



Budget Book 2026 - 2030

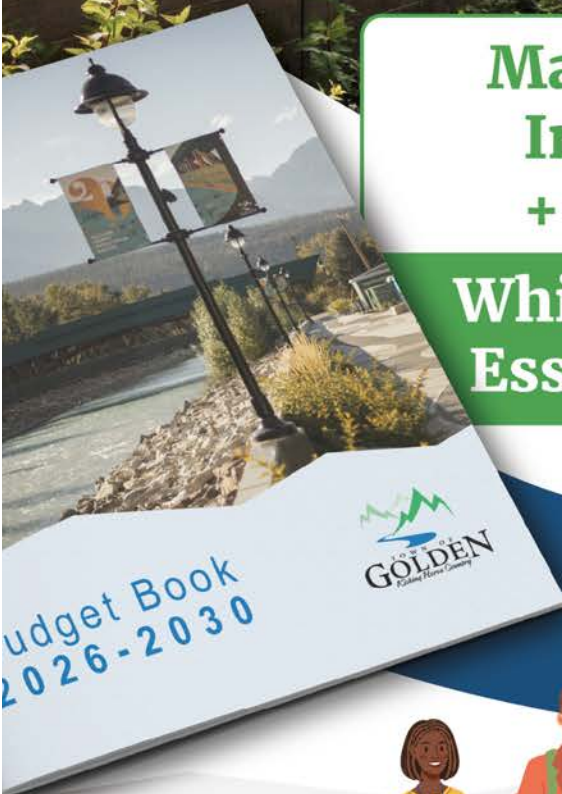


Taking a Long-Term View



**Managing Aging
Infrastructure
+ Rising Costs**

**While Maintaining
Essential Services**



**Protecting Services Today
Preparing for the Future**



Investing for the Next Generation

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Message from the Mayor

The 2026–2030 Five-Year Financial Plan is a roadmap that reflects our commitment to responsible governance, sustainable investment, and high-quality service delivery for the community of Golden. Grounded in long-term financial stewardship, this plan strengthens our ability to maintain the essential services residents rely on every day, while preparing our community for the future.

This is an important year for our community. As we work toward completing the Official Community Plan, a foundational document that will guide Golden’s growth and decision-making for the next decade, we are also preparing for a municipal election in fall 2026. These milestones highlight the importance of a financial plan that is steady, future-focused, and aligned with the long-term needs and aspirations of the organization and our residents.

Council is proud of the progress made over the past four years, and this budget continues that work. Guided by our strategic priorities, the proposed financial plan prioritizes long-term sustainability by strengthening our approach to asset management and renewing the aging infrastructure that supports daily life in Golden. This includes essential investments in our water and sewer systems and roads, investments that reduce future risk and ensure reliable service for generations to come.

The proposed budget prioritizes the Town’s long-term sustainability by strengthening our approach to asset management and ensuring we can responsibly maintain and renew the infrastructure that supports daily life in Golden. Guided by our strategic priorities, this plan balances fiscal responsibility with the evolving needs of our community while planning carefully for future generations.

Collaboration remains a cornerstone of our approach. We will continue to work with all levels of government, local organizations, and residents to support community values, enhance quality of life, and build resilience. Together, we are laying the groundwork for a stronger, more sustainable Golden.

Thank you for your ongoing engagement and trust in this process.

Mayor Ron Oszust



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

Executive Summary



Taking a long-term view

The 2026–2030 Budget continues the Town of Golden’s focus on long-term financial stability. Driven by aging infrastructure, rising costs, and the need to deliver essential services, the Town of Golden is investing proactively to reduce future risks and avoid more significant costs over time.

This budget is designed to maintain the essential services residents rely on every day, while putting the community on a sustainable path for the future. It is consistent with Council’s strategic priorities of delivering services that contribute to Golden’s quality of life. The budget also includes an emphasis on core infrastructure renewal, another Council strategic priority and identified by Golden residents as a community priority.

To support this, the 2026 budget includes a 10 percent revenue increase over the previous year. In the 2026-2030 financial plan, increases will support the renewal of aging core infrastructure. In the previous financial plan, total capital reinvestment towards core infrastructure was only \$5.1M. In this year’s 2026-2030 budget, this will increase to \$8.9M.

This means an average 2026 property tax increase of 7 percent — or \$168 more per year (\$14 per month) for the average household (based on a property assessment of \$561,960) when compared to 2025.

Many core infrastructure assets—including water, sewer systems, and roads—are reaching the end of their recommended useful life. As infrastructure ages, the risk of service disruptions, emergency repairs, and higher long-term costs increases.

Renewing infrastructure now and in the future allows the Town of Golden to address these risks and meet its service responsibilities, rather than reacting to failures after they occur. Investment through the budget means fewer unexpected service disruptions, more dependable infrastructure, and a more predictable approach to managing costs over time. It helps ensure that the services the community relies on, including drinking water, wastewater management, road maintenance, and emergency response, remain strong today and sustainable into the future.

Renewing aging infrastructure ensures reliable service and reduced financial risk for Golden taxpayers now and in the future.

Council reviewed multiple options for the budget. While smaller increases were considered, these options did not adequately address aging core infrastructure. An increase of 10 percent allows the Town of Golden to renew aging infrastructure, increase core infrastructure reserves, and address core infrastructure renewal in a planned, deliberate manner.

This budget maintains essential services that residents rely on every day, while putting the community on a sustainable path for the future.

Budget 2026

The 2026 budget continues to focus on long-term financial stability, with an increase driven by aging infrastructure, rising costs, and the need to deliver essential services. For the average household, this means a tax increase of 7%, or approx. \$168 per year (\$14 per month).





Council’s Strategic Priorities 2025-2028

Council’s Strategic Priorities represent the municipal objectives and direction set by Town Council that the Town of Golden will work towards delivering. For the current political term of office, Town Council has adopted two corporate-wide priorities and four targeted priorities.

 <p>A MORE DIVERSE & FUTURE-READY ECONOMY</p> <p>AREAS OF FOCUS</p> <ul style="list-style-type: none"> • Economic partnerships • Local procurement • Revitalization incentives 	 <p>GREATER CLIMATE RESILIENCE & INFRASTRUCTURE READINESS</p> <p>AREAS OF FOCUS</p> <ul style="list-style-type: none"> • Infrastructure upgrades • Data-driven planning • Fire safety • FireSmart initiatives 	 <p>INCREASED CIVIC ENGAGEMENT, COLLABORATION & TRANSPARENT GOVERNANCE</p> <p>AREAS OF FOCUS</p> <ul style="list-style-type: none"> • Indigenous relations • Governance modernization • Council support • Communications • Collaboration 	 <p>SUSTAINABLE GROWTH TO MEET COMMUNITY NEEDS</p> <p>AREAS OF FOCUS</p> <ul style="list-style-type: none"> • Planning framework updates • Cost recovery • Housing • Infrastructure upgrades 	 <p>LONG-TERM, SUSTAINABLE FINANCIAL PLANNING & SERVICE DELIVERY</p> <p>AREAS OF FOCUS</p> <ul style="list-style-type: none"> • Integrated planning • Asset management • Revenue diversification • Budget processes • Reserves • Service sustainability • Shared services
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Council’s Mission

The Town of Golden provides accountable governance, delivers core municipal services, and stewards public assets with care. We foster the economic, social, cultural and environmental well-being of our community, today and for future generations.

Council’s Vision

Golden is a resilient and inclusive municipality built on reliable and sustainable infrastructure, where all residents can live well, age well, and thrive.

Council’s Values

- **Accountable:** We are accountable for the financial, social, and environmental resources entrusted to us, making sure that the decisions we make today support the well-being of our community, today and for future generations.
- **Adaptive:** We are flexible and responsive to changing circumstances, embracing opportunities and challenges to meet the evolving needs of our community.
- **Collaborative:** We build strong relationships and work together with the community and partners to achieve shared goals.
- **Innovative:** We encourage continuous improvement and are open to new ideas for delivering service, improving efficiencies and addressing challenges.
- **Transparent:** We are committed to openness and inclusivity, making sure that information is accessible and decisions are made with clarity and fairness.

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 2026 (Annual Budget), but also outlines the Town's proposed financial direction for 2027-2030. 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 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 first 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 second and third readings. Final adoption must take place before May 15.

Who We Are

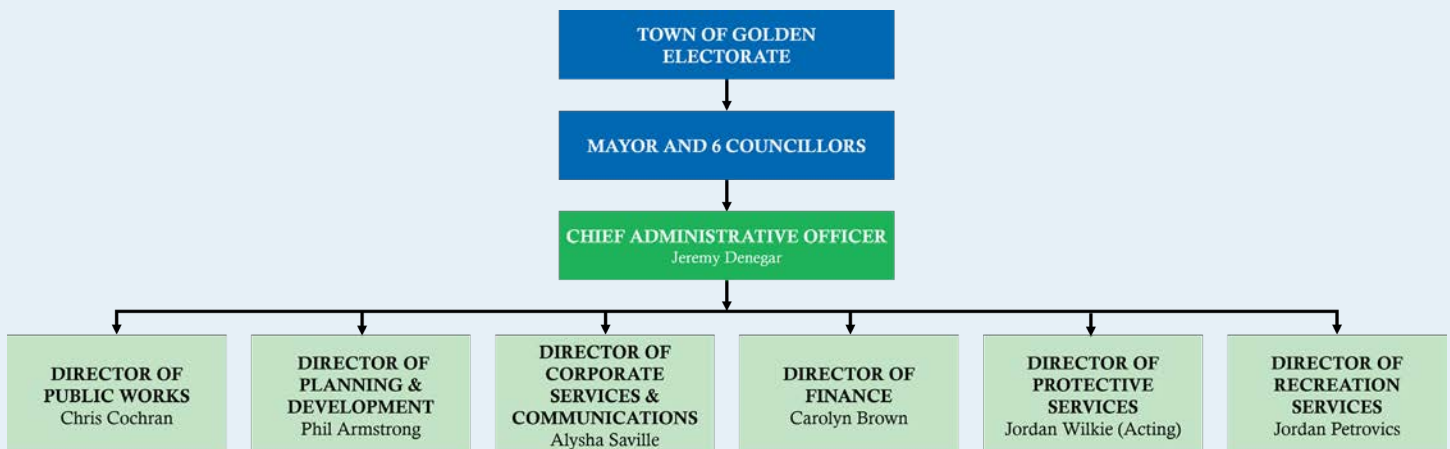
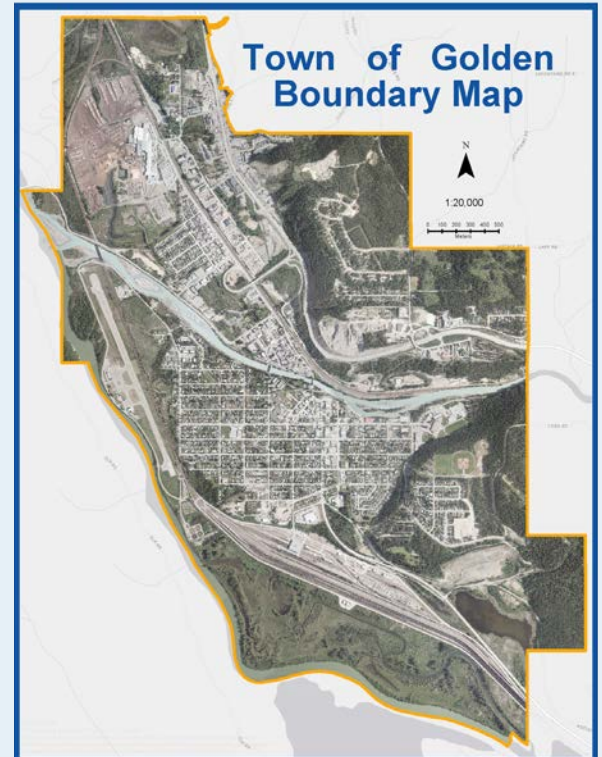


Golden is situated on the traditional unceded territory of the Ktunaxa and Secwépemc people and is the chosen home of the Métis Nation Columbia River Society and many other diverse Indigenous People. We are honoured to have the opportunity to deepen our understanding of this history and grateful to have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

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 who 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.





Our Services

The Town employs on average 45 full-time staff throughout the year to make sure the corporation is able to provide the programs and services to the community and fulfill our legal obligations to the public.

Town Council

Chief Administrative Officer

Corporate Services

- Council support
- Communications
- Legislative services
- Bylaw
- Records Management
- Freedom of Information
- Elections
- Information Technology
- Geographic Information Systems (GIS)

Finance

- Budget & accounting
- Financial planning
- Risk management & insurance
- Asset management
- Revenue collection
- Investing
- Purchasing & payments
- Payroll
- Administrative services

Planning & Development

- Land use planning
- Development permits & approvals
- Business licencing
- Building permits & inspections

Protective Services

- Golden Fire Department
 - Fire suppression
 - Rescue & safety
- Fire prevention, inspections & public safety
- Emergency management
- FireSmart

Public Works

- Roads operations
- Snow clearing
- Street signage
- Water & sewer
- Parks maintenance
- Facilities
- Fleet
- Golden Cemetery

Recreation

- Operation of facilities:
 - Golden & District Arena
 - Swimming Pool
 - Mount 7 Rec Plex
- Public recreation programs

2026 Projects and Initiatives



Water Services

- The construction of the Well 7 building and system tie-ins is scheduled for 2026, with completion expected by late 2026 or early 2027. This project will enhance system redundancy and support the reliability of Golden's drinking water supply now and in the future.
- Reservoir maintenance will be completed in 2027, with two of five reservoirs scheduled for cleaning in the fall to ensure ongoing water quality and system performance.

Sewer Services

- Additional Cast-In-Place Pipelining (CIPP) is planned for 2026 to renew degraded sewer mains and reduce groundwater infiltration.
- 2026 marks the final year of a three-year system-wide camera inspection program, providing critical data for future renewal planning and continuing the annual CIPP program.
- Construction of the Pine Drive Alternate Alignment sewer main is planned for 2026, supporting infrastructure capacity and resilience on the north bench.

Roads

Maintaining safe and reliable transportation routes remains essential to community mobility. Planning is underway for the annual road patching program, targeting priority areas across the community to improve road conditions and extend asset life.

Facilities

- The Seniors Centre roof replacement is underway.
- Public Works building electrical upgrades are planned for 2026 as part of ongoing facility renewals
- Planning is underway to add air conditioning to the Civic Centre's great hall, supported in part by a \$15,000 Columbia Basin Trust grant.

Spirit Square Upgrades

Planning and design for a new washroom facility in Spirit Square will start in 2026, with expected completion in 2027. This project is fully funded through the Resort Municipality Initiative.

Recreation Enhancements

- At Keith King Memorial Park, four pickleball courts, two tennis courts and landscaping will be completed this year. This project is funded through a combination of the Whitetooth Legacy Fund, CSRD Community Works Fund, a ReDi Grant secured by the Golden Pickleball Association and CBT funds.
- The Mount 7 Rec Plex block will also be enhanced in 2026 with the addition of a new washroom facility, skate zone modifications and landscaping.
- Renovations to the arena concession and the Rec-Plex lobby.

Planning for the Future

- Staff is working Urban Systems Ltd. to complete an update to the Development Cost Charge (DCC) Bylaw in 2026. DCCs are fees that are charged to developers of subdivisions or new buildings, these fees help fund the growth related infrastructure required to support new development. For more info golden.ca/dcc
- Staff is working with EcoPlan in 2026 to complete a new Official Community Plan (OCP). This long-range plan will guide future development and set out policies for how a community will accommodate population growth.

2026 Municipal Election

Staff will plan, coordinate, communicate and deliver the next municipal election, taking place Saturday, October 17, 2026, when residents will elect one mayor and six councillors for Golden's Town Council.

2026-2030 Five Year Financial Plan Summary



REVENUES	2026	2027	2028	2029	2030
Revenue from Property Value Taxes	9,241,059	10,140,220	11,129,297	12,217,282	13,414,065
Revenue from Parcel Taxes	201,475	201,475	201,475	201,475	201,475
Revenue from Grants	3,284,151	2,324,591	1,365,169	1,375,115	1,375,115
Revenue from Fees	3,672,450	3,830,206	4,009,362	4,195,087	4,386,839
Revenue from Regional District & Other	1,853,852	1,163,790	1,184,647	1,208,590	1,237,761
Revenue from Sale of Services	370,728	367,801	369,954	405,534	413,880
Revenue from Licences, Permits, & Fines	198,536	198,857	199,180	199,645	199,988
Revenue from Interest & Penalties	575,031	580,140	585,281	590,547	593,367
Revenue from Other	214,762	128,675	97,331	57,536	16,453
Proceeds from Borrowing	1,957,470	1,300,000	-	345,000	315,000
Total Revenues	21,569,514	20,235,754	19,141,696	20,795,811	22,153,942
EXPENDITURES					
General Government Services	3,655,313	3,268,838	3,318,170	3,402,104	3,560,883
Parks, Recreation, and Cultural Services	3,558,965	3,343,437	3,136,796	3,204,395	3,259,481
Transportation Services	2,260,720	2,313,563	2,374,902	2,435,769	2,510,045
Protective Services	1,419,566	1,332,183	1,373,175	1,361,117	1,481,085
Sewer Services	1,089,030	867,976	901,385	955,940	954,876
Planning and Development Services	946,498	894,504	715,952	849,330	756,399
Water Services	704,397	701,696	691,857	739,737	766,606
Environmental Services	458,830	481,462	495,145	514,403	537,316
Economic Development Services	59,486	64,302	51,203	57,682	70,980
Total Operational Expenditures	14,152,807	13,267,962	13,058,585	13,520,477	13,897,672
Total Capital Expenditures	9,543,012	5,166,863	3,365,949	2,435,200	2,193,034
Total Principal & Interest on Debt	982,687	1,027,069	881,940	788,796	743,612
TRANSFERS					
Transfer to (from) Reserves	(3,135,458)	938,643	1,865,223	4,163,688	5,319,624
Transfers to (from) Surplus	26,466	(164,782)	(30,000)	(112,350)	-
Total Reserve and Surplus Transfers	(3,108,992)	773,861	1,835,223	4,051,338	5,319,624
Balanced Financial Plan	-	-	-	-	-

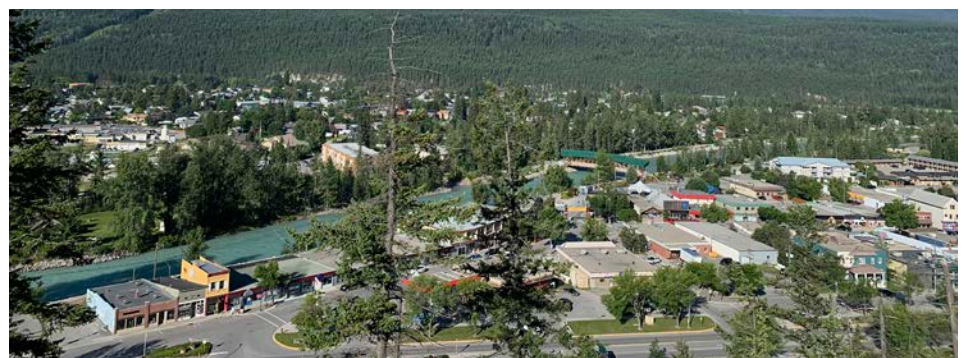
Operational Summary: General Government Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Municipal Property Taxation Total	(8,991,609)	(9,890,770)	(10,879,847)	(11,967,832)	(13,164,615)
Mayor and Council Total	303,533	317,130	315,727	324,449	333,677
General Government Total	1,193,650	1,301,645	1,411,694	1,480,188	1,566,806
Total General Government Services	(7,494,426)	(8,271,995)	(9,152,426)	(10,163,194)	(11,264,132)

Municipal Property Taxation	2026	2027	2028	2029	2030
Revenue					
Property Taxation for Operations	(8,174,190)	(8,991,609)	(9,890,770)	(10,879,847)	(11,967,832)
Property Taxation for Reserves	(817,419)	(899,161)	(989,077)	(1,087,985)	(1,196,783)
Municipal Property Taxation Total	(8,991,609)	(9,890,770)	(10,879,847)	(11,967,832)	(13,164,615)

Mayor and Council	2026	2027	2028	2029	2030
Operating Expenses					
Salaries, wages, and benefits	189,354	195,035	200,886	206,912	213,120
Contracted and general services	83,679	96,596	89,341	92,037	95,057
Materials, supplies, and utilities	1,000	1,000	1,000	1,000	1,000
Sponsorships	10,000	10,000	10,000	10,000	10,000
Grant in aid (GADSAR)	7,000	7,000	7,000	7,000	7,000
Bursaries and Awards	2,500	2,500	2,500	2,500	2,500
Performance Evaluation Development	10,000	-	-	-	-
New Council iPads	9,350	-	-	-	10,000
Pedestrian Bridge Celebration	5,000	-	-	-	-
Indigenous Relationship Building	5,000	5,000	5,000	5,000	5,000
Council Chambers Chairs	5,000	-	-	-	-
New Council Training Session	-	12,925	-	-	-
New Council Photos	-	3,000	-	-	-
Operating Expenses Total	327,883	333,055	315,727	324,449	343,677
Reserve and Surplus Transfers					
Trsf from General Surplus	(5,000)	-	-	-	-
Trsf from Financial Stabilization Reserve	(19,350)	(15,925)	-	-	(10,000)
Reserve and Surplus Transfers Total	(24,350)	(15,925)	-	-	(10,000)
Mayor and Council Total	303,533	317,130	315,727	324,449	333,677



Operational Summary: General Government Services



General Government	2026	2027	2028	2029	2030
Revenue					
Revenue from Grants	(859,306)	(840,000)	(840,000)	(840,000)	(840,000)
Revenue from Interest & penalties	(465,966)	(468,285)	(470,651)	(473,064)	(473,064)
Revenue from Grants in Lieu of Taxes	(249,450)	(249,450)	(249,450)	(249,450)	(249,450)
Revenue from Sale of Services	(231,748)	(232,487)	(233,245)	(265,859)	(271,190)
Revenue Total	(1,806,471)	(1,790,222)	(1,793,346)	(1,828,373)	(1,833,704)
Operating Expenses					
Salaries, wages, and benefits	1,912,466	1,969,840	2,028,935	2,089,803	2,152,497
Contracted and general services	903,616	866,538	879,749	891,855	894,447
Materials, supplies, and utilities	105,232	99,405	93,758	95,996	103,513
Interest Paid on Prepaid Taxes	5,000	-	-	-	-
Wage Review and CUPE Increase	96,004	-	-	-	-
Long-term Financial Plan for Asset Mgm	64,863	-	-	-	-
Town Hall Air Balancing	75,000	-	-	-	-
Municipal Election	66,750	-	-	-	66,750
Leadership Development	50,000	-	-	-	-
Insurance Appraisal	35,000	-	-	-	-
Ergonomic Workstation Assessments	13,500	-	-	-	-
Operating Expenses Total	3,327,430	2,935,783	3,002,443	3,077,654	3,217,207
Reserve and Surplus Transfers					
Trsf from Financial Stabilization Reserve	(124,750)	(40,000)	(20,000)	(15,000)	(77,750)
Trsf from Equipment Operating Reserve	(22,000)	-	-	-	-
Trsf from Building Operating Reserve	-	(11,000)	-	(12,000)	-
Trsf from Asset Operating Reserve	(2,556)	-	-	-	-
Trsf from General Surplus	(271,004)	-	-	-	-
Reserve and Surplus Transfers Total	(420,310)	(51,000)	(20,000)	(27,000)	(77,750)
Reserve Contributions					
Trsf to Equipment Capital Reserve	40,000	55,200	67,746	100,000	100,000
Trsf to Financial Stabilization Reserve	53,000	151,884	154,851	157,907	161,054
Reserve Contributions Total	93,000	207,084	222,597	257,907	261,054
General Government Total	1,193,650	1,301,645	1,411,694	1,480,188	1,566,806

Operational Summary: Protective Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Fire Department Total	1,227,255	1,222,397	1,363,491	1,454,503	1,582,763
Bylaw Services Total	157,204	166,199	163,255	166,819	175,650
Flood Protection Total	38,749	40,949	49,174	47,399	55,085
Emergency Operations Centre Total	-	-	-	-	-
Total Protective Services	1,423,209	1,429,545	1,575,920	1,668,721	1,813,498

Fire Department	2026	2027	2028	2029	2030
Revenue					
Service Recoveries	(26,500)	(27,250)	(26,523)	(27,318)	(28,138)
Service Agreements	(15,680)	(9,264)	(9,264)	(9,264)	(9,264)
Revenue from Firesmart Grant	(150,000)	(150,000)	(150,000)	(150,000)	(200,000)
Revenue from Grants	(6,450)	(6,450)	(6,450)	(6,450)	(6,450)
Revenue Total	(198,630)	(192,964)	(192,237)	(193,032)	(243,852)
Operating Expenses					
Salaries, wages, and benefits	585,109	602,635	620,685	639,130	658,304
Contracted and general services	179,410	185,196	201,647	195,759	206,417
Materials, supplies, and utilities	127,354	130,886	134,530	136,642	138,836
Firesmart Materials and Supplies	60,092	57,395	54,617	51,755	98,808
Fire Department Leadership Coaching	15,500	-	-	-	-
Operating Expenses Total	967,465	976,112	1,011,478	1,023,286	1,102,365
Principal and Interest on Debt					
Debt - Principal Payment	220,337	201,800	207,574	213,622	219,790
Debt - Interest Expense	25,527	22,449	16,675	10,628	4,460
Principal and Interest on Debt Total	245,864	224,250	224,250	224,250	224,250
Reserve Contributions					
Trsf to Equipment Capital Reserve	110,000	115,000	120,000	150,000	200,000
Trsf to Building Capital Reserve	102,556	100,000	200,000	250,000	300,000
Reserve Contributions Total	212,556	215,000	320,000	400,000	500,000
Fire Department Total	1,227,255	1,222,397	1,363,491	1,454,503	1,582,763

Bylaw Services	2026	2027	2028	2029	2030
Revenue					
Municipal Bylaw Violations	(525)	(538)	(552)	(574)	(591)
Licences, Permits, and Fees	(2,311)	(2,369)	(2,428)	(2,525)	(2,601)
Operating Revenue Total	(2,836)	(2,907)	(2,980)	(3,099)	(3,192)
Operating Expenses					
Salaries, wages, and benefits	106,461	109,655	112,945	116,333	119,823
Contracted and general services	30,020	36,396	34,334	34,116	37,148
Contracted services (Wildsafe BC)	11,325	11,338	11,352	11,806	12,160
Materials, supplies, and utilities	7,234	11,717	7,604	7,663	9,711
Animal Bylaw Education Workshops	5,000	-	-	-	-
Operating Expenses Total	160,040	169,106	166,235	169,918	178,842
Bylaw Services Total	157,204	166,199	163,255	166,819	175,650

Operational Summary: Protective Services



Flood Protection	2026	2027	2028	2029	2030
Operating Expenses					
Contracted and general services	22,264	22,764	23,264	23,764	25,213
Materials, supplies, and utilities	7,485	8,185	8,410	8,635	8,872
SCADA Computer Replacement	39,000	-	-	-	-
Sediment Survey	-	25,000	-	-	-
Dike Crest Survey	-	-	30,000	-	-
Ice Monitoring System Maintenance	-	-	-	-	28,500
Operating Expenses Total	68,749	55,949	61,674	32,399	62,585
Reserve and Surplus Transfers					
Trsf from Road Operating Reserve	(15,000)	(15,000)	(12,500)	-	(7,500)
Trsf from Equipment Operating Reserve	(15,000)	-	-	-	-
Reserve and Surplus Transfers Total	(30,000)	(15,000)	(12,500)	-	(7,500)
Reserve Contributions					
Trsf to Road Operating Reserve	-	-	-	15,000	-
Reserve Contributions Total	-	-	-	15,000	-
Flood Protection Total	38,749	40,949	49,174	47,399	55,085

Emergency Operations Centre	2026	2027	2028	2029	2030
Revenue					
CSRD Contribution	(192,337)	(147,516)	(150,288)	(152,014)	(153,793)
Revenue from Grants (UBCM)	(29,056)	-	-	-	-
Revenue from Grants (EMCR)	(18,419)	-	-	-	-
Operating Revenue Total	(239,812)	(147,516)	(150,288)	(152,014)	(153,793)
Operating Expenses					
Salaries, wages, and benefits	52,500	53,655	54,836	56,044	57,280
Contracted and general services	15,223	14,675	14,118	13,331	12,531
Materials, supplies, and utilities	5,590	6,141	6,698	6,363	6,019
Administrative Services Fee	3,500	3,500	3,500	3,500	3,500
Program Capacity Increase	51,500	53,045	54,636	56,275	57,963
Program Capacity Increase (2025)	47,524	-	-	-	-
Indigenous Engagement	18,419	-	-	-	-
ESS Training and Equipment	29,056	-	-	-	-
Operating Expenses Total	223,312	131,016	133,788	135,514	137,293
Reserve Contributions					
Trsf to Equipment Capital Reserve	6,500	6,500	6,500	6,500	6,500
Trsf to Building Capital Reserve	10,000	10,000	10,000	10,000	10,000
Reserve Contributions Total	16,500	16,500	16,500	16,500	16,500
Emergency Operations Centre Total	-	-	-	-	-

Operational Summary: Transportation Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Golden Municipal Airport Total	49,800	51,782	51,989	52,863	54,984
Transportation Total	3,915,752	4,613,951	5,261,704	6,051,370	6,916,575
Total Transportation Services	3,965,551	4,665,733	5,313,693	6,104,234	6,971,559

Golden Municipal Airport	2026	2027	2028	2029	2030
Revenue					
Rental and Lease Revenue - Airport	(53,000)	(54,050)	(55,125)	(56,225)	(57,350)
Shared Services Contribution - CSRD	(52,901)	(55,007)	(55,227)	(56,156)	(58,409)
Licences, Permits, and Fees	(850)	(850)	(850)	(850)	(850)
Interest and Penalties	(150)	(150)	(150)	(150)	(155)
Revenue Total	(106,901)	(110,057)	(111,352)	(113,381)	(116,763)
Operating Expenses					
Salaries, wages, and benefits	18,859	19,424	20,007	20,607	21,226
Contracted and general services	90,952	93,833	96,751	97,615	100,723
Materials, supplies, and utilities	20,865	22,015	15,460	16,205	17,269
Administrative Services Fee	8,000	8,000	8,000	8,000	8,000
Operating Expenses Total	138,676	143,272	140,218	142,427	147,217
Reserve Contributions					
Trsf to Airport Capital Fund	18,025	18,566	23,123	23,817	24,531
Reserve Contributions Total	18,025	18,566	23,123	23,817	24,531
Golden Municipal Airport Total	49,800	51,782	51,989	52,863	54,984

Transportation	2026	2027	2028	2029	2030
Operating Expenses					
Salaries, wages, and benefits	1,109,103	1,142,573	1,177,051	1,212,568	1,249,154
Contracted and general services	599,698	629,336	639,528	660,700	670,938
Materials, supplies, and utilities	652,005	644,171	671,146	680,724	711,145
Equipment Recoveries (Internal)	(238,761)	(245,789)	(253,041)	(260,650)	(268,408)
Operating Expenses Total	2,122,044	2,170,291	2,234,684	2,293,342	2,362,829
Principal and Interest on Debt					
Debt - Principal Payment	111,452	162,460	173,519	206,821	265,158
LT Debt - Principal Payment	179,878	179,878	132,375	110,547	76,965
Debt - Interest Expense	15,033	17,557	13,238	16,851	19,312
LT Debt - Interest Expense	229,786	229,786	168,133	135,316	114,816
Principal and Interest on Debt Total	536,148	589,681	487,265	469,535	476,251
Reserve and Surplus Transfers					
Trsf from Climate Action Reserve	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
Trsf from Building Operating Reserve	(7,500)	(7,500)	-	-	-
Reserve and Surplus Transfers Total	(19,000)	(19,000)	(11,500)	(11,500)	(11,500)
Reserve Contributions					
Trsf to Building Capital Reserve	350,000	435,000	550,000	675,000	850,000
Trsf to Road Capital Reserve	781,559	1,251,479	1,734,755	2,174,993	2,738,995
Trsf to Equipment Capital Reserve	145,000	186,500	266,500	450,000	500,000
Reserve Contributions Total	1,276,559	1,872,979	2,551,255	3,299,993	4,088,995
Transportation Total	3,915,752	4,613,951	5,261,704	6,051,370	6,916,575

Operational Summary: Economic Development



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Broadband Services Total	-	-	-	-	-
Economic Development Total	(78,425)	(78,465)	(78,510)	(78,550)	(78,600)
Visitor Information Centre Total	49,036	53,609	40,190	46,348	59,348
Total Economic Development	(29,389)	(24,856)	(38,320)	(32,202)	(19,252)

Broadband Services	2026	2027	2028	2029	2030
Revenue					
Rental and Lease Revenue - Broadband	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)
Revenue Total	(4,800)	(4,800)	(4,800)	(4,800)	(4,800)
Operating Expenses					
Contracted and general services	1,450	1,493	1,538	1,584	1,632
Operating Expenses Total	1,450	1,493	1,538	1,584	1,632
Reserve Contributions					
Transfers to (from) Reserves	3,350	3,307	3,262	3,216	3,168
Reserve Contributions Total	3,350	3,307	3,262	3,216	3,168
Broadband Services Total	-	-	-	-	-

Economic Development	2026	2027	2028	2029	2030
Revenue					
Business Licences	(77,000)	(77,000)	(77,000)	(77,000)	(77,000)
Interest and Penalties	(1,425)	(1,465)	(1,510)	(1,550)	(1,600)
Revenue Total	(78,425)	(78,465)	(78,510)	(78,550)	(78,600)
Economic Development Total	(78,425)	(78,465)	(78,510)	(78,550)	(78,600)

Visitor Information Centre	2026	2027	2028	2029	2030
Revenue					
Service Recoveries - Visitor Info Centre	(9,000)	(9,200)	(9,475)	(9,750)	(10,000)
Revenue Total	(9,000)	(9,200)	(9,475)	(9,750)	(10,000)
Operating Expenses					
Salaries, wages, and benefits	9,943	10,242	10,549	10,865	11,191
Contracted and general services	29,910	29,878	29,846	29,814	30,893
Materials, supplies, and utilities	8,183	8,689	9,270	9,518	9,764
VIC Fire Smart Initiatives	10,000	-	-	-	-
Building HVAC and Flooring	-	14,000	-	-	-
Painting Renewals	-	-	-	5,900	-
Concrete Repairs	-	-	-	-	17,500
Operating Expenses Total	58,036	62,809	49,665	56,098	69,348
Visitor Information Centre Total	49,036	53,609	40,190	46,348	59,348

Operational Summary: Planning & Development



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Planning and Development Services	601,798	601,472	626,752	652,434	676,603
Total Planning and Development	601,798	601,472	626,752	652,434	676,603

Planning and Development Services	2026	2027	2028	2029	2030
Revenue					
Capacity Funding for Local Government Gran	(147,529)	-	-	-	-
Licences, Permits, and Fees	(118,700)	(118,950)	(119,200)	(119,546)	(119,796)
Revenue Total	(266,229)	(118,950)	(119,200)	(119,546)	(119,796)
Operating Expenses					
Salaries, wages, and benefits	592,371	610,143	628,447	647,300	666,719
Contracted and general services	100,238	82,303	84,441	86,524	86,524
Materials, supplies, and utilities	2,889	2,976	3,064	3,156	3,156
Official Community Plan and Zoning Bylaw	115,000	70,282	-	-	-
Floodplain Bylaw Update	69,000	-	-	-	-
DCC Bylaw Update	67,000	-	-	112,350	-
Subdivision and Dev. Services Bylaw Update	-	94,300	-	-	-
Housing Needs Assessment	-	34,500	-	-	-
Operating Expenses Total	946,498	894,504	715,952	849,330	756,399
Reserve and Surplus Transfers					
Trsf from Financial Stabilization Reserve	(25,000)	-	-	-	-
Trsf from Asset Operating Reserve	(78,471)	(94,300)	-	-	-
Trsf from General Surplus	-	(104,782)	-	(112,350)	-
Reserve and Surplus Transfers Total	(103,471)	(199,082)	-	(112,350)	-
Reserve Contributions					
Trsf to Financial Stabilization Reserve	25,000	25,000	30,000	35,000	40,000
Reserve Contributions Total	25,000	25,000	30,000	35,000	40,000
Planning and Development Services Total	601,798	601,472	626,752	652,434	676,603

Operational Summary: Recreation Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Parks and Recreation	502,387	530,988	592,549	623,393	663,798
Kicking Horse Culture	96,125	92,829	95,614	98,483	101,437
Keith King Memorial Park	83,452	81,889	95,349	89,592	94,655
Resort Municipality Initiatives	-	-	-	-	-
Municipal Campground	(20,178)	(18,821)	(19,466)	(19,911)	(19,468)
Swimming Pool*	400,698	414,695	429,500	453,750	472,026
Mt. 7 Recreation Complex*	196,782	205,012	191,244	207,239	203,528
Civic Centre*	42,459	45,030	46,064	67,554	49,918
Senior's Centre*	11,648	12,019	12,401	12,796	12,940
Total Recreation Services	1,313,373	1,363,640	1,443,256	1,532,896	1,578,835

* The Columbia Shuswap Regional District contributes 20% of the net operating costs for these four facilities

Parks and Recreation	2026	2027	2028	2029	2030
Operating Expenses					
Salaries, wages, and benefits	267,949	276,337	284,984	293,898	303,086
Contracted and general services	160,510	159,855	164,812	174,932	176,128
Materials, supplies, and utilities	58,928	64,796	62,753	64,564	64,584
Recreation and Parks Masterplan	10,000	60,000	30,000	-	-
Playground Condition Assessment	-	-	20,000	-	-
Fire Fuel Reduction	19,000	-	-	-	-
Emerald Ash Borer Injections	19,000	-	-	-	-
Operating Expenses Total	535,387	560,988	562,549	533,393	543,798
Reserve and Surplus Transfers					
Trsf from Climate Action Reserve	(38,000)	-	-	-	-
Trsf from General Surplus	(10,000)	(60,000)	(30,000)	-	-
Reserve and Surplus Transfers Total	(48,000)	(60,000)	(30,000)	-	-
Reserve Contributions					
Trsf to Parks and Site Capital Reserve	15,000	30,000	60,000	90,000	120,000
Reserve Contributions Total	15,000	30,000	60,000	90,000	120,000
Parks and Recreation Total	502,387	530,988	592,549	623,393	663,798

Kicking Horse Culture	2026	2027	2028	2029	2030
Revenue					
Cultural Services Contribution - CSRD	(96,125)	(92,829)	(95,614)	(98,483)	(101,437)
Operating Revenue Total	(96,125)	(92,829)	(95,614)	(98,483)	(101,437)
Operating Expenses					
General Services and Live Kicks	123,600	127,308	131,127	135,061	139,113
Summer Kicks	56,650	58,350	60,101	61,904	63,761
Summer Kicks Tent Renewal	12,000	-	-	-	-
Operating Expenses Total	192,250	185,658	191,228	196,965	202,874
Kicking Horse Culture Total	96,125	92,829	95,614	98,483	101,437

Operational Summary: Recreation Services



Keith King Memorial Park	2026	2027	2028	2029	2030
Revenue					
Facility Rentals	(12,175)	(12,500)	(12,900)	(13,305)	(13,700)
Operating Revenue Total	(12,175)	(12,500)	(12,900)	(13,305)	(13,700)
Operating Expenses					
Salaries, wages, and benefits	45,737	47,109	48,522	49,978	51,477
Contracted and general services	30,974	25,044	33,134	31,708	35,237
Materials, supplies, and utilities	18,916	22,236	26,593	21,211	21,640
Operating Expenses Total	95,627	94,389	108,249	102,897	108,355
Keith King Memorial Park Total	83,452	81,889	95,349	89,592	94,655

Resort Municipality Initiatives	2026	2027	2028	2029	2030
Revenue					
Resort Municipality Initiatives Grant	(324,000)	(251,500)	-	-	-
Revenue Total	(324,000)	(251,500)	-	-	-
Operating Expenses					
Community Shuttle Contribution	65,000	30,476	-	-	-
Golden Stroll	55,000	-	-	-	-
Trail Restoration & Renewal Phase 5	45,000	45,000	-	-	-
Tourism Golden Events	40,000	40,000	-	-	-
Winter Regional Trail Grooming	35,000	35,000	-	-	-
Resort Municipality Initiatives	20,000	20,000	-	-	-
Gazebo at CBT Parking Lot	20,000	-	-	-	-
Emberfest	15,000	7,500	-	-	-
Online Learning Phase 2	10,000	10,000	-	-	-
Banner Refresh & Replacement	10,000	20,000	-	-	-
Community Shuttle App	9,000	9,000	-	-	-
Community Shuttle Operation	-	34,524	-	-	-
Operating Expenses Total	324,000	251,500	-	-	-
Resort Municipality Initiatives Total	-	-	-	-	-

Golden Municipal Campground	2026	2027	2028	2029	2030
Revenue					
Campground Revenue	(81,270)	(83,775)	(86,295)	(88,830)	(88,830)
Operating Revenue Total	(81,270)	(83,775)	(86,295)	(88,830)	(88,830)
Operating Expenses					
Salaries, wages, and benefits	10,236	10,543	10,859	11,185	11,520
Contracted and general services	25,561	28,357	29,133	30,092	30,200
Materials, supplies, and utilities	25,295	26,054	26,837	27,642	27,642
Operating Expenses Total	61,092	64,954	66,829	68,919	69,362
Golden Municipal Campground Total	(20,178)	(18,821)	(19,466)	(19,911)	(19,468)

Operational Summary: Recreation Services



Swimming Pool	2026	2027	2028	2029	2030
Revenue					
Passes and Drop-ins	(43,000)	(45,150)	(45,150)	(45,150)	(45,150)
Programs and Courses	(33,000)	(34,650)	(34,650)	(34,650)	(34,650)
Facility Rentals	(26,266)	(26,922)	(27,595)	(28,423)	(28,423)
Merchandise	(5,000)	(5,250)	(5,250)	(5,250)	(5,250)
CSRD Recreation Core Contribution	(93,153)	(89,735)	(92,823)	(83,353)	(88,653)
CSRD Economic Opportunity Funds	(200,000)	-	-	-	-
Operating Revenue Total	(400,419)	(201,707)	(205,468)	(196,825)	(202,126)
Operating Expenses					
Salaries, wages, and benefits	455,492	463,865	477,638	491,820	506,425
Contracted and general services	42,104	43,422	44,509	46,240	46,610
Materials, supplies, and utilities	103,521	109,115	112,822	112,516	121,118
Swimming Pool - Next Steps Study	200,000	-	-	-	-
Pool Boiler Maintenance	35,000	-	-	-	-
Controller and Kiosk Install	17,000	-	-	-	-
Operating Expenses Total	853,117	616,402	634,968	650,576	674,153
Reserve and Surplus Transfers					
Trsf from Equipment Operating Reserve	(17,000)	-	-	-	-
Trsf from Climate Action Reserve	(35,000)	-	-	-	-
Reserve and Surplus Transfers Total	(52,000)	-	-	-	-
Swimming Pool Total	400,698	414,695	429,500	453,750	472,026

Mt. 7 Recreation Complex	2026	2027	2028	2029	2030
Revenue					
Passes and Drop-ins	(45,500)	(46,500)	(47,430)	(48,379)	(49,350)
Facility Rentals	(45,000)	(46,350)	(47,750)	(49,125)	(50,600)
Programs and Courses	(44,985)	(45,435)	(45,889)	(46,348)	(46,811)
CSRD Recreation Core Contribution	(48,571)	(51,253)	(47,811)	(51,810)	(50,882)
Operating Revenue Total	(184,055)	(189,538)	(188,880)	(195,662)	(197,643)
Operating Expenses					
Salaries, wages, and benefits	243,821	248,462	255,816	263,389	271,186
Contracted and general services	52,040	69,438	55,643	73,283	60,514
Materials, supplies, and utilities	64,477	62,649	68,665	66,229	69,471
Toilets and Heater Replacements	20,500	-	-	-	-
Emergency Lights and Extinguishers	-	14,000	-	-	-
Operating Expenses Total	380,838	394,549	380,124	402,901	401,172
Mt. 7 Recreation Complex Total	196,782	205,012	191,244	207,239	203,528

Operational Summary: Recreation Services



Golden Civic Centre	2026	2027	2028	2029	2030
Revenue					
Facility Rentals	(86,000)	(86,500)	(89,025)	(90,650)	(92,300)
CSRD Recreation Core Contribution	(10,615)	(11,257)	(11,516)	(16,889)	(12,480)
Operating Revenue Total	(96,615)	(97,757)	(100,541)	(107,539)	(104,780)
Operating Expenses					
Salaries, wages, and benefits	14,062	14,423	14,793	15,174	15,564
Contracted and general services	91,038	93,499	96,030	99,025	101,940
Materials, supplies, and utilities	33,974	34,865	35,782	36,894	37,194
Civic Centre Storage Room Repairs	-	-	-	24,000	-
Operating Expenses Total	139,074	142,787	146,605	175,093	154,698
Golden Civic Centre Total	42,459	45,030	46,064	67,554	49,918

Golden Senior's Centre	2026	2027	2028	2029	2030
Revenue					
CSRD Recreation Core Contribution	(2,912)	(3,005)	(3,100)	(3,199)	(3,235)
Operating Revenue Total	(2,912)	(3,005)	(3,100)	(3,199)	(3,235)
Operating Expenses					
Salaries, wages, and benefits	1,562	1,609	1,657	1,707	1,758
Contracted and general services	9,285	9,590	9,905	10,232	10,360
Materials, supplies, and utilities	3,713	3,825	3,939	4,057	4,057
Operating Expenses Total	14,560	15,024	15,501	15,995	16,175
Golden Senior's Centre Total	11,648	12,019	12,401	12,796	12,940



Operational Summary: Golden & District Arena



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Golden and District Arena	-	-	-	-	-
Total Golden and District Arena	-	-	-	-	-

Golden and District Arena	2026	2027	2028	2029	2030
Revenue					
Requisition (CSRD & Town of Golden)	(640,694)	(666,776)	(692,680)	(710,061)	(731,161)
Curling Club Contribution (CSRD)	(25,000)	(25,750)	(26,523)	(27,318)	(28,138)
Facility Rental Revenue	(198,000)	(200,000)	(207,500)	(213,500)	(220,000)
Punch Pass and Drop-in Revenue	(22,000)	(22,400)	(22,800)	(23,500)	(24,200)
Other Revenue	(6,650)	(6,667)	(6,684)	(6,701)	(6,718)
Revenue Total	(892,344)	(921,593)	(956,186)	(981,080)	(1,010,217)
Operating Expenses					
Salaries, wages, and benefits	505,258	520,168	535,521	551,330	567,608
Contracted and general services	133,317	137,080	140,939	145,263	149,622
Materials, supplies, and utilities	221,785	232,360	247,742	252,503	261,003
Administrative Services Fee	31,984	31,984	31,984	31,984	31,984
Operating Expenses Total	892,344	921,593	956,186	981,080	1,010,217
Golden and District Arena Total	-	-	-	-	-



Operational Summary: Cemetery Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Cemetery Services	31,605	43,691	33,502	34,479	35,500
Total Cemetery Services	31,605	43,691	33,502	34,479	35,500

Cemetery Services	2026	2027	2028	2029	2030
Revenue					
Cemetery Revenues	(24,200)	(24,780)	(25,366)	(25,968)	(26,586)
Interest and Penalties	(6,100)	(6,260)	(6,420)	(6,613)	(6,811)
Shared Services Contribution - CSRD	(33,573)	(46,412)	(35,588)	(36,627)	(37,711)
Revenue Total	(63,873)	(77,452)	(67,374)	(69,208)	(71,108)
Operating Expenses					
Salaries, wages, and benefits	39,945	41,143	42,378	43,649	44,959
Contracted and general services	14,737	15,151	15,566	16,002	16,468
Materials, supplies, and utilities	9,996	10,299	10,612	10,926	11,252
Administrative Services Fee	6,000	6,000	6,000	6,000	6,000
Project: Cemetery Columbarium	-	23,000	-	-	-
Operating Expenses Total	70,678	95,593	74,556	76,577	78,678
Reserve Contributions					
Contribution to Cemetery Care Reserve	4,200	4,330	4,460	4,590	4,730
Contribution to Capital Parks Reserve	20,600	21,220	21,860	22,520	23,200
Reserve Contributions Total	24,800	25,550	26,320	27,110	27,930
Cemetery Services Total	31,605	43,691	33,502	34,479	35,500

Operational Summary: Environmental Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Environmental Services	188,280	192,770	197,623	202,631	207,389
Residential Waste and Recycling	49,036	53,609	40,190	46,348	59,348
Total Environmental Services	237,316	246,379	237,814	248,979	266,737

Environmental Services	2026	2027	2028	2029	2030
Operating Expenses					
Salaries, wages, and benefits	78,016	80,356	82,767	85,250	87,808
Contracted and general services	15,703	16,175	16,677	17,202	17,652
Materials, goods, and utilities	3,851	3,889	3,929	3,929	3,929
Mosquito Control	90,710	92,350	94,250	96,250	98,000
Environmental Services Total	188,280	192,770	197,623	202,631	207,389

Residential Waste and Recycling	2026	2027	2028	2029	2030
Revenue					
Solid Waste Utility Fees	(180,151)	(183,992)	(196,871)	(210,652)	(225,398)
Revenue from Grants (Recycle BC)	(69,711)	(71,731)	(73,809)	(73,959)	(73,959)
Recycling Utility Fees	(36,056)	(36,806)	(39,383)	(42,140)	(45,090)
Interest and Penalties	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)
Revenue Total	(287,817)	(294,429)	(311,963)	(328,651)	(346,346)
Operating Expenses					
Contracted and general services	257,680	275,500	284,000	298,250	316,000
Materials, supplies, and utilities	12,870	13,192	13,522	13,522	13,928
Operating Expenses Total	270,550	288,692	297,522	311,772	329,928
Reserve Contributions					
Contribution to Capital Equipment Reserv	17,267	5,737	14,441	16,879	16,418
Reserve Contributions Total	17,267	5,737	14,441	16,879	16,418
Residential Waste and Recycling Total	-	-	-	-	-



Operational Summary: Sewer Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Sewer Utility Services	-	-	-	-	-
Total Sewer Utility	-	-	-	-	-

Sewer Utility Services	2026	2027	2028	2029	2030
Revenue					
Sewer Utility Fees	(1,491,622)	(1,566,150)	(1,644,403)	(1,726,624)	(1,812,908)
Sewer Frontage Tax	(113,201)	(113,201)	(113,201)	(113,201)	(113,201)
Interest and Penalties	(47,790)	(49,230)	(50,700)	(52,220)	(53,787)
Revenue Total	(1,652,613)	(1,728,581)	(1,808,304)	(1,892,045)	(1,979,896)
Operating Expenses					
Salaries, wages, and benefits	227,015	233,825	240,840	248,065	255,507
Contracted and general services	388,296	396,742	405,405	415,522	428,245
Materials, supplies, and utilities	255,035	237,409	255,140	292,353	271,124
Sanitary System Camera Inspection	195,674	-	-	-	-
Muni Wastewater Regulation Amendment	23,011	-	-	-	-
Operating Expenses Total	1,089,030	867,976	901,385	955,940	954,876
Principal and Interest on Debt					
Debt - Principal Payment	16,508	16,508	16,508	6,434	3,075
Debt - Interest Expense	20,058	20,058	14,373	6,638	4,588
Principal and Interest on Debt Total	36,566	36,566	30,881	13,071	7,663
Reserve Contributions					
Trsf to Sewer Capital Reserve	527,017	824,039	876,038	923,033	1,017,357
Reserve Contributions Total	527,017	824,039	876,038	923,033	1,017,357
Sewer Utility Services Total	-	-	-	-	-

Operational Summary: Water Services



Expense (Contribution) by Service	2026	2027	2028	2029	2030
Water Utility Services	-	-	-	-	-
Total Water Utility	-	-	-	-	-

Water Utility Services	2026	2027	2028	2029	2030
Revenue					
Water Utility Fees	(1,296,576)	(1,361,379)	(1,429,421)	(1,500,893)	(1,575,876)
Water Frontage Tax	(88,274)	(88,274)	(88,274)	(88,274)	(88,274)
Interest and Penalties	(50,850)	(52,000)	(53,100)	(54,200)	(55,200)
Revenue Total	(1,435,700)	(1,501,653)	(1,570,795)	(1,643,367)	(1,719,350)
Operating Expenses					
Salaries, wages, and benefits	222,015	228,675	235,536	242,602	249,880
Contracted and general services	274,240	289,126	279,242	285,302	294,037
Materials, supplies, and utilities	167,641	172,295	177,079	211,833	188,190
Water System Structures AM Study	5,100	-	-	-	-
Bears Paw Reservoir Repairs	24,401	-	-	-	-
Bears Paw Reservoir Cathodic Protection	11,000	-	-	-	-
NE Green Reservoir Cathodic Protection	-	11,600	-	-	-
Hydrant Flow Testing	-	-	-	-	34,500
Operating Expenses Total	704,397	701,696	691,857	739,737	766,606
Principal and Interest on Debt					
Debt - Principal Payment	21,056	21,056	21,056	10,981	7,623
Debt - Interest Expense	26,842	26,842	21,157	13,422	11,372
Principal and Interest on Debt Total	47,898	47,898	42,213	24,403	18,995
Reserve Contributions					
Trsf to Water Capital Fund	683,405	752,059	836,726	879,227	933,748
Reserve Contributions Total	683,405	752,059	836,726	879,227	933,748
Water Utility Services Total	-	-	-	-	-



Transfers to Reserves



Summary Reserve Transfers	2026	2027	2028	2029	2030
Operating Reserve Contributions					
Transfer to Broadband Reserve	3,350	3,307	3,262	3,216	3,168
Transfer to Cemetery Care Reserve	4,200	4,330	4,460	4,590	4,730
Transfer to Financial Stabilization Reserve	78,000	176,884	184,851	192,907	201,054
Transfer to Road Operating Reserve	-	-	-	15,000	-
Operating Reserve Contributions Total	85,550	184,521	192,573	215,713	208,952
Capital Reserve Contributions					
Transfer to Airport Capital Reserve	18,025	18,566	23,123	23,817	24,531
Transfer to Building & Facilities Capital Reserve	462,556	545,000	760,000	935,000	1,160,000
Transfer to Cdn Community Building Reserve	-	-	-	4,706	4,706
Transfer to Cemetery Expansion Reserve	20,600	21,220	21,860	22,520	23,200
Transfer to Equipment Capital Reserve	318,767	368,937	475,187	723,379	822,918
Transfer to Parks & Site Improvement Reserve	15,000	30,000	60,000	90,000	120,000
Transfer to Road Capital Reserve	781,559	1,251,479	1,734,755	2,174,993	2,738,995
Transfer to Sewer Capital Reserve	527,017	824,039	876,038	923,033	1,017,357
Transfer to Water Capital Reserve	683,405	752,059	836,726	879,227	933,748
Capital Reserve Contributions Total	2,826,928	3,811,300	4,787,689	5,776,675	6,845,456
Summary Reserve Transfers Total	2,912,478	3,995,821	4,980,262	5,992,388	7,054,408



Capital Budget Summary



PROJECTS BY SEGMENT:	2026	2027	2028	2029	2030	TOTAL
General Government Services	34,000	372,063	936,700	39,800	193,201	1,575,764
Protective Services	301,173	113,500	446,000	117,100	16,500	994,273
Transportation Services	733,055	800,000	584,500	1,133,500	1,100,833	4,351,888
Parks, Recreation and Community	2,528,543	1,057,700	335,750	181,800	344,500	4,448,293
Water Services	4,041,215	660,000	497,999	738,000	225,000	6,162,214
Sewer Services	1,905,025	2,163,600	565,000	225,000	313,000	5,171,625
TOTAL CAPITAL PROJECTS:	9,543,012	5,166,863	3,365,949	2,435,200	2,193,034	22,704,058
FUNDING SOURCES:						
RESERVES - STATUTORY						
Canadian Community Building Fund	55,090	5,090	5,090	-	-	65,271
Climate Action Reserve	-	79,500	-	22,000	-	101,500
RESERVES - CAPITAL						
Airport Capital Reserve	-	-	-	-	-	-
Buildings and Facilities Reserve	748,995	563,263	766,250	210,400	710,501	2,999,409
Equipment Reserve	182,445	226,113	517,697	419,800	268,533	1,614,589
Parks Reserve	-	-	-	-	36,000	36,000
Roads and Sidewalks Reserve	25,000	175,000	75,000	175,000	75,000	525,000
Water Capital Reserve	1,291,115	660,000	497,999	738,000	225,000	3,412,114
Sewer Capital Reserve	940,025	1,063,600	565,000	225,000	313,000	3,106,625
Covid Safe Restart Capital	-	-	644,003	-	-	644,003
RESERVES - OPERATING						
Covid Safe Restart Operating	34,000	89,387	-	-	-	123,387
Growing Communities Reserves	2,355,099	-	-	-	-	2,355,099
Asset Operating Reserve	5,038	-	-	-	-	5,038
OTHER TRANSFERS AND FUNDS						
Transfer from Operating (General)	50,000	50,000	50,000	50,000	-	200,000
GRANTS						
Resort Municipality Infrastructure (RMI)	795,000	710,000	-	-	-	1,505,000
Canadian Community Building Fund	244,910	244,910	244,910	250,000	250,000	1,234,729
CBT Reach Grant	74,770	-	-	-	-	74,770
Climate Adapted Community Grant	500,000	-	-	-	-	500,000
CBT Grant	15,000	-	-	-	-	15,000
BORROWING						
MFA Long Term Debt	400,000	1,100,000	-	-	-	1,500,000
MFA 5 Year Equipment Loans	1,557,470	200,000	-	345,000	315,000	2,417,470
OTHER						
CSRD Community Works Fund	21,194	-	-	-	-	21,194
Whitetooth Fund	461,778	-	-	-	-	461,778
Contributed Assets	98,551	-	-	-	-	98,551
SURPLUS						
General	(1,482,470)	-	-	-	-	(1,482,470)
Water	500,000	-	-	-	-	500,000
Sewer	670,000	-	-	-	-	670,000
TOTAL FUNDING SOURCES:	9,543,012	5,166,863	3,365,949	2,435,200	2,193,034	22,704,058

Capital Projects: General Government Services



General Government	2026	2027	2028	2029	2030	Total
Information Technology						
Annual SAN Capital	-	90,000	79,200	28,800	31,200	229,200
Annual Hardware - Local Area Network	-	-	22,000	11,000	-	33,000
Records Management Software	-	-	63,000	-	-	63,000
Corporate and Accounting Software	-	92,000	690,000	-	-	782,000
Offsite Tape Backup System	-	-	27,500	-	-	27,500
Buildings						
Town Hall Roofing Renewal	-	190,063	-	-	-	190,063
Town Hall Renewals	-	-	55,000	-	32,000	87,000
Town Hall Piping and HVAC Renewals	-	-	-	-	130,001	130,001
ONGOING PROJECTS (carried forward)						
Town Office Furniture and Fixtures	34,000	-	-	-	-	34,000
TOTAL CAPITAL PROJECTS:	34,000	372,063	936,700	39,800	193,201	1,575,764

FUNDING SOURCES:

RESERVES - CAPITAL						
Buildings and Facilities Reserve						
Buildings and Facilities - General		190,063	55,000		162,001	407,064
Equipment Reserve						
Equipment - Information Tech.		92,613	237,697	39,800	31,200	401,311
Covid Safe Restart Capital			644,003			644,003
RESERVES - OPERATING						
Covid Safe Restart Operating	34,000	89,387				123,387
TOTAL FUNDING SOURCES:	34,000	372,063	936,700	39,800	193,201	1,575,764



Capital Projects: Protective Services



Protective Services	2026	2027	2028	2029	2030	Total
Emergency Operations Centre						
EOC Exterior Stair	-	-	-	15,600	-	15,600
EOC HVAC and Siding Renewals	50,000	-	-	-	-	50,000
Fire Equipment						
Extrication Tools	24,730	16,500	16,500	16,500	16,500	90,730
Fire Fleet - Unit 1 Equipment	32,000	-	-	-	-	32,000
Fire Fleet - Unit 2 Equipment	25,200	-	-	-	-	25,200
Hose Testing Machine	14,112	-	-	-	-	14,112
Thermal Imaging Cameras (6)	27,300	-	-	-	-	27,300
Firesmart SPU - Royal Trailer	50,000	50,000	50,000	50,000	-	200,000
Fire Hall Facility						
Overhead Doors and Fire Alarm System Renewals	-	36,000	-	35,000	-	71,000
Roof Replacement	-	11,000	379,500	-	-	390,500
ONGOING PROJECTS (carried forward)						
Fire Hall - Enhancement design	5,038	-	-	-	-	5,038
Electrical Panel Replacement	55,690	-	-	-	-	55,690
2004 Freightliner Replacement	17,103	-	-	-	-	17,103
TOTAL CAPITAL PROJECTS:	301,173	113,500	446,000	117,100	16,500	994,273

FUNDING SOURCES:

RESERVES - CAPITAL						
Buildings and Facilities Reserve						
<i>Buildings and Facilities - Firehall</i>	55,690	47,000	379,500	35,000	-	517,190
<i>Buildings and Facilities - EOC</i>				15,600	-	15,600
Equipment Reserve						
<i>Equipment - Fire Dept</i>	140,445	16,500	16,500	16,500	16,500	206,445
RESERVES - OPERATING						
Asset Operating Reserve	5,038					5,038
Buildings and Facilities Reserve						
Transfer from Operating (General)	50,000	50,000	50,000	50,000		200,000
Contributed Assets	50,000					50,000
TOTAL FUNDING SOURCES:	301,173	113,500	446,000	117,100	16,500	994,273

Capital Projects: Transportation Services



Transportation Services	2026	2027	2028	2029	2030	Total
Roads and Sidewalks						
Annual Paving Program	325,000	325,000	325,000	325,000	325,000	1,625,000
Annual Sidewalk Program	-	100,000	-	100,000	-	200,000
Development of Provincial Lease Area Parking Lot	50,000	-	-	-	-	50,000
Electrification Items Related to KHR Bridges Project	25,000	-	-	-	-	25,000
Fleet						
Tandem Dump Truck Replacement	-	200,000	-	-	-	200,000
Light Vehicle Replacements	-	117,000	214,500	73,500	-	405,000
Sidewalk Tractor Replacement	-	-	-	345,000	-	345,000
Loader Replacements	-	-	-	290,000	315,000	605,000
Backhoe Replacement	-	-	-	-	175,000	175,000
Truck Front Plow/Slide-in Sander	-	-	-	-	45,833	45,833
Buildings and Facilities						
Public Works Heater Replacements	-	43,000	-	-	-	43,000
Public Works Equip. Storage Bldg Heater and Doors	-	15,000	18,000	-	-	33,000
Public Works Overhead Door Replacements	-	-	27,000	-	-	27,000
Public Works Renewals	-	-	-	-	240,000	240,000
ONGOING PROJECTS (carried forward)						
Buildings and Facilities						
Public Works Electrical Panel Replacements	123,055	-	-	-	-	123,055
Fleet						
Hydrovac Truck (Wtr/Swr)*	210,000	-	-	-	-	210,000
TOTAL CAPITAL PROJECTS:	733,055	800,000	584,500	1,133,500	1,100,833	4,351,888
FUNDING SOURCES:						
RESERVES - STATUTORY						
Canadian Community Building Fund	55,090	5,090	5,090	-	-	65,271
RESERVES - CAPITAL						
Buildings and Facilities Reserve						
<i>Buildings and Facilities - General</i>	123,055	58,000	45,000	-	240,000	466,055
Equipment Reserve						
<i>Equipment - Public Works</i>	-	117,000	214,500	363,500	220,833	915,833
Roads and Sidewalks Reserve						
<i>Roads and Sidewalks - Roads</i>	25,000	75,000	75,000	75,000	75,000	325,000
<i>Roads and Sidewalks - Sidewalks</i>	-	100,000	-	100,000	-	200,000
Water Capital Reserve	105,000	-	-	-	-	105,000
Sewer Capital Reserve	105,000	-	-	-	-	105,000
RESERVES - OPERATING						
<i>Grant: Canadian Community Building Fund</i>	244,910	244,910	244,910	250,000	250,000	1,234,729
MFA 5 Year Equipment Loans	1,557,470	200,000	-	345,000	315,000	2,417,470
SURPLUS						
General	(1,482,470)	*	-	-	-	(1,482,470)
TOTAL FUNDING SOURCES:	733,055	800,000	584,500	1,133,500	1,100,833	4,351,888



Capital Projects: Parks & Recreation Services



Parks, Recreation & Community	2026	2027	2028	2029	2030	Total
Cemetery Interment Area	-	-	-	-	36,000	36,000
Parks Fleet						
Mower Trailer Replacement	10,000	-	-	-	-	10,000
Mower Replacements	32,000	-	29,000	-	-	61,000
Recreation - General						
RMI Spirit Square Washroom Replacement	750,000	100,000	-	-	-	850,000
RMI Timber Wayfinding Sign	15,000	60,000	-	-	-	75,000
RMI Centennial Park Upgrade	30,000	550,000	-	-	-	580,000
Keith King Concession Roofing/Doors	-	19,200	-	79,800	-	99,000
Keith King Netting Improvements	-	-	-	25,000	-	25,000
Keith King Septic System Renewal	-	-	-	-	90,000	90,000
Campground Amenity Hub HVAC Renewals	-	29,500	-	22,000	-	51,500
Campground Amenity Hub Roof and HWT's	-	-	-	-	46,000	46,000
Recreation (CORE)						
Civic Centre Great Hall Air Conditioning	90,000	-	-	-	-	90,000
Civic Centre Window Replacements	-	50,000	-	-	-	50,000
Civic Centre Interior Repaint	-	-	54,000	-	-	54,000
Civic Centre Air Handler Replacement	-	-	-	-	47,500	47,500
Mt 7 Gym and Stage Curtains	40,250	-	23,000	-	-	63,250
Mt 7 Heater Replacements	36,000	-	-	-	-	36,000
Mt 7 Electrical Panel Replacements	-	34,000	134,750	-	-	168,750
Mt 7 Lobby Reroof	-	185,000	-	-	-	185,000
Mt 7 Metal Doors	-	-	75,000	-	-	75,000
Mt 7 Transformer Replacement	-	-	20,000	-	-	20,000
Mt 7 Basketball Backboards/Score Clock	-	-	-	-	125,000	125,000
Municipal Pool Shade Tent and Tarp	-	-	-	15,000	-	15,000
Municipal Pool Replacement DE Dispenser	-	30,000	-	-	-	30,000
Seniors' Ctr Repaint and Flooring Renewals	-	-	-	40,000	-	40,000
ONGOING PROJECTS (carried forward)						
Snr's Ctr Roof Design Tender and Repl.	397,000	-	-	-	-	397,000
KKMP Soccer Covering Paving Stones	27,845	-	-	-	-	27,845
Mt 7 Rec Plex Park Block Redesign	645,505	-	-	-	-	645,505
Pickleball Courts	386,018	-	-	-	-	386,018
Mt 7 Rec Plex Stage Floor Refinish	22,000	-	-	-	-	22,000
Mt 7 RecPlex Lobby	46,925	-	-	-	-	46,925
TOTAL CAPITAL PROJECTS:	2,528,543	1,057,700	335,750	181,800	344,500	4,448,293
FUNDING SOURCES:						
RESERVES - STATUTORY						
Climate Action Reserve	-	79,500	-	22,000	-	101,500
RESERVES - CAPITAL						
Buildings and Facilities - CORE	397,000	-	-	-	-	397,000
Buildings and Facilities - General	173,250	268,200	286,750	159,800	308,500	1,196,500
Equipment - Public Works	42,000	-	49,000	-	-	91,000
Parks - Cemetery Expansion	-	-	-	-	36,000	36,000
GRANTS						
Grant: Resort Municipality Infrastructure (RMI)	795,000	710,000	-	-	-	1,505,000
Grant: CBT Reach Grant	74,770	-	-	-	-	74,770
Grant: Climate Adapted Community Grant	500,000	-	-	-	-	500,000
Grant: CBT	15,000	-	-	-	-	15,000
OTHER						
CSRD Community Works Fund	21,194	-	-	-	-	21,194
Whitetooth Fund	461,778	-	-	-	-	461,778
Contributed Assets	48,551	-	-	-	-	48,551
TOTAL FUNDING SOURCES:	2,528,543	1,057,700	335,750	181,800	344,500	4,448,293

Capital Projects: Water Services



Water Services	2026	2027	2028	2029	2030	Total
Annual Water System Upgrades	50,000	50,000	50,000	50,000	50,000	250,000
Pressure Reducing Stn Replacements						
Station 1	-	520,000	-	-	-	520,000
Station 2	-	-	69,999	640,000	-	709,999
Station 3	-	-	-	-	75,000	75,000
Selkirk Booster Pump Replacements	-	-	-	48,000	-	48,000
Watermains						
8th St S Watermain Replacement	233,000	-	-	-	-	233,000
Water Services Fleet						
Water Truck Chassis	-	-	190,000	-	-	190,000
Wells						
Well 2 Genset	-	90,000	-	-	-	90,000
Well 3 Genset	-	-	-	-	70,000	70,000
Well 4 Genset	-	-	188,000	-	-	188,000
Information Technology						
PW Scada Computer Replacements	-	-	-	-	30,000	30,000
ONGOING PROJECTS (carried forward)						
Well #7 (new)	3,758,215	-	-	-	-	3,758,215
TOTAL CAPITAL PROJECTS:	4,041,215	660,000	497,999	738,000	225,000	6,162,214

FUNDING SOURCES:

RESERVES - CAPITAL						
Water Capital Reserve	1,186,115	660,000	497,999	738,000	225,000	3,307,114
Growing Communities Reserves	2,355,099					2,355,099
SURPLUS						
Water	500,000					500,000
TOTAL FUNDING SOURCES:	4,041,215	660,000	497,999	738,000	225,000	6,162,214

Capital Projects: Sewer Services



Sewer Services	2026	2027	2028	2029	2030	Total
Annual Sewer System Upgrades	50,000	50,000	50,000	50,000	50,000	250,000
Lift Stations						
12th St Lift Station Pumps and Pipes	400,000	1,894,600	280,000	-	-	2,574,600
Sewer Fleet						
Mobile Pump (Replacement)	-	44,000	-	-	-	44,000
Replacement STP Dump Truck	-	-	60,000	-	-	60,000
Sewer Mains						
Annual CIPP Lining of Sewer Mains	173,025	175,000	175,000	175,000	175,000	873,025
Sewer Works						
STP SCADA Computer Replacements	-	-	-	-	58,000	58,000
Sewer Level Monitor	22,000	-	-	-	-	22,000
PW SCADA Computer Replacements	-	-	-	-	30,000	30,000
ONGOING PROJECTS <i>(carried forward)</i>						
Pine Dr Sewer Main Replacement	1,260,000	-	-	-	-	1,260,000
TOTAL CAPITAL PROJECTS:	1,905,025	2,163,600	565,000	225,000	313,000	5,171,625
FUNDING SOURCES:						
RESERVES - CAPITAL						
Sewer Capital Reserve	835,025	1,063,600	565,000	225,000	313,000	3,001,625
GRANTS						
MFA Long Term Debt	400,000	1,100,000				1,500,000
Sewer	670,000	-	-	-	-	670,000
TOTAL FUNDING SOURCES:	1,905,025	2,163,600	565,000	225,000	313,000	5,171,625

Next Steps: Tell us what you think!

Online Survey

Take the online budget survey from now until April 21 at 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 21 at 1:15 p.m. in person in Council Chambers or via Zoom:
<https://us06web.zoom.us/j/89138589342>

For information on how to join a virtual meeting, including how to participate by Zoom during Question Period, visit golden.ca/virtualmeetings.

Email: budget@golden.ca title email as “2026 budget.”

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

The Public Consultation Period ENDS on April 21, 2026.

We looking forward to hearing from you!

Sincerely from all of Council:

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

