



**COLUMBIA SHUSWAP
REGIONAL DISTRICT**

***2021-2025 Five Year
Financial Plan
CSR Budget Process and Corporate Priorities***

DRAFT 1 WORKBOOK

Presented by

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INTRODUCTION

FROM THE MANAGER, FINANCIAL SERVICES

As the Manager, Financial Services of the Columbia Shuswap Regional District (CSR D), I am pleased to introduce the organization's 2021 *Budget Process and Corporate Priorities* WORKBOOK.

The 2021-2025 Five Year Financial Plan indicates that the Regional District continues to be fiscally conservative focusing on balancing service demand increase with incremental and inflationary requisition increases. Due to the challenges with the pandemic in 2020, staff were very cautious in introducing new projects and initiatives for the 2021 year as the economic climate remains uncertain while the pandemic continues to rage. Judicious use of surpluses and reserves were utilized to keep tax increases to a minimum and staff will continue to source grant funding to fund improvements in services provided by the CSR D. Through the continuous pursuit of innovation and alternative funding, the regional district strives to keep services affordable while ensuring long-term sustainability. The WORKBOOK will form the basis of the CSR D's budget bylaw which provides authority for all service levels and capital improvement projects contained herein.

The WORKBOOK is broken into ten areas. Part one presents the *Vision, Mission, Values, and Strategic Themes* developed by the Board in 2019 and incorporated in the 2019 – 2022 Strategic Plan that was approved by the Board in October, 2019. The vision articulates what we believe the organization can and should be. The mission describes, in broad terms, what we believe we exist to do. The corporate values serve as the "signposts" that govern how we believe we should conduct ourselves in our work. And finally, strategic themes speak to important needs and opportunities on which the Board wishes to focus the organization's resources

Part two focuses on the individual Departments that make up the CSR D. For each Department, the WORKBOOK outlines a mandate that describes the Department's purpose and identifies its key responsibilities and goals for the coming year. Each Department's proposed, new initiatives for 2021 are then presented and explained. These initiatives represent the projects that the Departments feel should be endorsed by the CSR D Board as priorities for the coming year.

Part three reviews current staffing levels and proposed staffing increases both by FTE and by dollar value. The dollar value for staffing includes benefit costs, the legislated employer amounts for Pension contributions; WCB remittances; EI and CPP; employee benefits; and the Employer Health Tax. I have also included a reconciliation from the previous year budget for staffing with the current year staffing budget.

Part four identifies the budget summary by department and also identifies proposed total budget, tax requisition and assessment comparisons to previous years.



Part five has the tax requisitions by municipality and electoral area and shows proposed overall increases and proposed increases to the average residential taxpayer.

Part six identifies the proposed total taxes to be collected by each electoral area on behalf of the CSR D.

Part seven is a summary of the parcel taxes charged across all functions.

Part eight summarizes the variances between the current year proposed budget and the prior year budget and actual expenditures. Any significant differences are reflected in the notes.

Part nine is the proposed five year financial plan. This document identifies every service area within the CSR D and lists the specific line items that make up the budget for that service area.

Part ten includes the draft year end balances of all capital reserves, operating reserves, Parkland Acquisition Funds, Community Works Funds, Economic Opportunity Funds and Feasibility Funds. The capital reserve funds have a 10 year projection of contributions and planned expenditures.

All of these documents will be referred to throughout the budget deliberations and power point presentation. As we work through the WORKBOOK, the Board will use this opportunity to have discussion, provide feedback, and make suggestions to be incorporated into the next budget meeting in February before adoption of the budget in March 2021. The public will also have the opportunity to ask questions at two points during the January budget meeting. The first round of questions will be entertained after the delivery of the mandates, and the second round will be entertained just prior to adjournment. The budget decisions made by the Board will be reflected in each Department's final 2021 work plans. These work plans will succeed — and supersede — this *Corporate Priorities* document. Once finalized, they will guide department heads and managers in making operating decisions and directing staff.



VISION, MISSION, VALUES, AND STRATEGIC THEMES

VISION

The Columbia Shuswap Regional District is an innovative regional district, renowned for developing cost-effective, practicable solutions to local and regional service challenges. It is a responsible government, committed to strong fiscal stewardship and the careful management of public assets. It is an open and engaging body, proactive in its efforts to connect with residents, service participants, other orders of government, and key stakeholders.

The CSR D understands its important role as the local government for, and provider of local services to, the region's unincorporated areas. The Regional District is equally aware, however, of its role as the governing body and regional service provider for the region as a whole. It is in this vein that the Board remains keenly aware of the need for regional thinking.

The Secwépemc are important partners in economic development, service initiatives, and other endeavours aimed at achieving shared goals and addressing common needs. Member municipalities, provincial ministries, economic and regional development agencies, and community associations are also valued allies. The CSR D works closely with all of its partners, recognizing the importance of collaboration to the region's prosperity.

MISSION

The mission of the CSR D is twofold:

- > it is the local government for the electoral areas of the Columbia Shuswap, responsible for providing cost-effective services to meet local service needs
- > it is the regional federation that brings together electoral areas and member municipalities to identify shared needs and opportunities, and to collaborate in the development of regional service initiatives



VALUES

Important values guide the CSR Board of Directors in all that it does.

Board of Directors Guiding Values

INTEGRITY	We work to ensure that our conduct, the actions we take, and the decisions we make as elected officials live up to the expectations of the communities we serve, and honour the trust they have placed in us.
ENGAGED	We value and provide opportunities for two-way dialogue with each other, and with the residents we serve.
FAIR	We recognize that equitable cost-sharing and governance set a foundation for strong inter-jurisdictional relationships and long-term collaboration.
RESPECT	We recognize the value of different perspectives in the decision-making process, and work to create an atmosphere in which all Directors and stakeholders feel welcome to express their views.
INNOVATION	We push ourselves and the organization to develop new approaches to service delivery and problem solving.
POSITIVITY	We are champions of the Columbia-Shuswap Regional District, and work to build support for and confidence in the Board, the Regional District administration, and Regional District services.
EMPATHY	We recognize that each of us and our respective jurisdictions face unique challenges; we support each other in our efforts to address these challenges.



STRATEGIC THEMES

The *Strategic Plan* sets out a series of priorities or themes to guide the Regional District's use of resources over the current Board term. Seven themes are identified, including:

- > Natural Disaster Mitigation
- > Action on Environment & Climate Change
- > Responsible Governance
- > Heathy Communities
- > Transportation Advocacy
- > Culture of Engagement
- > Partnerships & Economy

The themes were developed by the Board, with input from senior staff, over the course of two facilitated planning sessions in the first half of 2019. Taken together, the themes reflect the Board's sense of future challenges and opportunities, and speak to a shared vision for the Columbia Shuswap as region that is innovative, prosperous, and resilient in the face of change.