

| Columbia Shuswap Regional District                      |                                                 |          |             |             |             |             |             |             |             |
|---------------------------------------------------------|-------------------------------------------------|----------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Worksheet - 5 Year Financial Plan                       |                                                 |          |             |             |             |             |             |             |             |
| 2019                                                    | EDC Areas C D E F                               |          | 13-Nov-18   |             |             |             |             |             |             |
|                                                         | Function # - 302                                |          | 2018 Actual | 2018 Budget | 2019 Budget | 2020 Budget | 2021 Budget | 2022 Budget | 2023 Budget |
| REVENUES                                                |                                                 |          |             |             |             |             |             |             |             |
| 1116165                                                 | Agreement - Little Shuswap Indian Band          | 0        |             |             |             |             |             |             |             |
| 1116350                                                 | Grant - Shuswap EcDev Strategy - Rural Dividend |          | -264,900    | -146,960    | -53,040     |             |             |             |             |
| 1116360                                                 | Grant                                           | -6,286   |             |             |             |             |             |             |             |
| 1116550                                                 | Recovery                                        | -10,000  |             |             |             |             |             |             |             |
| 1116680                                                 | Surplus                                         | -19,767  | -19,767     | 0           |             |             |             |             |             |
| 1116767                                                 | Transfer from EDC                               |          |             |             |             |             |             |             |             |
| 1116810                                                 | Tax Requisition                                 | -346,530 | -346,530    | -303,854    | -308,375    | -273,875    | -256,880    | -299,000    |             |
| Total Revenues                                          |                                                 |          | -382,583    | -631,197    | -450,814    | -361,415    | -273,875    | -256,880    | -299,000    |
| EXPENSES                                                |                                                 |          |             |             |             |             |             |             |             |
| 1228030                                                 | Administration                                  | 14,280   | 14,280      | 11,894      | 21,835      | 15,875      | 11,880      | 12,000      |             |
| 1228040                                                 | Advertising                                     | -        | 250         | 250         | 250         | 250         | 250         | 250         |             |
| 1228235                                                 | Communications/Website                          | 6,446    | 10,000      | 10,000      | 10,000      | 10,000      | 10,000      | 10,000      |             |
| 1228241                                                 | Computer Equipment Software                     |          | -           | -           | -           | -           | -           | -           |             |
| 1228270                                                 | Contract                                        | 41,402   | 50,000      | -           | -           | 55,000      | 55,000      | 55,000      |             |
| 1228270                                                 | Contract - Rural Dividend                       |          |             | 55,000      | 55,000      |             |             |             |             |
| 1228410                                                 | Director's Remuneration                         | 1,393    | 1,500       | 1,500       | 1,500       | 1,500       | 1,500       | 1,500       |             |
| 1228420                                                 | Director's Travel & Expense                     | 700      | 1,500       | 1,500       | 1,500       | 1,500       | 1,500       | 1,500       |             |
| 1228740                                                 | Memberships                                     | 1,365    | 1,500       | 1,500       | 1,500       | 1,500       | 1,500       | 1,500       |             |
| 1228742                                                 | Meetings & Networking                           | 1,045    | 750         | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       |             |
| 1228750                                                 | Miscellaneous                                   | 50       |             |             |             |             |             |             |             |
| 1228950                                                 | Postage/Freight                                 | 460      | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       | 1,000       |             |
| 1228955                                                 | Projects - Other                                | 30,978   | 339,667     |             |             | 20,000      | 20,000      | 60,000      |             |
| 1228955                                                 | Projects - Rural Dividend                       |          |             | 91,960      | 53,040      |             |             |             |             |
| 1228955                                                 | Projects - Matching                             |          |             | 97,960      | 35,540      |             |             |             |             |
| 1229120                                                 | Salaries/Benefits                               | 54,634   | 89,000      | 91,000      | 93,000      | 95,000      | 97,000      | 99,000      |             |
| 1229130                                                 | Overtime                                        | 4,716    | 2,500       | 2,500       | 2,500       | 2,500       | 2,500       | 2,500       |             |
| 1229190                                                 | Seminars/Conferences/Training                   | 3,033    | 2,250       | 2,500       | 2,500       | 2,500       | 2,500       | 2,500       |             |
| 1229220                                                 | Supplies                                        | 262      | 1,250       | 500         | 500         | 500         | 500         | 500         |             |
| 1229240                                                 | Telephone/Fax/Internet                          | 142      | 750         | 750         | 750         | 750         | 750         | 750         |             |
| 1229250                                                 | Tourism Initiatives (Transfer to 300)           | 110,000  | 110,000     | 75,000      | 75,000      | 60,000      | 45,000      | 45,000      |             |
| 1229300                                                 | Travel                                          | 4,417    | 5,000       | 5,000       | 5,000       | 5,000       | 5,000       | 5,000       |             |
| Total Expenses                                          |                                                 |          | 275,323     | 631,197     | 450,814     | 361,415     | 273,875     | 256,880     | 299,000     |
| Surplus(-) / Deficit(+)                                 |                                                 |          | -107,260    | 0           | 0           | 0           | 0           | 0           | 0           |
| \$519,886,746                                           | Converted Assessment (2018 Revised)             |          |             |             |             |             |             |             |             |
|                                                         | Residential Tax Rate - \$/1,000                 |          | \$0.070     | \$0.062     | \$0.062     | \$0.055     | \$0.052     | \$0.061     |             |
|                                                         | % increase =                                    |          |             | -12.3%      | 1.5%        | -11.2%      | -6.2%       | 16.4%       |             |
| Item Description Included In Worksheet Above            |                                                 |          |             |             |             |             |             |             |             |
| Projects/Tangible Capital (Cost greater than \$10,000): |                                                 |          |             |             |             |             |             |             |             |
| Contract - Economic Development Projects                |                                                 |          | 50,000      | 55,000      | 55,000      | 55,000      | 55,000      | 55,000      |             |
| Reduction re: loss of Sicamous                          |                                                 |          |             |             |             |             |             |             |             |
| Contract - Tourism Marketing Projects                   |                                                 |          |             |             |             |             |             |             |             |
| Total Contracts                                         |                                                 |          | 50,000      | 55,000      | 55,000      | 55,000      | 55,000      | 55,000      |             |
| Projects                                                |                                                 |          |             |             |             |             |             |             |             |
| Reduction from Sicamous withdrawing from service        |                                                 |          |             | 0           | 0           | 0           | 0           | 0           |             |
| Agriculture Strategy Implementation                     |                                                 |          | 19,767      |             |             |             |             |             |             |
| Shuswap Economic Development Strategy                   |                                                 |          | 55,000      | 0           | 0           | 0           | 0           | 0           |             |
| Community to Community Forum                            |                                                 |          |             |             |             |             |             |             |             |
| Rural Dividend Projects                                 |                                                 |          | 264,900     |             |             |             |             |             |             |
| Strategic Workplan                                      |                                                 |          |             | 244,920     | 88,580      |             |             |             |             |
| Regional Labour Market Assessment                       |                                                 |          |             |             |             |             |             |             |             |
| Consortium - Sun Peaks/Kamloops/Shuswap Partnership     |                                                 |          |             |             |             |             |             |             |             |
| Total Projects                                          |                                                 |          | \$339,667   | \$244,920   | \$88,580    | \$0         | \$0         | \$0         |             |
| Tax Requisition Contributions:                          |                                                 |          |             |             |             |             |             |             |             |
| Sicamous                                                |                                                 |          | 49,942      |             |             |             |             |             |             |
| Area C                                                  |                                                 |          | 151,778     | 155,498     | 157,812     | 140,156     | 131,459     | 153,014     |             |
| Area D                                                  |                                                 |          | 32,415      | 33,209      | 33,703      | 29,932      | 28,075      | 32,678      |             |
| Area E                                                  |                                                 |          | 30,240      | 30,980      | 31,441      | 27,924      | 26,191      | 30,486      |             |
| Area F                                                  |                                                 |          | 82,155      | 84,167      | 85,419      | 75,863      | 71,155      | 82,822      |             |
|                                                         |                                                 |          | 346,530     | 303,854     | 308,375     | 273,875     | 256,880     | 299,000     |             |
| CSRD - 2018 Average Residential Property Assessment:    |                                                 |          | \$302,701   | \$337,999   | \$337,999   | \$337,999   | \$337,999   | \$337,999   |             |
| CSRD - Average Residential Property Tax:                |                                                 |          | \$21.24     | \$20.79     | \$21.10     | \$18.74     | \$17.58     | \$20.46     |             |

| 2024<br>Budget | 2025<br>Budget | 2026<br>Budget | 2027<br>Budget | 2028<br>Budget |
|----------------|----------------|----------------|----------------|----------------|
|----------------|----------------|----------------|----------------|----------------|

|          |          |          |          |          |
|----------|----------|----------|----------|----------|
| -303,520 | -305,640 | -307,760 | -309,880 | -312,000 |
| -303,520 | -305,640 | -307,760 | -309,880 | -312,000 |

|         |         |         |         |         |
|---------|---------|---------|---------|---------|
| 14,520  | 14,640  | 14,760  | 14,880  | 15,000  |
| 250     | 250     | 250     | 250     | 250     |
| 10,000  | 10,000  | 10,000  | 10,000  | 10,000  |
| -       | -       | -       | -       | -       |
| 55,000  | 55,000  | 55,000  | 55,000  | 55,000  |
| 1,500   | 1,500   | 1,500   | 1,500   | 1,500   |
| 1,500   | 1,500   | 1,500   | 1,500   | 1,500   |
| 1,500   | 1,500   | 1,500   | 1,500   | 1,500   |
| 1,000   | 1,000   | 1,000   | 1,000   | 1,000   |
| 1,000   | 1,000   | 1,000   | 1,000   | 1,000   |
| 60,000  | 60,000  | 60,000  | 60,000  | 60,000  |
| 101,000 | 103,000 | 105,000 | 107,000 | 109,000 |
| 2,500   | 2,500   | 2,500   | 2,500   | 2,500   |
| 2,500   | 2,500   | 2,500   | 2,500   | 2,500   |
| 500     | 500     | 500     | 500     | 500     |
| 750     | 750     | 750     | 750     | 750     |
| 45,000  | 45,000  | 45,000  | 45,000  | 45,000  |
| 5,000   | 5,000   | 5,000   | 5,000   | 5,000   |
| 303,520 | 305,640 | 307,760 | 309,880 | 312,000 |
| 0       | 0       | 0       | 0       | 0       |
| \$0.061 | \$0.062 | \$0.062 | \$0.063 | \$0.063 |
| 1.5%    | 0.7%    | 0.7%    | 0.7%    | 0.7%    |

|        |        |        |        |        |
|--------|--------|--------|--------|--------|
| 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| 0      | 0      | 0      | 0      | 0      |
| 0      | 0      | 0      | 0      | 0      |

|     |     |     |     |     |
|-----|-----|-----|-----|-----|
| \$0 | \$0 | \$0 | \$0 | \$0 |
|-----|-----|-----|-----|-----|

|           |           |           |           |           |
|-----------|-----------|-----------|-----------|-----------|
| 155,327   | 156,412   | 157,497   | 158,582   | 159,667   |
| 33,172    | 33,404    | 33,636    | 33,867    | 34,099    |
| 30,946    | 31,163    | 31,379    | 31,595    | 31,811    |
| 84,074    | 84,661    | 85,249    | 85,836    | 86,423    |
| 303,520   | 305,640   | 307,760   | 309,880   | 312,000   |
| \$337,999 | \$337,999 | \$337,999 | \$337,999 | \$337,999 |
| \$20.77   | \$20.91   | \$21.06   | \$21.20   | \$21.35   |