

DISTRICT OF ELKFORD

BYLAW NO. 704

2009 - 2013 Five-Year Financial Plan

The Municipal Council of the District of Elkford, in open meeting assembled, enacts as follows:

1. That the Five-Year Financial Plan appended hereto and marked as Schedule "A" to this bylaw shall be adopted as the Five-Year Financial Plan of the District of Elkford for the years 2009 to 2013 inclusive.
2. That Schedule "B" attached hereto and made part of this bylaw designates a revitalization area as per section 226 (2) of the *Community Charter* for a Revitalization Tax Exemption Program.
3. That Schedule "C" attached hereto and made part of this bylaw is in accordance with Section 165(3.1) of the *Community Charter*.
4. This bylaw may be cited for all purposes as the "District of Elkford Five-Year Financial Plan Bylaw No. 704, 2009".

Read a first time this 11 day of May, 2009.

Read a second time this 11 day of May, 2009.

Read a third time this 11 day of May, 2009.

Adopted this 13 day of May 2009.

Mayor D. McKerracher

N. Everett
Director, Corporate Services

DISTRICT OF ELKFORD
BYLAW NO. 704
A Bylaw To Adopt the Five Year Financial Plan of the
District of Elkford for the Years 2009 - 2013
SCHEDULE "A"

Consolidated Five Year Financial Plan

	2009	2010	2011	2012	2013
REVENUES					
Taxes					
General Municipal Taxes	\$ 4,602,742	\$ 4,691,025	\$ 4,818,852	\$ 4,991,570	\$ 5,176,634
Elk Valley Tax Sharing Agreement	(630,770)	(630,770)	(630,770)	(630,770)	(630,770)
Collections for Other Governments	1,557,196	1,588,340	1,620,106	1,652,510	1,685,559
Total Taxes Collected	5,529,168	5,648,595	5,808,188	6,013,310	6,231,423
Less:					
Transfers to Other Governments	(1,557,196)	(1,588,340)	(1,620,106)	(1,652,510)	(1,685,559)
Net Municipal Taxes	3,971,972	4,060,255	4,188,082	4,360,800	4,545,864
% of Revenue Tax	119,517	122,113	124,765	127,475	130,243
Grants in Lieu of Taxes	5,895	6,013	6,133	6,255	6,380
Total Taxes for Municipal Purposes	4,097,384	4,188,381	4,318,980	4,494,530	4,682,487
Fees and Charges	748,870	770,036	789,867	810,139	830,361
Revenue from Other Sources	2,041,303	240,008	222,101	233,625	245,179
Government Grants	1,655,753	7,269,887	757,288	557,288	557,288
Proceeds from Borrowing	-	348,000	-	-	-
Proceeds from Sale/Lease of Capital Assets	45,000	45,000	45,000	45,000	45,000
Transfer from Surplus & Reserves	3,833,488	1,899,961	1,202,158	270,000	203,536
	\$ 12,421,798	\$ 14,761,273	\$ 7,335,394	\$ 6,410,582	\$ 6,563,851
EXPENDITURES					
Operating Expenditures					
General Administrative Services	\$ 1,219,386	\$ 1,119,920	\$ 1,108,223	\$ 1,133,416	\$ 1,141,385
Protective Services	614,405	530,882	533,583	538,353	547,358
Public Works, Streets, Roads, Sidewalks	1,044,919	931,936	945,452	967,372	989,789
Water	296,367	258,402	263,609	266,603	323,776
Sewer	256,925	107,588	131,811	112,340	135,419
Solid Waste, other Environment	80,013	82,343	84,751	88,740	90,615
Public Health and Welfare Services	7,412	16,277	11,645	6,515	6,888
Community Development Services	1,027,947	643,503	419,520	416,485	417,556
Recreation and Cultural Services	1,764,251	1,754,274	2,108,528	1,988,579	2,025,543
Other Fiscal Services	1,600	1,600	1,600	1,600	1,600
	6,313,225	5,446,725	5,608,722	5,520,003	5,679,929
Debt					
Interest	-	-	12,180	12,180	12,180
Principal	-	-	11,686	11,686	11,686
	-	-	23,866	23,866	23,866
Capital Expenditures					
General Administrative Services	2,750,000	8,270,000	580,000	-	-
Protective Services	1,544,379	40,000	-	50,000	150,000
Public Works & Equipment,	339,000	75,000	350,000	260,000	54,000
Water Works Infrastructure	600,000	-	-	-	-
Sewer Works Infrastructure	410,000	-	-	-	-
Community Development Services	168,915	-	300,000	-	-
Recreation and Cultural Services	41,000	537,000	95,000	-	300,000
	5,853,294	8,922,000	1,325,000	310,000	504,000
Transfer to Reserve Funds	255,279	271,008	271,008	271,008	271,008
Transfer to Other Gov't - Airport Expansion	-	-	-	-	-
Transfer to Surplus	-	121,540	106,798	285,705	85,048
	\$ 12,421,798	\$ 14,761,273	\$ 7,335,394	\$ 6,410,582	\$ 6,563,851

DISTRICT OF ELKFORD
BYLAW NO. 704
2009 – 2013 FIVE-YEAR FINANCIAL PLAN
SCHEDULE “B”

REVITALIZATION AREA - TAX EXEMPTION PROGRAM

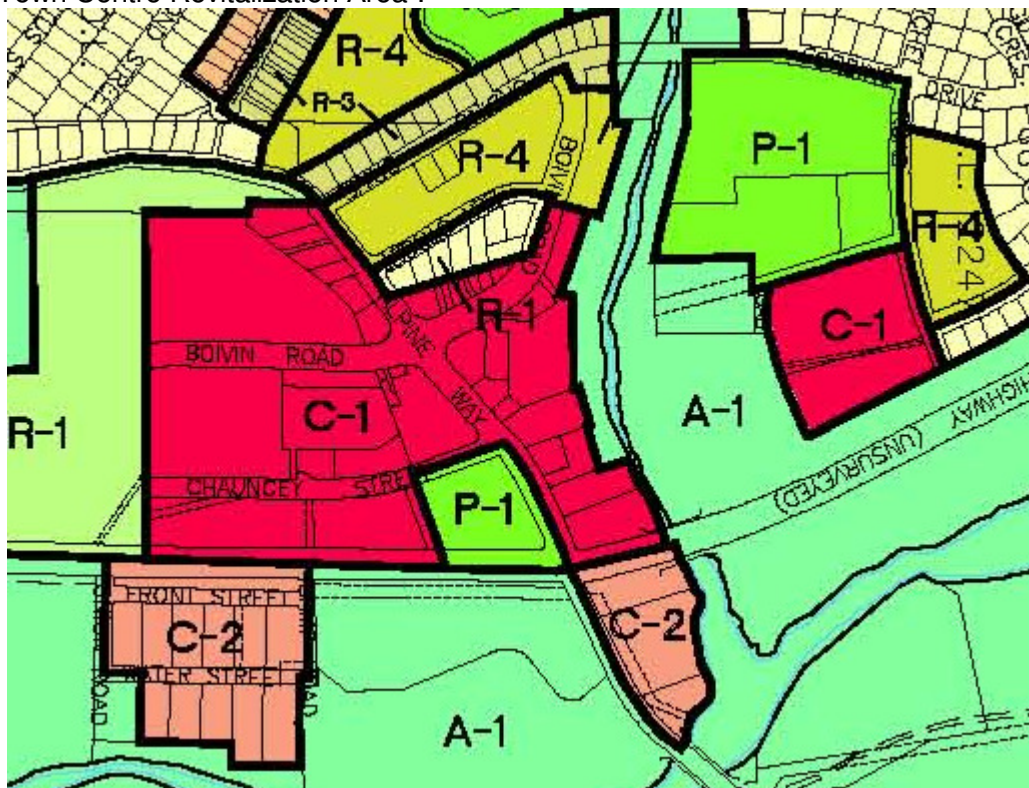
As per the *Community Charter*, Council herein establishes a revitalization area for a Revitalization Tax Exemption Program. The details of this program are outlined within the District of Elkford Town Centre Revitalization Tax Exemption Bylaw No. 679, 2007.

PURPOSE

1. The purpose of this designation is to enable a property owner to apply for a municipal property tax exemption for the additional assessed value created by new construction or renovations to eligible property within the revitalization area.

DESIGNATION OF REVITALIZATION AREAS

2. The C-1 area within the Town Centre as outlined in the following map is designated as the “Town Centre Revitalization Area”.



DISTRICT OF ELKFORD
BYLAW NO. 704
2009 - 2013 FIVE-YEAR FINANCIAL PLAN
SCHEDULE "B" - continued

OBJECTIVE

3. The objective of the revitalization designation is to stimulate commercial development in the town centre C1 commercial area so that this area better serves its role as the retail, business, entertainment, cultural, and institutional heart of the District of Elkford
4. Development within the Town Centre has been minimal since incorporation. The development and redevelopment of the Town Centre commercial area of Elkford is seen as a critical component of the District's strategic development objectives. The Development Permit guidelines for this area encourage the development of facilities to reflect Elkford's wilderness character via an Alpine theme.

EXPECTED RESULTS

5. The redevelopment of existing structures in the Town Centre is expected to help the District attract additional commercial activities into the Town Centre.
6. Adding new commercial facilities in the Town Centre is expected to assist the District in its efforts to diversify its economic base.
7. Additional commercial activity within the District is expected to help the District market the community to new residents, businesses and visitors.

Permissive Tax Exemptions

The District will be updating the permissive tax exemption bylaw in 2009 for the taxation years 2010, 2011, and 2012. This bylaw provides the approval of permissive tax exemptions. The District also has the Town Centre Revitalization Tax Exemption Bylaw No. 679, 2007 which is outlined in Schedule "B" of this bylaw.

Objective

- The District will continue to look at providing permissive tax exemptions based on the criteria as outlined in the *Community Charter*.
- Over the course of the next two years, the District will align and integrate the Town Centre Revitalization Tax Exemption Bylaw within the Official Community Plan.

Policies

- Regularly review the tax exemption opportunities as provided in the *Community Charter*.
- Align tax exemption opportunities with District sustainability initiatives.
- Review revitalization tax exemptions with the premise of encouraging 'green development' which will assist the District in meeting our *Climate Action Charter* commitments.

DISTRICT OF ELKFORD
BYLAW NO. 704
2009 – 2013 FIVE-YEAR FINANCIAL PLAN
SCHEDULE “C”

STATEMENT OF OBJECTIVES AND POLICIES

In accordance with Section 165(3.1) of the *Community Charter*, Municipal Council of the District of Elkford (District) is required to include in the Five Year Financial Plan, objectives and policies regarding each of the following:

- a) The proportion of total revenue that is proposed to come from each of the funding sources described in Section 165(7) of the Community Charter;
- b) The distribution of property taxes among the property classes; and
- c) The use of permissive tax exemptions.

Funding Sources

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2009. Property taxes generally form the greatest proportion of revenue. Property taxation is the most relied upon revenue source for the District, with the five year financial plan showing this percentage as low as 28% (2010), and as high as 71% (2013).

User fees and charges generally form the second largest portion of planned revenue. This revenue source is for services that can be measured and charged on a user-pay basis. These services are mainly for water, sewer and solid waste, but also include items such as building permits, business licenses, and sale of services for use of District facilities.

Objective

- Over the next five years, the District will review the proportion of revenue that is received from user fees and charges to ensure that the revenue generated for these services is sustainable and provides equitable cost recovery for the service.

Policies

- The District will continually review all user fee levels to ensure they are adequately meeting both the capital and delivery costs of the service wherever appropriate.
- Where possible, the District will endeavor to supplement revenues from user fees and charges, rather than taxation, to lessen the reliance on its property tax base, which is heavily reliant on the revenue generated through the Elk Valley Property Tax Sharing Agreement.

Table 1: Sources of Revenue

Revenue Source	% of Total Revenue	Dollar Value
Property taxes	33%	\$4,097,384
User fees and charges	6%	748,870
Other sources	20%	2,443,903
Government grants	10%	1,298,153
Proceeds from borrowing	0%	0
Surplus and reserves	31%	3,833,488
Total	100%	\$12,421,798

Distribution of Property Tax Rates

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, 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

- Over the next five years, the District will endeavor to look at ways to reduce the heavy reliance on the property tax revenue generated by the Major Industry property class.
- Over the next five years, the District will continue to look at the equitable proportion of property tax revenue generated by all the other classes.

Policies

- Align the distribution of tax rates among the property classes with the social and economic goals of the community, particularly to implement a range of sustainability initiatives.
- Regularly review and compare the District's distributions of tax burden relative to other comparable municipalities in British Columbia.

Table 2: Distribution of Property Tax Rates

Property Class	% of Total Property Taxation	Dollar Value
Residential (1)	19.92%	\$791,150
Utilities (2)	1.58%	62,748
Major industrial (4)	75.55%	3,001,036
Business and other (6)	2.25%	89,309
Managed forest land (7)	0.67%	26,798
Recreation/ Non-profit (8)	0.02%	695
Farmland (9)	0.01%	236
Total	100%	\$3,971,972