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

2025-2029



DISTRICT OF ELKFORD

2025-2029 Five-Year Financial Plan

District of Elkford

FINANCIAL SERVICES DEPARTMENT

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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.

ELKFORD'S FIVE-YEAR FINANCIAL PLAN AND BUDGET IS UPDATED ANNUALLY, AND IT OUTLINES HOW THE DISTRICT PLANS TO ALLOCATE RESOURCES TO DELIVERING THE DAY-TO-DAY PROGRAMS AND SERVICES THAT RESIDENTS AND BUSINESSES RELY ON, WHILE ACHIEVING ELKFORD'S STRATEGIC PLAN.



2023 to 2026 Strategic Plan

This strategic plan establishes a collective vision for the future and ensures that we are aligned in our purpose and direction. It helps to guide the development of our budgets and the allocation and prioritization of our financial and human resources.

It also assists in communicating our vision, goals and objectives to the community, and in doing so, build trust, confidence and accountability with our citizens.

1. LAND DEVELOPMENT

Goal

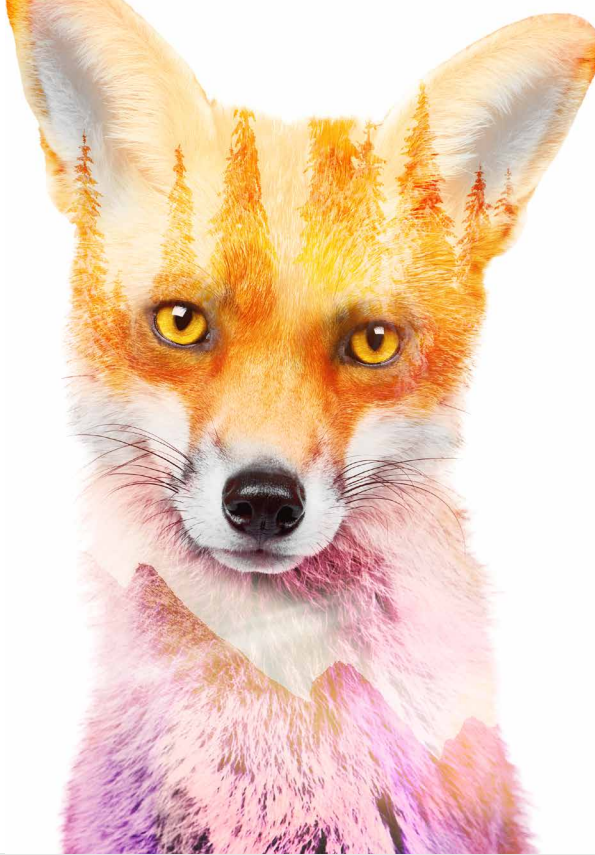
To ensure that there are appropriate lands available within the District to support future growth and development.

Why

A range of lands being available for industrial, residential and commercial development will enable growth and diversify the community's tax base.

Objectives

- 1.1 Undertake a residential and industrial land inventory and gap analysis to identify needs and opportunities for land redesignation and/or acquisition.
- 1.2 Explore the feasibility of establishing an independent Land Development Corporation to facilitate more proactive and responsive land development within the District.
- 1.3 Ensure appropriate consideration of Council's vision and goals for future growth in the development of a new Official Community Plan.



2. MANAGING OUR ASSETS AND INFRASTRUCTURE

Goal

To manage our municipal infrastructure and assets in a manner that supports resilient, reliable and sustainable delivery of services.

Why

A structured and systematic approach to managing and investing in our assets and infrastructure ensures continuity and reliability of our services and avoids the high cost of addressing failures or premature replacement.

Objectives

- 2.1 Engage and inform the public about the importance and financial benefits of responsible asset management in order to enhance awareness and support.
- 2.2 Develop appropriate policies and budgetary strategies to support proactive and cost-effective asset and infrastructure repair and replacement for the District.
- 2.3 Undertake a recreation facility master plan to assess long-term needs and future direction for the provision of recreation facilities and services.
- 2.4 Review and refine services levels for the District's assets to effectively align infrastructure maintenance and development with service expectations.

3. ORGANIZATIONAL RESILIENCY

Goal

An adaptable and sustainable organization with sufficient capacity to meet current and future service demands and expectations.

Why

The organization must effectively align capacity with demands in order to maintain desired levels of service for the community, and to support the attraction and retention of employees.

Objectives

- 3.1 Encourage the investigation and implementation of alternative/innovative service delivery models within the organization to optimize capacity and efficiency.
- 3.2 Undertake an organizational resiliency assessment to identify performance gaps, risks and strategies for improvement.
- 3.3 Increase the integration of technology in the organization's administrative and operational functions and processes to increase service quality and efficiency.



4. ADVOCACY

Goal

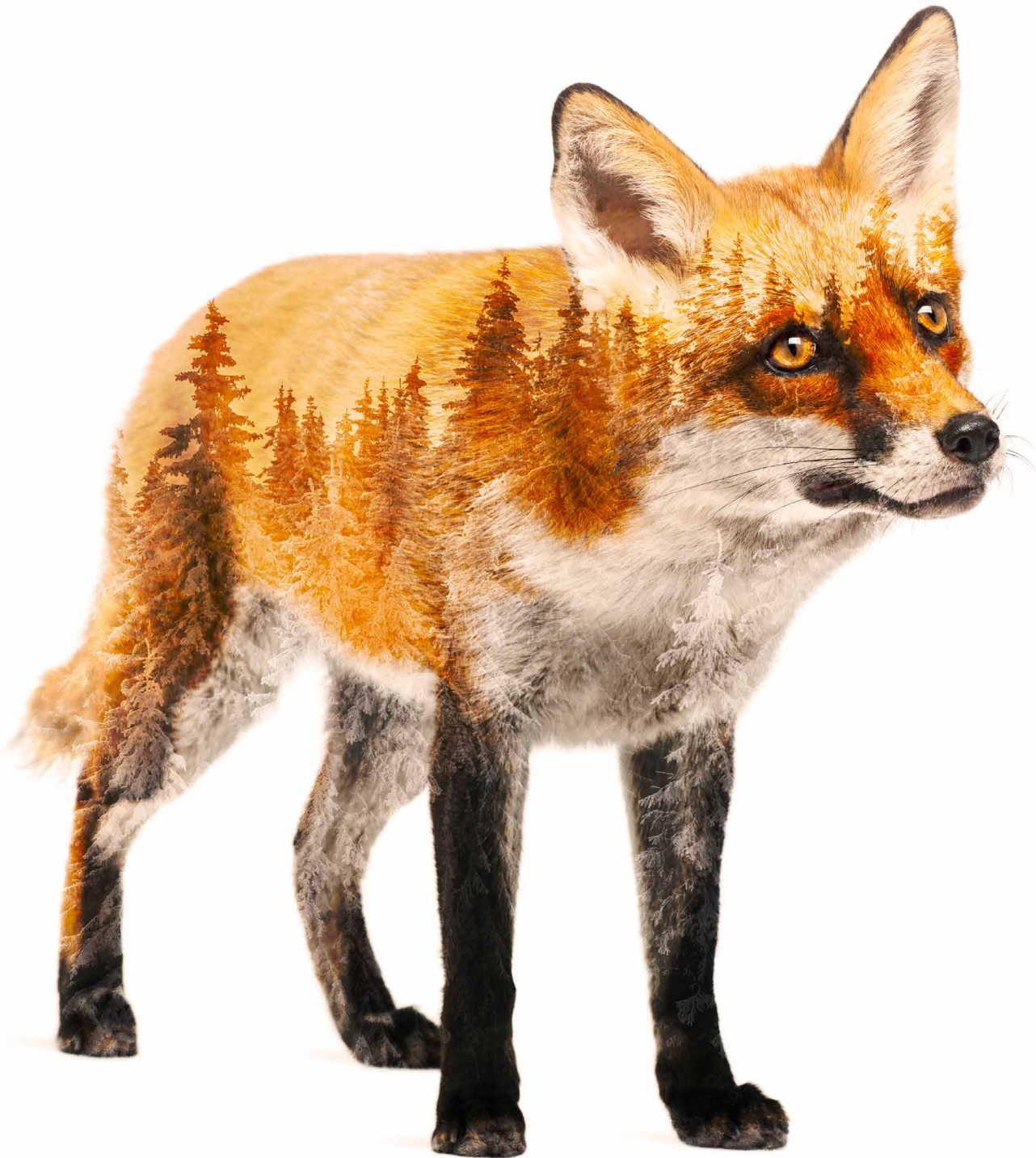
To advocate for the protection and enhancement of our community's liveability and quality of life.

Why

We must effectively convey our community's goals and aspirations to other levels of government and encourage them to fulfil their obligations and to ensure adequate funding and support is available to address our community's pressing needs.

Objectives

- 4.1 Attainable Housing– Investment in affordable housing initiatives that address the spectrum of housing needs.
- 4.2 Health Services– Provision of adequate and accessible health and social services including medical care, ambulance service and mental health and addictions.
- 4.3 Health Care Facilities– Provision of health care facilities that meet and exceed the needs of our residents and the service providers.
- 4.4 Inter-Regional Transit– Effective transit service that enables affordable, convenient and safe travel between service centres in the region.
- 4.5 Highway Maintenance Standards– Improved winter highway maintenance standards and contractor adherence on Hwy 43.



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 **2025 Financial Plan** continues to incorporate the direction from the Official Community Plan (OCP) into the operating plans of the District.

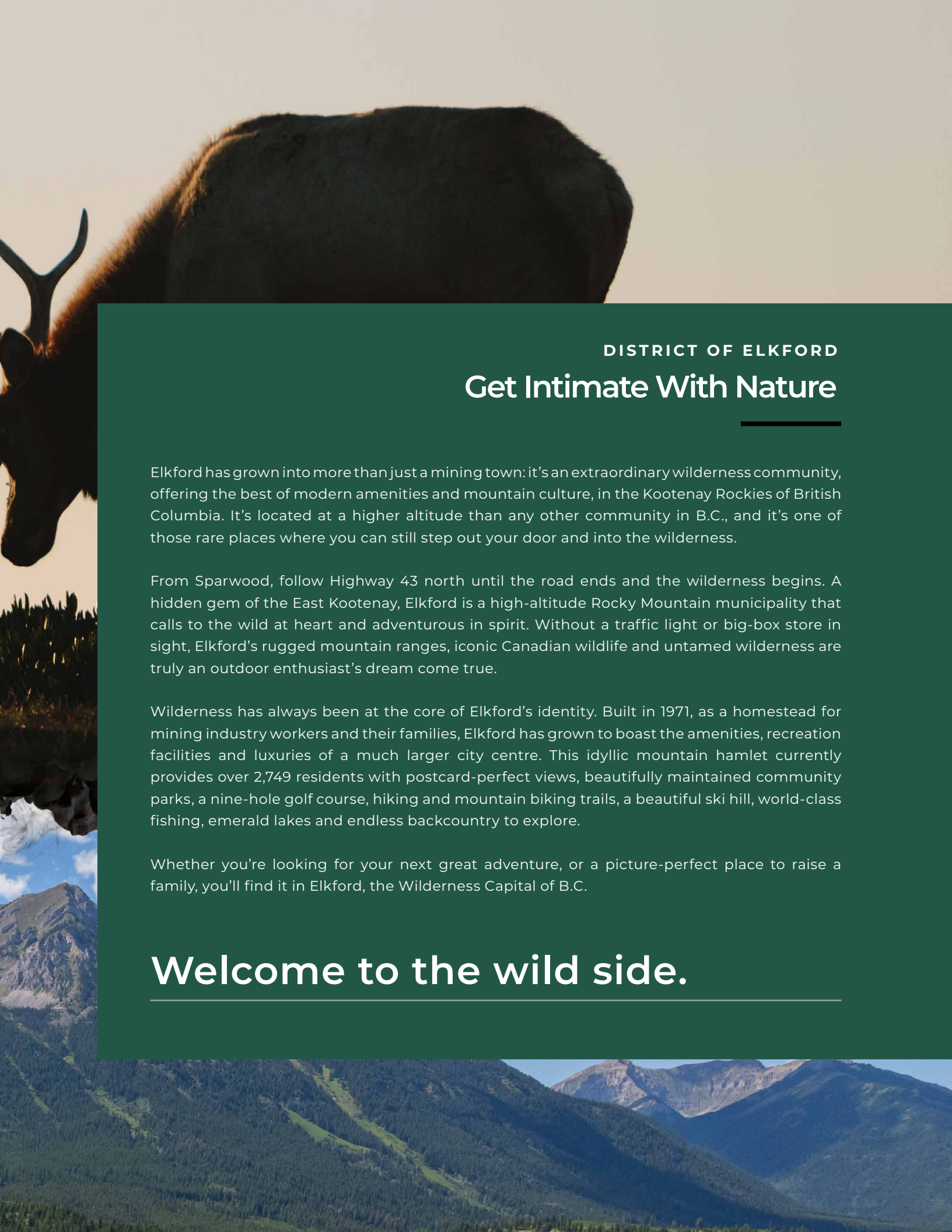
In November 2023, council held a professional strategic planning session which outlined council's vision for the next five years. The Strategic Plan outlines the strategic priorities identified during the strategic planning session.

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 2025, the operating plans for **2025 to 2029**, the capital plans for **2025 to 2029** 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.

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 & Emergency Services

- Protection services with first responders
- Emergency Management
- Search and Rescue (SAR) (Funding)
- Bylaw enforcement

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

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, Christmas Truck Parade and Tree Light-Up, 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



Fairness and Ethics



Innovation and Competency



Responsibility and Accountability

Our Values

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.



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	2024	% of Total	2025	% of Total
Property taxes	\$8,306,579	43%	\$8,776,055	39%
Fees and charges	2,902,368	15%	2,406,920	11%
Other sources	893,501	5%	1,099,239	5%
Grants/Donations	2,088,050	11%	1,416,384	6%
Borrowing	0	0%	1,300,000	6%
Reserves	1,905,756	10%	6,926,603	31%
Surplus	3,180,592	16%	574,405	2%
Total	19,276,846	100%	22,499,606	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	2024	% of Total	2025	% of Total
1. Residential	\$2,700,801	36%	\$2,859,168	37%
2. Utilities	204,808	3%	219,122	3%
4. Major Industrial	3,994,118	54%	4,146,553	53%
5. Light Industrial	10,268	0%	9,363	0%
6. Business And Other	415,861	6%	455,209	6%
7. Managed Forest Land	99,466	1%	100,947	1%
8. Recreation/ Non-Profit	2,531	0%	2,640	0%
9. Farmland	355	0%	355	0%
Total	\$7,428,208	100%	\$7,793,357	100%



TABLE 3: 2025 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	5.59336	39.99252	19.01742	17.33942	10.17992	27.96680	5.59336	5.59336
School Levy	1.58910	11.74000	1.42000	3.56000	3.56000	2.04000	2.13000	7.05000
Police Tax Levy	0.24450	0.85560	0.83110	0.83110	0.59890	0.73340	0.24450	0.24450
Regional District	0.21039	1.50429	0.71533	0.65221	0.38291	1.05195	0.21039	0.21039
Elk Valley Waste Management	0.35788	2.55884	1.21679	1.10943	0.65134	1.78940	0.35788	0.35788
Regional Hospital	0.40308	1.41078	1.37047	1.37047	0.98755	1.20924	0.40308	0.40308
BC Assessment Authority	0.03570	0.42140	0.42710	0.10040	0.10090	0.24990	0.03540	0.03540
Municipal Finance Authority	0.00020	0.00070	0.00070	0.00070	0.00050	0.00060	0.00020	0.00020
Rate Total	8.43421	58.48413	24.99891	24.96373	16.46202	35.04129	8.97481	13.89481

2025 rates finalized in May 2025

TABLE 4: Representative House

	2024		2025			
Representative House	\$340,183		\$371,495			
	Rate	Amount	Rate	Amount	\$ Change	% Change
General Levy	5.81758	\$1,979	5.59336	\$2,078	\$99	5%
School Levy	1.59930	544	1.58910	590	46	9%
Police Tax Levy	0.24830	84	0.24450	91	6	8%
Regional District	0.19912	68	0.21039	78	10	15%
Elk Valley Waste Management	0.36888	125	0.35788	133	7	6%
Regional Hospital	0.36292	123	0.40308	150	26	21%
BC Assessment Authority	0.03470	12	0.03570	13	1	12%
Municipal Finance Authority	0.00020	0	0.00020	0	0	0%
Taxes Subtotal	8.63100	\$2,937	8.43421	\$3,134	\$197	7%
Utilities		\$682		\$746	\$64	9%
Parcel Taxes		\$220		\$265	\$45	20%
Total Average Charges		\$3,839		\$4,145	\$306	8%

2025 rates finalized in May 2025

TABLE 5: Representative Business

	2024		2025			
Representative Business	\$299,191		\$328,819			
	Rate	Amount	Rate	Amount	\$ Change	% Change
General Levy	10.37275	\$3,103	10.17992	\$3,347	\$244	8%
School Levy	3.39000	1,014	3.56000	1,171	156	15%
Police Tax Levy	0.60820	182	0.59890	197	15	8%
Regional District	0.35503	106	0.38291	126	20	19%
Elk Valley Waste Management	0.65771	197	0.65134	214	17	9%
Regional Hospital	0.88915	266	0.98755	325	59	22%
BC Assessment Authority	0.09630	29	0.10090	33	4	15%
Municipal Finance Authority	0.00050	0	0.00050	0	0	0%
Taxes Subtotal	16.36964	\$4,898	16.46202	\$5,414	\$516	11%
Utilities		\$1,812		\$2,140	\$328	18%
Parcel Taxes		\$220		\$265	\$45	20%
Total Average Charges		\$6,930		\$7,819	\$889	13%

2025 rates finalized in May 2025

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 159
Elkford	\$340,183	\$3,839	47
Sparwood	\$391,770	\$3,512	37
Cranbrook	\$481,429	\$4,971	94
Fernie	\$907,932	\$6,264	129
Provincial Average	\$808,845	\$5,052	91

2024 provincial amount

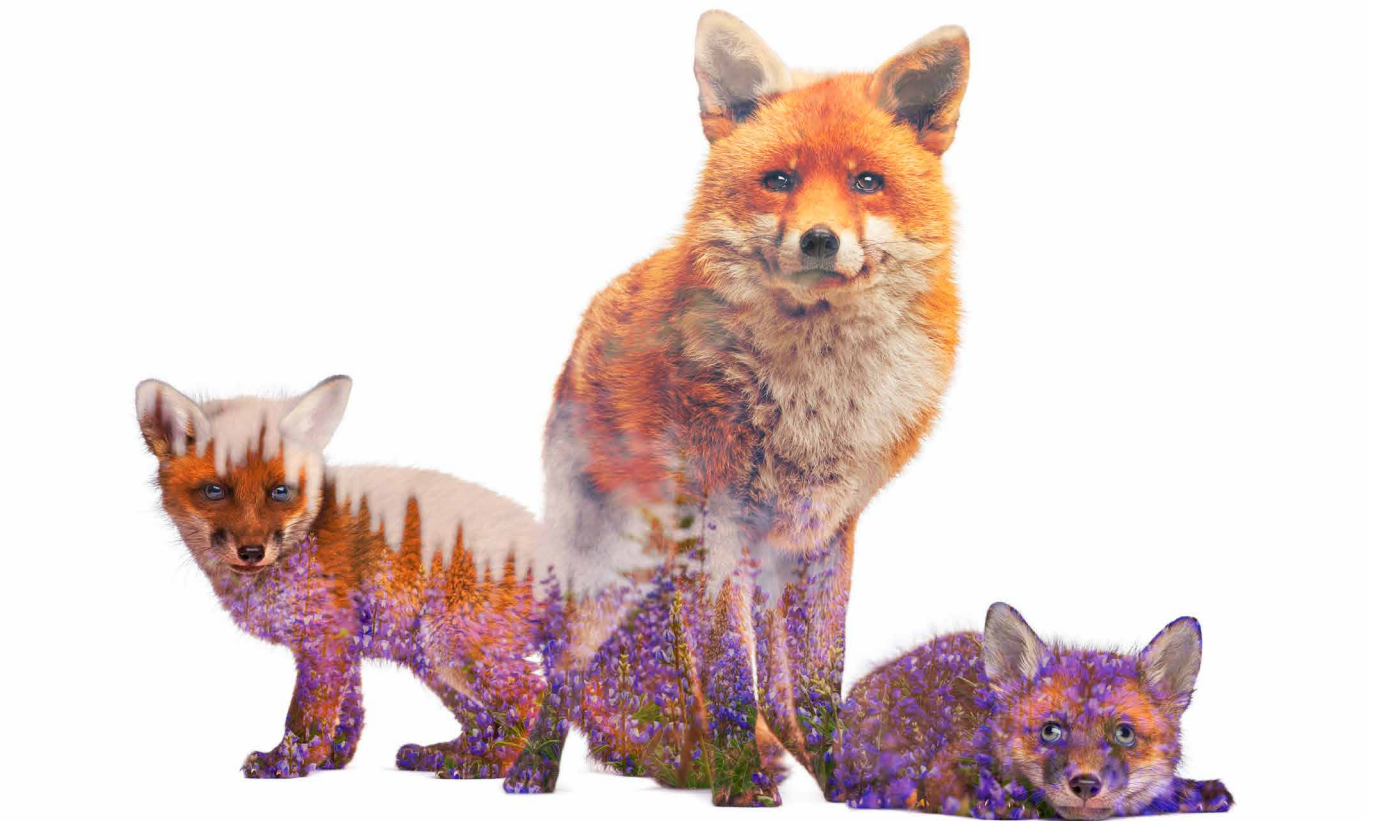


TABLE 6 (B): Average Residential Total Taxes and Charges

Average Residential Total Taxes & Charges	2024	2023	2022	2021	2020	2019
Cranbrook	4971	4497	4284	4111	4006	3833
Fernie	6264	5937	5491	5203	4954	4761
Sparwood	3512	3398	3022	2885	2697	2533
Elkford	3839	3504	3164	3032	2805	2631
% Increase From Previous year	9.56%	10.75%	4.35%	8.09%	6.61%	5.45%
Provincial Average	5084	4760	4394	4,108	3,839	3,737

2024 provincial amount based on a 5-year average estimated increase

TABLE 7: Budget Summary Tax Revenues

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
Revenues								
General Taxes	(6,915,351)	(7,428,208)	(7,434,252)	(7,793,358)	(7,980,696)	(8,174,283)	(8,374,358)	(8,581,165)
Other Govt (In)	(2,545,588)	(2,763,374)	(2,595,735)	(2,818,642)	(2,875,014)	(2,932,516)	(2,991,166)	(3,050,990)
Total Taxes	(9,460,939)	(10,191,582)	(10,029,987)	(10,612,000)	(10,855,710)	(11,106,799)	(11,365,524)	(11,632,155)
Other Govt (Out)	2,545,588	2,763,374	2,595,735	2,818,642	2,875,014	2,932,516	2,991,166	3,050,990
Net Taxes	(6,915,351)	(7,428,208)	(7,434,252)	(7,793,358)	(7,980,696)	(8,174,283)	(8,374,358)	(8,581,165)
1% Utility	(249,248)	(261,376)	(261,845)	(286,092)	(291,814)	(297,650)	(303,603)	(309,675)
Parcel Taxes	(200,187)	(606,684)	(598,700)	(684,150)	(733,280)	(782,839)	(832,741)	(882,894)
Grants in Lieu	(11,283)	(12,211)	(11,782)	(12,455)	(12,705)	(12,959)	(13,219)	(13,193)
Total	(7,376,069)	(8,308,479)	(8,306,579)	(8,776,055)	(9,018,495)	(9,267,731)	(9,523,921)	(9,786,927)



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	2025	2026	2027	2028
		Estimate	Estimate	Estimate	Estimate
District of Elkford/ Mountain Meadows Golf Club	\$1,699,000	\$13,422	\$13,959	\$14,517	\$15,098
Elkford Search & Rescue	171,300	2,014	2,094	2,178	2,265
Elkford Housing Society	539,000	2,982	3,101	3,225	3,354
Christian & Missionary Alliance	107,088	731	760	790	822
Roman Catholic Bishop of Nelson	95,496	592	615	640	666
Pentecostal Assemblies of Canada	99,936	685	712	741	771
Elk Valley Congregational Church	102,018	698	726	755	785
District of Elkford/ Wapiti Ski Club	1,119,000	12,238	12,727	13,236	13,766
Estimate of Total Taxes Foregone		\$33,361	\$34,695	\$36,084	\$37,527

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 that are 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 based on 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.

Beginning in 2024, the new Community and Recreation Parcel Tax is in effect for the purpose of recovering the annual lifecycle costs of community and recreation activities, works and facilities for the convenience, health and wellbeing of the residents and businesses within the District of Elkford.

In the “Community and Recreation Parcel Tax Bylaw No. 889, 2023,” the parcel tax is imposed in the amount of \$50 plus \$0.003 per square metre of taxable area for each parcel excepting any parcel that has a designated use of Agricultural and Recreation by District of Elkford Official Community Plan Bylaw No. 710, 2010, that has an area in excess of 2,000 square metres shall be deemed to have a taxable area of 2,000 square metres. This budget is showing minimal increases starting in 2026. (e.g., 2026 \$0.0035, 2027 \$0.004, 2028 \$0.0045, 2029 \$0.005).

In the fall of 2024, the District of Elkford reviewed the water and sewer infrastructure replacement costs and updated parcel taxes for the water and sewer systems. All parcels of land that are connected, or could connect to these systems, receive the parcel tax. These taxes are transferred to the applicable Reserve Funds to help finance future system replacements.

“Water Parcel Tax Bylaw No. 913, 2024”: parcel tax is imposed in the amount of \$140 for each parcel for 2025. This budget is showing a 3 percent increase each year from 2026 - 2029.

“Sewer Parcel Tax Bylaw No. 914, 2024”: parcel tax is imposed in the amount of \$75 for each parcel for 2025. This budget is showing a 3 percent increase each year from 2026 - 2029.





TABLE 9: Parcel Tax Summary

	Actual	Actual	Proposed Budgets For Discussion				
Parcel Taxes	2023	2024	2025	2026	2027	2028	2029
Recreation Parcel Tax	-	(315,994)	(316,500)	(354,600)	(392,800)	(431,000)	(469,100)
Water Parcel Tax	(111,215)	(170,990)	(239,400)	(246,582)	(253,979)	(261,599)	(269,447)
Sewer Parcel Tax	(88,972)	(119,700)	(128,250)	(132,098)	(136,060)	(140,142)	(144,347)
Total	(200,187)	(606,684)	(684,150)	(733,280)	(782,839)	(832,741)	(882,894)

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				
	2023	2024	2024	2025	2026	2027	2028	2029
Operating Revenues								
Solid Waste	(197,310)	(206,977)	(204,931)	(214,000)	(235,400)	(258,940)	(284,850)	(313,350)
Water	(779,422)	(899,864)	(851,032)	(927,320)	(1,015,702)	(1,112,922)	(1,145,005)	(1,178,050)
Sewer	(1,798,146)	(1,411,831)	(1,429,055)	(828,000)	(840,750)	(853,850)	(867,350)	(881,250)
Total	(2,774,878)	(2,518,672)	(2,485,018)	(1,969,320)	(2,091,852)	(2,225,712)	(2,297,205)	(2,372,650)



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

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
Revenues								
Recreation Centre	(3,783)	(9,651)	(5,400)	(6,050)	(6,050)	(6,050)	(6,050)	(6,050)
Arena and Curling	(63,165)	(67,835)	(52,750)	(61,850)	(61,850)	(61,850)	(61,850)	(61,850)
Community Centre	(78,653)	(68,406)	(72,000)	(68,000)	(68,500)	(71,000)	(73,500)	(76,000)
Aquatic Centre	(91,349)	(70,837)	(75,600)	(74,200)	(74,200)	(74,700)	(74,700)	(74,700)
Programs	(19,705)	(18,274)	(17,000)	(19,500)	(19,500)	(19,500)	(19,500)	(19,500)
Other Recreation	(7,318)	(16,286)	(5,000)	(15,000)	(17,000)	(17,000)	(17,000)	(17,000)
Campground	(202,549)	(188,584)	(175,000)	(185,000)	(185,000)	(185,000)	(185,000)	(185,000)
Total	(466,522)	(439,873)	(402,750)	(429,600)	(432,100)	(435,100)	(437,600)	(440,100)

Within the fees and charges revenue section, the District has also included in the budget \$3,000 in revenue that is generated by the Public Works Department for custom work jobs that are billable and \$5,000 for cemetery fees. This \$8,000, plus the \$1,969,320 generated by the three utilities (solid waste, water and sewer), plus the \$429,600 generated by Community & Facility Services, represents the \$2,406,920 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				
	2023	2024	2024	2025	2026	2027	2028	2029
Revenues								
Licences	(29,380)	(29,353)	(30,700)	(28,500)	(27,500)	(27,500)	(27,500)	(27,500)
Permits & Fines	(17,957)	(21,842)	(16,900)	(18,900)	(19,140)	(19,385)	(19,635)	(19,890)
Franchise Fees	(134,594)	(146,087)	(146,087)	(139,925)	(142,724)	(145,578)	(148,490)	(151,460)
Investments	(444,766)	(319,748)	(270,000)	(230,000)	(200,000)	(200,000)	(200,000)	(200,000)
Penalties/Interest	(58,879)	(75,811)	(45,400)	(53,400)	(53,400)	(53,400)	(53,400)	(53,400)
Rental Revenue	(64,981)	(74,734)	(65,481)	(65,481)	(65,481)	(72,481)	(72,481)	(72,481)
Misc. & Other	(232,383)	(95,727)	(43,933)	(48,033)	(48,033)	(48,033)	(48,033)	(48,033)
Grants/Donations	(4,464,056)	(2,152,506)	(2,088,050)	(1,416,384)	(965,584)	(759,584)	(6,755,584)	(4,756,584)
Total	(5,446,996)	(2,915,808)	(2,706,551)	(2,000,623)	(1,521,862)	(1,325,961)	(7,325,123)	(5,329,348)

2025 Revenue Highlights

39%

PROPERTY TAXES
\$8,776,055

11%

FEES AND CHARGES
\$2,406,920

5%

OTHER SOURCES
\$1,099,239

6%

GRANTS/DONATIONS
\$1,416,384

31%

RESERVES
\$6,926,603

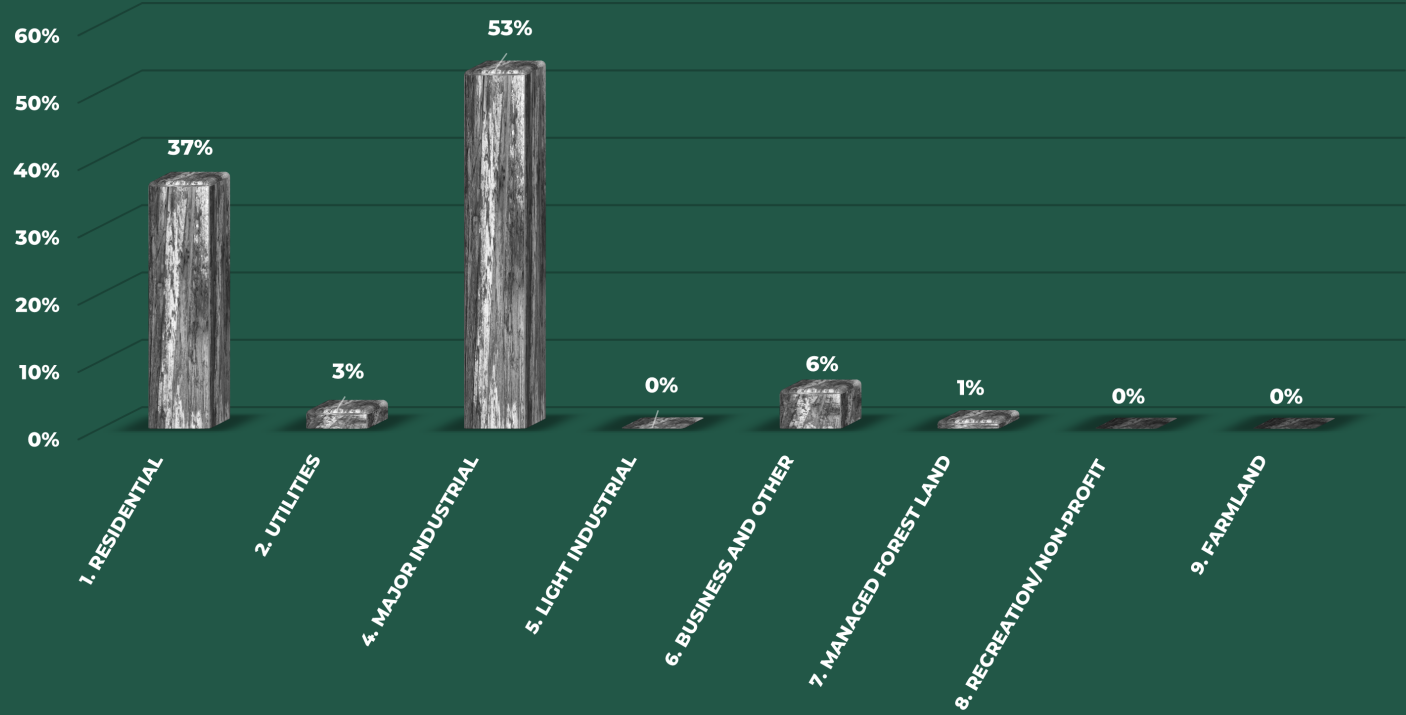
2%

SURPLUS
\$574,406

BORROWING: 6%



DISTRIBUTION OF PROPERTY TAX AMONG PROPERTY CLASSES





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.



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.



PHOTO: "District of Elkford council in 2024" by Tasha Chorneyko

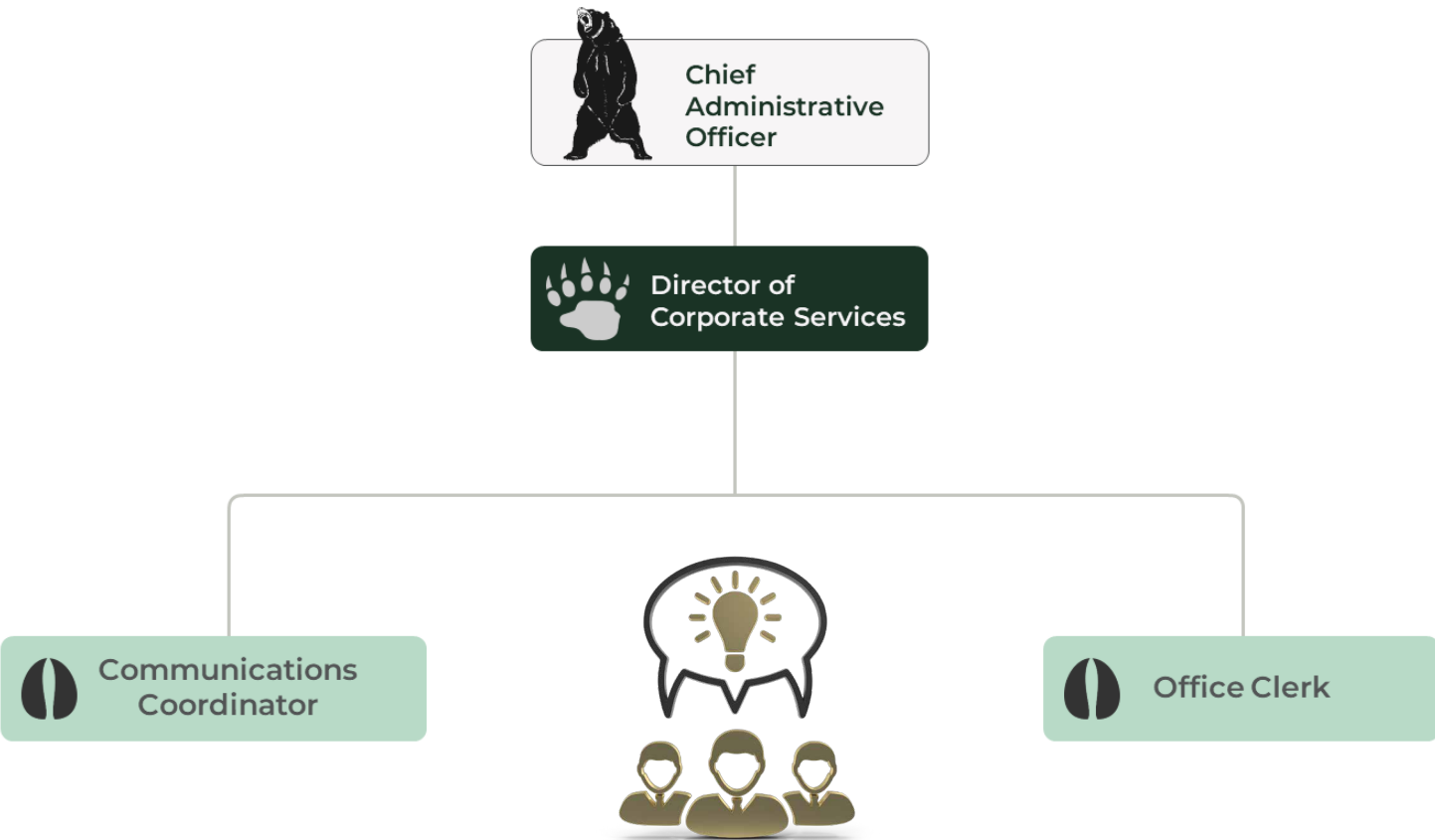


Corporate Administration

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, records management and cemetery administration. The final member of the Corporate Services team is an in-house Communications Coordinator who performs all brand management, marketing, advertising and public relations, supports all departments and is responsible for producing smart and elegant internal and external communications.



Summary of Operational Projects in 2025

- Indigenous relationship building
- Supporting council advocacy focus area - attainable housing, health services, health care facilities, inter-regional transit and highway maintenance standards
- Highway 3 and 43 tourism signage
- Interdepartmental employee relations and collaboration
- Policy, bylaw and procedure assessments and improvements



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 Operational Projects in 2025

- Asset management retirement obligations (PSAB Requirement)
- Revenue recognition (PSAB Requirement)
- Digitizing finance functions for purchase orders and staff approvals



TABLE 13: General Government

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
Expenditures								
Legislative-Council	235,772	239,520	271,060	281,220	286,520	303,320	290,620	294,420
Administration Office	558,339	565,765	614,685	614,405	634,059	655,719	676,391	699,075
Financial Services	478,507	432,579	516,950	575,520	560,950	580,050	598,100	616,150
Human Resources	26,012	23,293	87,250	89,850	79,350	57,350	59,250	56,950
Computer Services	146,227	165,420	203,970	220,960	263,140	217,745	250,945	219,145
Office Building	65,852	80,837	103,550	121,450	87,080	88,495	89,855	91,260
Common Administration	82,110	110,450	146,210	84,250	82,750	81,150	81,650	82,450
Elections/ Referendum	-	-	3,500	3,500	23,500	3,500	3,500	3,500
Community Relations	8,172	3,050	6,425	5,925	6,425	6,925	7,425	7,925
Total Expenditures	1,600,991	1,620,914	1,953,600	1,997,080	2,023,774	1,994,254	2,057,736	2,070,875



4.2 Protective Services

A) Elkford Fire & 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. This department is also responsible for bylaw enforcement and animal control.

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.

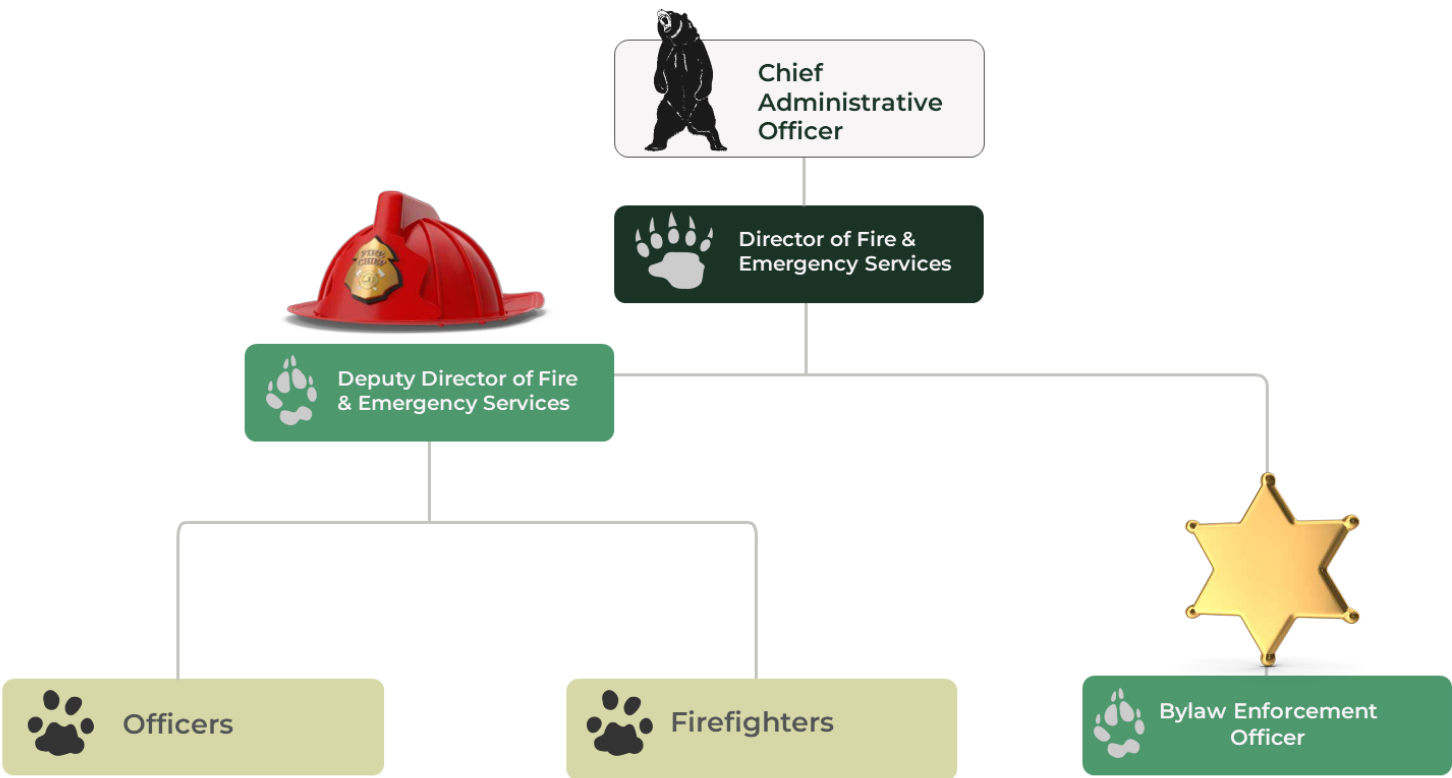




PHOTO: "District of Elkford Fire & Emergency Services, 2024" by Tasha Chorneyko

Summary of Operational and Capital Projects in 2025

- Fire Smart Coordinator—2-year position (Columbia Basin Trust Grant)
- Volunteer Fire Department equipment & training (UBCM Grant)
- Roof repairs to Elkford Fire Hall
- Structure protection unit (completion with pumps from CBT grant)
- Delivery of aerial ladder truck (ordered in 2023)



4.2 Protective Services

B) Other Protective Services

Other protective services include building inspection, bylaw enforcement, animal control and pest control.

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 for the District of Elkford was created in 2023 and assigned to the Elkford Fire and Emergency Services department.

TABLE 14: Protective Services

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
FIRE RESCUE								
Administration	279,860	370,937	441,950	460,000	441,750	348,450	357,700	368,100
Fire Protection	135,072	230,085	212,150	199,680	191,900	189,550	208,410	189,430
Hydrant Maintenance	44,528	35,432	45,000	45,000	45,500	46,000	46,500	47,000
Building Maintenance	72,526	73,665	122,120	108,000	98,700	106,700	101,750	121,600
Equipment	204,833	157,826	121,250	259,190	130,350	153,010	159,710	143,610
	736,819	867,945	942,470	1,071,870	908,200	843,710	874,070	869,740

DISTRICT OF ELKFORD FINANCIAL PLAN

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
EMERGENCY SERVICES								
Management	37,856	54,584	4,200	87,700	12,700	7,700	7,700	7,700
Social Services	-	-	-	-	-	-	-	-
Search and Rescue	6,754	6,636	8,500	8,500	8,500	8,500	8,500	8,500
	44,610	61,220	12,700	96,200	21,200	16,200	16,200	16,200
OTHER PROTECTIVE								
Bylaw Enforcement	35,199	98,564	113,195	118,330	118,396	118,487	120,620	122,775
Building Inspection	97,988	38,437	65,370	71,150	71,950	74,150	74,750	76,650
Access Guardian	11,250	11,338	11,250	13,000	13,000	-	-	-
Animal Control	6,735	6,030	10,600	11,600	11,200	10,800	10,900	11,000
Pest Control	34,212	62,946	60,000	43,950	50,400	44,975	46,450	46,000
	185,384	217,315	260,415	258,030	264,946	248,412	252,720	256,425
Total Expenditures	966,813	1,146,480	1,215,585	1,426,100	1,194,346	1,108,322	1,142,990	1,142,365



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.

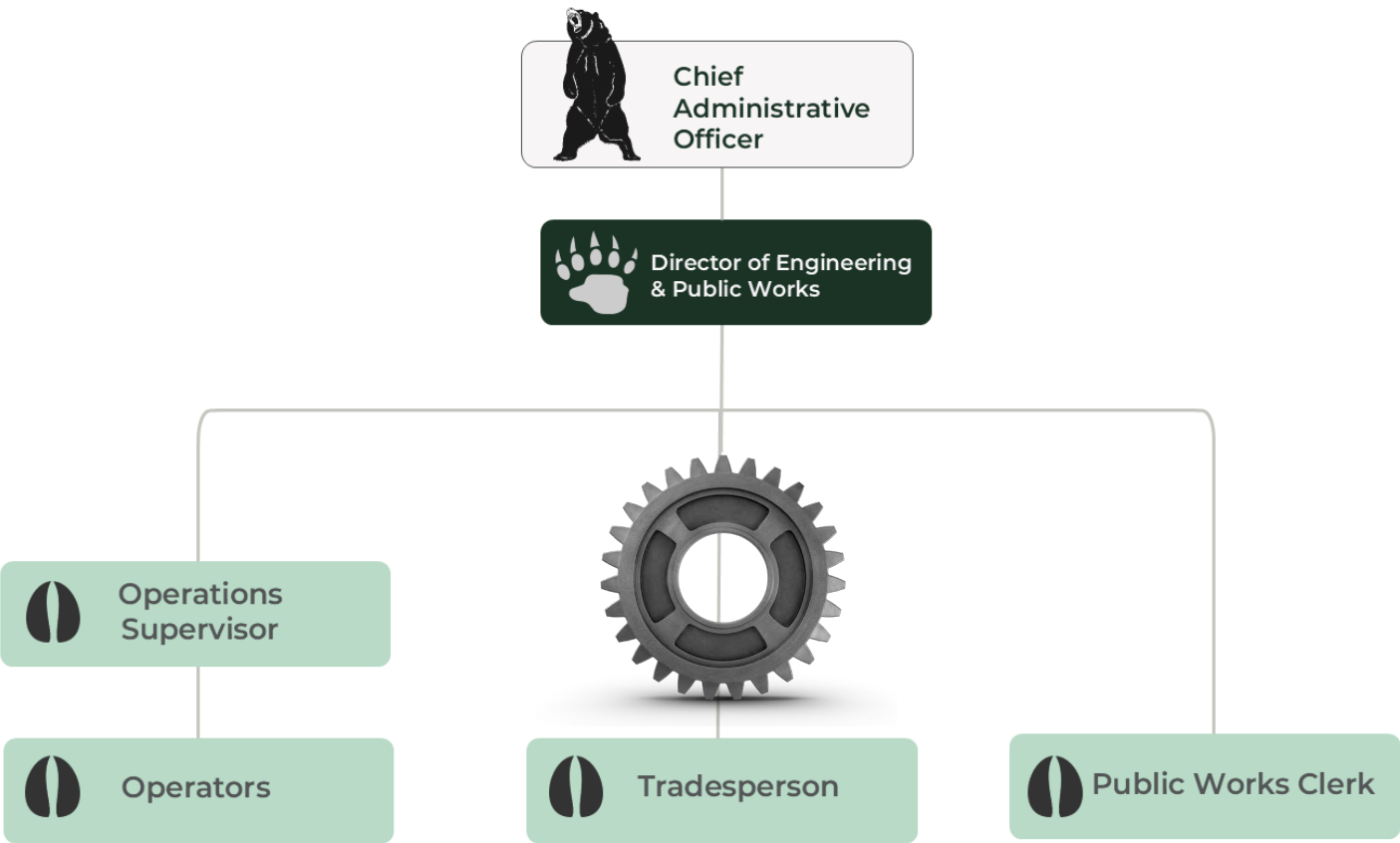




PHOTO: "Public Works 2024" by Tasha Chorneyko

Summary of Operational and Capital Projects in 2025

- Road sealing—new pavement (five year preservation)
- Garbage truck
- Crack-filling machine
- Asphalt recycler (hot patch machine)
- Seacan Quonset (2025-2027)





TABLE 15: Transportation Services (Engineering & Public Works)

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
Expenditures								
Administration	262,058	304,421	316,850	407,900	485,890	482,564	499,519	516,685
Contract Services	34,648	73,504	183,000	100,000	40,000	40,000	40,000	40,000
Workshop/Yard	133,919	163,009	162,200	204,740	201,790	214,500	168,950	170,500
Roads	80,617	47,591	285,000	425,000	215,000	215,000	117,000	118,000
Sidewalks	11,121	7,600	15,000	15,000	15,000	15,000	15,000	15,000
Waterways & Creeks	5,198	1,725	2,500	2,500	2,500	2,500	2,500	2,500
Storm Sewers	35,337	36,248	50,000	50,000	50,000	50,000	50,000	50,000
Street Cleaning	15,464	20,468	24,000	24,000	24,500	25,000	25,500	26,000
Sanding, Snow & Ice	187,038	243,174	260,000	260,000	265,000	270,000	275,000	280,000
Street Lighting	118,144	114,358	127,000	127,000	130,340	133,815	137,310	140,930
Lights, Signs, Parking	57,510	59,840	63,500	66,000	67,320	66,060	67,455	68,985
Custom Work	734	305	4,500	4,500	4,500	4,500	4,500	4,500
Equipment Maintenance	337,732	350,326	347,000	347,000	353,940	361,025	368,255	375,620
Total Expenditures	1,279,520	1,422,569	1,840,550	2,033,640	1,855,780	1,879,964	1,770,989	1,808,720

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.

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

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
Operating Expenditures								
Solid Waste	121,421	157,196	134,100	164,100	169,000	168,100	170,100	172,100
Water	648,577	431,513	678,200	778,600	807,600	683,500	619,000	624,100
Sewer	399,058	477,383	503,400	450,000	497,850	478,350	456,450	433,150
Total Expenditures	1,169,056	1,066,092	1,315,700	1,392,700	1,474,450	1,329,950	1,245,550	1,229,350

Summary of Operational and Capital Projects in 2025

Water

- Water Street (Union Road) light industrial fire flow upgrade (Phase 2 in 2025)
- Deerborne to Darby to Alpine fire flow upgrade (2026)
- Service commercial water fill station (ongoing)
- Industrial Park fire flow upgrade 2027 (contingent on funding)
- Balmer reservoir to Deerborne trunk main (2027)
- Boivin intake PRV upgrade (2028)

Sewer

- Sewer lagoon Cell 1 & 2 desludging (2026)
- Sewer lagoon aerator replacement (2025)
- Sewer lagoon Cell 5 Rehab (2025)
- Industrial Park lift station kiosk design & rebuild
- Downtown core works to support development (when necessary)
- Highway lift station building repairs (2026)
- Dump station (2027)

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				
	2023	2024	2024	2025	2026	2027	2028	2029
EXPENDITURES								
Operation	2,976	467	3,300	3,300	3,300	3,300	3,300	3,300
Grounds Maintenance	13,274	6,992	19,400	19,400	13,420	13,440	13,460	13,480
Total Expenditures	16,250	7,459	22,700	22,700	16,720	16,740	16,760	16,780





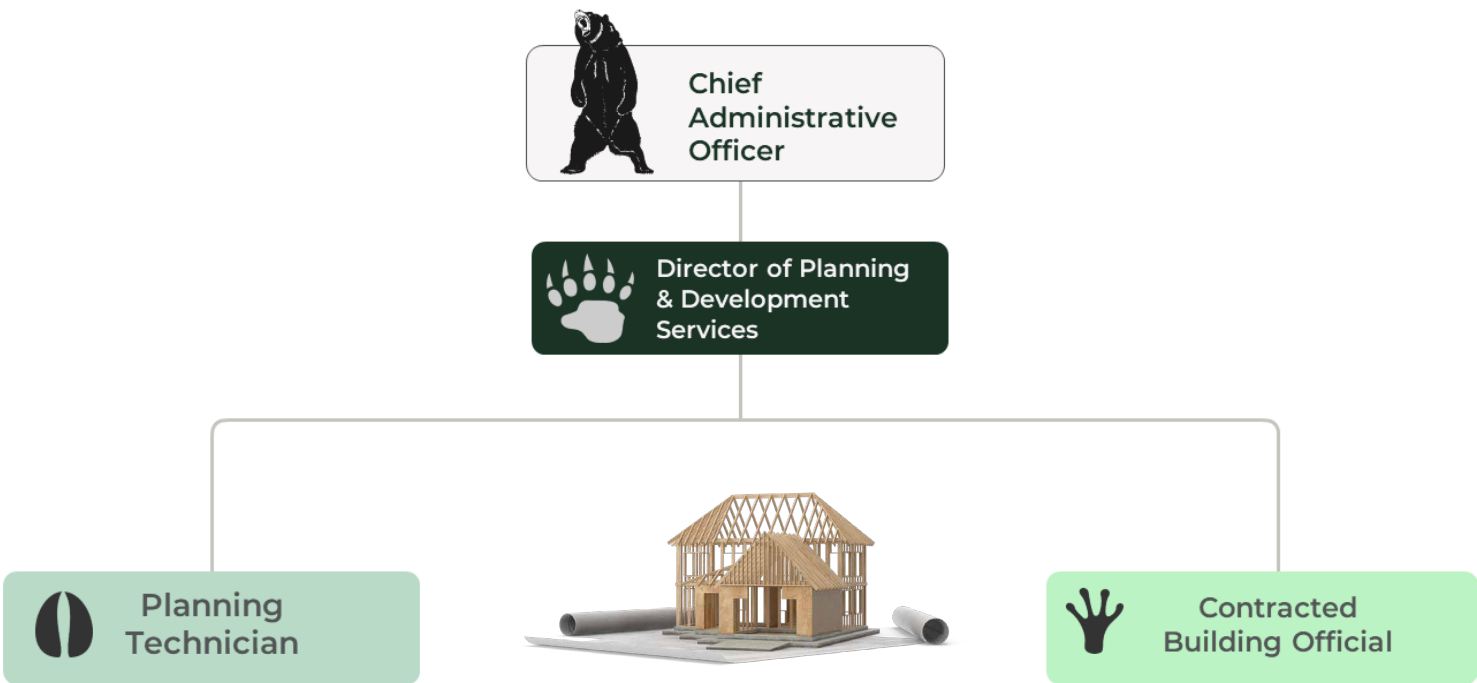
4.6 Community/Development Services (Planning & Development)

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 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 tourism function is supported by staff that also supports the Community & Facility Services department.



PHOTO: "Planning and Development staff in 2024" by Tasha Chorneyko



Summary of Operational and Capital Projects in 2025

- District IT server replacement (completion in 2025)

Summary of Ongoing Initiatives

- Official Community Plan completion
- BC Builds Project-Downtown Core
- Housings needs support-funding



TABLE 18: Environmental Development: Community Development

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
EXPENDITURES								
Planning	374,992	580,447	1,113,790	696,675	383,975	364,375	415,475	405,475
Flood Repairs	-	-	-	-	-	-	-	-
Weed Control	19,048	9,525	20,000	27,000	27,000	27,000	27,000	27,000
Forestry Management	59,153	30,304	119,500	173,500	141,500	140,500	140,500	140,500
Visitor Centre	91,742	96,793	90,060	96,800	99,500	101,400	103,600	105,600
Tourism Promotion	6,402	26,766	58,175	60,585	37,935	37,985	38,035	38,135
Economic Development	24,333	13,168	40,550	74,900	74,900	21,800	15,400	15,400
Event Coordination	14,533	11,337	13,250	14,250	14,750	15,250	15,750	16,250
Wildcat Days	21,897	32,809	35,000	39,500	39,500	39,500	39,500	39,500
Canada Day Celebrations	21,526	19,011	24,100	24,100	24,600	24,600	24,600	24,600
Winter in the Wild	12,509	10,260	14,500	14,400	14,500	14,600	14,700	14,800
Community Grants/YANC	75,015	72,309	85,500	85,500	85,500	24,500	24,500	24,500
Total Expenditures	721,150	902,729	1,614,425	1,307,210	943,660	811,510	859,060	851,760



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.

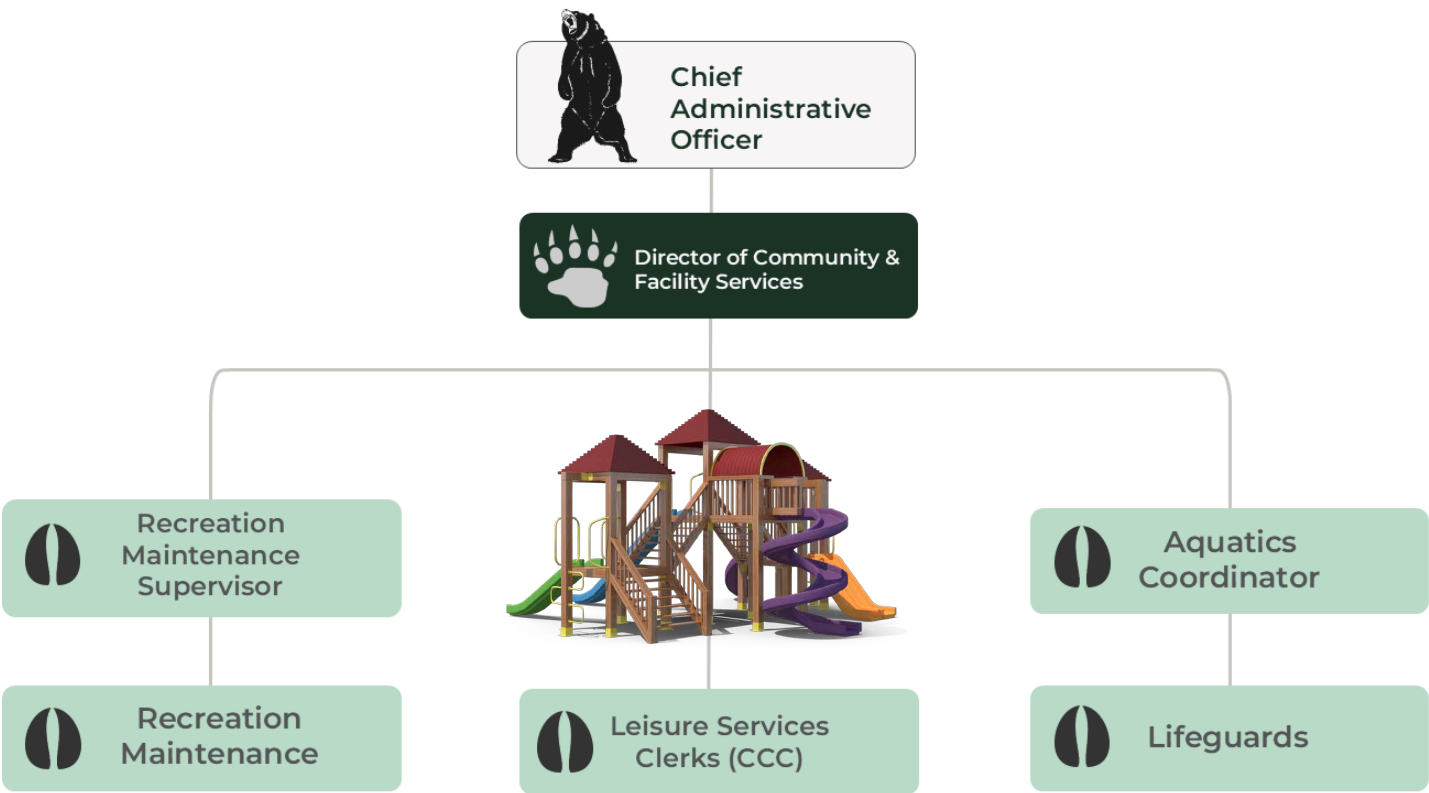




PHOTO: "Community Conference Centre" by Stephanie Wells

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 five 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.

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.



PHOTO: "Pool and Library Complex" by Tasha Chorneyko

Summary of Strategic and Capital Projects in 2025

- Completion of Boivin Creek trail
- Refrigeration plant automation
- Arena stairs & roof replacement (curling rink entrance)
- Golf course restaurant renovation (Completion)
- Recreation Masterplan (2025)
- Aquatic Centre facility upgrades
- CCC & Pool sound system upgrades
- Campground electrical, water and waste



TABLE 19: Community/Recreation Services

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
EXPENDITURES								
Administration	196,311	230,788	384,200	386,880	267,655	274,705	281,755	288,805
Recreation Centre	633,956	622,471	666,345	732,310	662,430	654,860	662,090	665,780
Aquatic Centre	693,026	540,090	674,570	694,220	702,110	665,070	666,470	686,830
Community Centre	157,072	167,257	212,830	212,750	180,150	180,850	183,550	185,850
Other Recreation	56,975	80,737	90,600	112,300	85,700	83,400	84,100	84,800
Parks, Trails, Playgrounds	176,385	225,691	242,650	224,400	253,600	223,700	227,600	201,600
Campground	90,413	87,185	98,000	108,400	92,200	94,000	95,700	97,400
Library/Other	98,581	102,136	102,145	104,000	113,217	115,489	117,799	120,158
Total Expenditures	2,102,719	2,056,355	2,471,340	2,575,260	2,357,062	2,292,074	2,319,064	2,331,223

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 StellerVista 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 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 2025, contained in the Five -Year Financial Plan, is the incurring of debt for the purchase of a new aerial ladder truck and upgrades to the municipal campground's services (electricity, water and sewer). According to the standards and requirements outlined by the National Fire Protection Association and Fire Underwriter's Survey, aerial ladder trucks should be retired after 25 years of service.

To help offset the cost of the new aerial ladder truck, \$1,000,000 will be borrowed from the Sewer System Reserve Fund and \$1,050,000 will be funded by the Equipment Reserve Fund.

The Five-Year Financial Plan shows borrowing through interfund borrowing from the Sewer System Reserve Fund. The loan must be paid back over the next five years (2026 to 2030) in increments of \$200,000 per year, plus interest on the amount the sewer fund would have earned.

The municipal campground upgrade will be 50 percent funded by 3 years of operating surplus incurred from (2022 to 2024) and the remaining \$300,000 will be funded through interfund borrowing from the Capital Debt Reserve Fund. This is planned to be paid back in 2026 with interest.

Interfund borrowing is the temporary loan from one reserve fund (where its investments are not currently required to fund capital projects) to a different reserve fund (which has a funding shortfall). Both reserve funds must be established for capital purposes.

Local governments require good infrastructure and financial planning while borrowing between reserve funds. Prior to interfund borrowing, the local government must consider the timing and amount of the capital spending in relation to both the lending and borrowing funds. This is to ensure that reserve fund money is available within the lending fund when required.

Interfund borrowing requires local governments to meet statutory requirements, including:

- Money in the lending fund must not be currently required for the purpose of the fund.
- The borrowing (or receiving) fund must repay the lending fund (with the interest that the amount would have earned if it had not been loaned) before the lending fund requires the money.
- While elector approval is not required for interfund borrowing, the proposed interfund borrowing must be included in the municipality's financial plan, which requires public consultation.

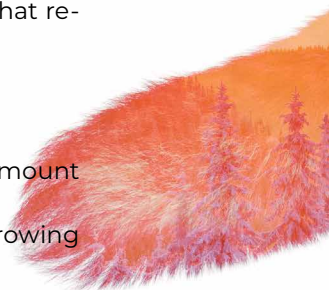


TABLE 20: Debt Services

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
Expenditures								
Debt								
Interest								
Long Term Debt Interest	231,530	231,530	231,530	231,530	387,140	387,140	387,140	387,140
Interfund Borrowing Interest	-	-	-	-	50,000	40,000	30,000	30,000
Total Interest	231,530	231,530	231,530	231,530	437,140	427,140	417,140	417,140
Principal								
Long Term Debt Principal	512,740	512,740	512,740	512,740	502,207	502,210	502,210	502,210
Interfund Borrowing Principal	-	-	-	-	500,000	200,000	200,000	200,000
Total Principal	512,740	512,740	512,740	512,740	1,002,207	702,210	702,210	702,210
Total Debt Payments	744,270	744,270	744,270	744,270	1,439,347	1,129,350	1,119,350	1,119,350





5.0

**CAPITAL
WORKS**

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.



TABLE 21: Capital Works Summary

	Actual	YTD Actual	Budget	Proposed Budgets for Discussion				
	2023	2024	2024	2025	2026	2027	2028	2029
Capital Funding								
From Reserve Funds	(2,706,571)	(1,247,780)	(3,688,685)	(4,217,603)	(880,000)	(1,545,000)	(225,000)	(780,000)
From Grants/ Donations	(3,653,884)	(457,441)	(676,000)	(30,000)	-		(6,000,000)	(4,000,000)
From Borrowing	-	-	-	(1,300,000)	-	-	-	-
	(6,360,455)	(1,705,221)	(4,364,685)	(5,547,603)	(880,000)	(1,545,000)	(6,225,000)	(4,780,000)
Expenditures								
General Government	1,669,766	125,592	30,000	-	-	-	-	-
Protective Services		527,266	584,000	300,000	175,000	150,000	-	-
Environmental Health/ Solid Waste	37,504	39,242	40,000	160,000	-	-	-	-
Engineering Services	4,833,358	162,370	400,000	200,000	-	100,000	-	-
Transportation Services	23,862	201,008	253,500	142,500	60,000	130,000	75,000	-
Campground/ Parks	332,094	246,076	592,350	630,000	-	-	-	-
Aquatic Centre	-	24,749	26,000	70,000	150,000	-	-	-
Community Conference Centre	398,434	-	115,000	75,000	-	-	-	-
Arena Recreation Centre	24,056	180,292	380,000	725,000	260,000	-	-	-
Equipment	348,266	1,029,839	1,200,000	2,885,000	330,000	1,195,000	175,000	730,000
Water	821,053	344,420	256,000	2,080,000	-	700,000	6,000,000	4,875,000
Sewer	3,465,778	1,100,514	2,340,000	1,315,000	640,000	200,000	-	-
Totals	11,954,171	3,981,368	6,216,850	8,582,500	1,615,000	2,475,000	6,250,000	5,605,000
Net Funding Required	5,593,716	2,276,147	1,852,165	3,034,897	735,000	930,000	25,000	825,000

Capital Works: 2024 Deferred Projects to 2025

General Government:

- N/A

Transportation Services:

- Public Works parking lot stairs

Engineering:

- Downtown Core: Landscaping & Furniture

Parks & Trails:

- Boivin Creek Corridor (Fencing, Misc.)

Water:

- Water fill station
- Commercial water metering

Sewer:

- Downtown core fibre communications





6.0

**TRANSFERS
OF RESERVES
& SURPLUS**

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.

Bylaw

Operating Reserve Funds:

- Capital Reserve Fund
- Equipment Reserve Fund
- Transportation Infrastructure Reserve Fund
- Tax Diversification and Sustainability Reserve Fund
- Energy Conservation Reserve Fund
- Community Works Reserve Fund
- Financial Stabilization Reserve Fund
- Cemetery Perpetual Care Fund
- Water System Reserve Fund
- Sewer System Reserve Fund
- Community and Recreation Services Reserve Fund

Statutory Reserve Funds:

- Development Cost Charges (DCC) Reserve Fund
- Land Sale Reserve Fund



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				
	2025	2026	2027	2028	2029
Reserve Increase					
Land Sales Reserve-Financial					
Proceeds From Sale of Land	(510,000)	(10,000)	(10,000)	(10,000)	(10,000)
Capital Works and Equipment					
Equipment Replacement	(588,250)	(609,950)	(628,300)	(647,150)	(666,450)
Capital Debt Reserve					
Rental - BC Ambulance	(58,681)	(58,681)	(58,681)	(58,681)	(58,681)
Water Parcel Tax Reserve	(239,400)	(246,582)	(253,979)	(261,599)	(269,447)
Sewer Parcel Tax Reserve	(128,250)	(132,098)	(136,060)	(140,142)	(144,347)
Transportation Reserve	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Energy Conservation Fund	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Community Works Fund	(188,580)	(188,580)	(188,580)	(188,580)	(188,580)
Recreation Parcel Tax Reserve	(316,500)	(354,600)	(392,800)	(431,000)	(469,100)
Cemetery Perpetual Care Fund	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Tax Stabilization Reserve	(42,185)	(42,185)	(42,185)	(42,185)	(42,185)
Financial Stabilization Fund	-	-	-	-	-
Total	(2,393,846)	(1,964,676)	(2,032,585)	(2,101,337)	(2,170,790)

Proposed Budgets for Discussion

	2025	2026	2027	2028	2029
Reserve Decrease					
Land Sales Reserve - Financial	200,000	-	-	-	-
Capital Works and Equipment	1,795,000	330,000	1,195,000	175,000	730,000
Capital Reserve Fund	1,360,000	175,000	150,000		
Recreation Parcel Tax Reserve	600,000	375,000	200,000	50,000	50,000
Water Parcel Tax Reserve	1,600,000				
Sewer Parcel Tax Reserve	1,000,000	130,000			
Financial Stabilization Fund	371,603				
Total	6,926,603	1,010,000	1,545,000	225,000	780,000



TABLE 23: Reserve and Surplus Summary

	Estimate		Proposed Budgets for Discussion			
	2024	2025	2026	2027	2028	2029
GENERAL FUND SURPLUS						
General Surplus	1,141,004	916,979	152,071	65,454	145,062	473,274
Appropriated Surplus						
Computers	14,997	14,997	14,997	14,997	14,997	14,997
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
	221,784	221,784	221,784	221,784	221,784	221,784
General Fund Surplus	1,362,788	1,138,763	373,855	287,238	366,846	695,058
Water Fund Surplus	691,604	341,224	528,326	236,098	739,803	1,270,803
Sewer Fund Surplus	1,222,473	246,773	37,073	168,673	534,373	935,973
Total Surplus	3,276,865	1,726,760	939,254	692,009	1,641,022	2,901,834

	Estimate		Proposed Budgets for Discussion			
	Dec 2024	2025	2026	2027	2028	2029
Reserve Funds						
Land Sales Reserve-Financial	967,777	1,277,777	1,287,777	1,297,777	1,307,777	1,317,777
Land Sales Reserve - Land Inventory	522,197	522,197	522,197	522,197	522,197	522,197
Capital Works and Equipment	1,970,194	763,444	1,043,394	476,694	948,844	885,294
Capital Debt Reserve	2,331,732	1,030,413	914,094	822,775	881,456	940,137
Water Parcel Tax Reserve	1,528,245	167,645	414,227	668,206	929,805	1,199,252
Sewer Parcel Tax Reserve	2,219,149	1,347,399	1,349,497	1,485,557	1,625,699	1,770,046
Road Reserve	313,789	613,789	913,789	1,213,789	1,513,789	1,813,789
Community Works Fund	190,541	379,121	567,701	756,281	944,861	1,133,441
Community Recreation Parcel Tax Reserve	322,785	39,285	18,885	211,685	592,685	1,011,785
Energy Conservation Reserve	192,183	210,183	228,183	246,183	264,183	282,183
Financial Stabilization Reserve	370,952	-	-	-	-	-
Cemetery Perpetual Care Fund	23,722	27,722	31,722	35,722	39,722	43,722
Tax Stabilization Reserve	283,684	325,869	368,054	410,239	452,424	494,609
Total Reserve Funds	11,236,950	6,704,844	7,659,520	8,147,105	10,023,442	11,414,232
Total Reserve and Surplus	14,513,815	8,431,604	8,598,774	8,839,114	11,664,464	14,316,066



7.0

**FIVE-YEAR
FINANCIAL
PLAN BYLAW**

7.0 Five-Year Financial — Plan Bylaw

	2025	2026	2027	2028	2029
REVENUES					
Taxes					
General Municipal Taxes	7,793,358	7,980,696	8,174,283	8,374,358	8,581,165
Collections for Other Governments	2,818,642	2,875,014	2,932,516	2,991,166	3,050,990
Total Taxes Collected	10,612,000	10,855,710	11,106,799	11,365,524	11,632,155
Less:					
Transfers to Other Governments	(2,818,642)	(2,875,014)	(2,932,516)	(2,991,166)	(3,050,990)
Net Municipal Taxes	7,793,358	7,980,696	8,174,283	8,374,358	8,581,165
% Of Revenue Tax	286,092	291,814	297,650	303,603	309,675
Parcel Taxes	684,150	733,280	782,839	832,741	882,894
Grants in Lieu of Taxes	12,455	12,705	12,959	13,219	13,193
Taxes for Municipal Purposes	8,776,055	9,018,495	9,267,731	9,523,921	9,786,927
Fees and Charges	2,406,920	2,531,952	2,668,812	2,742,805	2,820,750
Revenue from Other Sources	584,239	556,278	566,377	569,539	572,764
Grants/Donations	1,416,384	965,584	759,584	6,755,584	4,756,584
Borrowing	1,300,000	-	-	-	-
Sale/Lease of Capital Assets	515,000	15,000	15,000	15,000	15,000
Transfers-Reserves	6,926,603	1,010,000	1,545,000	225,000	780,000
Transfers-Surplus	574,405	974,608	378,845	-	344,000
	22,499,606	15,071,917	15,201,349	19,831,849	19,076,025

Five-Year Financial Plan Bylaw

	2025	2026	2027	2028	2029
EXPENDITURES					
Operating Expenditures					
General Government	1,997,080	2,023,774	1,994,254	2,057,736	2,070,875
Protective Services	1,426,100	1,194,346	1,108,322	1,142,990	1,142,365
Transportation Services	2,033,640	1,855,780	1,879,964	1,770,989	1,808,720
Environment Health / Solid Waste	164,100	169,000	168,100	170,100	172,100
Water Fund	778,600	807,600	683,500	619,000	624,100
Sewer Fund	450,000	497,850	478,350	456,450	433,150
Public Health Services	22,700	16,720	16,740	16,760	16,780
Community / Development Services	1,307,210	943,660	811,510	859,060	851,760
Community / Recreation Services	2,575,260	2,357,062	2,292,074	2,319,064	2,331,223
	10,754,690	9,865,792	9,432,814	9,412,149	9,451,073
Debt					
Interest	231,530	437,140	427,140	417,140	417,140
Principal	512,740	1,002,207	702,210	702,210	702,210
	744,270	1,439,347	1,129,350	1,119,350	1,119,350

Five-Year Financial Plan Bylaw

	2025	2026	2027	2028	2029
EXPENDITURES					
Capital Expenditures					
General Government	-	-	-	-	-
Protective Services	300,000	175,000	150,000	-	-
Transportation: Engineering Services	342,500	60,000	230,000	75,000	-
Water Fund	2,080,000	-	700,000	6,000,000	4,875,000
Sewer Fund	1,315,000	640,000	200,000	-	-
Environmental Health/ Solid Waste	160,000	-	-	-	-
Community / Recreation Services	1,500,000	410,000	-	-	-
Equipment	2,885,000	330,000	1,195,000	175,000	730,000
	8,582,500	1,615,000	2,475,000	6,250,000	5,605,000
Transfer To Reserve Funds	2,393,846	1,964,676	2,032,585	2,101,337	2,170,790
Transfer To Surplus	24,300	187,102	131,600	949,013	729,812
Total	22,499,606	15,071,917	15,201,349	19,831,849	19,076,025



District of Elkford
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