
DISTRICT OF ELKFORD
**FIVE-YEAR
FINANCIAL PLAN**

2023-2027

DRAFT



DISTRICT OF ELKFORD

2023-2027 Five-Year Financial Plan

District of Elkford
FINANCIAL SERVICES DEPARTMENT

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Table of Contents

1.0	BUDGET 101	pg. 4
	Strategic Priorities	pg. 6
2.0	OVERVIEW	pg. 8
	Welcome to the Wild Side	pg. 10
	Our Organization and Mission	pg. 12
3.0	REVENUES	pg. 14
3.1	Funding Sources	pg. 16
3.2	Property Taxes	pg. 18
3.3	Permissive Tax Exemptions	pg. 28
3.4	Parcel Taxes	pg. 30
3.5	Fees and Charges: Sale of Services	pg. 32
	Other Revenues	pg. 36
4.0	OPERATIONS	pg. 40
4.1	General Government	pg. 42
4.2	Protective Services	pg. 50
4.3	Transportation Services: Engineering & Public Works	pg. 54
4.4	Environmental Health	pg. 58
4.5	Public Health: Cemetery	pg. 60
4.6	Community/Development Services (Planning & Development Services)	pg. 62
4.7	Community/Recreation Services (Community & Facility Services)	pg. 68
4.8	Debt Services	pg. 72
5.0	CAPITAL WORKS	pg. 74
6.0	TRANSFERS OF RESERVES & SURPLUS	pg. 78
6.1	Transfers (From) Reserves & Surplus	pg. 81
7.0	FIVE-YEAR FINANCIAL PLAN BYLAW	pg. 86

1.0



Budget 101

REVENUE - EXPENSES = BUDGET

REVENUES: WHERE DOES THE MONEY COME FROM?

- Taxation
- Parcel taxes (water, sewer and recreation)
- Grants
- Fees and charges (programming, ice rentals, swim lessons)
- User fees (water, sewer and solid waste collection)
- Sale of services (Public Works and Building Department)
- Investment income
- Long-term borrowing

EXPENSES: WHERE DOES THE MONEY GO?

The budget consists of an **operating budget** and a **capital budget**.

- The **operating budget** consists of regular expenses that are needed to operate the day-to-day operations. This includes wages, power, heat, insurance, maintenance of facilities and maintenance of water, sewer, roads and trails infrastructure.
- The **capital budget** includes large purchases and upgrades to District of Elkford equipment and facilities. For example: Public Works snow plows and loaders, Fire Department fire engines and the replacement of aging infrastructure and etc.

THE ANNUAL FIVE-YEAR FINANCIAL PLAN & BUDGET OUTLINES HOW THE DISTRICT PLANS TO ALLOCATE RESOURCES TO DELIVER THE DAY-TO-DAY PROGRAMS AND SERVICES RESIDENTS AND BUSINESSES RELY ON WHILE ACHIEVING ELKFORD' S STRATEGIC PLAN.



Council Priorities

<ul style="list-style-type: none">• New Council Orientation• New Council Strategic Planning• Childcare Facility (Old District Office)• Downtown Core (Policies, Land & Signage)• Recreation Services Agreement Review• Boivin Creek Watershed Management Plan• Outdoor Facility Security Cameras• Boivin Creek Corridor-Plan & Implementation	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)
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2023

2024

2025

2026

2027

ONGOING

<ul style="list-style-type: none">• Official Community Plan Update• Economic Diversification• Community Wildfire Plan (Fuel Management)• Boivin Creek Corridor-Plan & Implementation• Non-Motorized Trails Development• Downtown Core (Design & Construction)• Invasive Species Management• Commercial Water Metering Implemention	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• TBA (pending)• TBA (pending)• TBA (pending)	<ul style="list-style-type: none">• Accessibility Initiatives• Crown Land Development/Management• Mountain Biking Tourism• Indigenous Relationship Building• Housing Initiatives• Alternative Energy
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Operational Priorities

The Strategic Plan is the framework guiding council and staff toward the future. The framework is rooted in Elkford's corporate mission, vision and values and put into motion through a series of strategies and objectives that are determined on an annual basis. Staff meets with council annually to review and refine the District's strategic plan, ensuring that goals align with the dynamic demands and expectations of a diverse population.

2.0

Overview

The financial plan is developed considering the primary vision, objectives and policies of council and specifies the financial priorities to assist the District in achieving its objectives and vision.

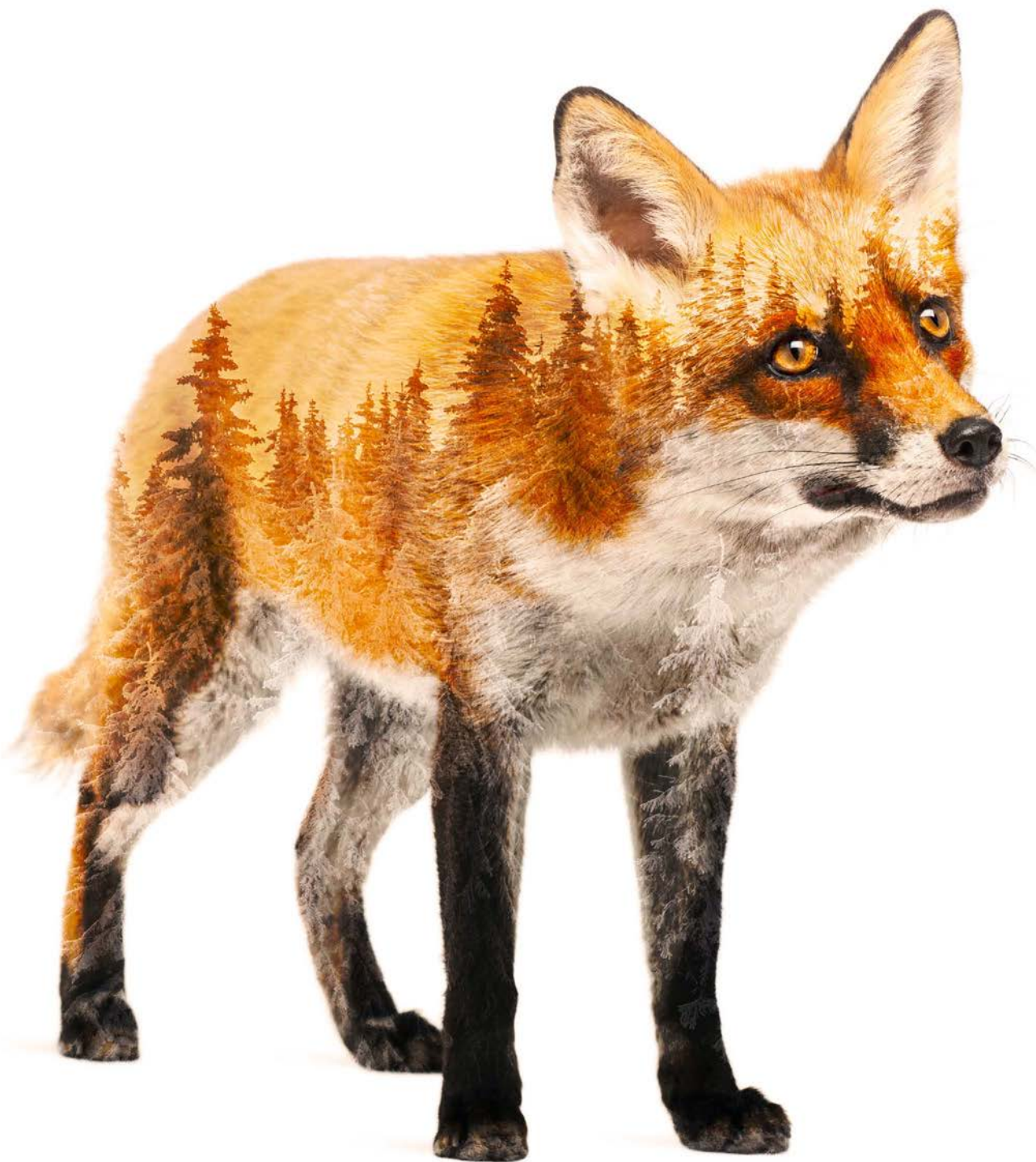
The **2023 Financial Plan** continues to incorporate the direction from the Official Community Plan (OCP) into the operating plans of the District.

In January 2023, council held a Strategic Planning session which outlined council's vision for the next five years. The following page outlines the strategic and operational priorities identified during the strategic planning session. Council directed the development of the financial plan to focus on completing existing projects, incorporating the priorities from the strategic plan, as well as continuing to incorporate plans from the OCP.

The *Community Charter* requires that the District adopt an annual Five-Year Financial Plan Bylaw before May 15 each year. The *Community Charter* also requires the District to establish a Financial Plan with objectives and policies regarding funding sources, the proportion of revenue from that funding source, the distribution of taxes amongst property classes and permissive tax exemptions. The District has tried to expand upon this requirement to incorporate some of the sustainability initiatives as integrated within the OCP.

The report is divided into the major categories to present financial information on the District's revenue policies and tax rate bylaw for 2023, the operating plans for **2023 to 2027**, the capital plans for **2023 to 2027** and planned transfers to reserves and surpluses.

The success of staff's ability to implement the direction outlined in this financial plan will be monitored regularly. Staff will be presenting quarterly reports to council that focus on the priority projects outlined in this document as well as the financial state of the municipality.





DISTRICT OF ELKFORD

Get Intimate With Nature

Elkford has grown into more than just a mining town: it's an extraordinary wilderness community, offering the best of modern amenities and mountain culture, in the Kootenay Rockies of British Columbia. It's located at a higher altitude than any other community in B.C., and it's one of those rare places where you can still step out your door and into the wilderness.

From Sparwood, follow Highway 43 north until the road ends and the wilderness begins. A hidden gem of the East Kootenay, Elkford is a high-altitude Rocky Mountain municipality that calls to the wild at heart and adventurous in spirit. Without a traffic light or big-box store in sight, Elkford's rugged mountain ranges, iconic Canadian wildlife and untamed wilderness are truly an outdoor enthusiast's dream come true.

Wilderness has always been at the core of Elkford's identity. Built in 1971, as a homestead for mining industry workers and their families, Elkford has grown to boast the amenities, recreation facilities and luxuries of a much larger city centre. This idyllic mountain hamlet currently provides over 2,749 residents with postcard-perfect views, beautifully maintained community parks, a nine-hole golf course, hiking and mountain biking trails, a beautiful ski hill, world-class fishing, emerald lakes and endless backcountry to explore.

Whether you're looking for your next great adventure, or a picture-perfect place to raise a family, you'll find it in Elkford, the Wilderness Capital of B.C.

Welcome to the wild side.

PHOTO: "Petain Basin" by Jeff Gifford

Our Organization

- 1. GENERAL GOVERNMENT: Council, Corporate Administration And Financial Services**

 - Council and government relations
 - Human resources
 - Corporate administration
 - Financial planning
- 2. PROTECTIVE SERVICES: Fire Rescue & Emergency Services**

 - Protection services with first responders
 - Emergency Management
 - Search and Rescue (SAR) (Funding)
- 3. TRANSPORTATION SERVICES: Engineering & Public Works**

 - Roads, water and sewer infrastructure
 - Solid waste collection
- 4. COMMUNITY/DEVELOPMENT: Planning & Development Services**

 - Building and development services
 - Business licensing
 - Bylaw enforcement
- 5. COMMUNITY/RECREATION SERVICES: Community & Facility Services**

 - Recreation (trails, parks and playgrounds, facilities), including Recreation Centre (arena and curling rink) Aquatic Centre, Community Conference Centre, Visitor Centre, Municipal Campground
 - Support for Elkford Public Library, Elkford Chamber of Commerce, Elkford Curling Club, Mountain Meadows Golf Course and Wapiti Ski Club and the cemetery grounds keeping
 - Community Events: Wildcat Days, Winter in the Wild, Remembrance Day Ceremony, Seniors' Christmas Luncheon, Volunteer Appreciation Day and etc.

GUIDED BY STRATEGIC DIRECTIONS

- A vibrant community
- A sustainable community
- A safe and healthy community
- A community with pride
- An effective and efficient organization

Our Mission

Through innovative leadership, we provide opportunities for responsible growth, in harmony with industry and the environment. We take advantage of opportunities that enhance affordable community living and sustain the quality of life that citizens, businesses and visitors expect.



PHOTO: "Karwandy family enjoying Elkford's Meeting Place" by Nick Nault

Our Values


Fairness and Ethics


Innovation and Competency


Responsibility and Accountability

Our Vision

The future vision of Elkford is one of a safe, healthy, vibrant, progressive and sustainable community in a wilderness environment. The community will have a stable and diversified economy, supported by citizens with a strong sense of community pride.

A wide-angle photograph of two hikers in dark gear walking away from the camera along the ridge of a snow-covered mountain. The hikers are silhouetted against a vast, bright sea of white clouds that fills the middle ground. In the far distance, more snow-capped mountain ranges are visible under a clear, pale blue sky. The foreground shows the textured surface of the snow and ice on the mountain's ridge.

elkford
Wild at heart.

3.0

Revenues

3.0 Revenues

3.1 Funding Sources

Table 1 shows the proportion of total revenue proposed to be raised from each funding source. Property taxes generally form the greatest proportion of revenue. The reliance on property taxes is lessened when funding is available from other sources, such as reserves and surplus. However, reserves and surplus accounts are generally internally restricted funds and are not funds from an external source. As such, the District is at risk to changes to the property tax structure.

Although the District can fund projects through borrowing, this would increase long-term expenditure requirements.

Objectives

- To diversify the distribution of revenue sources to reduce the reliance on property taxes.

Policies

- The District may review all user fee levels annually to ensure they are adequately funding both the capital and delivery costs of the service wherever appropriate.
- The District may strive to supplement revenues from user fees, charges and parcel taxes levied for specified purposes, rather than property taxes based on valuations.
- The District will research and apply for grant funding to support projects.
- The District will research and identify additional and/or other sources of funding.
- The District will minimize the use of borrowing to fund projects.

TABLE 1: Sources of Revenue

Revenue Source	2022	% Of Total	2023	% Of Total
Property taxes	6,857,663	32%	\$7,728,488	32%
Fees and charges	1,811,478	9%	2,469,050	10%
Other sources	403,489	2%	613,828	3%
Grants/Donations	3,889,134	18%	2,891,929	12%
Borrowing	0	0%	0	0%
Reserves	3,043,569	14%	3,388,685	14%
Surplus	5,168,171	24%	7,021,493	29%
Total	21,173,504	100%	24,113,473	100%

The District is supported by revenues from a variety of sources. This section provides the general objectives and policy direction on the major sources of funding, as well as summary information and budgets for each major funding source.

3.2 Property Taxes

Table 2 outlines the distribution of property taxes among the property classes. The major industry property class (4) provides the largest proportion of property tax revenue. This revenue is generated as per the Elk Valley Property Tax Sharing Agreement, dated March 31, 2008, between the District of Elkford, the Corporation of the City of Fernie, the District of Sparwood and the Regional District of East Kootenay.

Objectives

- To ensure that the proportion of property tax revenue generated by all classes is a fair allocation.
- To distribute tax levies among the property classes considering the social and economic goals of the community, particularly to implement a range of sustainability initiatives.
- To adjust the taxes levied to the residential class to move the total residential taxes paid on the average residential property closer to the provincial average.

Policies

- The District may annually review the percentage distribution between property classes, the impact of rate increases to a representative house and business and compare the average residential total taxes with other neighbouring communities and provincial averages when establishing property tax rates.
- The District may consider the non-market value changes as changes to the total amount of taxation and adjust the tax requisition as if the non-market change increased or decreased the taxes from the prior year, before calculating any tax level changes.
- The District will endeavour to distribute tax increases equally amongst the different property classes so that the average property in each class receives the same percentage increase.



TABLE 2: Distribution of Property Tax

Property Class	2022	% Of Total	2023	% Of Total
1. Residential	\$2,191,506	34%	\$2,423,431	34%
2. Utilities	112,435	2%	123,764	2%
4. Major Industrial	3,656,868	57%	3,879,845	58%
5. Light Industrial	8,953	0%	9,848	0%
6. Business And Other	349,553	6%	378,315	5%
7. Managed Forest Land	88,401	1%	96,460	1%
8. Recreation/ Non-Profit	2,264	0%	3,799	0%
9. Farmland	343	0%	402	0%
Total	\$6,410,323	100%	\$6,915,865	100%



TABLE 3: 2023 Tax Rates

Classification	Residential	Utility	Major Industry	Light Industry	Business	Managed Forests	Recreation/ Non-profit	Farm
Class No.	1	2	4	5	6	7	8	9
General Levy	5.54453	25.42167	18.85140	18.85140	10.17421	22.51079	5.54453	5.54453
School Levy	1.69910	12.72000	3.52000	3.52000	3.52000	1.90000	2.03000	6.98000
Police Tax Levy	0.23030	0.80600	0.78300	0.78300	0.56420	0.69090	0.23030	0.23030
Regional District	0.17705	0.81177	0.60197	0.60197	0.32489	0.71882	0.17705	0.17705
Elk Valley Waste Management	0.34366	1.57568	1.16844	1.16844	0.63062	1.39526	0.34366	0.34366
Regional Hospital	0.30840	1.07940	1.04856	1.04856	0.75558	0.92520	0.30840	0.30840
BC Assessment Authority	0.03490	0.46620	0.46620	0.10360	0.10360	0.23540	0.03490	0.03490
Municipal Finance Authority	0.00020	0.00070	0.00070	0.00070	0.00050	0.00060	0.00020	0.00020
Rate Total	8.33814	42.88142	26.44027	26.07767	16.07360	28.37697	8.66904	13.61904

2023 actual rates will be finalized in May 2023

TABLE 4: Representative House

	2022		2023		10.00%	
Representative House	\$275,242		\$331,044			
	Rate	Amount	Rate	Amount	\$ Change	% Change
General Levy	5.97916	\$1,646	5.54453	\$1,835	\$189	12%
School Levy	1.69910	468	1.69910	562	94	20%
Police Tax Levy	0.23030	63	0.23030	76	13	21%
Regional District	0.20532	57	0.17705	59	2	3%
Elk Valley Waste Management	0.39853	110	0.34366	114	4	3%
Regional Hospital	0.35167	97	0.30840	102	5	5%
BC Assessment Authority	0.03490	10	0.03490	12	1	14%
Municipal Finance Authority	0.00020	0	0.00020	0	0	0%
Taxes Subtotal	8.89918	\$2,451	8.33814	\$2,761	\$310	13%
Utilities	-	\$597	-	\$638	\$41	7%
Parcel Taxes	-	\$117	-	\$117	\$0	0%
Total Average Charges	-	\$3,165	-	\$3,516	\$351	11%

2023 actual rates will be finalized in May 2023

TABLE 5: Representative Business

	2022		2023		10.00%	
Representative Business	\$246,722		\$282,096			
	Rate	Amount	Rate	Amount	\$ Change	% Change
General Levy	10.48147	\$2,586	10.17421	\$2,870	\$284	11%
School Levy	3.52000	868	3.52000	993	125	14%
Police Tax Levy	0.56420	139	0.56420	159	20	15%
Regional District	0.35993	89	0.32489	92	3	3%
Elk Valley Waste Management	0.69862	172	0.63062	178	6	3%
Regional Hospital	0.86159	213	0.75558	213	0	0%
BC Assessment Authority	0.10360	26	0.10360	29	3	12%
Municipal Finance Authority	0.00050	0	0.00050	0	0	0%
Taxes Subtotal	16.58991	\$4,094	16.07360	\$4,535	\$441	11%
Utilities	-	\$1,638	-	\$1,722	\$84	5%
Parcel Taxes	-	\$117	-	\$117	\$0	0%
Total Average Charges	-	\$5,849	-	\$6,374	\$525	9%

2023 actual rates will be finalized in May 2023

Utilities based on commercial medium use for water and sewer and based on one commercial container picked up twice per week for solid waste

TABLE 6 (A): Average Residential Taxes and Charges (Comparisons)

Municipality	Average House Value within Municipality	Average Residential Total Taxes & Utilities	Provincial Ranking out of 161
Elkford	\$275,242	\$3,164	47
Sparwood	\$299,451	\$3,022	41
Cranbrook	\$406,285	\$4,284	91
Fernie	\$736,170	\$5,491	133
Provincial Average	\$741,819	\$4,394	94

2022 provincial amount based on a 5-year average estimated increase

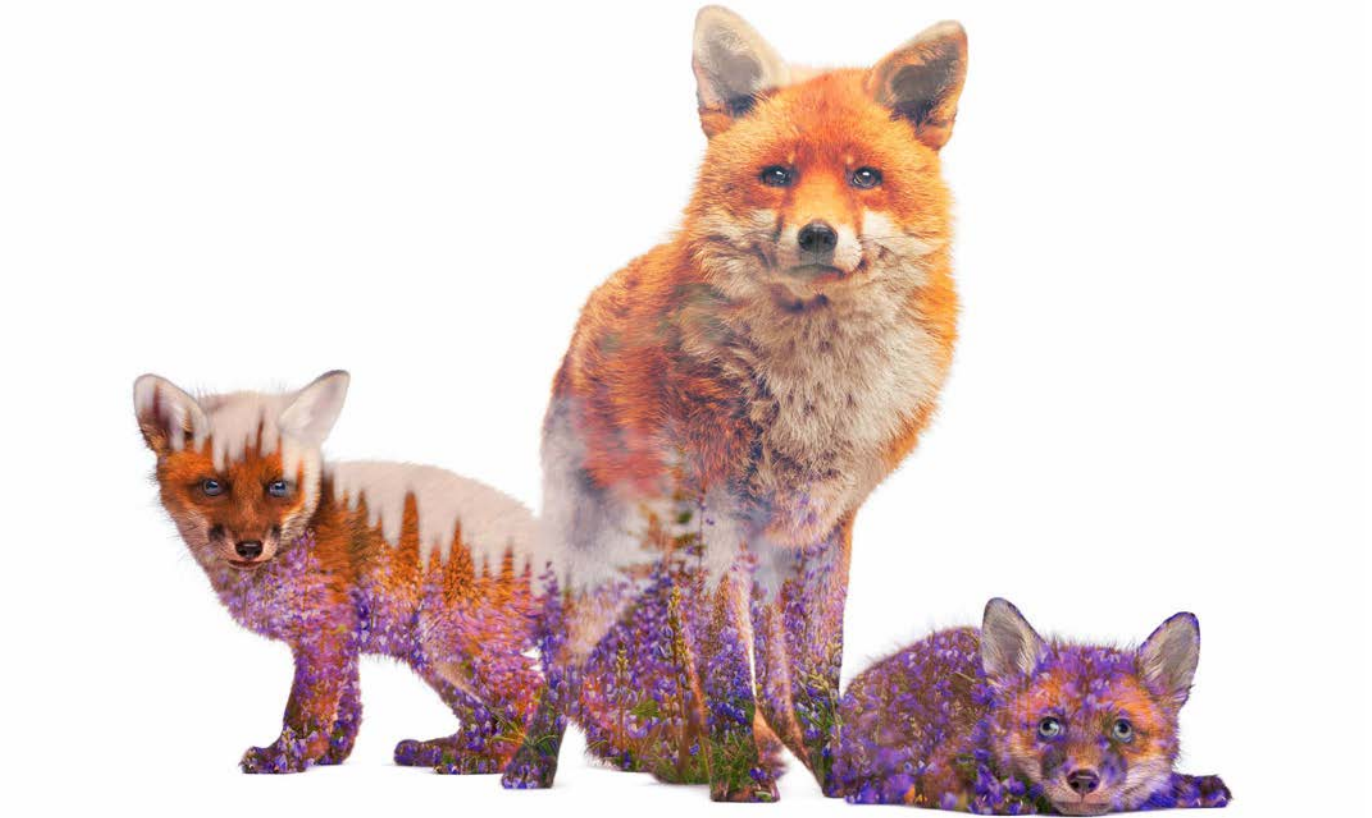


TABLE 6 (B): Average Residential Total Taxes and Charges

Average Residential Total Taxes & Charges	2022	2021	2020	2019	2018
Cranbrook	4284	4111	4006	3833	3716
Fernie	5491	5203	4954	4761	4380
Sparwood	3022	2885	2697	2533	2530
Elkford	3164	3032	2805	2631	2495
% Increase From Previous year	4.35%	8.09%	6.61%	5.45%	1.80%
Provincial Average	4394	4,108	3,839	3,737	3,646

2022 provincial amount based on a 5-year average estimated increase

TABLE 7: Budget Summary Tax Revenues

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Revenues								
General Taxes	(6,043,113)	(6,917,344)	(6,411,785)	(6,915,865)	(7,258,265)	(7,397,640)	(7,540,412)	(7,686,677)
Other Govt (In)	(2,292,852)	(2,346,663)	(2,348,229)	(2,397,679)	(2,445,631)	(2,494,545)	(2,544,435)	(2,595,326)
Total Taxes	(8,335,965)	(9,264,007)	(8,760,014)	(9,313,544)	(9,703,896)	(9,892,185)	(10,084,847)	(10,282,003)
Other Govt (Out)	2,292,853	2,346,663	2,348,229	2,397,679	2,445,632	2,494,545	2,544,437	2,595,325
Net Taxes	(6,043,112)	(6,917,344)	(6,411,785)	(6,915,865)	(7,258,264)	(7,397,640)	(7,540,410)	(7,686,678)
1% Utility	(252,432)	(232,220)	(232,220)	(249,248)	(254,233)	(259,317)	(264,504)	(269,794)
Parcel Taxes	(205,231)	(203,944)	(204,061)	(552,794)	(844,588)	(1,139,282)	(1,437,166)	(1,738,559)
Grants in Lieu	(9,333)	(10,130)	(9,597)	(10,581)	(10,880)	(11,187)	(11,503)	(11,828)
Total	(6,510,108)	(7,363,638)	(6,857,663)	(7,728,488)	(8,367,965)	(8,807,426)	(9,253,583)	(9,706,859)



3.3 Permissive Tax Exemptions

The District has a Permissive Tax Exemption program. Permissive exemptions are provided to select recreational and not-for-profit properties, as per the Permissive Tax Exemptions Bylaw No. 822, 2019.

This bylaw was amended with Bylaw No. 858, 2021 in the fall of 2021 to include the new property of the Elkford Housing Society and Bylaw No. 875, 2022 amendment to include the Elkford Search and Rescue property.

In 2022, the District implemented a Revitalization Tax Exemption Bylaw No. 864, 2022. A tax exemption program is used to encourage property investment, improvements to accessibility and revitalization within the municipality.

Council has adopted a downtown plan which identified areas where there are opportunities for commercial development and wishes to encourage revitalization of those areas through incentives for the success of the local economy and the enhancement of business, social and cultural, government and residential activities and thus achieve council's objectives. Council also has a goal of creating new housing units, including rental housing.

One business applied for a tax exemption during the 2022 term of the bylaw.

Objectives

- To consider providing permissive tax exemptions based on the criteria as outlined in the *Community Charter*.
- To review and revise the Town Centre Revitalization Tax Exemption Bylaw to align with the revised legislation and the revised objectives outlined in the revised Official Community Plan.

Policies

- The District may provide permissive tax exemptions to recreation and non-profit organizations that support the District's objectives outlined in the District's Official Community Plan or strategic plan or support the quality of life of Elkford citizens, as authorized by the *Community Charter*.
- The District may provide revitalization tax exemptions to businesses in the District core that modify existing structures or construct new business structures to align with the District's Form and Character design requirements, the District's energy efficiency and water conservation policies, and the District's business expansion objectives, as authorized in the *Community Charter*.
- The District will endeavour to distribute tax increases equally amongst the different property classes so that the average property in each class receives the same percentage increase.

TABLE 8: Permissive Tax Exemptions Summary

Estimate of Taxes Foregone	Property Assessment Exempted	2023	2024	2025	2026
		Estimate	Estimate	Estimate	Estimate
OWNER/OPERATOR					
District of Elkford/ Mountain Meadows Golf Club	\$1,466,700	\$11,383	\$12,522	\$13,774	\$14,187
Elkford Search & Rescue	166,000	1,914	2,105	2,316	2,385
Elkford Housing Society	225,000	2,594	13,820	38,006	39,146
Christian & Missionary Alliance	177,510	1,168	1,284	1,413	1,455
Roman Catholic Bishop of Nelson	84,640	557	612	674	694
Pentecostal Assemblies of Canada	93,216	613	674	742	764
Elk Valley Congregational Church	95,746	630	693	762	785
District of Elkford/ Wapiti Ski Club	1,006,000	9,291	10,220	11,242	11,579
Estimate of Total Taxes Foregone		\$28,149	\$41,931	\$68,929	\$70,997

The bylaw was updated in 2019 for the next 10 years

Bylaw No. 858, 2021 amended this bylaw to include the Elkford Housing Society property and Bylaw No. 875, 2022 amendment to include the Elkford Search and Rescue property

3.4 Parcel Taxes

Parcel taxes are local government taxes levied on the unit, frontage or area of a property. Parcel taxes are distinct and separate from the property value taxes, which are levied on the assessed value of a property. A parcel is a designated area of land (i.e., a lot registered with the Land Title Survey Authority, or a folio from the property assessment roll) that does not include a highway. For example, a residential land lot and the home on that lot may represent one parcel. A parcel tax may be imposed on the basis of a single amount for each parcel (unit), the taxable area of a parcel, or the taxable linear frontage of the parcel. Local governments cannot use parcel taxes to recover costs for general administration.

In 2014, the District implemented parcel taxes for the water and sewer systems. All parcels of land that are connected, or have the ability to connect to these systems, received the parcel tax. The District of Elkford’s Water and Sewer Reserve Replenishment Parcel Tax Assessment Roll Bylaw No. 760, 2014 establishes the boundaries for the proposed water and sewer reserve replenishment parcel taxes.

A typical property is assessed for both the water reserve replenishment parcel tax (\$65) and the sewer reserve replenishment parcel tax (\$52). These taxes are transferred to the applicable Reserve Funds to help finance future system replacements

In 2023, the District is proposing a community and recreation parcel tax for the purpose of recovering the annual life cycle costs of community and recreation activities, works and facilities for the for the convenience, health, and well-being of the residents and businesses within the District of Elkford.

All three parcel taxes will be levied based on the taxable area of each parcel instead of the unit.

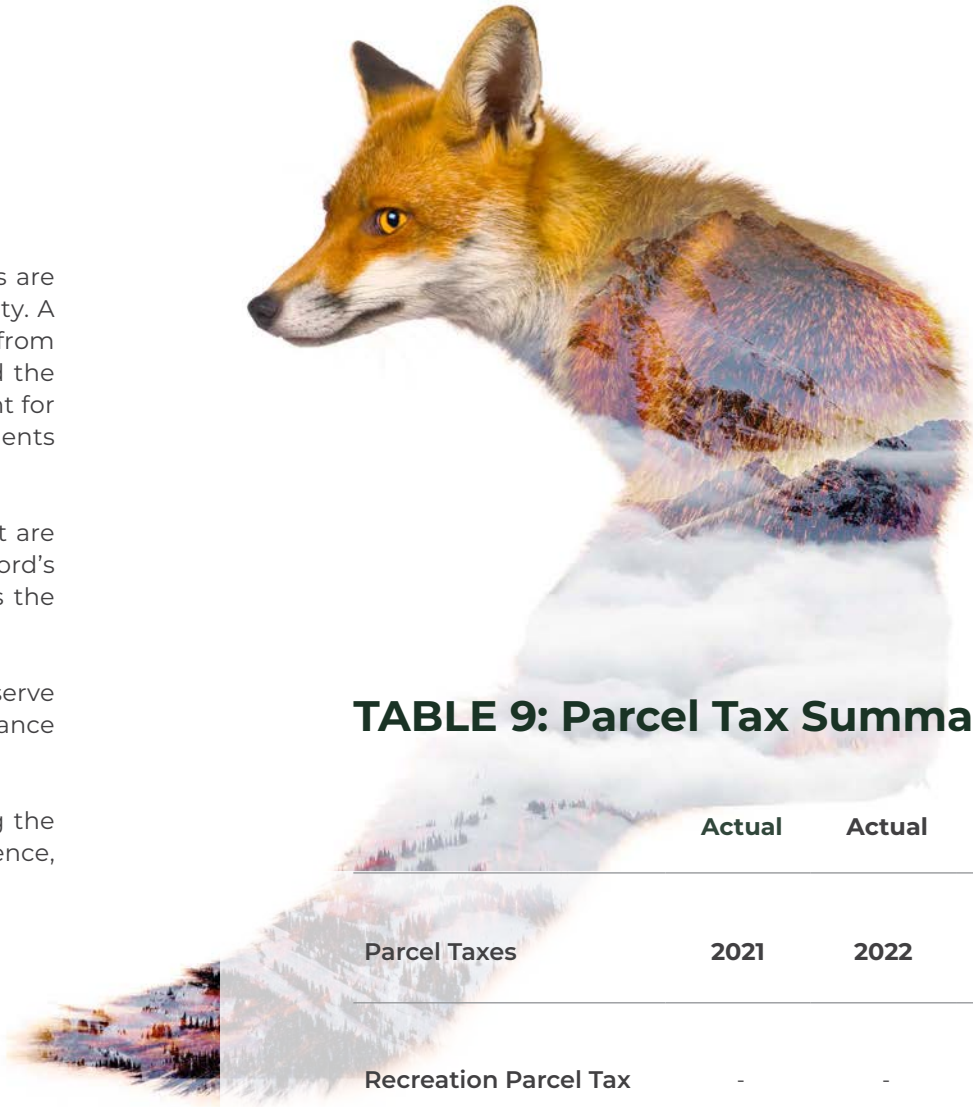


TABLE 9: Parcel Tax Summary

	Actual	Actual	Proposed Budgets For Discussion				
	2021	2022	2023	2024	2025	2026	2027
Parcel Taxes							
Recreation Parcel Tax	-	-	(262,794)	(525,588)	(788,382)	(1,051,176)	(1,313,970)
Water Parcel Tax	(114,075)	(113,360)	(170,000)	(187,000)	(205,700)	(226,270)	(248,897)
Sewer Parcel Tax	(91,156)	(90,584)	(120,000)	(132,000)	(145,200)	(159,720)	(175,692)
Total	(205,231)	(203,944)	(552,794)	(844,588)	(1,139,282)	(1,437,166)	(1,738,559)

3.5 Fees and Charges: Sale of Services

The District levies fees and charges mainly for solid waste, water and sewer (utilities), but also for recreational fees and the use of District facilities.

Objectives

- To establish fees and charges rates that will cover the operating and capital replacement cost of services when possible.
- To establish fees and charges that are comparable to other local communities.

Policies

- The District will consider setting the fees and charges for water, sewer and solid waste services to cover both the operating and minor capital improvements of providing the services.
- The District may review and revise recreational fees and charges annually, to set the rates similar to but slightly less than, other local communities when possible.
- The District may attempt to design increases to the fees and charges for the aquatic centre, recreation centre, and other recreation facility use to cover 20 per cent of the operating cost of providing the use over the next five years.
- Fees and charges for leisure services special programs will be designed to try and cover 120 per cent of the variable cost of providing the program, excluding the programming staff wages and other fixed operating costs. The additional 20 per cent is designed to offset the cost of the programming staff and other fixed costs of providing the service.

TABLE 10: Summary Fees and Charges (Utilities)

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Operating Revenues								
Solid Waste	(178,382)	(185,888)	(185,541)	(194,116)	(199,940)	(205,940)	(212,120)	(218,480)
Water	(623,564)	(704,693)	(677,648)	(762,435)	(836,629)	(918,229)	(945,346)	(973,283)
Sewer	(1,027,757)	(1,629,943)	(687,354)	(1,204,399)	(1,216,495)	(1,228,953)	(1,241,785)	(1,255,000)
Total	(1,829,703)	(2,520,524)	(1,550,543)	(2,160,950)	(2,253,064)	(2,353,122)	(2,399,251)	(2,446,763)



TABLE 11: Summary Fees and Charges (Community & Facility Services)

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Revenues								
Recreation Centre	(4,992)	(6,344)	(1,800)	(3,300)	(3,300)	(3,300)	(3,300)	(3,300)
Arena and Curling	(34,083)	(42,974)	(27,335)	(36,750)	(37,830)	(38,542)	(39,421)	(39,431)
Community Centre	(24,031)	(60,338)	(30,500)	(44,000)	(44,880)	(45,778)	(46,693)	(47,627)
Aquatic Centre	(60,777)	(78,132)	(63,100)	(68,600)	(68,600)	(69,600)	(69,600)	(69,600)
Programs	(7,089)	(16,718)	(14,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Other Recreation	(1,469)	(2,526)	(1,500)	(1,500)	(1,900)	(1,900)	(1,900)	(1,900)
Campground	(119,486)	(143,052)	(115,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
Total	(251,927)	(350,084)	(253,235)	(300,150)	(302,510)	(305,120)	(306,914)	(307,858)

Within the fees and charges revenue section, the District has also included in the budget \$5,000 in revenue that is generated by the Public Works Department for custom work jobs that are billable, \$150 for building inspection fees and \$2,800 for cemetery fees. This \$7,950, plus the \$2,160,950 generated by the three utilities (solid waste, water and sewer), plus the \$300,150 generated by Community & Facility Services, represents the \$2,469,050 included in the bylaw under the ‘Fees and Charges’ line item.

3.5 Other Revenues

The District receives revenue from several other sources. These revenues include licences, permits and fines, franchise fees, return on investments, penalties and interest on taxes and utilities, rental revenue, miscellaneous revenues and grants and donations.

In 2009, the District entered into a 20-year lease agreement with BC Ambulance Services for the ambulance station at the Elkford Fire Hall. The construction of the station was funded from reserve funds. As such, the lease revenue should be returned to the reserve funds.

Objectives

- To identify changes or risks to other revenue streams.
- To ensure fees are fair and equitable.
- To stabilize or maximize other revenue streams.
- To maximize the receipt of grants and donations to fund projects.
- To establish fines to encourage compliance with bylaws.

Policies

- Fees for licenses and permits are set to cover the cost of providing the services.
- Fines and charges for bylaw related services may be compared annually against the cost of providing bylaw enforcement and the number of open bylaw enforcement files.
- The District will manage investments to receive the maximum investment revenue while also supporting the local banking institution.
- Revenues less operating expenses for leased District land and buildings may be reserved for capital purposes.

TABLE 12: Budget Summary (Other Revenue)

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Revenues								
Licences	(29,946)	(32,165)	(26,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Permits & Fines	(31,497)	(25,385)	(14,550)	(15,350)	(15,550)	(15,754)	(15,962)	(16,174)
Franchise Fees	(100,284)	(116,919)	(100,000)	(134,594)	(137,286)	(140,032)	(142,833)	(145,690)
Investments	(93,089)	(295,840)	(87,500)	(175,000)	(140,000)	(140,000)	(140,000)	(140,000)
Penalties/Interest	(43,184)	(49,089)	(36,200)	(39,700)	(39,700)	(39,700)	(39,700)	(39,700)
Rental Revenue	(69,890)	(70,490)	(67,731)	(69,051)	(69,051)	(69,051)	(69,051)	(69,051)
Misc. & Other	(104,888)	(96,785)	(26,508)	(44,133)	(44,133)	(44,133)	(44,133)	(44,133)
Grants/Donations	(1,116,633)	(2,179,480)	(3,889,134)	(2,891,929)	(3,711,361)	(567,390)	(540,230)	(428,000)
Total	(1,589,411)	(2,866,153)	(4,247,623)	(3,399,757)	(4,187,081)	(1,046,060)	(1,021,909)	(912,748)



Revenue Highlights

▣ 32%

Property Taxes
\$7,728,488

2023

▣ 10%

Fees and Charges
\$2,469,050

2023

▣ 3%

Other Sources
\$598,491

2023

▣ 12%

Grants/Donations
\$2,891,929

2023

▣ 14%

Reserves
\$3,388,685

2023

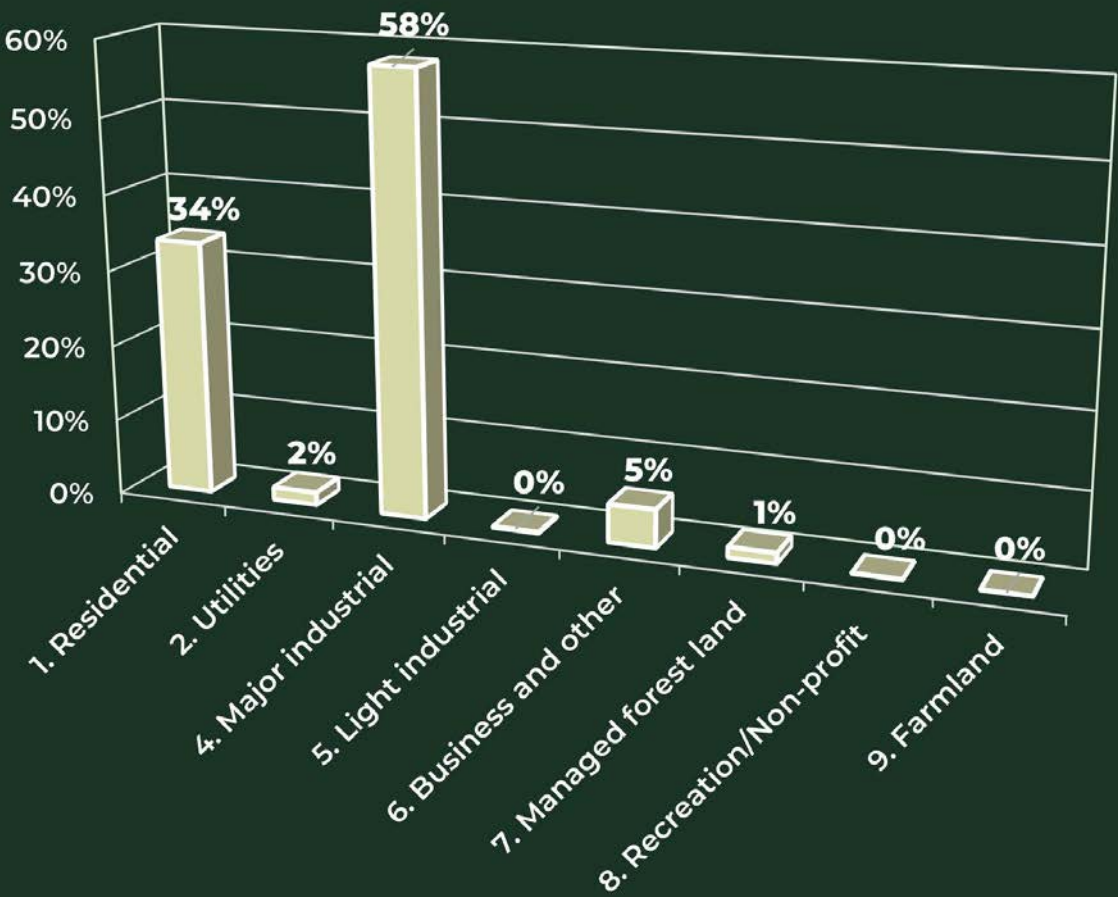
▣ 29%

Surplus
\$7,035,774

2023

Borrowing: 0%

Distribution of Property Tax Among Property Classes



elkford
Wild at heart.

4.0 Operations



4.0 Operations

The following department budget sheets provide information on the major projects and operating plans for each area of District operations.

4.1 General Government

General government services include the activities of council, the overall administration of the District, the corporate administration and the financial management of the District. The Corporate Administration and Financial Services employees also provide support services for building inspection, bylaw enforcement and zoning/planning services.



PHOTO: "District of Elkford Office" by Stephanie Wells

Council

In government, council is a group of elected officials who come together to consult, deliberate or make decisions on behalf of their community. In Elkford, however, our council is more than just some random assortment of politicians that you'll never meet.

Elkford's council members are residents with deep roots in the community who are invested in seeing this place flourish for generations to come. They and their families call our town home—some for generations, and some only more recently, bringing a fresh perspective—and they work collaboratively to resolve issues, tackle challenges, implement solutions and consider all sides of an argument before making decisions that affect our town, residents, wildlife and environment.

Elkford's council also includes two exceptional Elkford Secondary School student volunteers, who are selected for a one-year term to increase awareness of youth-related issues, advocate for their peers and speak on behalf of youth during deliberations.



Corporate Administration

Internally, the entire District team counts on the Corporate Services Department to provide service, support and direction in the areas of council proceedings, corporate planning and sustainability, legislative accountability, strategic leadership, human resources, labour relations, information management, communications and legal services. Externally, the work of the Corporate Administration Department is manifested in our team’s excellent customer service, council's transparent governance, and successful inter-governmental and community relations.

Appointed by council, the Chief Administrative Officer (CAO) is the most senior role in the District’s administrative structure. The CAO is accountable to council, and oversees the efficient and effective management of the entire municipality. The Director of Corporate Services (Corporate Officer) oversees the Corporate Services Department, providing multi-faceted support to council and staff to ensure responsible and effective governance.

The department is small but mighty, and it includes a dedicated Office Clerk who performs reception duties, provides administrative support to all departments and records management. The final member of the Corporate Services team is an in-house Communications Coordinator who performs brand management, marketing, advertising and public relations, supports all departments and is responsible for producing smart and elegant internal and external communications.

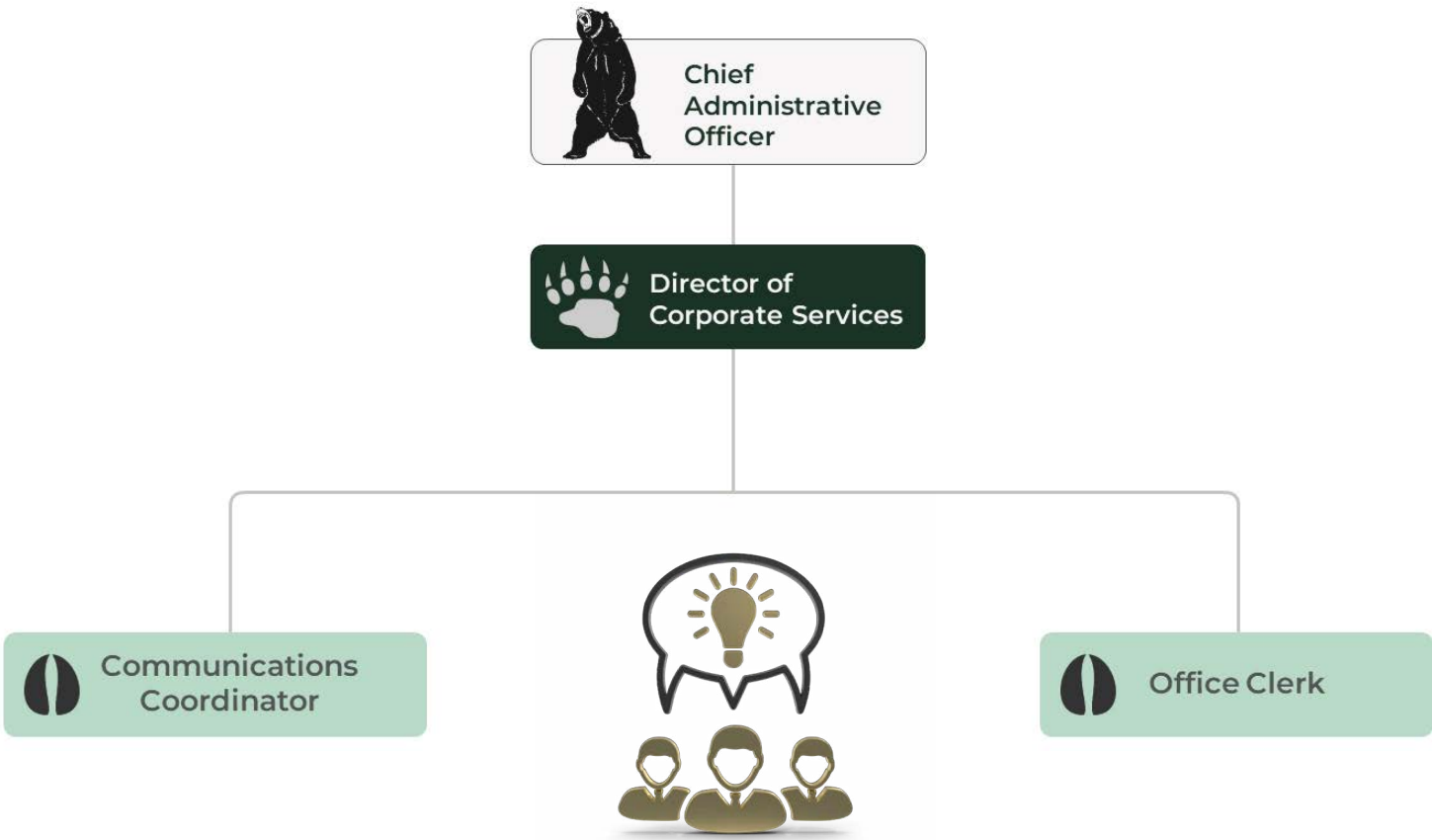


PHOTO: "Black bear at the District Office" by Tasha Chorneyko



Summary of Strategic and Operational Priorities in 2023

- Outdoor Facility Security Cameras at the Devonian Park
- Indigenous Relationship Building
- Supporting Council Advocacy: Health Care and Seniors' Housing
- Childcare Centre/Community Hub Project
- Cultural Assessment
- Highway 3 And 43 Tourism Signage

Financial Services

When you pay your taxes in our town, where does your money go? Well, it goes right back into keeping your town clean, safe, livable and assuring the exceptional quality of life you've come to expect in Elkford!

That's because our Financial Services Department works hard to balance, budget and handle all the District of Elkford's operating expenses, community programs and services while upholding the most scrupulous standards and remaining transparent, fair and accountable to council, staff, the public and other governing bodies. They also perform long-term financial planning that secures the future financial health of our community. Right down to the nickels and cents, they keep us running smoothly, smartly and sustainably.

Under the leadership of the Director of Financial Services, this department is responsible for administering the financial resources of the municipality. In addition to providing financial guidance and information to council, staff and the public in the financial planning endeavours of the organization, this department is also accountable for revenue collection, grant management, payroll, accounts payable, accounts receivable, risk management, insurance, annual tax sale and statutory reporting.

What they do for Elkford is a pretty big deal, even if they don't like to brag about it!



Summary of Strategic and Operational Priorities in 2023

- Asset Management Retirement Obligations (PSAB Requirement)
- Water/Sewer Parcel Tax Bylaw Amendment
- Recreation Parcel Tax
- Reserve Bylaw



TABLE 13: General Government

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Expenditures								
Legislative-Council	144,609	190,331	233,988	275,835	246,298	240,333	243,888	247,513
Administration Office	496,298	550,176	574,513	577,128	583,214	601,953	621,369	641,489
Financial Services	379,615	377,196	396,200	505,277	518,412	530,158	547,503	565,467
Human Resources	42,178	38,755	51,880	42,820	30,820	33,270	35,570	28,970
Computer Services	173,889	139,771	180,362	191,020	191,650	197,350	165,050	158,750
Office Building	77,039	79,240	77,870	91,058	88,205	90,039	91,845	93,723
Common Administration	74,068	80,777	109,979	92,468	83,405	69,109	69,829	70,567
Elections/ Referendum	-	14,038	13,500	3,500	3,500	3,500	16,000	3,500
Community Relations	14,056	7,843	13,725	7,325	7,325	7,325	7,325	7,325
Total Expenditures	1,401,752	1,478,127	1,652,017	1,786,431	1,752,829	1,773,037	1,798,379	1,817,304



4.2 Protective Services

A) Elkford Fire Rescue & Emergency Services

We could not be prouder of the highly trained first responders in Elkford. Whether you need someone to pull you out of a burning building, rush you to the hospital or to keep you safe in an emergency, Elkford's first responders are first-class (and essential to our community).

The Elkford Fire Department is responsible for coordinating fire prevention, fire protection, road rescue, wildland fire mitigation, and emergency services for the District of Elkford and surrounding community. Fire protection includes prevention, suppression and investigative services.

The First Responder Program assists BC Ambulance with initial emergency medical response. The emergency measures function coordinates the District's involvement with the emergency management as legislated by the Province, and the coordination of emergency plans and actions related to the District of Elkford. The Search and Rescue Program is coordinated by volunteers with the District's financial support. This function as well as the Emergency Social Services are also supported by the Regional District of East Kootenay (RDEK) through an emergency management coordinator for the Elk Valley.



PHOTO: "Engine 1341" by Tasha Chorneyko

Summary of Strategic and Operational Priorities in 2023

- Community Wildfire Plan Implementation: Fuel Management
- Ladder Truck Replacement

4.2 Protective Services

B) Other Protective Services

Other protective services include building inspection, bylaw enforcement, animal control and pest control. Most of these services are managed by the Planning and Development Services Department.

Staffing

In late 2013, the District hired an exempt full-time Building Official/Bylaw Enforcement Officer position. In 2015, the District entered into a contract with the District of Sparwood to provide them with building inspection services. This contract with the District of Sparwood terminated in 2021.

In 2020, the District contracted bylaw services from with Commissionaires to have coverage to deal with various bylaw compliance issues, including unsightly premises. An exempt bylaw enforcement officer employee position, with a two-year contract, for the District of Elkford was created in 2023.

TABLE 14: Protective Services

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
FIRE RESCUE								
Administration	192,439	241,074	297,485	318,906	321,927	329,510	334,708	340,662
Fire Protection	132,264	141,088	146,455	157,241	170,391	164,180	183,963	168,854
Hydrant Maintenance	52,910	30,759	26,000	32,000	32,640	33,293	33,959	34,638
Building Maintenance	55,371	72,273	95,303	114,820	107,400	110,469	98,679	99,780
Equipment	144,066	153,691	128,950	121,260	111,770	279,510	92,920	94,320
	577,050	638,885	694,193	744,227	744,128	916,962	744,229	738,254

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
EMERGENCY SERVICES								
Management	-	-	6,000	4,000	4,000	4,000	4,000	4,000
Social Services	2,564	-	-	-	-	-	-	-
Search and Rescue	8,202	7,791	11,200	8,500	8,500	8,500	8,500	8,500
	10,766	7,791	17,200	12,500	12,500	12,500	12,500	12,500
OTHER PROTECTIVE								
Bylaw Enforcement	64,066	25,691	74,830	93,630	95,350	95,104	96,894	98,720
Building Inspection	103,114	113,476	128,108	125,140	127,202	129,360	131,661	134,009
Access Guardian	8,600	11,250	11,250	11,250	11,250	13,000	13,000	13,000
Animal Control	4,542	13,189	15,400	16,400	8,574	7,697	8,825	7,925
Pest Control	34,253	34,246	49,250	34,250	34,250	35,000	35,000	35,000
	214,575	197,852	278,838	280,670	276,626	280,161	285,380	288,654
Total Expenditures	802,391	844,528	990,231	1,037,397	1,033,254	1,209,623	1,042,109	1,039,408



4.3 Transportation Services: Engineering & Public Works

Transportation services are provided by the Public Works Department, which is located in the Industrial Park. Transportation services include a variety of functions that support the network of roads throughout the municipality.

Who keeps a community running smoothly? In truth, it takes a village of passionate, determined and qualified individuals working together, but the one department we all count on to get out there and look after the day-to-day functionality of Elkford is our operations team.

Overseen by the Director of Engineering and Public Works, the Public Works Department consists of a team of skilled operators, labourers, a mechanic and a dedicated, knowledgeable and versatile clerk. The team is committed to maintaining effective and efficient services and infrastructure, including roads and traffic, water and wastewater utilities, street lighting, solid waste collection, equipment and fleet management, dust control, snow removal and major capital works projects.

The Public Works fleet includes loaders, plow trucks, pickups, street sweepers, bucket trucks, gravel trucks, automated garbage packers and a vac truck, backhoe, snowblower and grader.



PHOTO: "Public Works 2022" by Tasha Chorneyko

Summary of Strategic and Operational Priorities in 2023

- Asset Management Plan/Paving
- Asset Retirement Obligation–PS 3280 (Financial Services Departmental Support)
- Town Centre Infrastructure Replacement Construction
- Fleet Management
- Downtown Core (Design & Construction)
- Boivin Creek Corridor–Plan and Implementation
- Boivin Creek Watershed Management Plan
- Commercial Water Metering Implementation



TABLE 15: Transportation Services (Engineering & Public Works)

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Expenditures								
Administration	262,121	273,891	223,414	310,371	341,711	348,445	355,313	362,320
Contract Services	27,653	17,944	25,000	30,000	30,000	30,000	30,000	30,000
Workshop/Yard	142,219	142,102	155,400	165,115	183,249	171,851	175,323	178,866
Roads	72,285	66,776	128,000	113,000	263,760	194,535	195,326	119,429
Sidewalks	8,397	4,393	15,000	15,000	15,000	15,000	15,000	15,000
Waterways & Creeks	1,966	3,126	2,500	2,500	2,550	2,601	2,653	2,706
Storm Sewers	35,980	23,977	55,000	50,000	51,000	52,020	53,060	54,122
Street Cleaning	23,242	19,811	24,000	24,000	24,480	24,970	25,469	25,978
Sanding, Snow & Ice	252,367	217,950	240,000	260,000	265,200	270,504	275,914	281,432
Street Lighting	96,320	101,102	109,000	124,000	127,280	130,650	134,111	137,668
Lights, Signs, Parking	36,668	67,549	53,500	65,500	60,690	61,904	63,141	64,404
Custom Work	217	664	4,500	4,500	4,590	4,682	4,775	4,871
Equipment Maintenance	355,005	370,700	323,500	347,000	353,940	361,019	368,239	375,603
Total Expenditures	1,314,440	1,309,985	1,358,814	1,510,986	1,723,450	1,668,181	1,698,324	1,652,399

4.4 Environmental Health: Solid Waste, Water and Sewer

The solid waste function is for the collection of solid waste in Elkford. The water service supports the collection and distribution of potable water to property within the District. The sanitary sewer service supports the collection and treatment of wastewater from property within the District and provides primary treatment to effluent using settling ponds.



Staffing

Water, sewer and solid waste services are provided by the Public Works Department as summarized in the transportation services section. The RDEK provides the transfer station and the recycling program. The fees and expenditures are included in the collection of taxes for other governments.

Summary of Strategic and Operational Priorities in 2023

Water

- Asset Management
- Commercial Water Metering Implementation

Sewer

- Asset Management
- Lagoon Upgrades

TABLE 16: Environmental Health: Solid Waste, Water, and Sewer

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Operating Expenditures								
Solid Waste	108,223	124,889	120,060	133,300	135,964	138,681	141,453	144,280
Water	378,755	417,159	544,350	616,201	655,662	617,741	570,176	577,009
Sewer	263,889	276,995	371,200	398,964	358,212	348,032	355,795	357,786
Total Expenditures	750,867	819,043	1,035,610	1,148,465	1,149,838	1,104,454	1,067,424	1,079,075

4.5 Public Health: Cemetery

The cemetery function includes interment and maintaining the cemetery grounds. Operation and administration costs are dependent upon the number of interments performed.

Staffing

Interment activities are provided by the Public Works Department. Grounds maintenance is performed by the Recreation Maintenance team in the Community & Facility Services Department.

TABLE 17: Public Health: Cemetery

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
EXPENDITURES								
Operation	258	3,265	2,300	2,300	2,300	2,300	2,300	2,300
Grounds Maintenance	3,945	9,847	10,350	11,375	10,574	10,777	10,985	11,198
Total Expenditures	4,203	13,112	12,650	13,675	12,874	13,077	13,285	13,498



4.6 Community/Development Services (Planning & Development)

The Planning and Development Services Department is responsible for long-term community planning, development, building inspection, land management, economic development, and geographic information systems (GIS). The department also manages bylaw enforcement and keeps the District’s information technology systems running like clockwork.

Community development encompasses a broad range of services from land use planning and zoning, economic development, tourism service and community enhancement.

This function supports the visitor information centre, community events, and grants to community organizations. Many of the policy areas identified within the OCP direct several changes and enhancements to this function.

In addition to servicing all your building, development, planning, mapping, zoning and bylaw needs in Elkford, Planning and Development Services is also improving quality of life in Elkford through a master planning project that defines a collaborative vision for our future community and commercial core of downtown.



Staffing

Development activities are supported by the Corporate Administration Department, and Elkford Fire Rescue & Emergency Services coordinates the wildfire mitigation projects.

In 2013, a Director of Planning and Development Services was added and funded through the reorganization of the administration department, which complements the addition of the Planning Technician position that was added in 2014. The cost of the tourism function is supported by staff that also supports the Community & Facility Services department.



PHOTO: "Mountain bike tourism" by Nick Nault



Summary of Strategic and Operational Priorities in 2023

- Boivin Creek Greenspace Corridor–Complete Landscape Plan & Implementation
- Downtown Core (Revitalization, Land and Signage)
- Downtown Core (Design and Construction)
- Non-Motorized Trails Development
- Official Community Plan (OCP)
- Boivin Creek Watershed Management Plan

Summary of Ongoing Initiatives

- Mountain Bike Tourism
- Housing Initiatives
- Alternative Energy



TABLE 18: Environmental Development: Community Development

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
EXPENDITURES								
Planning	312,057	291,737	327,115	477,444	397,446	322,394	367,442	347,590
Flood Repairs	10,479	19,945	32,500	-	-	-	-	-
Weed Control	-	19,048	-	20,000	20,000	20,000	20,000	20,000
Forestry Management	3,250	(12,373)	312,100	238,500	123,500	142,354	151,473	20,500
Visitor Centre	82,936	80,640	84,300	86,982	88,722	90,496	92,306	94,152
Tourism Promotion	4,418	8,897	20,180	29,165	14,202	14,239	14,278	14,317
Economic Development	20,837	18,739	29,000	35,500	35,500	35,500	35,500	35,500
Event Coordination	13,502	2,088	36,000	30,000	31,020	32,040	33,061	34,082
Wildcat Days	424	31,908	35,380	35,380	35,578	35,780	35,990	36,200
Canada Day Celebrations	-	21,776	23,050	23,000	23,287	23,743	24,207	24,682
Winter in the Wild	-	13,430	11,000	11,200	12,491	12,717	12,947	12,599
Community Grants/YANC	97,493	49,590	84,500	88,500	86,500	57,500	25,500	27,500
Total Expenditures	545,396	545,425	995,125	1,075,671	868,246	786,763	812,704	667,122



4.7 Community/Recreation Services (Community & Facility Services)

A) Administration, Recreation Centre, Aquatic Centre, Community Conference Centre, Programming, Parks & Trails and Municipal Campground

The Community & Facility Services Department coordinates the programs and recreational services of the District and liaises with other organizations and groups that provide other leisure services to the community. Expenses for the Ski Hill and Golf Course include club liability insurance, building insurance, mobile equipment costs and licence of occupation fees.



PHOTO: "Community Conference Centre" by Stephanie Wells

The Elkford Community Conference Centre opened in 2012, and it includes leisure services administration, Teck Hall which can accommodate a sit-down banquet of 420, multi-purpose meeting rooms, a playschool and the Visitor Centre.

The Recreation Centre includes a multi-purpose hall, a skating rink, a curling rink and lounge, and an art studio. The Recreation Centre is open eighteen hours a day between September and March, and eight hours a day Monday to Saturday, and on evenings and weekends when booked between April and August.

The Aquatic Centre function focuses on activities related to the swimming pool. The pool operates six days per week, year-round. The District maintains 19 parks and 30+ kilometres of trails in the community.

Since 2021, The Elkford Municipal Campground is now completely operated by Community & Facility Services. The administration and bookings are coordinated by the staff at the Community Conference Centre, and the campground is open from May-long weekend to the end of October.

Summary of Strategic and Operational Priorities in 2023

- Invasive Species Management Plan
- Recreation Service Agreement Review



PHOTO: "Pool and Library Complex" by Judy Zimmer

B) Cultural Services and Library

The District maintains the facility that houses the Elkford Public Library (Aquatic Centre) and has provided the library with an operating grant. The Community Conference Centre is also a location where cultural and historical displays can be incorporated.

TABLE 19: Community/Recreation Services

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
EXPENDITURES								
Administration	174,520	227,046	279,884	273,617	277,959	283,257	288,660	294,172
Recreation Centre	639,788	584,793	574,693	618,168	577,964	594,164	582,965	612,538
Aquatic Centre	629,160	628,511	692,719	664,733	666,116	665,847	668,205	687,493
Community Centre	101,507	154,548	180,938	213,231	171,842	171,017	174,286	177,112
Other Recreation	56,344	71,621	90,276	84,450	53,617	53,778	53,926	54,091
Parks, Trails, Playgrounds	222,803	199,362	201,800	205,850	180,600	173,200	178,600	180,100
Campground	147,135	86,884	109,100	98,000	85,800	87,600	89,300	91,000
Library/Other	92,506	94,656	95,336	100,078	102,079	104,121	106,203	108,328
Total Expenditures	2,063,763	2,047,421	2,224,746	2,258,127	2,115,977	2,132,984	2,142,145	2,204,834



4.8 Debt Services

In 2018, contained in the Financial Plan is the incurring of debt for the construction of the District Office and various paving programs from 2019 to 2021 for some major infrastructure rehabilitation projects on the District’s road network.

The District currently has a banking agreement with the East Kootenay Community Credit Union where all service charges are waived upon the condition that the general and reserve bank accounts are held at this financial institution. Interest rates are structured based on prime less two per cent.

Interest on prepayments (property taxes) is calculated monthly on the prescribed rates as set by the Province.

The District currently has debt with the Municipal Finance Authority for the following projects:

- **New District Office: 2018**
- **Paving Boivin North: 2019**
- **Paving Abruzzi Heights and Balmer Drive/Crescent: 2020 and 2021**

In 2024, contained in the Financial Plan is the incurring of debt for the purchase of a new aerial ladder truck to replace the existing aerial ladder truck based on guidelines for the NFPA and Fire Underwriters Survey.

The District is considering using the Municipal Finance Authority Equipment Financing Program. This program replaced the former leasing program. The benefits of this program to municipalities are low interest rates, no fees, local government retains ownership of asset and a fixed monthly payment schedule.

TABLE 20: Debt Services

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Expenditures								
Debt								
Interest								
Long Term Debt Interest	238,775	231,530	231,530	231,530	231,530	231,530	387,140	387,140
Equipment Financing Interest	-	-	-	-	-	45,000	34,000	23,000
Total Interest	238,775	231,530	231,530	231,530	231,530	276,530	421,140	410,140
Principal								
Long Term Debt Principal	416,399	512,740	512,740	512,740	512,740	512,740	502,207	502,207
Equipment Financing Principal	-	-	-	-	-	197,000	207,000	217,000
Total Principal	416,399	512,740	512,740	512,740	512,740	709,740	709,207	719,207
Total Debt Payments	655,174	744,270	744,270	744,270	744,270	986,270	1,130,347	1,129,347

5.0 Capital Works

The District establishes a capital works plan each year that includes the major reconstruction of infrastructure or the acquisition of new capital items. This section summarizes the planned projects, and the proposed funding for each project.

The projects are listed for the entire five-year period.



5.0 Capital Works

TABLE 21: Capital Works Summary

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2021	2022	2022	2023	2024	2025	2026	2027
Capital Funding								
From Reserve Funds	(929,596)	(480,559)	(2,732,969)	(3,388,685)	(190,000)	(1,600,000)	(500,000)	(770,000)
From Grants/ Donations	(194,781)	(1,469,336)	(3,084,856)	(1,631,227)	(3,130,000)	-	-	-
From Borrowing	(2,400,000)	-	-	-	-	(1,000,000)	-	-
	(3,524,377)	(1,949,895)	(5,817,825)	(5,019,912)	(3,320,000)	(2,600,000)	(500,000)	(770,000)
Expenditures								
General Government	81,067	1,017,667	1,698,933	1,300,000	-	-	-	-
Protective Services	219,422	8,031	8,000	-	165,000	20,000	50,000	-
Environmental Health/ Solid Waste	-	-	-	40,000	40,000	40,000	40,000	
Engineering Services	3,095,393	279,274	3,630,000	5,000,000	-	-	-	-
Transportation Services	8,337	33,489	195,600	225,000	16,000	115,000	60,000	-
Parks	-	512,765	1,013,675	744,000	10,000	-	-	-
Aquatic Centre	-	53,886	80,000	10,000	40,000	20,000	-	-
Community Conference Centre	361,004	190,552	250,000	30,000	100,000	-	-	-
Arena (Recreation Centre)	8,690	65,734	75,000	38,000	-	200,000	-	-
Equipment	435,793	185,498	663,000	1,075,000	190,000	2,600,000	500,000	770,000
Water	22,144	202,078	912,000	1,032,000	4,500,000	150,000	-	-
Sewer	-	320,806	2,500,000	3,867,800	500,000	-	-	-
Totals	4,231,850	2,869,780	11,026,208	13,361,800	5,561,000	3,145,000	650,000	770,000
Net Funding Required	707,473	919,885	5,208,383	8,341,888	2,241,000	545,000	150,000	-

Capital Works: 2022 Deferred Projects to 2023

General Government:

- Daycare/Community Hub Renovation

Transportation Services:

- Hook Lift Water Tank
- Tool Cat: Trencher
- V-Plow: Two Tonne Truck
- Sander: Two Tonne Truck
- Generator: Public Works Building
- Public Works Parking Lot Stairs

Engineering:

- Town Centre Paving

Equipment (Fleet):

- Snow Plow Truck
- Two-Tonne Dump Box Truck

Parks & Trails:

- Boivin Creek Corridor
- Tennis/Pickle Ball Court
- Soccer Field Irrigation

Arena/Recreation Centre:

- Exit Roof Stairs Repair

Aquatic Centre:

- Diving Board

Water:

- Town Centre Utilities
- Water Fill Station
- Generator Lift Station

Sewer:

- Lagoon Future Cell 6
- Town Centre Utilities



6.0 Transfers of Reserves & Surplus

Annually, the District plans for future projects and reserves funds for those activities. In addition, the District usually has a surplus from unspent funds at the end of each budget year, partly due to projects not being completed and partly due to activities not occurring, such as travel or training. Reserve and surplus funds are used for future projects, both operating and capital projects.

Objectives

- To financially support future capital projects and infrastructure maintenance and replacement, and other major maintenance projects.

Policies

- The District may establish and manage a reserve fund for the long-term maintenance and replacement of major infrastructure for general, water, and sewer funds.
- The District may establish and manage a reserve fund for the long-term maintenance and replacement of equipment for general, water, and sewer funds.
- The District may establish and manage a reserve fund for the future new major capital items for general, water, and sewer funds.
- In 2019, the District established a Tax Diversification and Sustainability Reserve Fund with a starting base amount of \$41,136, with annual increases based on the same CPI index increase received from the Elk Valley Tax Sharing Agreement (EVPTSA). These funds are to be used towards the long-term planning for economic diversification and sustainability initiatives for a future closure of mine properties within the District of Elkford.
- In 2020, the District established a Financial Stabilization Reserve Fund to allocate and track the funds received from the Province of British Columbia for the COVID-19 Safe Restart Grant program for Local Governments. In 2023, this fund may also be set up for an insurance contingency for any claim deductibles that could arise.
- In 2023, the District may establish a Road Infrastructure Replacement Bylaw that will create a new Road Reserve Fund for future road infrastructure replacement.
- The District may establish and manage reserve accounts to fund maintenance projects that are budgeted to be completed within five years for general, water, and sewer funds.
- The District may carry-forward unused funding in a reserve account for major uncompleted projects that are to be re-budgeted and completed in the following year.
- The District may look at maintaining a general surplus account to be funded from any annual surplus to maximum of \$1,500,000. The funds in the surplus account may be used for unexpected and emergency expenditures as approved by council. Any annual surplus that would create a balance greater than \$1,500,000 in the surplus account may be transferred to the reserve fund for major infrastructure maintenance and replacement.
- Revenues less operating expenses for leased District land and buildings may be reserved for capital purposes.

elkford
Wild at heart.

6.0

Transfers of Reserves & Surplus

6.1 Transfers (From) Reserves and Surplus

The District plans for future projects, and reserves funds for those activities. This section summarizes the use of reserve and surplus funds.

Objectives

- To use reserve funds to help minimize fluctuations to tax revenues.

Policies

- The District will use reserve funds and accounts for planned projects.

Table 22 details the transfers to reserves. Table 23 provides a reserve and surplus balance summary based on the transfers as presented in this Five-Year Financial Plan.

TABLE 22: Budget Summary Transfers–Reserves

	Proposed Budgets for Discussion				
	2023	2024	2025	2026	2027
Reserve Increase					
Land Sales Reserve-Financial					
Proceeds From Sale of Land	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Capital Works and Equipment					
Equipment Replacement	(551,020)	(567,551)	(584,578)	(602,115)	(620,178)
Capital Debt Reserve					
Rental - BC Ambulance	(58,681)	(58,681)	(58,681)	(58,681)	(58,681)
Water Parcel Tax Reserve	(170,000)	(187,000)	(205,700)	(226,270)	(248,897)
Sewer Parcel Tax Reserve	(120,000)	(132,000)	(145,200)	(159,720)	(175,692)
Road Reserve	-	(200,000)	(200,000)	(200,000)	(200,000)
Energy Conservation Fund	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Community Works Fund	(175,522)	-	-	-	-
Recreation Parcel Tax Reserve	-	-	(788,382)	(1,051,176)	(1,313,970)
Tax Stabilization Reserve	(43,428)	(42,187)	(42,187)	(42,187)	(42,187)
Financial Stabilization Fund	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Total	(1,196,651)	(1,265,419)	(2,102,728)	(2,418,149)	(2,737,605)

	Proposed Budgets for Discussion				
	2023	2024	2025	2026	2027
Reserve Decrease					
Land Sales Reserve-Financial	167,250	-	-	-	-
Capital Works and Equipment					
Mobile Equipment - Capital	1,075,000	190,000	1,600,000	500,000	770,000
DCC Reserve					
DCC Road Reserve	120,000	-	-	-	-
Water Parcel Tax Reserve					
Industrial Park Fire Flow	-	1,200,000	-	-	-
Community Works Fund					
Major Capital Paving	1,815,445	-	-	-	-
Financial Stabilization Fund	210,990	-	-	-	-
Total	3,388,685	1,390,000	1,600,000	500,000	770,000



TABLE 23: Reserve and Surplus Summary

	Estimate		Proposed Budgets for Discussion			
	2022	2023	2024	2025	2026	2027
GENERAL FUND SURPLUS						
General Surplus	3,313,788	291,446	451,160	(283,560)	(727,228)	(876,706)
Appropriated Surplus						
Computers	40,589	40,589	40,589	40,589	40,589	40,589
Parks and Playgrounds	2,961	2,961	2,961	2,961	2,961	2,961
Green Spaces	203,826	203,826	203,826	203,826	203,826	203,826
	247,376	247,376	247,376	247,376	247,376	247,376
General Fund Surplus	3,561,164	538,822	698,536	(36,184)	(479,852)	(629,330)
Water Fund Surplus	1,049,992	147,367	10,969	143,571	500,319	877,618
Sewer Fund Surplus	4,491,973	1,395,447	1,718,544	2,563,223	3,411,884	4,270,649
Total Surplus	9,103,129	2,081,636	2,428,049	2,670,610	3,432,351	4,518,937

	Estimate		Proposed Budgets for Discussion			
	Dec 2022	2023	2024	2025	2026	2027
Reserve Funds						
Land Sales Reserve-Financial	923,144	795,894	835,894	875,894	915,894	955,894
Land Sales Reserve - Land Inventory	522,197	522,197	522,197	522,197	522,197	522,197
Capital Works and Equipment	1,675,509	1,151,529	1,529,080	513,658	615,773	465,951
Capital Debt Reserve	736,163	794,844	853,525	912,206	970,887	1,029,568
Water Parcel Tax Reserve	1,110,932	1,280,932	267,932	473,632	699,902	948,799
Sewer Parcel Tax Reserve	887,731	1,007,731	1,139,731	1,284,931	1,444,651	1,620,343
Road Reserve	-	-	200,000	400,000	600,000	800,000
Community Works Fund	1,639,923	-	-	-	-	-
Recreation Parcel Tax Reserve	-	-	-	788,382	1,839,558	3,153,528
Energy Conservation Reserve	137,291	155,291	173,291	191,291	209,291	227,291
Financial Stabilization Reserve	210,990	20,000	40,000	60,000	80,000	100,000
Tax Stabilization Reserve	173,808	217,236	259,423	301,610	343,797	385,984
Total Reserve Funds	8,017,688	5,945,654	5,821,073	6,323,801	8,241,950	10,209,555
Total Reserve and Surplus	17,120,817	8,027,290	8,249,122	8,994,411	11,674,301	14,728,492



7.0 Five-Year Financial Plan Bylaw

	2023	2024	2025	2026	2027
REVENUES					
Taxes					
General Municipal Taxes	6,915,865	7,258,265	7,397,640	7,540,412	7,686,677
Collections for Other Governments	2,397,679	2,445,631	2,494,545	2,544,435	2,595,326
Total Taxes Collected	9,313,544	9,703,896	9,892,185	10,084,847	10,282,003
Less:					
Transfers to Other Governments	(2,397,679)	(2,445,632)	(2,494,545)	(2,544,437)	(2,595,325)
Net Municipal Taxes	6,915,865	7,258,264	7,397,640	7,540,410	7,686,678
% Of Revenue Tax	249,248	254,233	259,317	264,504	269,794
Parcel Taxes	552,794	844,588	1,139,282	1,437,166	1,738,559
Grants in Lieu of Taxes	10,581	10,880	11,187	11,503	11,828
Taxes for Municipal Purposes	7,728,488	8,367,965	8,807,426	9,253,583	9,706,859
Fees and Charges	2,469,050	2,563,524	2,666,192	2,714,115	2,762,571
Revenue from Other Sources	507,828	475,720	478,670	481,679	484,748
Grants/Donations	2,891,929	3,711,361	567,390	540,230	428,000
Borrowing	-	-	1,000,000	-	-
Sale/Lease of Capital Assets	106,000	45,000	25,000	25,000	25,000
Transfers-Reserves	3,388,685	1,390,000	1,600,000	500,000	770,000
Transfers-Surplus	7,021,493	136,398	734,720	443,668	149,478
	24,113,473	16,689,968	15,879,398	13,958,275	14,326,656

Five-Year Financial Plan Bylaw

	2023	2024	2025	2026	2027
EXPENDITURES					
Operating Expenditures					
General Government	1,786,431	1,752,829	1,773,037	1,798,379	1,817,304
Protective Services	1,037,397	1,033,254	1,209,623	1,042,109	1,039,408
Transportation Services	1,490,986	1,703,450	1,648,181	1,678,324	1,632,399
Environment Health / Solid Waste	133,300	135,964	138,681	141,453	144,280
Water Fund	616,201	655,662	617,741	570,176	577,009
Sewer Fund	398,964	358,212	348,032	355,795	357,786
Public Health Services	13,675	12,874	13,077	13,285	13,498
Community / Devel- opment Services	1,075,671	868,246	786,763	812,704	667,122
Community / Recreation Services	2,258,127	2,115,977	2,132,984	2,142,145	2,204,834
	8,810,752	8,636,468	8,668,119	8,554,370	8,453,640
Debt					
Interest	231,530	231,530	276,530	421,140	410,140
Principal	512,740	512,740	709,740	709,207	719,207
	744,270	744,270	986,270	1,130,347	1,129,347

Five-Year Financial Plan Bylaw

	2023	2024	2025	2026	2027
EXPENDITURES					
Capital Expenditures					
General Government	1,300,000	-	-	-	-
Protective Services	-	165,000	20,000	50,000	-
Transportation: Engineering Services	5,225,000	16,000	115,000	60,000	-
Water Fund	1,032,000	4,500,000	150,000	-	-
Sewer Fund	3,867,800	500,000	-	-	-
Environmental Health/ Solid Waste	40,000	40,000	40,000	40,000	-
Community /Recreation Services	822,000	150,000	220,000	-	-
Equipment	1,075,000	190,000	2,600,000	500,000	770,000
	13,361,800	5,561,000	3,145,000	650,000	770,000
Transfer To Reserve Funds	1,196,651	1,265,419	2,102,728	2,418,149	2,737,605
Transfer To Surplus	-	482,811	977,281	1,205,409	1,236,064
Total	24,113,473	16,689,968	15,879,398	13,958,275	14,326,656



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