>	<b>2,407,866</b>	<b>2,460,334</b>

## Operational Expenses: Utility Services

Municipal Operational Expenses by Services Area			Financial Plan 2024-2028					
	Budget 2023	Actual 2023	Proposed 2024	2024 % of Op. Exp. Budget	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028
<b>Utility Services</b>								
<b>Sewer Services</b>								
Sewer Services	763,629	670,965	769,876	6.48%	800,742	821,060	841,937	863,392
<i>Project - Muni. Wastewater Reg. Amendment</i>	-	-	84,000	0.71%	-	-	-	-
<i>Project - STP Capacity Increase Feasibility Stud</i>	-	-	52,500	0.44%	-	-	-	-
<i>Project - Sanitary Collection Syst. Camera Insp.</i>	-	-	120,000	1.01%	130,000	140,000	-	-
<i>Project - Sewer Master Plan Update</i>	-	31,965	53,035	0.45%	-	-	-	-
<i>Project - Utility Rate Review</i>	-	-	-	-	16,500	-	-	-
<b>Sewer Services Subtotal</b>	<b>763,629</b>	<b>702,930</b>	<b>1,079,411</b>	<b>9%</b>	<b>947,242</b>	<b>961,060</b>	<b>841,937</b>	<b>863,392</b>
<b>Water Services</b>								
Water Services	578,767	658,690	571,738	4.81%	598,351	613,689	629,464	645,683
<i>Project - Utility Rate Review</i>	-	-	-	-	16,500	-	-	-
<i>Project - Water Leak Detection</i>	19,800	19,250	19,800	0.17%	19,800	-	-	-
<i>Project - Integrated Water Plan</i>	-	-	118,750	1.00%	-	-	-	-
<b>Water Services Subtotal</b>	<b>598,567</b>	<b>677,940</b>	<b>710,288</b>	<b>6%</b>	<b>634,651</b>	<b>613,689</b>	<b>629,464</b>	<b>645,683</b>
<b>Municipal Operational Expense Total</b>	<b>10,826,550</b>	<b>10,659,016</b>	<b>11,886,255</b>	<b>100%</b>	<b>11,937,749</b>	<b>12,051,091</b>	<b>12,125,282</b>	<b>12,348,578</b>





## Operational Expenses: Planning & Development and Economic Development Services

Municipal Operational Expenses by Services Area	Budget 2023	Actual 2023	Financial Plan 2024-2028					
			Proposed 2024	2024 % of Op. Exp. Budget	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028
<b>Planning &amp; Development Services</b>								
Planning and Development Services	538,497	551,710	593,938	5.00%	641,261	655,054	676,462	698,575
Project - DCC Bylaw	84,000	-	94,500	0.80%	-	-	-	-
Project - Floodplain Bylaw	-	-	69,000	0.58%	-	-	-	-
Project - Housing Needs Assess't and Strategy	-	-	-	-	-	-	19,550	-
Project - Official Community Plan	-	-	-	-	86,250	86,250	-	-
Project - Subdivision and Dev. Services Bylaw	-	-	-	-	94,300	-	-	-
<b>Planning &amp; Devlp. Services Subtotal</b>	<b>622,497</b>	<b>551,710</b>	<b>757,438</b>	<b>6%</b>	<b>821,811</b>	<b>741,304</b>	<b>696,012</b>	<b>698,575</b>
<b>Economic Development Services</b>								
Economic Development	133,500	16,045	16,475	0.14%	16,550	3,125	3,204	3,284
Visitor Information Centre	42,800	38,548	48,910	0.41%	50,798	51,134	51,482	51,841
<b>Economic Devlp. Services Subtotal</b>	<b>176,300</b>	<b>54,593</b>	<b>65,385</b>	<b>1%</b>	<b>67,348</b>	<b>54,259</b>	<b>54,686</b>	<b>55,125</b>

## Operational Expenses: Environmental Services

Municipal Operational Expenses by Services Area	Budget 2023	Actual 2023	Financial Plan 2024-2028					
			Proposed 2024	2024 % of Op. Exp. Budget	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028
<b>Environmental Services</b>								
Contaminated Sites	-	-	-	-	-	-	-	-
Mosquito Control	82,808	83,293	85,792	0.72%	88,366	91,017	93,747	96,559
Waste and Recycling	320,164	302,426	354,155	2.98%	370,721	380,635	390,825	402,303
Project Budget - Environmental Services	79,200	95,899	-	-	-	-	-	-
<b>Environmental Services Subtotal</b>	<b>482,172</b>	<b>481,618</b>	<b>439,947</b>	<b>4%</b>	<b>459,087</b>	<b>471,652</b>	<b>484,572</b>	<b>498,862</b>





# Capital Projects Summary

SUMMARY	Financial Plan						TOTAL
	2024		2025	2026	2027	2028	
A. General Government Services	166,800	2.0%	94,200	121,000	762,000	128,700	1,272,700
B. Protective Services	2,028,362	24.4%	142,500	16,500	16,500	16,500	2,220,362
C. Transportation Services	900,100	10.8%	616,250	367,000	65,000	264,500	2,212,850
D. Parks, Recreation and Community Development	1,422,026	17.1%	-	88,000	66,000	29,000	1,605,027
E. Water Services	1,600,520	19.2%	777,499	240,000	765,000	730,000	4,113,019
F. Sewer Services	2,209,606	26.5%	179,650	900,000	94,000	110,000	3,493,256
<b>TOTAL CAPITAL PROJECTS:</b>	<b>8,327,414</b>	<b>100.0%</b>	<b>1,810,099</b>	<b>1,732,500</b>	<b>1,768,500</b>	<b>1,278,700</b>	<b>14,917,214</b>
<b>FUNDING SOURCES:</b>							
<b><u>RESERVES</u></b>							
Canadian Community Building Fund	300,000	3.6%	-	-	-	-	300,000
Climate Action Reserve	-	0.0%	41,250	-	-	-	41,250
Buildings and Facilities - EOC	4,850	0.1%	-	-	-	-	4,850
Buildings and Facilities - Other	-	0.0%	-	-	15,000	-	15,000
Equipment - Public Works	388,500	4.7%	-	169,000	-	243,500	801,000
Equipment - Fire Dept	16,500	0.2%	16,500	16,500	16,500	16,500	82,500
Equipment - Information Tech.	-	0.0%	-	-	224,358	-	224,358
Equipment - Other	8,500	0.1%	-	-	-	31,200	39,700
Parks - Cemetery Expansion	-	0.0%	-	36,000	66,000	-	102,000
Roads and Sidewalks - Roads	56,128	0.7%	-	-	-	-	56,128
Roads and Sidewalks - Sidewalks	50,000	0.6%	50,000	50,000	50,000	50,000	250,000
Water Services	1,600,520	19.2%	777,499	240,000	765,000	730,000	4,113,019
Sewer Services	1,549,910	18.6%	179,650	900,000	94,000	110,000	2,833,560
Covid Safe Restart Capital	-	0.0%	63,000	92,000	465,642	-	620,642
Covid Safe Restart Operating	166,800	2.0%	31,200	29,000	72,000	-	299,000
<b><u>OTHER TRANSFERS AND FUNDS</u></b>			-	-	-	-	
Transfer from Operating (General)	20,000	0.2%	-	-	-	-	20,000
<b><u>GRANTS</u></b>			-	-	-	-	
Grant: Resort Municipality Infrastructure (RMI)	677,848	8.1%	-	-	-	-	677,848
Grant: BC Tourism Dependent	33,937	0.4%	-	-	-	-	33,937
Grant: CEPF Disaster Risk Reduction-Climate Adaptation	1,127,000	13.5%	-	-	-	-	1,127,000
Grant: CBT Community Readiness	19,400	0.2%	-	-	-	-	19,400
Grant: CEPF Volunteer and Composite FD Equip.	16,700	0.2%	-	-	-	-	16,700
Grant: BC ICIP 2 - EQ IG0573	659,696	7.9%	-	-	-	-	659,696
Grant: CEPF Disaster Risk Reduction-Climate Adaptation	21,500	0.3%	-	-	-	-	21,500
<b><u>BORROWING</u></b>							
MFA Long Term Debt	9,600	0.1%					9,600
MFA 5 Year Equipment Loans	931,284	11.2%	651,000	200,000	-	-	1,782,284
<b><u>OTHER</u></b>			-	-	-	-	
EOF - Mt7 Block Contribution	117,355	1.4%	-	-	-	-	117,355
Whitetooth Fund	551,386	6.6%	-	-	-	-	551,386
<b><u>SURPLUS</u></b>			-	-	-	97,500	97,500
<b>TOTAL FUNDING SOURCES:</b>	<b>8,327,414</b>	<b>1.3%</b>	<b>1,810,099</b>	<b>1,732,500</b>	<b>1,768,500</b>	<b>1,278,700</b>	<b>14,917,214</b>

# Capital Projects: General Government Services

Capital Project Name	Financial Plan					TOTAL
	2024	2025	2026	2027	2028	2024-2028
<b>Annual Storage Array Network Capital</b>						
A. Switch Hardware	-	-	18,000	-	-	18,000
B. Townhall Server 1 & Server 2	-	31,200	-	-	31,200	62,400
C. Townhall Storage Array	-	-	-	72,000	-	72,000
D. Works Yard Server 1 (Disaster Site)	28,800	-	-	-	-	28,800
E. Works Yard Storage Array (Disaster Site)	-	-	-	-	48,000	48,000
F. Offsite Tape Backup System	-	-	-	-	27,500	27,500
G. Internet Routers and Switches	-	-	11,000	-	22,000	33,000
H. Records Management Software	-	63,000	-	-	-	63,000
I. Corporate and Accounting Software	-	-	92,000	690,000	-	782,000
J. Council Chamber AV Upgrades	88,000	-	-	-	-	88,000
K. Townhall Office Furniture and Fixtures	50,000	-	-	-	-	50,000
						-
<b>TOTAL CAPITAL PROJECTS:</b>	<b>166,800</b>	<b>94,200</b>	<b>121,000</b>	<b>762,000</b>	<b>128,700</b>	<b>1,272,700</b>
<b>Funding Sources</b>						
<b><u>RESERVES</u></b>						
Equipment Reserve						
<i>Equipment - Information Technology (I)</i>				224,358		224,358
<i>Equipment - Other (B)</i>					31,200	31,200
Covid Safe Restart <i>Capital (H, I)</i>		63,000	92,000	465,642	-	620,642
Covid Safe Restart <i>Operating (A, B, C, D, J, K)</i>	166,800	31,200	29,000	72,000	-	299,000
<b><u>SURPLUS</u> (E, F, G)</b>	<b>-</b>				97,500	97,500
	<b>166,800</b>	<b>94,200</b>	<b>121,000</b>	<b>762,000</b>	<b>128,700</b>	<b>1,272,700</b>

PRIOR YEAR PROJECTS	2019-2023					TOTAL
	2019	2020	2021	2022	2023	
Server/SAAN Replacement		22,477		79,676		102,153
Town Hall Improvements		18,875				18,875
High Density Filing System		19,793				19,793
Townhall Server Room		5,950				5,950
Town Hall AC Replacement			25,980			25,980
Website Redevelopment			30,161	19,318		49,479
Offsite Tape Backup System					27,383	27,383
Storage Area Network Replacement					24,838	24,838
Total Prior Year Projects	-	67,095	56,141	98,994	52,221	274,451



Photo credit: Andrew Chad

# Capital Projects: Protective Services

Capital Project Name	Financial Plan					TOTAL
	2024	2025	2026	2027	2028	2024-2028
<b>Dike Improvements</b>						-
A. KHR Dike Improvements at Hwy 95	1,010,000					1,010,000
<b>Emergency Operations Centre</b>						-
B. Starlink Comms for EOC	24,250					24,250
<b>Fire Equipment</b>						-
C. Extrication Tools	16,500	16,500	16,500	16,500	16,500	82,500
D. Fire Demonstration Equipment	16,700					16,700
<b>Fire Fleet</b>						-
E. Unit 1 Replacement (F350)	173,250					173,250
F. Unit 2 Replacement (F350)		126,000				126,000
<b>Bylaw Fleet</b>						-
G. Bylaw Truck Canopy	8,500					8,500
<b>Carryforward Projects</b>						-
C1. 2004 Freightliner Replacement	606,034					606,034
C2. KHR/HospCrk Dike Improvements	56,128					56,128
C3. KH River Dike Planning Work	117,000					117,000
<b>TOTAL CAPITAL PROJECTS:</b>	<b>2,028,362</b>	<b>142,500</b>	<b>16,500</b>	<b>16,500</b>	<b>16,500</b>	<b>2,220,362</b>
<b>Funding Sources</b>						
<b><u>RESERVES</u></b>						
Buildings and Facilities Reserve						
Buildings and Facilities - EOC (B)	4,850					4,850
Equipment Reserve						
Equipment - Fire Dept (C)	16,500	16,500	16,500	16,500	16,500	82,500
Equipment - Other (G)	8,500					8,500
Roads and Sidewalks Reserve						
Roads and Sidewalks - Roads (c2)	56,128					56,128
<b><u>GRANTS</u></b>						
Grant: CEPF Disaster Risk Reduction-CA (A, c3)	1,127,000					1,127,000
Grant: CBT Community Readiness (B)	19,400					19,400
Grant: CEPF Volunteer and Composite FD Equip. (D)	16,700					16,700
<b><u>BORROWING</u></b>						
MFA 5 Year Equipment Loans (E, F, c1)	779,284	126,000				905,284
	<b>2,028,362</b>	<b>142,500</b>	<b>16,500</b>	<b>16,500</b>	<b>16,500</b>	<b>2,220,362</b>
<b>UNFUNDED PROJECTS</b>						<b>TOTAL</b>
Fire Hall Condition Assessment Work	117,967	9,337	2,700	356,086	34,800	520,890
Fire Smart Staff (2) Grant Possibility	145,200	145,200	145,200	145,200	145,200	726,000
Fire Hall Roof Replacement	-	-	-	379,500	-	379,500
Training Ground Upgrades	33,000	-	-	-	-	33,000
<b>Total Unfunded Projects</b>	<b>296,167</b>	<b>154,537</b>	<b>147,900</b>	<b>880,786</b>	<b>180,000</b>	<b>1,659,390</b>



## Capital Projects: Protective Services

	Financial Plan					TOTAL
	2019	2020	2021	2022	2023	2019-2023 TOTAL
<b>PRIOR YEAR PROJECTS</b>						
Annual FD SCBA Packs - Bottles	192,801	-	21,928	-	-	214,729
Fire Department Vehicles	97,446	901,798	-	37,696	-	1,036,940
Firehall Bldg Upgrades	-	12,313	-	-	-	12,313
FD Training Grounds	18,011	-	-	-	-	18,011
Firehall Heaters	-	6,909	-	-	-	6,909
Fire Hall SCBA Decon/Scrubber	-	-	20,192	-	-	20,192
Fire Hall Washing Machine	-	-	10,181	-	-	10,181
FireHall-SCBACompressorReplace	-	-	60,030	-	-	60,030
FireHall Vehicle Exhaust Expnd	-	-	-	105,500	-	105,500
Extrication Tool Set	-	-	-	47,695	-	47,695
Fire Hall Washroom and Showers	-	-	-	99,175	-	99,175
Emergency Generators (Ops Centre)	-	-	-	-	115,334	115,334
C1. 2004 Freightliner Replacement	-	-	-	-	203,966	203,966
EOC Roof Replacement	-	-	4,850	118,414	-	123,264
Dyke Raising and Vegetation Co	-	-	-	-	-	-
Dike Improvement Project	1,630,281	3,020,056	1,462,163	-	-	6,112,501
RMI - Dike Beautification	34,803	11,439	822,946	62,097	-	931,286
Structural Flood Mitigation	321,820	52,956	-	-	-	374,775
C2. KHR/HospCrk DiKE Improvements	-	-	321,323	1,061,813	128,436	1,511,572
C3. KH River DiKE Planning Work	-	-	-	-	118,000	118,000
Total Prior Year Projects	2,295,162	4,005,471	2,723,613	1,532,390	565,736	11,122,372



# Capital Projects: Parks, Recreation & Community Development

Capital Project Name	Financial Plan					TOTAL
	2024	2025	2026	2027	2028	2024-2028
<b>A. Cemetery Interment Area</b>	-	-	36,000	66,000	-	102,000
<b>Parks Fleet</b>						
B. Mower Trailer Replacement (Tandem)	-	-	20,000	-	-	20,000
C. Mowers	-	-	32,000	-	29,000	61,000
<b>Parks General</b>						-
D. Misting Stations	21,500					21,500
<b>Parks (CORE)</b>						-
E. Rec Plex Laundry Facilities	8,000					8,000
F. Rec Plex Stage Floor Refinish	12,000					12,000
<b>Carryforward Projects</b>						
C1. RMI - TC Hwy Improvements - PH4	201,674					201,674
C2. RMI - Visitor Info Ctr Washrm Upgrade	450,000					450,000
C3. RMI - Plaza Beautification	26,174					26,174
C4. Downtown Plaza	33,937					33,937
C5. Mt 7 Park Block Redesign	474,741					474,741
C6. Pickleball Courts	194,000					194,000
<b>TOTAL CAPITAL PROJECTS:</b>	<b>1,422,026</b>	<b>-</b>	<b>88,000</b>	<b>66,000</b>	<b>29,000</b>	<b>1,605,026</b>
<b>Funding Sources</b>						
<b><u>RESERVES</u></b>						
Equipment Reserve						
Equipment - Public Works (B, C)			52,000		29,000	81,000
Parks Reserve						
Parks - Cemetery Expansion (A)			36,000	66,000		102,000
Transfer from Operating (General) (E, F)	20,000					20,000
<b><u>GRANTS</u></b>						
Grant: Resort Municipality Infrastructure (c1, c2, c3)	677,848					677,848
Grant: BC Tourism Dependent (c4)	33,937					33,937
Grant: CEPF Disaster Risk Reduction-CA	21,500					21,500
<b><u>OTHER</u></b>						
EOF Mt7 Block Contribution (c6)	117,355					117,355
Whitetooth Fund (c5, c6)	551,386					551,386
	<b>1,422,026</b>	<b>-</b>	<b>88,000</b>	<b>66,000</b>	<b>29,000</b>	<b>1,605,026</b>

UNFUNDED PROJECTS						TOTAL
Seniors Centre Roof Replacement	299,000					299,000
TCH Boulevard Phase 3 Irrigation	190,000	-	-	-	-	190,000
Landscaping - New Highway Bridge	-	100,000	-	-	-	100,000
Mt 7 Rec Plex Curtain - Gym		40,250				40,250
Landscaping - New Highway Bridge	-	100,000				100,000
Mt 7 Rec-Plex Basketball Safety Upgrades			40,250			40,250
Pathway Solar Lighting	-	-	18,285	-	18,285	36,570
Mt 7 Rec Plex Curtain - Stage				20,000		20,000
<b>Total Unfunded Projects</b>	<b>489,000</b>	<b>240,250</b>	<b>58,535</b>	<b>20,000</b>	<b>18,285</b>	<b>826,070</b>



# Capital Projects: Parks, Recreation & Community Development

PRIOR YEAR PROJECTS	Financial Plan					TOTAL
	2019	2020	2021	2022	2023	2019-2023 TOTAL
Civic Centre Upgrades	54,382	27,592	-	-	-	81,974
Pool Capital Renewal	25,091	-	-	-	-	25,091
Seniors' Centre HVAC	-	11,390	-	-	-	11,390
Pool Contributed Asset(Blocks)	-	44,836	-	-	-	44,836
Pump Track Upgrade	-	68,542	-	-	-	68,542
Mt7 Energy Sustain Retrofit	-	-	224,304	47,361	-	271,665
Mt7 Accessibility Door Openers	-	-	16,400	-	-	16,400
Mt7 Ice Rink and B.Ball Court	-	-	31,771	129,149	-	160,919
Mt7 Cdtm Assessment Work	-	-	54,506	19,638	-	74,144
Mt7 Fire System Improvement	-	-	22,525	-	-	22,525
Golden Freeride Park	-	-	-	598,928	38,266	637,194
Mt7 Gym Floor ICIP CCRP-IC0337	-	-	-	288,235	-	288,235
Senior Centre Roof	-	-	-	9,600	-	9,600
MT7 Block Redesign	-	-	-	-	226,894	226,894
Pedestrian Bridge	10,100	-	-	-	-	10,100
Pathways: Solar Light	21,879	-	-	-	-	21,879
KKMP Building Upgrade	16,755	-	-	-	-	16,755
RMI - South Entrance Sign	-	11,070	135,958	64,452	-	211,481
RMI TCH Ph3 Planning & Design	31,590	1,998	-	18,000	567,758	619,346
Wixon House	178,151	-	-	-	-	178,151
429 9th Ave. N Land Purchase	-	1,600	92,373	-	-	93,973
Historic Dntwn Plaza Revite	-	-	6,360	46,511	381,942	434,813
KKMP Disc Golf Pit Washroom	-	-	28,657	-	-	28,657
8th Ave South Multi-use Path	-	-	22,500	325,292	-	347,792
9thAveNRebuild/HistoricDowntown	-	-	47,495	1,826,122	13,200	1,886,817
525/527 9th Ave N Land Purch	-	-	439,321	-	-	439,321
Replacement Parks Mower	-	-	-	22,572	-	22,572
KKMP Bike Park Donated Asset	-	-	-	62,024	-	62,024
RMI TC Hwy Improvements - PH4	-	-	-	-	749,796	749,796
RMI Plaza Beautification	-	-	-	-	237,276	237,276
RMI Visitor Info Ctr Washroom	-	-	-	-	8,637	8,637
RMI Community Mural (Downtown)	-	-	-	-	48,590	48,590
Cemetery Expansion	-	28,078	14,819	-	-	42,897
Senior's Centre Portico	-	-	-	-	201,300	201,300
Bike Skills Park Phase 2	-	-	-	-	111,910	111,910
KKMP Playground Equipment	-	-	-	-	83,025	83,025
<b>Total Prior Year Projects</b>	<b>337,948</b>	<b>195,107</b>	<b>1,136,989</b>	<b>3,457,883</b>	<b>2,272,359</b>	<b>7,400,287</b>



# Capital Projects: Transportation Services

Capital Project Name	Financial Plan					TOTAL
	2024	2025	2026	2027	2028	2024-2028
<b>Roads and Sidewalks</b>						-
A. Annual Paving Program	300,000	-	-	-	-	300,000
B. Annual Sidewalk Program	50,000	50,000	50,000	50,000	50,000	250,000
<b>Public Works Fleet</b>						-
C. Mini Dump Truck (2-Ton ) Replacement	130,000	-	-	-	-	130,000
D. Light Vehicle Replacements	127,000	-	117,000	-	214,500	458,500
E. Sweeper Replacement		525,000	-	-	-	525,000
F. Tandem Dump Truck Replacement		-	200,000	-	-	200,000
G. Replacement Belly Plows	48,000	-	-	-	-	48,000
<b>Buildings and Facilities</b>						-
H. Public Works Equipment Storage Bldg Heater		-	-	15,000	-	15,000
<b>Infrastructure Development</b>						-
I. KHR Bridges Project - Electrical for EV Stations		41,250				41,250
<b>Carryforward Projects</b>						-
C1. 6th St. North Design and Rebuild	9,600	-	-	-	-	9,600
C2. 1-Ton Flat Deck Replacement	152,000					152,000
C3. Facilities Operator Van	83,500					83,500
<b>TOTAL CAPITAL PROJECTS:</b>	<b>900,100</b>	<b>616,250</b>	<b>367,000</b>	<b>65,000</b>	<b>264,500</b>	<b>2,212,850</b>
<b>Funding Sources</b>						
<b>RESERVES</b>						
Canadian Community Building Fund (A)	300,000					300,000
Climate Action Reserve (I)		41,250				41,250
Buildings and Facilities Reserve						
Buildings and Facilities - Other (H)				15,000		15,000
Equipment Reserve						
Equipment - Public Works (C, D, G)	388,500		117,000		214,500	720,000
Roads and Sidewalks Reserve						
Roads and Sidewalks - Sidewalks (B)	50,000	50,000	50,000	50,000	50,000	250,000
<b>BORROWING</b>						
MFA Long Term Debt (c1)	9,600					9,600
MFA 5 Year Equipment Loans (c2, E, F)	152,000	525,000	200,000			877,000
	<b>900,100</b>	<b>616,250</b>	<b>367,000</b>	<b>65,000</b>	<b>264,500</b>	<b>2,212,850</b>

UNFUNDED PROJECTS						TOTAL
Annual Paving Program	-	325,000	350,000	375,000	400,000	1,450,000
9th Ave South/Park Drive Complete (2023)	499,999	4,500,000	-	-	-	4,999,999
8th Ave S Asphalt Overlay (2021)	375,000	-	-	-	-	375,000
ICIP EV Charging Stations	165,354	-	-	-	-	165,354
Public Works Facility LED Lighting Conversion	30,975	-	-	-	-	30,975
10th St S (5-7)	124,999	1,135,001	-	-	-	1,260,000
Crush Demo Stockpile	-	1,000,000	-	-	-	1,000,000
11th St S Asphalt Overlay (2025)	-	900,000	-	-	-	900,000
10th St S (A) Road Structure (7-11)	-	400,000	4,750,000	-	-	5,150,000
10th Ave N Asphalt Overlay (2026)	-	-	1,400,000	-	-	1,400,000
14th St S (8-11)	-	-	470,000	4,200,000	-	4,670,000
13th St S Asphalt Overlay (2027)	-	-	-	450,000	-	450,000
TCH East Service Road (Surface Only)	-	-	-	320,000	2,900,000	3,220,000
10th St S (B) (11-14)	-	-	-	-	245,001	245,001
9th Ave N Asphalt Overlay (2028)	-	-	-	-	214,999	214,999
<b>Total Unfunded Projects</b>	<b>1,196,327</b>	<b>8,260,001</b>	<b>6,970,000</b>	<b>5,345,000</b>	<b>3,760,000</b>	<b>25,531,328</b>

# Capital Projects: Transportation Services

PRIOR YEAR PROJECTS	Financial Plan					TOTAL
	2019	2020	2021	2022	2023	2019-2023 TOTAL
Annual Sidewalk Renewal	-	244,554	90,609	-	-	335,163
Annual Paving Renewal	200,302	223,335	238,321	275,000	275,005	1,211,963
Fleet Light Equipment (PU)	53,974	-	-	-	-	53,974
Fleet Medium Equipment	15,001	-	-	-	-	15,001
Fleet PW Heavy Equipment	165,980	439,287	-	-	-	605,267
Traffic Sign Renewals	13,128	-	-	-	-	13,128
Public Works Upgrades	27,776	-	-	-	-	27,776
PW Safety Upgrades	8,120	-	-	-	-	8,120
Sidewalk ToG - Rocky Pointe	135,419	-	-	-	-	135,419
Traffic Ctrl Enhancements ICBC	-	-	21,636	-	-	21,636
Fleet - Pool and Arena Truck	-	-	44,471	-	-	44,471
Fleet - Ops Manager Truck	-	-	-	48,570	-	48,570
7th Street Asphalt Overlay	-	-	174,599	-	-	174,599
Fleet - Utility Triler	-	-	5,248	-	-	5,248
KFC Sidewalk Contribution	-	-	15,000	-	-	15,000
Bear'sPawPH3ContribAssetStreet	-	-	685,147	237,556	-	922,703
Bear'sPawPH3ContribAssetSidewk	-	-	226,591	48,817	-	275,408
9th St S Asphalt Overlay	-	-	-	290,400	-	290,400
Trk V-Plow and Slide-in Sander	-	-	-	25,043	-	25,043
Cl. 6th St. North Design and Rebuild	-	-	-	43,728	1,331,410	1,375,137
Shell Sidewalk Donated Asset	-	-	-	9,400	-	9,400
Light Truck Replacements (2)	-	-	-	-	120,686	120,686
8th St S 500 Block Repaving	-	-	-	-	395,685	395,685
Public Works Admin Bldg Roof	-	-	-	-	94,412	94,412
Airport Pavement Rehab BCAAP	-	-	-	-	2,686,301	2,686,301
Total Prior Year Projects	619,700	907,176	1,501,624	978,514	4,903,499	8,910,512





## Capital Projects: Water Services

Capital Project Name	Financial Plan					TOTAL
	2024	2025	2026	2027	2028	2024-2028
A. Annual Water System Upgrades	50,000	50,000	50,000	50,000	50,000	250,000
B. Pressure Reducing Station Replacements						
C. Station 1	-	520,000	-	-	-	520,000
D. Station 2	-	69,999	-	640,000	-	709,999
E. Station 3	-	-	-	75,000	680,000	755,000
Modpac Radio, SCADA, PLC Equip. Upgrade	45,770	-	-	-	-	45,770
G. Watermains						
8th St S Watermain Replacement	-	137,500	-	-	-	137,500
Water Services Fleet						
I. Water Truck Chassis	-	-	190,000	-	-	190,000
Carryforward Projects						-
C1. New Well (Number 7)	1,353,550	-	-	-	-	1,353,550
C2 Well #2 Mechanical/Electrical Renewal	151,200	-	-	-	-	151,200
<b>TOTAL CAPITAL PROJECTS:</b>	<b>1,600,520</b>	<b>777,499</b>	<b>240,000</b>	<b>765,000</b>	<b>730,000</b>	<b>4,113,019</b>
<b>Funding Sources</b>						
<b>RESERVES</b>						
Water Services	1,600,520	777,499	240,000	765,000	730,000	4,113,019
	1,600,520	777,499	240,000	765,000	730,000	4,113,019

PRIOR YEAR PROJECTS	2019-2023					TOTAL
	2019	2020	2021	2022	2023	
Cross Connection Program	16,693	7,907	-	-	-	24,599
Reservoir Worker Access Safety	8,298	15,053	50,185	-	-	73,537
Hypalon Liner Replacement	294,323	-	-	-	-	294,323
Modpac Radio,SCADA PLC Upgrade	-	51,743	54,143	46,496	-	152,382
New Well Construction (Well 6)	-	-	-	-	176,926	176,926
New S Well Research & Drilling	-	-	-	-	218,730	218,730
ICI Metering Program	918	15,621	-	-	8,673	25,212
Pressure Reduce Stn1 - Design	-	-	65,000	-	-	65,000
Fire Hydrant 819 - 9th St N	7,983	-	-	-	-	7,983
Annual Water Main Upgrades	-	-	-	36,394	14,614	51,008
Water Connections	64,981	306,736	234,382	174,828	-	780,928
Well 2 Mechanical System	-	-	-	-	9,886	9,886
<b>Total Prior Year Projects</b>	<b>393,194</b>	<b>397,061</b>	<b>403,710</b>	<b>257,719</b>	<b>428,829</b>	<b>1,880,513</b>



## Capital Projects: Sewer Services

Capital Project Name	Financial Plan					TOTAL
	2024	2025	2026	2027	2028	2024-2028
<b>A. Annual Sewer System Upgrades</b>	<b>50,000</b>	50,000	50,000	50,000	50,000	<b>250,000</b>
<b>Lift Stations</b>						
B. 7th Street - Odour Control Design	-	95,000	850,000	-	-	<b>945,000</b>
C. 12th Street - Mascerator Replacement	-	34,650	-	-	-	<b>34,650</b>
<b>Sewer Fleet</b>						
D. Mobile Pump (Replacement)	-	-	-	44,000	-	<b>44,000</b>
E. STP Dump Truck (Replacement)	-	-	-	-	60,000	<b>60,000</b>
<b>Sewer Main Replacements</b>						
F. Pine Drive	275,160	-	-	-	-	<b>275,160</b>
G. Modpac Radio, SCADA and PLC Equip Upgrade	34,155	-	-	-	-	<b>34,155</b>
<b>Carryforward Projects</b>						
C1. Edelweiss Sanitary Lift Stn Replace	950,642	-	-	-	-	<b>950,642</b>
C2. Integrated Sanitary Sewer Improv.	899,649					<b>899,649</b>
<b>TOTAL CAPITAL PROJECTS:</b>	<b>2,209,606</b>	<b>179,650</b>	<b>900,000</b>	<b>94,000</b>	<b>110,000</b>	<b>3,493,256</b>
<b>Funding Sources</b>						
<b>RESERVES</b>						
Sewer Services	1,549,910	179,650	900,000	94,000	110,000	<b>2,833,560</b>
<b>GRANTS</b>						
Grant: BC ICIP 2 - EQ IG0573 (c2)	659,696					<b>659,696</b>
	<b>2,209,606</b>	<b>179,650</b>	<b>900,000</b>	<b>94,000</b>	<b>110,000</b>	<b>3,493,256</b>

UNFUNDED PROJECTS						TOTAL
Aeration Cell 2 Emergency Overflow Reconstruction (ICIP 3)		57,500	-	-	-	<b>57,500</b>
CIPP Lining of Sewer Mains (ICIP 3)		-	150,000	175,000	150,000	<b>475,000</b>
Lagoon Cell 1 Aeration Enhancements (ICIP 3)		-	410,000	-	-	<b>410,000</b>
Replacement Air Header and Lagoon Dike Surfacing (ICIP 3)		118,000	-	-	-	<b>118,000</b>
Trucked Liquid Waste Acceptance Facility (ICIP 3)		-	-	220,000	-	<b>220,000</b>
<b>Total Unfunded Projects</b>	<b>-</b>	<b>175,500</b>	<b>560,000</b>	<b>395,000</b>	<b>150,000</b>	<b>1,280,500</b>

PRIOR YEAR PROJECTS						2019-2023 TOTAL
Annual Sewer Main Upgrades	-	-	10,299	-	39,526	<b>49,825</b>
STP Ponds-Pond Lining/Aeration	4,392	-	-	-	-	<b>4,392</b>
12th St Lift Stn Odour Control	13,542	-	-	-	-	<b>13,542</b>
STP Lagoons Blower Replacement	13,357	-	-	-	-	<b>13,357</b>
CIPP Lining SanMain ParkDr/Oth	35,452	-	-	-	-	<b>35,452</b>
12th St Lift St Mascerator	22,790	-	-	-	-	<b>22,790</b>
Granite Dr Lift Stn Generator	55,829	-	-	-	-	<b>55,829</b>
Modpac Radio SCADA PLC Upgrade	-	52,654	43,599	37,836	88,682	<b>222,772</b>
TruckedLiquidWasteDumpingSite	-	-	13,199	-	-	<b>13,199</b>
Pump Replace 12thSt Lift Stn	-	-	33,597	-	-	<b>33,597</b>
Edelw Swr LiftStn Replace Plan	-	-	65,000	-	79,358	<b>144,358</b>
Stn Ave Sewer Main Replacement	-	-	-	16,695	113,468	<b>130,163</b>
Integrated Sanitary SwrUpgrade	-	-	-	33,325	547,526	<b>580,851</b>
Biosolids Storage Facility					97,600	<b>97,600</b>
Pine Dr Sewer Main Replacement					3,648	<b>3,648</b>
Sewer Connections	48,675	9,326	327,811	183,622	-	<b>569,435</b>
Mobile Trash Pump Replacement					34,443	<b>34,443</b>
<b>Total Prior Year Projects</b>	<b>194,037</b>	<b>61,980</b>	<b>493,506</b>	<b>271,479</b>	<b>1,004,252</b>	<b>2,025,254</b>

# Reserve Summary

Budget 2024					
Reserve Name and Type		Balance 01-Jan-2024	Contributions	Expenses	Balance 31-Dec-2024
<b>Statutory Fund Reserves</b>					
	Canadian Community Building Fund	(189,771)	(231,066)	300,000	(120,836)
	Climate Action Reserve	(237,690)	(69,082)	-	(306,772)
	Land Sale Reserve	(58,524)	-	-	(58,524)
	Parking Reserve	(125,544)	-	-	(125,544)
	<b>Subtotal:</b>	<b>(611,528)</b>			<b>(611,676)</b>
<b>Capital Reserves</b>					
1	Airport Capital Reserve	(80,425)	(17,500)	-	(97,925)
2	Buildings & Facilities Capital Reserve	(597,065)	(175,000)	-	(772,065)
3	Equipment Capital Reserve	(692,523)	(236,500)	413,500	(515,523)
4	Park & Site Improv. Capital Reserve	(171,973)	(30,000)	8,907	(193,066)
5	Roads Capital Reserve	(724,437)	(262,500)	106,128	(880,809)
6	Water Capital Reserve	(2,318,998)	(463,048)	1,600,520	(1,181,526)
7	Sewer Capital Reserve	(2,061,121)	(315,342)	1,549,894	(826,570)
8	Covid Capital Reserve	(620,642)	-	-	(620,642)
	<b>Subtotal:</b>	<b>(7,267,185)</b>			<b>(5,088,126)</b>
<b>Operating Reserves</b>					
1	Airport Operating Reserve	(0)	-	-	(0)
2	Bldg & Facilities Operating Reserve	(105,436)	-	10,000	(95,436)
3	Equipment Operating Reserve	(135,480)	-	34,650	(100,830)
4	Park & Site Improv. Reserve	(13,282)	-	-	(13,282)
5	Roads Operating Reserve	(189,933)	-	-	(189,933)
6	Water Operating Reserve	(25,382)	-	-	(25,382)
7	Sewer Operating Reserve	(29,465)	-	-	(29,465)
8	Covid Operating	(289,215)	-	166,800	(122,415)
9	Asset Operating Reserve	(425,383)	-	163,500	(261,883)
10	Financial Stabilization Reserve	(429,133)	(35,575)	66,000	(398,708)
11	Growing Community Fund Reserve	(2,269,669)	-	-	(2,269,669)
	<b>Subtotal:</b>	<b>(3,912,379)</b>			<b>(3,507,004)</b>
	<b>Total Reserves per Financial Statements</b>	<b>(11,791,093)</b>			<b>(9,206,807)</b>

(22)%

Budget 2025-2028		
Contributions	Expenses	Balance Dec-2028
-	-	(120,836)
(276,328)	41,250	(541,850)
-	-	(58,524)
-	-	(125,544)
		<b>(846,754)</b>
(70,000)	-	(167,925)
(700,000)	15,000	(1,457,065)
(994,000)	734,058	(775,465)
(120,000)	102,000	(211,066)
(1,050,000)	200,000	(1,730,809)
(2,233,289)	2,512,499	(902,316)
(2,159,467)	1,283,650	(1,702,387)
-	620,642	(0)
		<b>(6,947,033)</b>
-	-	(0)
-	46,000	(49,436)
-	22,300	(78,530)
-	-	(13,282)
-	-	(189,933)
-	-	(25,382)
-	-	(29,465)
-	132,200	9,785
-	94,300	(167,583)
(142,300)	86,250	(454,758)
-	-	(2,269,669)
		<b>(3,268,254)</b>
		<b>(11,062,042)</b>



# Next Steps: Tell us what you think!

## Online Survey

Take the online budget survey from now until April 3 at [www.golden.ca/budget](http://www.golden.ca/budget).

## Attend a Council Meeting:

There will be time allocated on the meeting agenda for a conversation with Council about the proposed budget at the following meeting:

- April 2 at 7 p.m. in person in Council Chambers or via Zoom:  
<https://us06web.zoom.us/j/99030675368>

For information on how to join a virtual meeting, including how to participate by Zoom during Question Period, visit [golden.ca/virtualmeetings](http://golden.ca/virtualmeetings).

**Email:** [clerk@golden.ca](mailto:clerk@golden.ca) title email as “2024 budget.”

**Mail:** send mail to Corporate Officer at Box 350, Golden, B.C, V0A 1H0.

**The Public Consultation Period ENDS on April 3, 2024.**

We looking forward to hearing from you!

Sincerely from all of Council:

Mayor Oszust and Councillors Cooper, Dale, Guyot, Hambruch, Manuel and Routley.

