TOWN OF GOLDEN

BYLAW NUMBER 1435, 2020

2020-2024 FIVE-YEAR FINANCIAL PLAN AMENDMENT

Being a bylaw to amend the Five-Year Financial Plan for the years 2020-2024

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

1. CITATION

This bylaw may be cited for all purposes as "Town of Golden 2020-2024 Five-Year Financial Plan Amendment Bylaw No. 1435, 2020", amending Town of Golden 2020-2024 Five-Five Year Plan Bylaw No. 1425, 2020.

2. AMENDMENT PROVISIONS

Schedule "A" and Schedule "B" of *Town of Golden 2020-2024 Five-Five Year Plan Bylaw No. 1425, 2020* are hereby amended as attached.

3. TERMINATION

This bylaw shall have no further force or effect after December 31st, 2020.

READ A FIRST TIME THIS	5 TH	DAY OF	MAY	, 2020.
READ A SECOND TIME THIS	5^{TH}	DAY OF	MAY	, 2020.
READ A THIRD TIME THIS	5^{TH}	DAY OF	MAY	, 2020.

ADOPTED THIS 5^{TH} DAY OF MAY , 2020, BY A UNINANIMOUS DECISION OF ALL MEMBERS OF TOWN COUNCIL PRESENT AND ELIGIBLE TO VOTE.

ORPORATE OFFICER

Town of Golden - Consolidated Financial Plan Schedule "A" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenue					
Property Taxes					
Municipal property tax	5,726,820	6,007,723	6,302,670	6,612,365	6,937,544
Frontage taxes - water and sewer	205,530	205,530	205,530	205,530	205,530
Grants in lieu and 1% utility tax	104,497	104,497	104,497	104,497	104,497
	6,036,847	6,317,750	6,612,697	6,922,392	7,247,572
Other government requisitions Less:	2,839,855	2,690,728	2,839,855	2,839,855	2,839,855
Other government tax transfers	(2,839,855)	(2,690,728)	(2,839,855)	(2,839,855)	(2,839,855)
Municipal Taxation	6,036,847	6,317,750	6,612,697	6,922,392	7,247,572
Sales of Services	646,278	659,035	667,603	677,159	688,350
Licences, permits, fines	132,400	132,400	132,400	132,400	132,416
Interest & Penalties	185,765	185,765	185,765	185,765	186,265
Grants - Conditional	4,930,986	932,351	279,900	279,900	289,885
Grants - Unconditional	472,905	480,944	489,120	497,435	505,892
Regional District & Other Municipal Contributions					
Other Contributions	277,449	250,718	241,127	384,603	247,855
Total Revenue	67,530 12,750,160	75,222 9,034,184	85,099 8,693,711	96,250 9,175,904	9,408,058
Chand and Cale Courses !- a D		7,000		711.7012.03	2,400,020
Shared and Self Supporting Revenue Arena Sale of Services	176,295	181,584	187,031	192,642	198,421
Arena Regional District & Other Municipal Contributions	435,419	440,772			
Total Arena	611,714	622,356	444,928 631,959	449,283 641,925	452,577 650,998
	011,711	022,000	001,707	041,723	050,990
Shared Emergency Services Regional District & Other					
Municipal Contributions	85,164	76,522	77,885	79,281	80,736
Water User Fees	757,050	794,446	833,711	874,939	918,677
Sewer User Fees	977,794	1,010,737	1,044,668	1,079,617	1,115,614
Share Services and Total Self Supporting Revenue	2,431,721	2,504,060	2,588,223	2,675,761	2,766,026
Total Consolidated Revenue	15,181,881	11,538,245	11,281,934	11,851,665	12,174,084
Expenses					
General Government Services	2,476,906	2,051,876	2,051,943	2,054,714	2 005 255
Protective Services					2,085,255
Transportation Services	772,630	771,281	770,212	770,816	806,636
Airport Services	1,746,628	1,807,698	1,856,181	1,960,720	1,994,995
	150,190	112,126	114,046	116,016	117,997
Economic Development Services	45,799	38,967	27,626	28,336	31,953
Planning & Development Services	363,570	430,193	438,927	407,884	416,278
Recreation And Cultural Services	1,261,128	1,300,223	1,309,904	1,345,669	1,372,548
Environmental Services	345,212	327,537	332,934	334,779	337,519
Cemetery Services	47,447	47,560	47,989	48,451	49,172
Amortization	1,995,162	1,995,162	1,995,162	1,995,162	1,995,162
Total General Operations	9,204,673	8,882,624	8,944,925	9,062,546	9,207,516
Shared Service and Self Supporting Expenditures					
Arena Expenses	611,714	622,356	631,959	641,925	650,998
Shared Emergency Service	68,664	70,022	71,385	72,781	74,236
Water Services Expenses	534,424	634,499	578,337	596,248	602,442
Water Amortization	239,457	239,457	239,457	239,457	239,457
Total Water Services	773,881	873,956	817,794	835,705	841,899
Sewer Services Expenses	608,110	626,353	645,144	664,498	604 422
Sewer Amortization	464,108	464,108	464,108	464,108	684,433
Total Sewer Services	1,072,218	1,090,461	1,109,252	1,128,606	464,108 1,148,541
F107				111101010	111.1010.11
Fotal Shared Service and Self Supporting Expenditures	2,526,476	2,656,795	2,630,390	2,679,017	2,715,674
Total Operations	11,731,149	11,539,419	11,575,315	11,741,563	11,923,191
•				2000000000	
Surplus (Deficit)	3,450,732	(1,174)	(293,381)	110,102	250,893

Town of Golden - Consolidated Financial Plan Schedule "A" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Add: Amortization	2,698,727	2,698,727	2,698,727	2,698,727	2,698,727
Proceeds from Borrowing	534,750	2,902,375	1,146,590	2,738,400	2
Principal Payments On Municipal Debt					
General	433,215	710,979	694,140	795,712	874,790
Water Sewer	20,480	31,820	35,472	47,190	48,715
Total Principal Payments On Municipal Debt	20,480 474,175	28,814 771,612	29,854 759,466	40,624 883,526	41,985 965,490
Capital Expenditures					
General Capital	5,366,871	4,007,438	1,630,145	3,108,923	494,064
Water Capital	218,350	686,570	321,895	770,983	83,100
Sewer Capital Total Capital Expenditures	418,995 6,004,216	561,505 5,255,513	358,750 2,310,790	1,020,159 4,900,065	204,500 781,664
Reserve Transfers					
Operating Reserves Transfers					
Transfer from General Reserves	105,900	168,460	68,035	151	16,000
Transfer from Water Reserve	9,240	83,000	23	12	*
Transfer from Sewer Reserve	9,240	951.460	40.00 <i>5</i>	•	16 000
Total Transfer from Operating Reserves	124,380	251,460	68,035	7.63	16,000
Transfer to General Reserves	359,570	372,570	382,367	407,367	417,352
Transfer to Water Reserve	10,625	9,336	9,336	9,336	10,000
Transfer to Sewer Reserve	11,325	10,000	10,000	10,000	10,000
Total Transfers to Operating Reserves Total Net Operating Reserve Transfers	381,520	391,906	401,703	426,703	437,352
Total Net Operating Reserve Transfers	257,140	140,446	333,668	426,703	421,352
Capital Reserves Transfers Transfers from Capital General Reserve funds	680,797	890,490	547,150	873,540	494,064
·					
Transfers from Capital Water Reserve funds Transfer from Capital Sewer Reserve funds	218,350 418,995	425,900 374,500	258,300 249,500	508,100 780,025	83,100 204,500
Transfers from Capital DCC Water Reserve funds	* ?	*	109,250	***	*:
Transfers from Capital DCC Sewer Reserve funds		2	33		
Total Transfers from Capital Reserves	1,318,142	1,690,890	1,164,200	2,161,665	781,664
Capital General Reserve funds to	491,815	339,622	503,557	671,225	681,959
Capital Water Reserve funds to	300,000	309,890	317,806	332,598	338,262
Capital Sewer Reserve funds to	434,198	470,614	459,795	468,041	438,681
Total Transfers to Capital Reserves Total Net Capital Reserve Transfers	(92,129)	1,120,127 (570,763)	1,281,159 116,959	1,471,864 (689,801)	1,458,902 677,237
Total Net Reserve Transfers	165,011	(430,317)	450,627	(263,098)	1,098,589
	10				
Transfers to/from Surplus Operating Surplus					
Transfer from General Operating Surplus	7,500	*		90	*:
Transfer from Water Operating Surplus	+1	*	3.0	3.00	•
Transfer from Sewer Operating Surplus	- 44	*	- 34	222	
Transfers from Operating Surplus	7,500	-		- 12°	
Transfer to General Operating Surplus	•		-	353	
Transfer to Water Operating Surplus	8,041	*	1,974		31,716
Transfer to Sewer Operating Surplus	40,266	3,120	29,079	26,737	72,160
Transfer Operating Surplus	48,308	3,120	31,053	26,737	103,876
Net Operating Surplus Transfers	40,808	3,120	31,053	26,737	103,876
Capital Surplus Transfer from General Capital Surplus					
Transfer from General Capital Surplus Transfer from Water Capital Surplus	50	0			5.
Transfer from Sewer Capital Surplus			.c		154
Total Transfers from Capital Surplus		- 2	- 1	261	
Transfer to General Capital Surplus	£5		- 4	582	
Total Transfers to Capital Surplus	- IV	<u> </u>	- 4	220	- 44
Net Capital Surplus Transfers	25			<u>@</u> V	721
Total Net Surplus Transfers	40,808	3,120	31,053	26,737	103,876
Financial Plan Balance	0	(0)	0	0	

Town of Golden - Operating Funds Schedule "A" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenue					
Property Taxes	5 726 920	6 007 723	6,302,670	6,612,365	6,937,544
Municipal property tax Frontage taxes - water and sewer	5,726,820 205,530	6,007,723 205,530	205,530	205,530	205,530
Grants in lieu and 1% utility tax	104,497	104,497	104,497	104,497	104,497
	6,036,847	6,317,750	6,612,697	6,922,392	7,247,572
Other government requisitions Less:	2,839,855	2,690,728	2,839,855	2,839,855	2,839,855
Other government tax transfers	(2,839,855)	(2,690,728)	(2,839,855)	(2,839,855)	(2,839,855)
Municipal Taxation	6,036,847	6,317,750	6,612,697	6,922,392	7,247,572
Less:					
Transfer to Other Operating & Capital Programs	(491,815)	(339,622)	(503,557)	(531,225)	(681,959)
	5,545,032		6,109,140	6,391,167	6,565,613
Sales of Services Licences, permits, fines	646,278 132,400	659,035 132,400	667,603 132,400	677,159 132,400	688,350 132,416
Interest & Penalties	185,765	185,765	185,765	185,765	186,265
Grants - Conditional	779,662	270,103	279,900	279,900	289,885
Grants - Unconditional	472,905	480,944	489,120	497,435	505,892
Regional District & Other Municipal Contributions	277,449	250,718	241,127	244,603	247,855
Other Contributions	67,530	75,222	85,099	96,250	109,823 8,726,099
Total Revenue	8,107,021	8,032,314	8,190,154	8,504,679	8,720,099
Shared and Self Supporting Revenue					
Arena Sale of Services	176,295	181,584	187,031	192,642	198,421
Arena Regional District & Other Municipal Contributions	435,419	440,772	444,928	449,283	452,577
Total Arena	611,714	622,356	631,959	641,925	650,998
Shared Emergency Services Regional District & Other Municipal Contributions	85,164	76,522	77,885	79,281	80,736
Water User Fees	757,050	794,446	833,711	874,939	918,677
Less: Transfer to Water Capital Fund	(300,000)	(309,890)	(317,806)	(332,598)	(338,262)
	457,050	484,556	515,905	542,341	580,415
Sewer User Fees	977,794	1,010,737	1,044,668	1,079,617	1,115,614
Less: Transfer to Sanitary Sewer Capital Fund	(434,198)	(470,614)	(459, 795)	(468,041)	(438,681)
	543,596	540,122	584,872	611,576	676,933
Share Service and Total Self Supporting Revenue	1,697,523	1,723,556	1,810,621	1,875,122	1,989,083
Total Consolidated Revenue	9,804,544	9,755,870	10,000,775	10,379,801	10,715,182
Total Combonates Revenue	7,002,022	711001010	20,000,770	20,511,502	
Expenses			0.051.048	0.054.514	0.005.055
General Government Services Protective Services	2,476,906	2,051,876	2,051,943 770,212	2,054,714 770,816	2,085,255 806,636
Transportation Services	772,630 1,746,628	771,281 1,807,698	1,856,181	1,960,720	1,994,995
Airport Services	150,190	112,126	114,046	116,016	117,997
Economic Development Services	45,799	38,967	27,626	28,336	31,953
Planning & Development Services	363,570	430,193	438,927	407,884	416,278
Recreation And Cultural Services	1,261,128	1,300,223	1,309,904	1,345,669	1,372,548
Environmental Services Cemetery Services	345,212 47,447	327,537 47,560	332,934 47,989	334,779 48,451	337,519 49,172
Amortization	1,995,162	1,995,162	1,995,162	1,995,162	1,995,162
Total General Operations	9,204,673	8,882,624	8,944,925	9,062,546	9,207,516
Shared Service and Self Supporting Expenditures					
Arena Expenses	611,714	622,356	631,959	641,925	650,998
Shared Emergency Service	68,664	70,022	71,385	72,781	74,236
Water Services Expenses	534,424	634,499	578,337	596,248	602,442
Water Amortization	239,457	239,457	239,457	239,457	239,457
Total Water Services	773,881	873,956	817,794	835,705	841,899
Sewer Services Expenses	608,110	626,353	645,144	664,498	684,433
Sewer Amortization	464,108	464,108	464,108	464,108	464,108
Total Sewer Services	1,072,218	1,090,461	1,109,252	1,128,606	1,148,541
Total Shared Service and Self Supporting Expenditures	2 524 424	2 654 705	2,630,390	2,679,017	2,715,674
Total Operations	2,526,476 11,731,149	2,656,795 11,539,419	11,575,315	11,741,563	11,923,191
Surplus (Deficit)	(1,926,605)		(1,574,540)		(1,208,009)
ombios (Deticit)	(1,720,003)	(1,103,347)	(1,0/2,040)	(1,501,701)	(1,200,007)

Town of Golden - Operating Funds Schedule "A" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Add:					
Amortization	2,698,727	2,698,727	2,698,727	2,698,727	2,698,727
Proceeds from Borrowing	,	18:	*	25	0.53
Principal Payments On Municipal Debt					
General	433,215	710,979	694,140	795,712	874,790
Water	20,480	31,820	35,472	47,190	48,715
Sewer	20,480	28,814	29,854	40,624	41,985
Total Principal Payments On Municipal Debt	474,175	771,612	759,466	883,526	965,490
Operating Reserves Transfers					
Transfer from General Reserves	105,900	168,460	68,035		16,000
Transfer from Water Reserve	9,240	83,000	·		5€3
Transfer from Sewer Reserve	9,240	¥1.		(4)	(4)
Total Transfer from Operating Reserves	124,380	251,460	68,035		16,000
Transfer to General Reserves	359,570	372,570	382,367	407,367	417,352
Transfer to Water Reserve	10,625	9,336	9,336	9,336	10,000
Transfer to Sewer Reserve	11,325	10,000	10,000	10,000	10,000
Total Transfers to Operating Reserves	381,520	391,906	401,703	426,703	437,352
Total Net Operating Reserve Transfers	257,140	140,446	333,668	426,703	421,352
Operating Surplus Transfers					
Transfer from General Operating Surplus	7,500	27	2	141	¥:
Transfer from Water Operating Surplus	•	- 3	3	21	1,27
Transfer from Sewer Operating Surplus					
Total Transfers from Surplus	7,500	•2		20	
Transfer to General Operating Surplus	5.00	23		540	2)
Transfer to Water Operating Surplus	8,041	20	1.974	50	31,716
Transfer to Sewer Operating Surplus	40,266	3,120	29.079	26,737	72,160
Total Transfers to Surplus	48,308	3,120	31,053	26,737	103,876
Total Net Operating Surplus Transfers	40,808	3,120	31,053	26,737	103,876
Financial Plan Balance	0	0	(0)		0

Town of Golden - Capital Funds Schedule "A" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget
Revenue					
General Capital Fund (Taxes)	491,815	339,622	503,557	531,225	681,959
Water Capital Fund (Fees)	300,000	309,890	317,806	332,598	338,262
Sewer Capital Fund	434,198	470,614	459,795	468,041	438,681
Sales of Services	-			•	
Water User Fees	*			27.0	
Sewer User Fees	*			:51	
Grants - Conditional	4,151,324	662,248	3*		5 €
Regional District & Other Municipal Contributions					
•				140,000	2.
Other Contributions			1/1		
Total Revenue	5,377,337	1,782,375	1,281,159	1,471,864	1,458,902
Total Revenue		-1,1-,-		-,,	7 - 7
Capital Expenditures					
General Capital	5,366,871	4,007,438	1,630,145	3,108,923	494,064
Water Capital	218,350	686,570	321,895	770,983	83,100
Sewer Capital	418,995	561,505	358,750	1,020,159	204,500
Total Capital Expenditures	6,004,216	5,255,513	2,310,790	4,900,065	781,664
Surplus (Deficit)	(626,879)	(3,473,138)	(1,029,631)	(3,428,201)	677,237
Proceeds from Borrowing	534,750	2,902,375	1,146,590	2,738,400	026
Capital Reserves Transfers					
Transfers from Capital General Reserve funds	680,797	890,490	547,150	873,540	494,064
Transfers from Capital Water Reserve funds	218,350	425,900	258,300	508,100	83,100
Transfer from Capital Sewer Reserve funds	418,995	374,500	249,500	780,025	204,500
Transfer from Capital Sewer Reserve rands	410,775	371,000	217,000	700,020	201,000
Transfers from Capital DCC Water Reserve funds	*	3	109,250	(2)	023
Transfers from Capital DCC Sewer Reserve funds					
Total Transfers from Capital Reserves	1,318,142	1,690,890	1,164,200	2,161,665	781,664
Capital General Reserve funds to	491,815	339,622	503,557	671,225	681,959
Capital Water Reserve funds to	300,000	309,890	317,806	332,598	338,262
Capital Sewer Reserve funds to	434,198	470,614	459,795	468,041	438,681
Total Transfers to Capital Reserves	1,226,013	1,120,127	1,281,159	1,471,864	1,458,902
Total Net Capital Reserve Transfers	(92,129)	(570,763)	116,959	(689,801)	677,237
•	,				
Capital Surplus Transfers					
Transfer from General Capital Surplus	2	*	38	360	
Transfer from Water Capital Surplus	€	8	34	020	1.0
Transfer from Sewer Capital Surplus					1.01
Total Transfers from Surplus			3=	387	
Transfer to General Capital Surplus			- 52		
Total Transfers to Surplus Net Capital Surplus Transfers	- :	- :	-:	- :	
Financial Plan Balance	(0)	(0)		0	(0)
I manicum I idil Dalance	(0)	(0)			(0)

Town of Golden - Financial Plan Schedule "B" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

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 2020.

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.

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.

Town of Golden – Financial Plan Schedule "B" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

Table 1: Sources of Revenue

		% of
		Total
Revenue Source	Amount	Revenue
Property Value Taxes	5,831,317	37.1%
Parcel Taxes	205,530	1.3%
Fees and Charges	2,875,582	18.3%
Government Grants	5,924,473	37.7%
Borrowing	534,750	3.4%
Other Sources	344,979	2.2%
Total	15,716,631	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 class provides the largest proportion of property tax revenue. This is appropriate as this class also forms the largest portion of the assessment base and consumes the majority of town services.

It is Council's 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 2: Distribution of Property Tax Rates

Class	Class Description	2020 Contribution	Class Distributi on %
1	Residential	2,793,115	49.7%
2	Utility	341,703	6.1%
4	Major Industry	300,610	5.4%
5	Light Industry	66,531	1.2%
6	Business/Other	2,106,660	37.4%
- 8	Rec/Non Profit	10,129	0.2%
		5,618,747	100.0%

Town of Golden - Financial Plan Schedule "B" to Bylaw 1435, 2020 For the 5 Year Period 2020-2024

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.

- a. 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 2020, this total is \$70,234.