



PROPOSED ANNUAL BUDGET 2017

**2017-2021
Financial Plan**

Some Highlights Of This Year's Proposed Expenditures

*“With a growing body of evidence before us
for long term asset maintenance and renewal,
Council is taking a bolder step in what we feel is the required direction
for this corporation.*

*We need our budget to increase 6.5% this year, and in successive years,
to start meaningfully addressing the significant and nation-wide issue
of infrastructure deficit,
while still maintaining the services and quality of life
our citizens, visitors, and the economy expect.*

*No more can we simply keep up with inflation – we have responsibilities
to our local society that far outweigh the ‘business as usual’ approach.”
~Mayor Ron Oszust*

Be Informed. Get Engaged. Be Part of the Plan.



What This Is All About

About the 5 Year Financial Plan

Yes, it's that time of year again – time for us to show you what we need for a corporate budget this year, and what we need to spend it on. It's also the time for you to tell us what you think.

Every year by law, local governments must prepare a Five-year Financial Plan in the form of a bylaw (a legally binding document) which outlines revenues and expenses for the current year and next 4 successive years.

The Financial Plan must be adopted before May 15th of each year.

The Financial Plan contains both operating and capital expenditures, including where we intend 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 also several other revenue sources that we depend upon, including other government grants and transfers, sale of services,

developer contributions, and earnings on investments.

The Community Charter requires a Five Year Financial Plan to be adopted annually. The Plan identifies proposed spending, funding sources and transfers to or between funds, and establishes the Town's revenue and tax policies and objectives. Council must also consult the public before the Plan is adopted. The Financial Plan adoption precedes the Tax Rate bylaw which must be adopted by May 15th. The Five Year Financial Plan's focus is on 2017 (Annual Budget), but also outlines the Town's proposed financial direction for 2018-2021.

The Annual Budget contains two types of expenditures:

- **Operating** - delivery of programs and services (i.e. recreation, garbage and recycling, snow removal) and annual operating maintenance and upkeep costs of Town infrastructure
- **Capital** - replacement and rehabilitation of existing infrastructure (i.e. roads, sidewalks, water, and fleet)

The Budget Steps:

Council and staff consider the needs of the corporation, community trends, and expectations against current corporate Strategic Priorities. This sets direction on projects, levels of service, and overall direction to staff.

Managers provide operational and capital project work sheets for their department to the CFO (Chief Financial Officer). The CFO and the managers review and prioritize the projects and the CAO (Chief Administrative Officer) provides final administrative approval.

The SCOF (Standing Committee of Finance), made up of all Council members, considers the CAO's approvals and deter-

mines what will be included in the draft financial plan.

The draft Five Year Financial Plan package is prepared for the SCOF. The SCOF then recommends it be given first reading by Council. Following the first reading, the Plan is released for public comment. The Plan passed first reading on December 20th, 2016.

A consultation period occurs (now) in which public input is encouraged and welcomed. See the back page of this package for your opportunities to engage us. A summary of public input will be presented to the SCOF after the consultation period and revisions to the Plan could be made in preparation for 2nd and 3rd Readings. Final adoption must take place before May 15th.

What We Plan To Do In 2017

Some notable expenditures and initiatives



With the funds we raise through taxation, draw from our reserves, and from prior approved grants, here are some projects we'll be implementing this year:

- Distribution of our first 400 new bear proof garbage containers for residents;
- Phase 2 of our lagoon rebuilds will commence and be completed;
- The remaining sidewalk rebuild in Alexander Park will be completed;
- Work at the pool will finish with a new filtration system, interior renovations, and new amenities like a bouncy castle, shade sails, and signs;
- 8th Street North by the brewery will see new paving, curb, gutter, sidewalk, lighting and landscaping;
- 6th Street North between Ford and Mary's Motel will be planned out for deep utility replacements and road rehabilitation in order to be prepared when granting opportunities arise.
- The section of the dike from Barrault's Home Furnishings to the pedestrian bridge will be raised to its required height per direction from the Province;
- A second solar light bollard will be placed along the dike path; and,
- A number of paving and patching works will be done, which will likely include a second speed bump somewhere in town!

Once again a portion of our work plan is grant-dependent. Should all of our applications get the green light, here's what we'll be doing under grant funding programs:

- Fencing a significant downslope portion of the new easy grade trail up the Selkirk Hill between the high school and ball fields, enhancing the surface, and planning the development of a river outlook (\$45,000 applied for);
- Undertaking a study to establish the relationship between ice jams and the extent of gravel in the lower Kicking Horse River (to hopefully convince authorities of the need to remove gravel more frequently - \$85,000 applied for).
- "Slip lining" a number of our sewer lines to add to their life span (\$600,000 applied for).





With funding from the Resort Municipality Initiative we have queued up over \$1.2m in: need the RMI logo here.

- Planning and construction of a new seasonally operational visitor kiosk and parking area at the old weigh scale site on the Trans Canada Highway Corridor;
- Completion of the final link of the pedestrian path from downtown to the Highway corridor;
- The construction of our long awaited newly designed community entrance sign at the junction of Highways 1 and 95; and,
- Construction of amphitheatre-style seating as a part of the dyke in Spirit Square.

Over \$600,000 has been targeted for equipment replacements this year including our aging and immensely valuable sidewalk plough and rescue duty truck, refitting an older plough truck as a water tender, purchasing a new mower, and getting a new attachment coupler system for our loaders.

After a several year hiatus, we are re-introducing a full time Bylaw Enforcement Officer, plan to hire a second seasonal gardener to keep up with our beautification efforts, and have committed to ensuring adequate staffing for ongoing and increasing corporate communications to residents.

Our usual departmental services and programming will remain including a greater presence at the Mount 7 Rec Plex as it continues to grow in popularity, a renewed focus on area-specific zoning, and developing new architectural guidelines for new development.



**Phase 2
of the RMI
Highway 1
Enhancement
Project
was a
great success
valued at
\$696,221.**



Over \$300,000 will once again be granted out to non profit groups in the community by us under the Columbia Basin Trust's Community Initiatives and Affected Areas Programs.



The actual Financial Plan Bylaw being considered by Council is many, many pages. The purpose of this document is to make it a little simpler. The 'big picture' is below and shows you where we've been over the last two years and where we intend to head over the next five. The 'big picture' is followed by our projected operating expenditures and capital expenditures, each with its own chart.

2017-2021 Town of Golden - Consolidated Financial Plan

	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Property Taxes	4,857,571	5,102,238	5,407,480	5,733,313	6,080,326	6,449,894	6,843,485
Sales of Services	642,829	602,091	606,460	573,161	577,977	582,913	587,970
Licences, permits, fines	124,762	100,120	101,200	101,200	101,200	101,200	107,200
Interest & Penalties	187,878	142,669	141,500	141,500	141,500	141,500	141,500
Grants - Conditional	1,269,944	2,052,939	2,643,773	257,726	257,726	257,726	257,726
Grants - Unconditional	478,836	448,939	459,000	459,000	459,000	459,000	459,000
Transfers from Other Governments/Agencies	766,471	720,035	575,430	419,844	401,304	408,706	410,393
Other Contributions	115,326	39,611	46,186	53,023	60,134	67,530	75,222
Total Operating Revenue	8,443,617	9,208,642	9,981,028	7,738,767	8,079,167	8,468,469	8,882,494
Shared and Self Supporting Revenue							
Arena	462,558	482,825	501,920	513,374	524,267	537,889	552,690
Shared Emergency Services Government Transfers	59,979	78,672	79,045	78,551	81,489	80,625	73,416
Water User Fees	689,431	676,922	693,458	710,406	727,779	763,393	800,788
Sewer User Fees	785,561	808,788	848,927	891,074	935,327	981,794	1,030,584
Total Shared Service and Self Supporting Revenues	1,997,530	2,047,207	2,123,349	2,193,406	2,268,862	2,363,701	2,457,477
Total Consolidated Revenue	10,441,147	11,255,848	12,104,378	9,932,173	10,348,029	10,832,170	11,339,971
Expenses							
General government services	1,731,707	2,028,496	2,145,303	2,142,261	2,156,683	2,082,851	2,103,686
Protective services	412,449	583,061	529,298	573,696	544,585	551,127	572,672
Transportation services	1,537,141	1,534,798	1,686,132	1,579,749	1,587,477	1,636,345	1,662,843
Airport services	78,715	107,377	96,508	109,526	98,518	111,673	114,010
Economic development services	138,032	181,434	137,200	77,131	64,193	64,256	64,320
Planning & Development services	234,173	240,995	337,939	338,819	345,907	353,607	360,906
Recreation and cultural services	1,009,628	1,090,979	1,192,196	1,136,753	1,160,983	1,187,046	1,213,128
Environmental services	365,139	366,762	398,211	315,905	409,352	325,582	330,568
Cemetery services	41,420	44,272	44,839	45,514	46,149	46,854	47,675
Amortization	1,824,576	1,835,410	1,835,410	1,835,410	1,835,410	1,835,410	1,835,410
Total General Operations	7,372,980	8,013,585	8,403,034	8,154,765	8,249,257	8,194,751	8,305,217
Shared Service and Self Supporting Expenditures							
Arena Expenses	462,558	482,825	501,920	513,374	524,267	537,889	552,690
Shared Emergency Service	53,479	62,172	62,545	62,051	64,989	64,125	66,916
Water Services Expenses	406,211	485,346	498,067	507,763	516,432	527,246	539,186
Water Amortization	231,832	232,464	232,464	232,464	232,464	232,464	232,464
Total Water Services	638,043	717,810	730,531	740,227	748,896	759,710	771,650
Sewer Services Expenses	511,746	539,031	553,673	563,306	573,352	585,595	598,416
Sewer Amortization	390,925	357,493	357,493	357,493	357,493	357,493	357,493
Total Sewer Services	902,671	896,524	911,166	920,799	930,845	943,088	955,909
Total Shared Service and Self Supporting Expenditures	2,056,751	2,159,331	2,206,162	2,236,451	2,268,996	2,304,812	2,347,165
Total Operations	9,429,731	10,172,916	10,609,196	10,391,217	10,518,253	10,499,563	10,652,383
Surplus (Deficit)	1,011,415	1,082,933	1,495,182	(459,044)	(170,224)	332,606	687,589

2017-2021 Town of Golden - Consolidated Financial Plan Continued

	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
<i>Add: Amortization</i>	2,447,333	2,425,367	2,425,367	2,425,367	2,425,367	2,425,367	2,425,367
<i>Add: Proceeds from Borrowing</i>	43,000	648,000	465,600	-	-	639,740	915,856
<i>Less: Principal Payments On Municipal Debt</i>	317,264	285,154	414,334	447,765	445,561	500,422	641,074
<i>Less: Capital Expenditures</i>	1,393,207	4,346,355	4,559,864	1,189,905	1,268,798	1,631,330	1,728,730
<i>Net Transfers to/(from) Operating & Capital Reserves</i>	824,594	(776,866)	(439,550)	328,653	540,784	1,265,961	1,659,008
<i>Transfers to (from) Surplus</i>	966,683	301,656	(148,500)	-	-	-	-
Financial Plan Balance	(0)	(0)	0	0	(0)	(0)	(0)



2017 -2020 5 Year Consolidated Operating Fund

	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Revenue							
Property Taxes							
Municipal property tax	4,489,623	4,726,685	5,031,927	5,357,760	5,704,773	6,074,341	6,467,932
Frontage taxes - water and sewer	206,096	205,530	205,530	205,530	205,530	205,530	205,530
Grants in lieu and 1% utility tax	161,892	170,023	170,023	170,023	170,023	170,023	170,023
Total Property Taxes	4,857,611	5,102,238	5,407,480	5,733,313	6,080,326	6,449,894	6,843,485
Other government requisitions	2,829,118	2,737,521	2,737,521	2,737,521	2,737,521	2,737,521	2,737,521
Less: Other government tax transfers	(2,829,157.3)	(2,737,520.6)	(2,737,520.6)	(2,737,520.6)	(2,737,520.6)	(2,737,520.6)	(2,737,520.6)
Total Municipal Taxation	4,857,571	5,102,238	5,407,480	5,733,313	6,080,326	6,449,894	6,843,485
Less: Transfer to Capital Program	81,113	262,803	371,242	646,060	904,944	1,080,951	1,206,976
Total Municipal Taxation - Operating	4,776,458	4,839,436	5,036,238	5,087,253	5,175,382	5,368,943	5,636,508

Other Government Requisitions & Tax Transfers: These are taxes collected from residents and sent to other government authorities and agencies such as: Schools, Hospitals, BC Assessment, MFA and the CSRD.

	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
General Operating Revenue							
Sales of Services	642,829	602,091	568,415	573,161	577,977	582,913	587,970
Licences, permits, fines	124,762	100,120	101,200	101,200	101,200	101,200	107,200
Interest & Penalties	187,878	142,669	141,500	141,500	141,500	141,500	141,500
Grants - Conditional	530,584	347,726	313,226	257,726	257,726	257,726	257,726
Grants - Unconditional	478,836	448,939	459,000	459,000	459,000	459,000	459,000
Transfers from Other Governments/Agencies	753,471	538,129	532,530	419,844	401,304	408,706	410,393
Other Contributions	75,359	39,611	46,186	53,023	60,134	67,530	75,222
Total General Operating Revenue	2,793,719	2,219,285	2,162,056	2,005,454	1,998,841	2,018,575	2,039,010

Sale of Services: These include Administration Fees, Lease and Rental Income (like COTR House and Airport), Solid Waste & Recycling Fees, Cemetery, Civic Centre, Recreation Fees (Pool, Sports Fields, Mt 7 RecPlex and Campground).

Transfers from Other Governments/Agencies: Transfer of money to the Town from another public authorities like the CSRD (shared services like the airport and cemetery) and CBT.

Other Contributions: Municipal Finance Authority (MFA) actuarial contributions.

	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Shared and Self Supporting Revenue							
Arena Sale of Services	149,823	141,864	138,454	147,607	152,036	156,597	161,295
Arena Transfer from Other Government	312,735	340,961	363,466	365,767	372,231	381,292	391,395
Arena Total	462,558	482,825	501,920	513,374	524,267	537,889	552,690

Shared Emergency Services							
Government Transfers	59,979	78,672	79,045	78,551	81,489	80,625	73,416

Water User Fees	670,950	676,922	693,458	710,406	727,779	763,393	800,788
Less: Capital Water Fund	82,572	-	272,190	279,443	288,147	312,947	338,401
Total Water User Fees	753,523	676,922	965,648	989,850	1,015,926	1,076,340	1,139,189

Sewer User Fees	773,793	808,788	848,927	891,074	935,327	981,794	1,030,584
Less: Capital Sewer Fund	35,521	-	397,119	429,633	463,841	498,064	534,033
Total Sewer User Fees	809,314	808,788	451,808	461,441	471,487	483,730	496,551

Share Service and Total Self Supporting Revenue	2,085,374	2,047,207	1,998,420	2,043,216	2,093,169	2,178,584	2,261,845
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Total Consolidated Operating Revenue	9,419,364	9,105,927	8,652,334	8,577,036	8,691,097	8,940,208	9,260,561
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Arena Transfer from Other Government: The Arena is a shared service - the CSRD taxes the ToG residents and CSRD residents and then forwards the funds to the Town for Operations.

Shared Emergency Services: Shared Emergency Service is a shared service; the CSRD taxes the ToG residents and CSRD residents and then forwards the funds to the Town for operations.

2017 -2020 5 Year Consolidated Operating Fund Continued

<i>Expenses</i>	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
General government services	1,731,707	2,028,496	2,145,303	2,142,261	2,156,683	2,082,851	2,103,686
Protective services	412,449	583,061	529,298	573,696	544,585	551,127	572,672
Transportation services	1,537,141	1,534,798	1,686,132	1,579,749	1,587,477	1,636,345	1,662,843
Airport services	78,715	107,377	96,508	109,526	98,518	111,673	114,010
Economic development services	138,032	181,434	137,200	77,131	64,193	64,256	64,320
Planning & Development services	234,173	240,995	337,939	338,819	345,907	353,607	360,906
Recreation and cultural services	1,009,628	1,090,979	1,192,196	1,136,753	1,160,983	1,187,046	1,213,128
Environmental services	365,139	366,762	398,211	315,905	409,352	325,582	330,568
Cemetery services	41,420	44,272	44,839	45,514	46,149	46,854	47,675
Amortization	1,824,576	1,835,410	1,835,410	1,835,410	1,835,410	1,835,410	1,835,410
Total General Operations	7,372,980	8,013,585	8,403,034	8,154,765	8,249,257	8,194,751	8,305,217

General Government Services: Council, CAO, Finance, Corporate Services, Information Technology, Elections, Resort Municipality Initiatives, Asset Management, Columbia Basin Trust and other areas not related to a service segment. Other management and line staff salaries and wages are captured and/or disbursed amongst other service areas.

Protective Services: Fire/Rescue Department, Bylaw Services, Flood Protections initiatives such as dyke maintenance and annual monitoring, and Wild Sight.

Transportation Maintenance: Maintenance of roads, sidewalks, pathways, street signs, street lighting, snow removal, surface drainage, fleet equipment, shop yard and buildings and operations.

Economic Development: Cultural services deliverables through Kicking Horse Culture and the Imagine Kootenay web platform through the Chamber of Commerce.

Recreation Services: Maintenance of parks, landscaping, maintenance and operation of recreation facilities (not arena), campground, recreation programs/services.

Environmental Services: garbage, recycling, mosquito control and contaminated sites.

Shared Service and Self Supporting Expenditures	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
Arena Expenses	462,558	482,825	501,920	513,374	524,267	537,889	552,690
Shared Emergency Service	53,479	62,172	62,545	62,051	64,989	64,125	66,916
Water Services Expenses	406,211	485,346	498,067	507,763	516,432	527,246	539,186
Water Amortization	231,832	232,464	232,464	232,464	232,464	232,464	232,464
Total Water Services	638,043	717,810	730,531	740,227	748,896	759,710	771,650
Sewer Services Expenses	511,746	539,031	553,673	563,306	573,352	585,595	598,416
Sewer Amortization	390,925	357,493	357,493	357,493	357,493	357,493	357,493
Total Sewer Services	902,671	896,524	911,166	920,799	930,845	943,088	955,909
Total Shared Service and Self Supporting Expenditures	2,056,751	2,159,331	2,206,162	2,236,451	2,268,996	2,304,812	2,347,165
Total Operating Expenses	9,429,731	10,172,916	10,609,196	10,391,217	10,518,253	10,499,563	10,652,383
Surplus (Deficit)	(10,367)	(1,066,989)	(1,956,862)	(1,814,181)	(1,827,156)	(1,559,355)	(1,391,821)

2017 -2020 5 Year Consolidated Operating Fund Continued

Add: Amortization	2,447,333	2,425,367	2,425,367	2,425,367	2,425,367	2,425,367	2,425,367
Less: Principal Payments On Municipal Debt							
General	283,598	250,141	377,921	409,895	406,176	459,462	598,475
Water	16,833	17,507	18,207	18,935	19,692	20,480	21,299
Sewer	16,833	17,507	18,207	18,935	19,692	20,480	21,299
Total Principal Payments On Municipal Debt	317,264	285,154	414,334	447,765	445,561	500,422	641,074
Transfers to/(from) Reserves							
Operating Reserves Transfers							
General Operating Reserve Funds							
transfers to	1,063,864	525,566	352,693	319,421	341,308	365,590	392,472
Water Operating Reserve Fund							
transfers to	168,582	193,375	-	-	-	-	-
Sewer Operating Reserve Fund							
transfers to	99,265	171,623	-	-	-	-	-
Less:							
General Operating Reserve Funds							
transfers (from)	(157,679)	(118,996)	(298,522)	(156,000)	(188,657)	-	-
Water Operating Reserve Fund							
transfers (from)	(9,668)	-	-	-	-	-	-
Sewer Operating Reserve Fund							
transfers (from)	(11,344)	-	-	-	-	-	-
Net Operating Reserve Transfers to/(from)	1,153,019	771,568	54,171	163,421	152,650	365,590	392,472
Transfers to (from) Surplus	966,683	301,656	-	-	-	-	-
Financial Plan Balance	(0)	(0)	0	0	(0)	(0)	(0)



2017-2020 5 Year Consolidated Capital Fund

	2015 Actuals	2016 Amended Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget
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Sources of Funds

Proceeds from Borrowing	43,000	648,000	465,600	-	-	639,740	915,856
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Capital Revenue

General Capital Fund	81,113	262,803	371,242	646,060	904,944	1,080,951	1,206,976
Water Capital Fund	82,572	-	272,190	279,443	288,147	312,947	338,401
Sewer Capital Fund	35,521	-	397,119	429,633	463,841	498,064	534,033
Sale of Services & Recoveries	30,249	-	38,045	-	-	-	-
Conditional Government Grants	739,360	1,705,213	2,330,547	-	-	-	-
Other Government/Agency Tsfs	52,967	181,906	42,900	-	-	-	-
Total Capital Revenue	1,021,782	2,149,922	3,452,044	1,355,137	1,656,932	1,891,961	2,079,410

Capital Transfers to/(from) Reserves

General Capital Reserve Funds transfers to	50,940	28,500	259,142	359,260	758,150	941,630	942,655
Water Capital Reserve Fund transfers to	-	-	272,190	279,443	288,147	312,947	338,401
Sewer Capital Reserve Fund transfers to	-	-	397,119	429,633	463,841	498,064	534,033
Less:							
General Capital Reserves Fund transfers (from)	(270,373.4)	(576,414.4)	(699,011.9)	(293,504.3)	(541,154.0)	(389,669.0)	(315,953.0)
Water Capital Reserve Fund transfers (from)	(90,665.5)	(484,928.0)	(143,100.0)	(461,100.0)	(323,100.0)	(313,100.0)	(83,100.0)
Sewer Capital fund Reserve transfers (from)	(18,325.9)	(515,590.8)	(580,059.7)	(148,500.0)	(148,500.0)	(149,500.0)	(149,500.0)
Water DCC Transfers (from)	-	-	-	-	-	-	-
Sewer DCC Transfers (from)	-	-	-	-	(109,250.0)	-	-
Net Capital Transfers to/(from) Reserves	(328,424.8)	(1,548,433.2)	(493,720.1)	165,232	388,134	900,371	1,266,536

Transfer from Sewer Surplus	-	-	(148,500.0)	-	-	-	-
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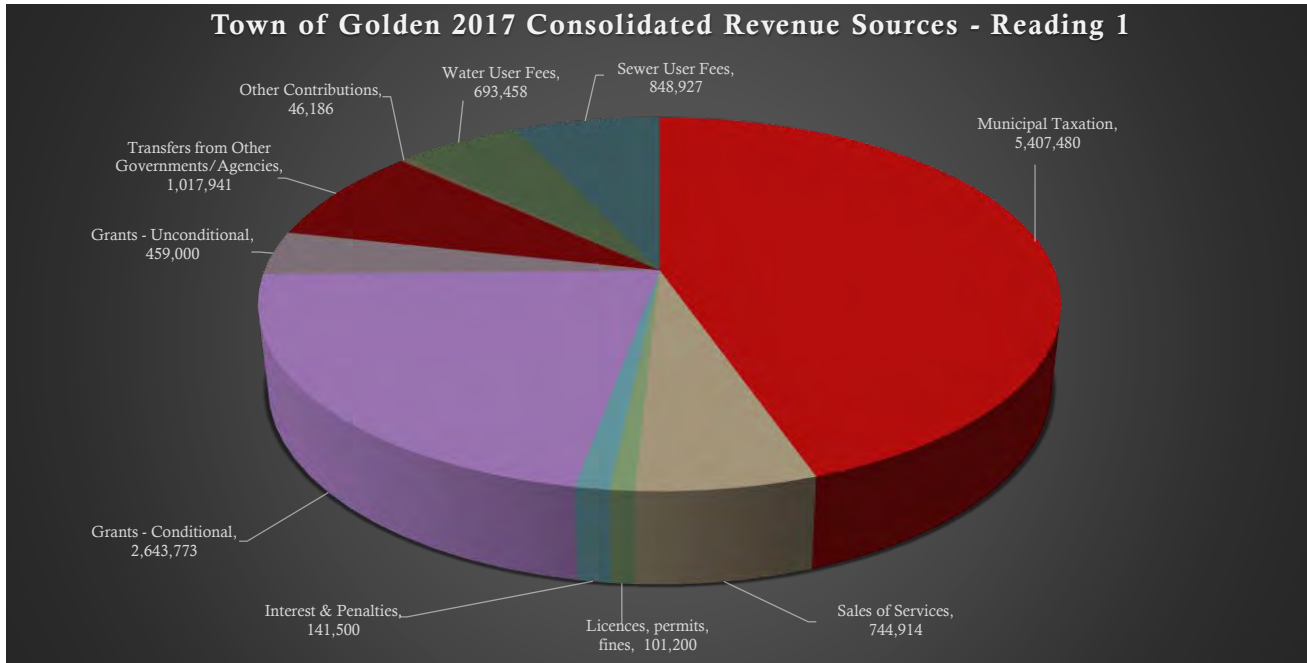
Total Funding Sources	1,393,207	4,346,355	4,559,864	1,189,905	1,268,798	1,631,330	1,728,730
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Capital Expenditures

General	1,125,874	2,625,291	2,787,688	580,305	687,948	1,168,730	1,496,130
Water	201,719	484,928	143,100	461,100	323,100	313,100	83,100
Sewer	65,614	1,236,136	1,629,076	148,500	257,750	149,500	149,500
Total Capital Expenditures	1,393,207	4,346,355	4,559,864	1,189,905	1,268,798	1,631,330	1,728,730

Our Revenue Sources

It's helpful to have a pie chart in this case to graphically show where our revenues come from. As you can see, approximately 45% of revenues come from municipal taxation; but as you can see, we are also getting nearly half of the value of taxation revenue in the form of grants as well. This is the result of hard work in being technically prepared and applying for opportunities that relieve our local tax payer.



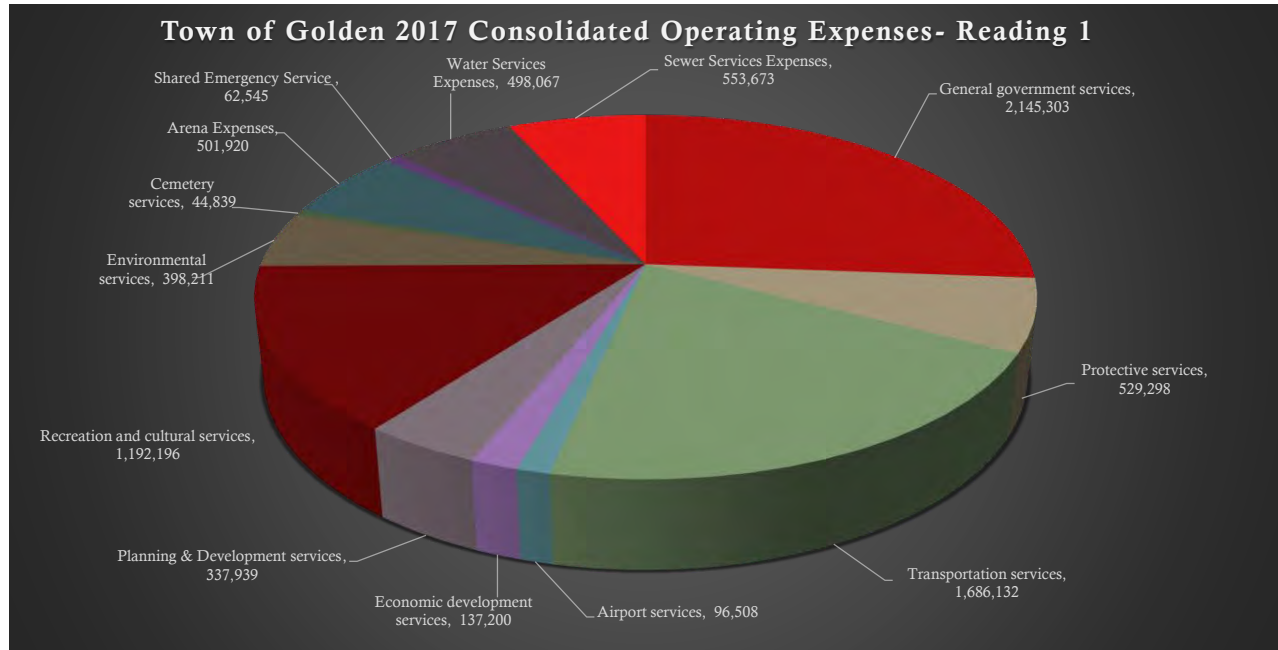
Property Tax - includes municipal property taxes collected on behalf of other governments and government agencies.

Unconditional Grants – includes the Province's Small Community Protection Grant

Conditional Grants – includes annual operating and capital grants like the New Building Canada Fund, Resort Municipalities Initiative, Clean Water & Waste Water, Gas Tax Community Works, Multi Material BC, and the Canada 150 Community Infrastructure Program.

Our Operating Expenses

The variety of places we spend our revenues to deliver the number of public services is worth showcasing. Within each pie “slice” are many subcategories of expenditures used to govern our spending for every service we provide.



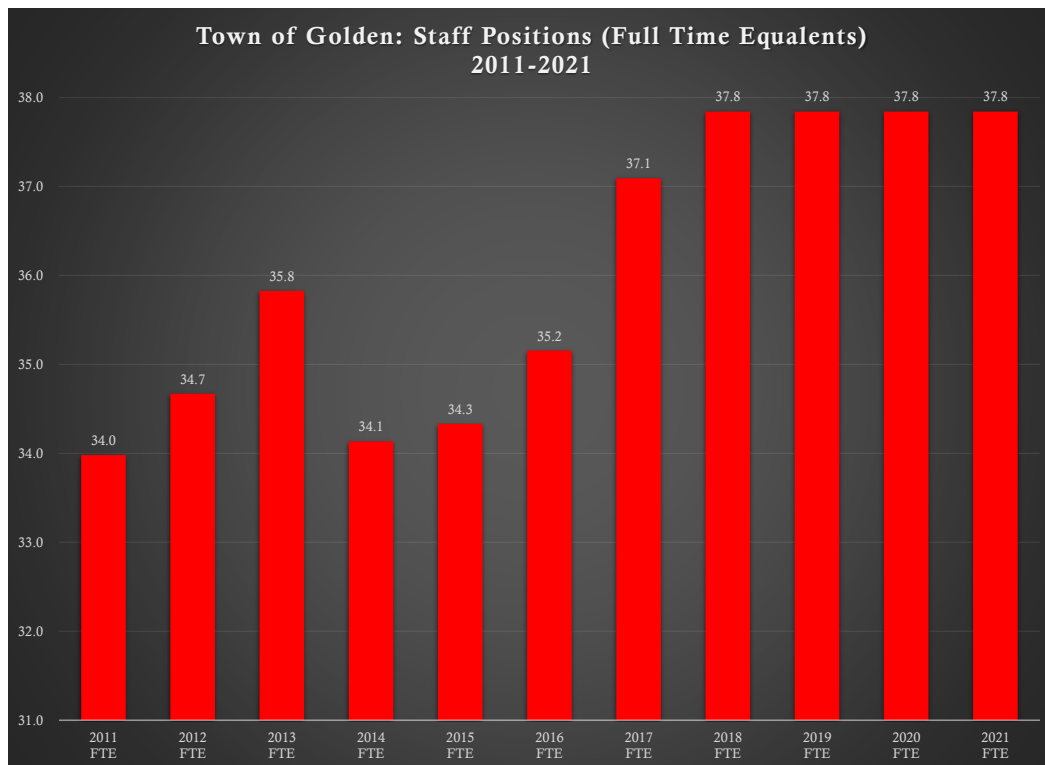
General Government Services – includes administration and finance delivery, Town Council expenditures, implementation of the Resort Municipalities Initiatives and CBT Community Funds Program and asset management program needs.

Economic Development – includes cultural services deliverables through Kicking Horse Culture and Imagine Kootenay web platform through the Chamber of Commerce (both funded through the Economic Opportunity Fund in 2017).

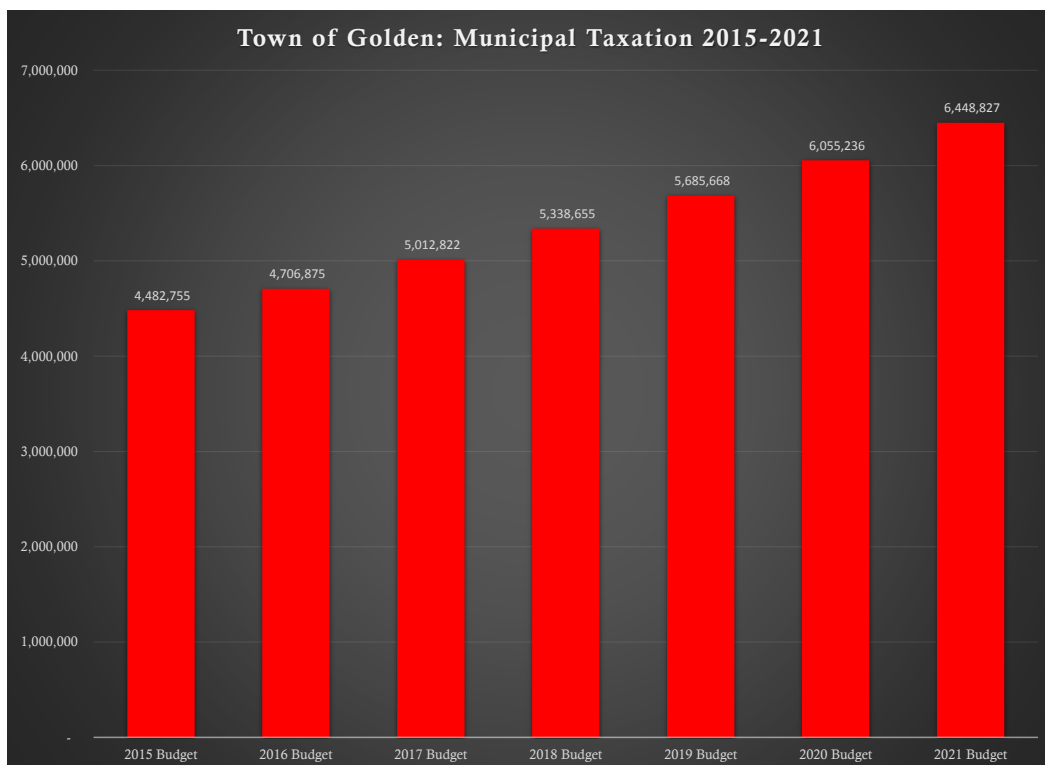
Transportation – includes most of our public works operations like roads, sidewalks, snow removal and fleet costs.



The next four graphs showcase statistics that people often ask about – staffing levels, taxation trends, expense trends and where are reserves are headed.

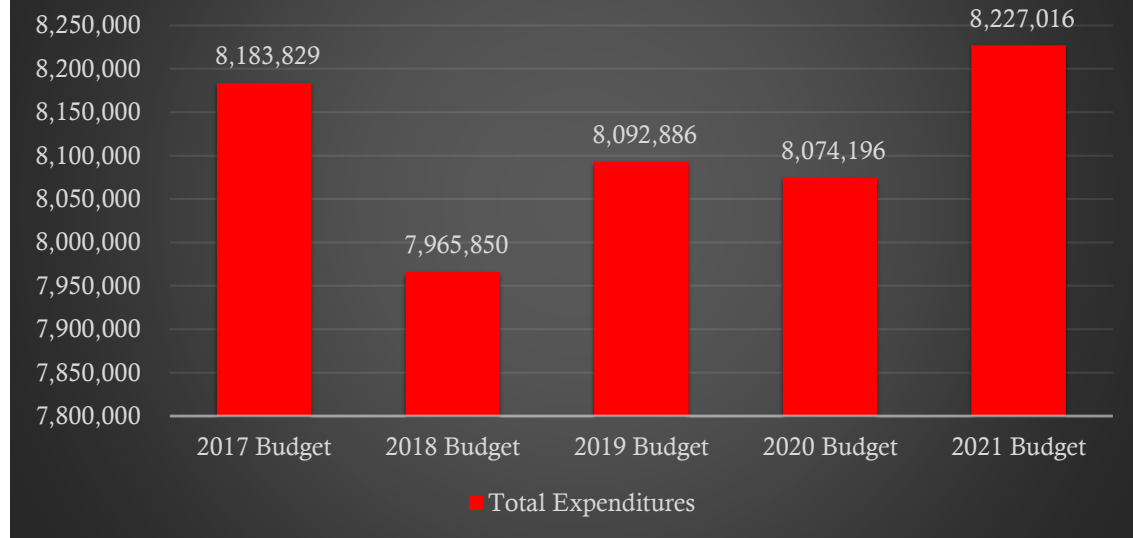


Full Time Equivalent reflects the total number of permanent, part-time, and seasonal staff employed by the Town of Golden.



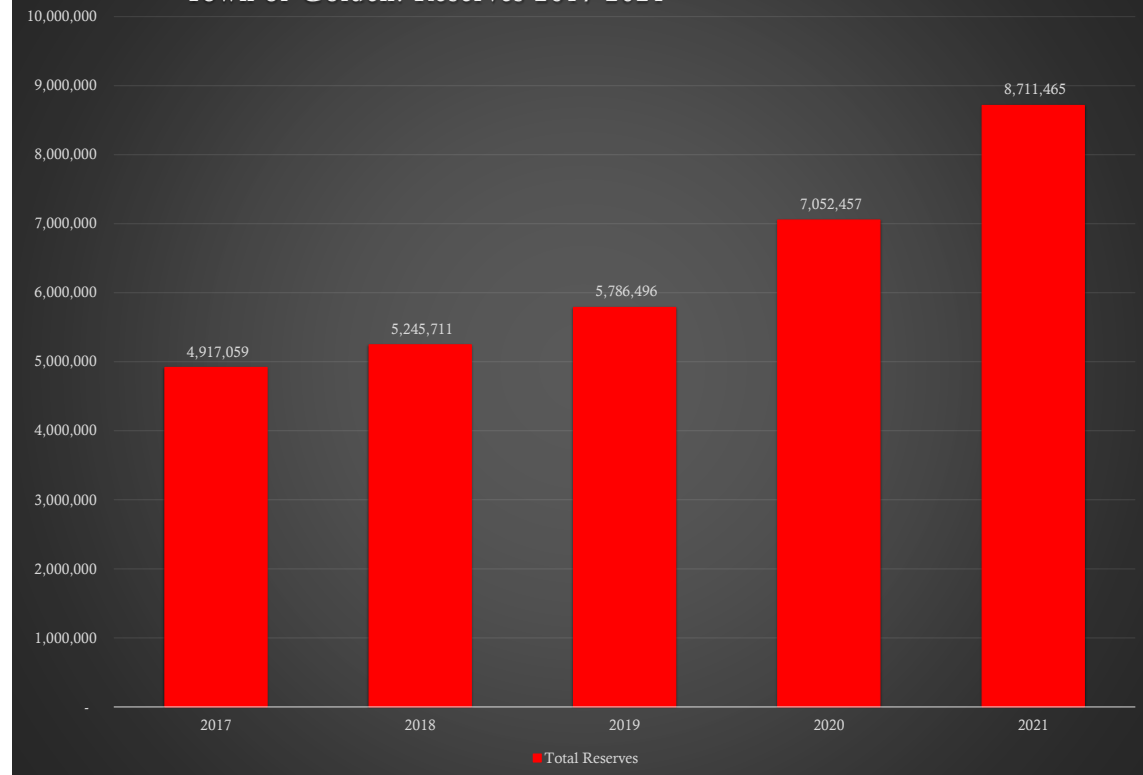
Municipal Taxes – these are the tax dollars collected and used to delivery and maintain the services to the Town of Golden.

Town of Golden: 2017 Consolidated Operating Expenditures



****Operating expenditures exclude amortization costs.**

Town of Golden: Reserves 2017-2021



Reserves provide a mechanism for legally saving money to finance all or part of future infrastructure, infrastructure renewal and upgrade to services to the Town, equipment and other requirements. They also provide a degree of financial stability by decreasing the reliance on indebtedness to finance capital projects and acquisitions. When economic times are uncertain, reserves can mitigate the need to raise taxes or cut services. The new reserve framework establishes a structure which will support future asset management plans in the delivery of sustainable services.

It is the purpose of this chart to compare the relative cost of employees to the municipality based on the weighting of wages and benefits as a percentage of total operating costs.

Employee Cost Comparison of Similar Sized Communities in BC					
#	Municipalities	2011 Census	Wages & Benefits	Total Expenses	Employee Cost Percentage
1	Sparwood	3,667	4,660,976	7,734,885	60%
2	Fernie	4,448	5,543,340	9,373,656	59%
3	Elkford	2,523	3,394,024	5,842,561	58%
4	Mackenzie	3,507	4,562,244	7,907,859	58%
5	Cumberland	3,398	2,235,050	3,916,125	57%
6	Lake Cowichan	2,974	1,826,455	3,321,881	55%
7	Chetwynd	2,635	2,946,054	5,702,738	52%
8	Bowen Island	3,402	2,766,157	5,415,641	51%
9	Oliver	4,824	2,571,950	5,329,410	48%
10	Gibsons	4,437	3,092,960	6,421,441	48%
11	Tumbler Ridge	2,710	4,260,130	9,084,442	47%
12	Rossland	3,556	2,603,166	5,607,851	46%
13	Houston	3,147	2,018,165	4,368,027	46%
14	Port Hardy	4,008	2,590,580	5,695,346	45%
15	Lantzville	3,601	1,098,965	2,470,064	44%
16	Osoyoos	4,845	3,149,428	7,127,891	44%
17	Golden	3,701	2,729,882	6,486,431	42%
18	Invermere	2,955	2,502,374	6,138,077	41%
19	Grand Forks	3,985	3,797,862	9,913,257	38%
20	Princeton	2,724	1,505,641	3,930,625	38%
21	Enderby	2,932	1,230,707	3,330,454	37%
22	Port McNeill	2,505	913,451	2,601,561	35%
23	Metchosin	4,803	1,089,970	3,204,679	34%
24	Armstrong	4,815	1,239,329	3,997,198	31%
	Grand Totals	86,102	64,328,860	134,922,100	48%

Source: 2015 Audited Financial Statements & Local Government of BC Statistics

Notes

1. Amortization is excluded from total expenses.
2. District of Vanderhoof financial information unavailable.

Construction values over the past decade

Building Permit Construction Values over the last 10 years					
Year	Commercial	Industrial	Institutional	Residential	Total
2016	\$354,700		\$681,800	\$3,460,806	\$4,497,306
2015	\$1,442,100	\$2,640,000	\$1,408,198	\$3,252,100	\$8,742,398
2014	\$3,003,426		\$242,797	\$3,005,332	\$6,251,555
2013	\$2,502,650	\$160,000	\$689,014	\$2,939,500	\$6,291,164
2012	\$5,069,997	\$1,025,000	\$83,596	\$538,816	\$6,717,409
2011	\$1,017,141	\$57,500	\$5,905,640	687,340.00	\$7,667,621
2010	\$406,850		\$2,806,686	\$2,278,546	\$5,492,082
2009	\$1,382,462	\$15,000	\$1,099,550	\$4,940,091	\$7,437,103
2008	\$813,850	\$639,500	\$659,500	\$8,714,851	\$10,827,701
2007	\$884,175		\$473,550	\$3,587,998	\$4,945,723
2006	\$1,447,075		\$85,000	\$5,384,388	\$6,916,463
Note the construction value for 2016 is based on stats up to Nov 30 th					



Some of the Services we provide for you:

- Water to your taps through a complex delivery system as an official water purveyor.
- Wastewater collection network and tertiary level treatment plant processing.
- Curbside waste/recycling collection services.
- Construction, maintenance, cleaning, and enhancement of:
 - *Streets, sidewalks, parking lots, dykes.
 - *Boulevard, parks, trails, and playgrounds.
 - *Sports fields and associated facilities.
- Arena, public pool, public campground, Rec Plex, Civic Centre, airport, cemetery.
- Recreation Service programming and partnerships.
- Cultural services programming.
- Emergency services planning for natural disasters.
- Full service fire department including heavy road rescue.
- Planning and Development services to ensure: Proper and lawful construction practices.
- Long term planning vision for development.
- Protection of the taxpayer.
- Enforcement of bylaws.
- Animal control.
- Licensing and permitting.

What Now?

Tell us what you think!

Budget Open House:
January 17th, 4:30-6:30 p.m. Seniors Centre

**Come to one of 3 upcoming
Council Meetings:**
There are special spots on each meeting agenda
for a conversation with Council
about this proposed budget.

January 10th, 2017: 7:00p.m.
January 24th , 2017: 1:15p.m.
February 8th , 2016: 7:00 p.m.

Email: clerk@golden.ca title email
as "2017 budget"

Mail: Corporate Officer, Box 350,
Golden, B.C, V0A 1H0;

Facebook: Start a conversation on our page.
www.facebook.com/Town-of-Golden

**The Public Consultation Period ENDS on
February 10th, 2017.**

Sincerely from all of Council:
Mayor Oszust; Councillors Adams, Barlow, Fairley,
Hambruch, Leigan, and Moss

