

REGIONAL DISTRICT OF NANAIMO

**REGULAR BOARD MEETING
TUESDAY, MARCH 11, 2003**

(Nanaimo City Council Chambers)

**CIRCULATED REPORT
FOR AGENDA**

PAGES

ADMINISTRATOR'S REPORT

2-19

2003 Annual Budget and 2003 to 2008 Financial Plan.



REGIONAL DISTRICT OF NANAIMO			
MAR - 5 2003			
CHAIR		GMCrS	
CAO		GMDS	
GMCmS		GMES	
			Board ✓
			DATE: March 5, 2003
General Manager, Corporate Services			
FILE:			

TO: C. Mason
General Manager, Corporate Services

FROM: N. Avery
Manager, Financial Services

SUBJECT: 2003 Annual Budget and 2003 to 2008 Financial Plan

PURPOSE:

To introduce the 2003 annual budget and financial plan for 2003 to 2008

DISCUSSION:

Effective January 2003, Regional Districts, like their municipal counterparts are required to prepare five year financial plans. The plans should provide details for the first year, which becomes the annual budget for that year and projections for the four subsequent years. Financial plans must be adopted annually by March 31st, but can be amended at any time to provide for emergencies or other significant program changes as they occur. In addition to the bylaw adopting the financial plan, a bylaw must be adopted which establishes procedures to authorize emergency expenditures.

A financial plan for a Regional District is a complex document because of the nature of accounting for each service. Changes to taxation levels in one service may not affect all Regional District taxpayers equally. Our Regional District has attempted to manage taxation changes within the cost of living – both at an individual service level and at an overall Regional District level.

2003 Annual Budget

Appendices 1 and 2

Overall taxation for 2003 is increased by 5.71% (from \$20,469,600 to \$21,637,890), of which 4.22% is related to service level changes, .3% results from changes in requisitions from other jurisdictions and 1.17% is related to existing services. The change for existing services is well within the target of 2% for cost of living for 2002/03.

Appendices 3 to 6

The annual budget reflects final adjustments for a number of items, which are not known with certainty when budgets are developed during the prior fall period. For 2003, these include current year preliminary assessment values, sewage flows and septage disposal amounts for the French Creek treatment plant, service statistics for transportation services, sportsfield and recreation facility costs from our municipal partners, 2002 referendum results and final year end operating results. Appendix 3 illustrates the distribution of 2003 assessment based property taxes among the members – showing the progression of

changes from the provisional budget to the annual budget. Appendices 4, 5 and 6 provide details of the changes in individual services and to individual members.

The most challenging adjustment was overcoming a significant operating deficit in the Southern Community Transit service area, affecting largely the City of Nanaimo. A taxation increase for Transportation services (\$382,300 - Appendix 2) has been offset by reductions in the amounts requisitioned for the Southern Community Wastewater function (\$132,905 - Appendix 2) and the General Administration function (\$82,870). The final result to the City of Nanaimo is an increase from a provisional estimate of .51% to 1.9% (Appendix 3).

The changes shown on Appendix 3, between Parksville and Qualicum Beach are the result of final sewage flow statistics for 2002. Changes among the Electoral Areas reflect the results of the referendum for contributions to the Harbourfront Center (Area D and Area E no longer participate), the removal of Area B from the Regional Development function and final assessment values.

Under separate attachment is additional detailed information, including schedules listing by function, the final amounts for taxes in 2003, summaries by service area comparing the 2002 annual to 2003 annual budget by function and the five year capital plans for each service area and five year historical summaries showing the dollars and the tax rates for each member up to 2003.

2003 to 2008 Financial Plan - Appendices 7 to 15

Preparation Principles

The five year financial plan was prepared using the same principles as a single year's annual budget.

Revenues and expenditures were examined from an overall perspective. Only where it was likely that a set of expenditures or revenues would be expected to increase over time was an adjustment made. For instance, wages are negotiated and have been projected assuming a 2% annual increase. However, not all operating costs have been similarly adjusted as for the most part, staff consider the current budgets adequate to absorb some general inflationary increases for some time. Finally, capital plans have been incorporated to achieve an appropriate mix of timing and priorities. There are some gaps in the capital plans at this time, which continue to be addressed within staff's existing resources. The development of a forecasting model has certainly assisted staff in considering the implications of larger capital expenditures for infrastructure renewal. Staff will continue to report to the Board as these plans reach a more certain level of commitment and what alternatives might be considered to implement them.

Budgets are firstly balanced using direct revenue sources. User fees for water, sewer and garbage collection services are generally forecast to rise by 2% annually. Other sources of revenues include permit fees (building inspection and development applications), recreation programs (program fees, arena usage, pool usage and campgrounds), landfill tipping fees and transit fares. Each of these has a unique profile and the changes on Appendix 8 reflect staff's current sense of the direction each of those service areas will take. In broad brushstrokes, the budgets suggest continuing direct user fee increases and some general increase resulting from population growth.

Finally, it has been assumed that property assessments will rise by about 2% annually.

Appendices 7 - 8

Appendix 7 shows the financial plan in summary form as it would be adopted by bylaw. This Appendix shows the operating budget in some detail as well as the transfers between the operating, capital and reserve funds for capital expenditures.

Appendix 8 shows the financial plan with the changes shown as percentages between years.

Assessment based property and parcel taxes are projected to rise modestly over the next five years. In 2007 a large increase of 10.6% is projected. This is the year in which virtually all of the Regional District's solid waste would begin to be exported rather than landfilled.

Appendices 9 - 12 Show the five year plans by service area.

Community Services - a 3.5% overall increase is projected for 2004. The Recreation program, District 69 Conventional Transit and Southern Community Recreation all project about 4% tax requisitions increases to maintain balanced budgets. These changes are largely the result of using up surpluses in 2003 to reduce or eliminate tax increases in this current year.

Corporate Services - a 3.2% increase is projected for 2005, which reflects additional expenditures for local elections in that year.

Development Services - 7.8% and 7.5% increases are projected for 2004 and 2005 for Planning and Development services. 2004 will be the third year without a municipal contribution to the program and there will be a need to increase the requisition to support the core program as it currently stands.

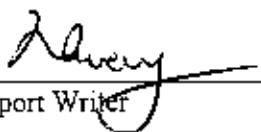
Environmental Services - a 24.9% increase is projected for 2007. Reference was made earlier to the impact of moving to full solid waste export in that year.

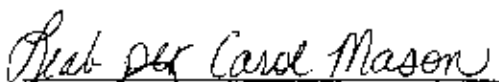
Appendices 13- 15 Show the distribution of tax requisitions by member, the tax rates per year and the projected parcel tax rates for water and sewer utility services.

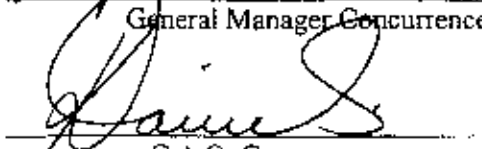
The foregoing information is presented for information purposes with this report. Additional details regarding the final 2003 budget plans and the financial plan will be submitted by staff at the meeting scheduled for March 18th.

RECOMMENDATION:

That the report on the 2003 annual budget and 2003 to 2008 financial plan be forwarded to the Committee of the Whole for review and discussion.


Report Writer


General Manager Concurrence


C.A.O. Concurrence

COMMENTS:



GENERAL REVENUE FUND
2003 ANNUAL BUDGET

	CORPORATE SERVICES			COMMUNITY SERVICES			DEVELOPMENT SERVICES			ENVIRONMENTAL SERVICES			TOTAL REVENUE FUND		
	ANNUAL 2002	ANNUAL 2003	% VAR	ANNUAL 2002	ANNUAL 2003	% VAR	ANNUAL 2002	ANNUAL 2003	% VAR	ANNUAL 2002	ANNUAL 2003	% VAR	ANNUAL 2002	ANNUAL 2003	% VAR
REVENUES															
TAX REQUISITION	\$3,622,894	\$3,555,349	-2%	\$6,456,047	\$7,671,168	19%	\$1,151,895	\$1,092,140	-9%	\$9,238,678	\$9,359,235	1%	\$20,489,604	\$21,637,892	6%
GRANTS/OPERATING/OTHER	4,936,070	4,889,050	-1%	\$7,902,840	740,685	4%	710,500	740,685	4%	8,543,498	9,497,249	11%	\$22,019,087	\$23,029,854	5%
RETAINED EARNINGS	977,946	1,195,735	22%	\$880,765	\$990,970	22%	811,290	990,970	22%	3,012,985	4,078,493	35%	\$5,889,921	\$6,945,903	18%
TOTAL REVENUES	9,536,910	9,640,144	1%	15,373,656	16,254,773	6%	2,673,775	2,783,795	4%	20,794,271	27,934,977	10%	48,378,612	51,613,689	7%
EXPENSES															
OFFICE OPERATING	\$512,915	\$690,934	13%	\$1,657,950	\$1,878,246	13%	\$337,840	\$344,360	2%	\$992,725	\$1,057,503	7%	\$3,601,430	\$3,971,043	10%
COMMUNITY GRANTS	68,197	49,012	-26%	87,740	82,000	-16%	0	0	0	0	0	0	\$163,937	\$131,012	-20%
LEGISLATIVE	246,585	210,515	-15%	0	0	0	0	0	0	0	0	0	\$246,585	\$210,515	-15%
PROFESSIONAL FEES	336,240	331,269	-1%	165,030	88,510	-46%	355,255	338,625	-5%	584,960	810,700	43%	\$1,421,485	\$1,509,104	10%
BUILDING OPS & MAINT	190,466	242,780	27%	431,985	506,405	17%	42,000	42,000	0%	355,781	290,939	-18%	\$1,020,232	\$1,082,124	6%
VEHICLE OPS & MAINT	87,511	76,595	-12%	1,818,110	2,086,820	12%	17,400	18,535	7%	991,425	965,743	-3%	\$2,974,446	\$3,157,693	6%
OTHER EQUIPMENT OPS & MAINT	68,360	68,684	0%	57,032	74,000	30%	13,780	14,760	7%	0	0	0	\$139,172	\$157,444	13%
OTHER OPERATING	17,305	16,830	-3%	366,450	331,030	-10%	120,810	140,065	16%	6,070,019	6,403,547	5%	\$6,574,584	\$6,891,412	5%
WAGES & BENEFITS	1,445,716	1,504,090	4%	7,423,763	7,707,181	4%	1,383,248	1,352,687	-2%	3,383,059	3,579,010	6%	\$13,636,786	\$14,142,968	4%
RECREATION PROGRAMS	0	0	0	213,471	233,395	9%	0	0	0	0	0	0	\$213,471	\$233,395	9%
CAPITAL EXPENDITURES	578,064	811,534	41%	815,450	1,036,090	27%	89,750	115,700	29%	3,260,587	3,410,265	6%	\$4,741,851	\$5,373,589	13%
DEBT FINANCING-INTEREST	1,736,225	1,564,025	-10%	353,370	407,620	15%	0	0	0	1,789,315	1,772,995	-1%	\$3,878,910	\$3,744,640	-3%
DEBT FINANCING-PRINCIPAL	1,026,455	916,305	-11%	137,535	140,510	2%	0	0	0	1,337,025	1,355,675	1%	\$2,501,015	\$2,412,490	-4%
DEBT FINANCING-EXCHANGE	30,700	30,700	0%	0	0	0	0	0	0	0	0	0	\$30,700	\$30,700	0%
TRANSFER TO RESERVE FUND	0	0	0	0	16,000	7%	0	0	0	0	0	0	\$0	\$16,000	100%
TRANSFER FROM RESERVE FUND	152,126	228,980	51%	241,500	258,940	7%	0	5,890	0	897,320	2,161,707	141%	\$1,290,946	\$2,655,517	106%
TRANSFER TO OTHER GOVTS	0	0	0	0	0	0	0	0	0	0	0	0	\$0	\$0	0%
TFR TO OTHER GOVT/AGENCIES	2,400,726	2,516,240	5%	1,008,787	960,320	-5%	0	0	0	0	0	0	\$3,409,513	\$3,470,560	2%
TOTAL EXPENDITURES	\$8,994,581	\$9,258,493	3%	\$14,848,173	\$15,817,067	7%	\$2,360,083	\$2,372,562	1%	\$19,642,216	\$21,808,084	11%	\$45,945,053	\$49,250,206	7%
OPERATING SURPLUS (DEFICIT)	\$542,319	\$381,651	-30%	\$525,483	\$437,706	-17%	\$313,692	\$411,233	31%	\$1,152,055	\$1,126,893	-2%	\$2,533,549	\$2,357,483	-7%

Appendix 1

**REGIONAL DISTRICT OF NANAIMO
2003 ANNUAL BUDGET
ANALYSIS OF CHANGES IN PROPERTY TAXES**

2003 ANNUAL BUDGET

	%	
	Change	
Assessment Based Property Taxes 2002		17,156,177

Changed service levels

Planning - Municipal Agreements	(93,920)	
Regional Parks	100,000	
D69 Arena	752,445	
Harbourfront Center	(27,468)	
Grants in Aid	(22,721)	
Referendums	(27,500)	
Electoral Areas	20,000	
Electoral Areas	23,000	
	4.22	723,836

New Municipal Agreements
Reinstate from \$300,000 to \$400,000
Move to new multiplex
Referendum November 2003
Gabriola Isl library branch lease completed
Completed in 2002
By-election required
Web site information

Changes for Other Jurisdictions

Vancouver Island Regional Library	41,652	
D68 E911	(5,350)	
Southern Community Recreation	13,026	
D69 Sportsfields	1,420	
	0.30	50,748

Changes within existing service levels

Maximum 2% increase	0.13	21,666
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Other increases/decreases

Gabriola Island Recreation	6,795	
D68 Transit	382,300	
D69 Transit	48,625	
Administration	(82,870)	
Regional Development	(6,037)	
Building Inspection	(20,000)	
Solid Waste	(34,145)	
Southern Community Wastewater	(132,905)	
Northern Community Wastewater	97,920	
D69 Recreation	(13,660)	
Community Park B	(20,000)	
Community Park E	(35,000)	
Referendums	(11,642)	
Miscellaneous other	17	
	1.05	179,398

Return unexpended funds

Total for Existing Service Levels	1.17	201,064
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General Assessment Based Taxes/Change	5.69	18,131,825
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REGIONAL DISTRICT OF NANAIMO
2003 ANNUAL
BUDGET

ANALYSIS OF CHANGES IN TAX REQUISITIONS

	2002 Annual	2003 Provisional	Change at Provisional	2003 Annual	Additional Change at Annual	Total Change From 2002	Dollars for Changed Service Levels	Dollars for Other Jurisdictions	Dollars for Existing Service Levels
City Of Nanaimo	7,139,940	7,176,075	36,135 0.51%	7,275,601	99,526 1.39%	135,661 1.9%	\$ (47,661)	\$ -	\$ 183,322
City Of Parksville	2,432,074	2,680,289	247,615 10.2%	2,689,173	48,884 1.84%	266,499 11.0%	\$ 188,099	\$ -	\$ 78,400
Town of Qualicum Beach	1,566,807	1,718,708	151,901 9.69%	1,680,591	(38,117) -2.27%	113,784 7.3%	\$ 144,253	\$ -	\$ (30,469)
Electoral Area A Tax cost per \$100,000	788,836 184.84	808,895 190.75	20,057 \$5.91 3.20%	807,686 177.57	(1,209) (13.18) -0.91%	18,848 (7.27) -3.9%	\$ 10,768	\$ 9,025	\$ (945)
Electoral Area B Tax cost per \$100,000	537,634 118.40	495,426 106.86	(42,228) -\$9.54 -8.06%	483,355 103.25	(12,071) (5.61) -5.15%	(54,299) (15.15) -12.8%	\$ (20,237)	\$ 1,003	\$ (33,087)
Electoral Area C Tax cost per \$100,000	356,074 79.07	347,894 76.58	(8,180) -\$2.49 -3.15%	335,183 74.84	(12,711) (11.74) -2.27%	(20,891) (4.23) -5.3%	\$ 2,543	\$ (8,293)	\$ (15,141)
Electoral Area D Tax cost per \$100,000	731,036 172.42	734,919 172.70	3,883 \$0.28 0.16%	736,956 160.98	2,037 (11.72) -6.79%	5,920 (11.44) -6.6%	\$ (4,125)	\$ 3,111	\$ 6,924
Electoral Area E Tax cost per \$100,000	968,978 143.34	1,059,161 156.52	90,223 \$13.14 9.19%	1,080,227 156.55	21,066 0.03 0.02%	111,289 13.21 9.2%	\$ 114,347	\$ 6,163	\$ (9,437)
Electoral Area F Tax cost per \$100,000	827,667 172.06	931,915 193.50	104,248 \$21.50 12.50%	962,998 192.20	31,083 (1.30) -0.67%	135,331 20.20 11.7%	\$ 97,016	\$ 6,898	\$ 34,417
Electoral Area G Tax cost per \$100,000	1,123,594 179.30	1,263,855 201.10	140,261 \$21.80 12.16%	1,215,850 197.05	\$1,995 (4.05) -2.01%	192,256 17.75 9.9%	\$ 138,341	\$ 3,203	\$ 50,712
Electoral Area H Tax cost per \$100,000	682,955 184.50	774,970 175.20	92,015 \$20.70 13.40%	794,203 175.70	(20,765) 0.50 0.29%	71,250 21.20 13.7%	\$ 77,773	\$ 482	\$ (7,005)
General Property Taxes Percent change	17,156,177 4.20%	17,962,107 4.70%	805,930 4.70%	18,131,825 0.94%	166,718 0.94%	975,648 5.69%	\$ 701,337	\$ 21,600	\$ 252,711
Local Service Areas (including Parcel Taxes) Percent change	3,313,427 4.54%	3,504,633 5.77%	191,206 5.77%	3,506,067 0.04%	1,434 0.04%	192,640 5.81%			
Overall tax revenues Overall change	20,469,604	21,466,740		21,637,892					
					4.87%				

REGIONAL DISTRICT OF NANAIMO
2003 ANNUAL BUDGET
ANALYSIS OF CHANGES IN TAX ALLOCATIONS
AMOUNTS FOR CHANGED SERVICE LEVELS

Appendix 4

	Regional Parks	Development Planning	Electoral Areas	D69 Arena	Harbourfront Center	Grants in Aid	Total
City Of Nanaimo	28,511	(76,172)					(47,661)
City Of Parksville	4,762	(10,358)		193,695			188,099
Town of Qualicum Beach	2,587	(7,390)		149,056			144,253
Electoral Area A	10,768						10,768
Electoral Area B	6,314					(26,531)	(20,217)
Electoral Area C	2,543						2,543
Electoral Area D	7,428				(11,553)		(4,125)
Electoral Area E	9,255			124,395	(19,103)		114,547
Electoral Area F	9,063			87,953			97,016
Electoral Area G	13,057			125,284			138,341
Electoral Area H	5,711			72,062			77,773
	99,999	(93,920)	0	752,445	(30,656)	(26,531)	701,337

REGIONAL DISTRICT OF NANAIMO
 2003 ANNUAL BUDGET
 ANALYSIS OF CHANGES FOR OTHER JURISDICTIONS

Appendix 5

	Vancouver Island Regional Library	D68 911	Total Change
City Of Nanaimo			0
City Of Parksville			0
Town of Qualicum Beach			0
Electoral Area A	10,927	(1,902)	9,025
Electoral Area B	2,419	(1,414)	1,005
Electoral Area C	(7,041)	(1,252)	(8,293)
Electoral Area D	3,893	(782)	3,111
Electoral Area E	6,169		6,169
Electoral Area F	6,898		6,898
Electoral Area G	3,203		3,203
Electoral Area H	482		482
	26,950	(5,350)	21,600

REGIONAL DISTRICT OF NANAIMO
2003 ANNUAL BUDGET
ANALYSIS OF CHANGES IN TAX REQUISITIONS
AMOUNTS FOR CURRENT SERVICE LEVELS

	Administration	D68 Transit	D69 Transit/Handydart	Solid Waste Management	Wastewater Treatment (Southern)	Wastewater Treatment (Northern)	Regional Development	Miscellaneous All others	Total
City Of Nanaimo	(43,874)	378,687		(19,246)	(132,905)		732	72	183,322
City Of Parksville	(6,352)		29,926	(1,828)	4,762	54,362	431	2,901	78,400
Town of Qualicum Beach	(3,516)		12,014	(1,549)		(54,068)		(16,650)	(30,469)
Electoral Area A	(3,203)	(3,303)		(1,180)				(6,741)	(945)
Electoral Area B	(3,508)			(1,435)			(8,380)	21,764	(35,087)
Electoral Area C	(4,417)			(1,945)				8,779	(15,141)
Electoral Area D	(2,233)	6,916		(1,448)				(3,699)	6,934
Electoral Area E	(4,705)		14,679	(1,731)		20,896		38,566	(9,427)
Electoral Area F	(3,350)			(1,396)		32,050		(4,113)	31,417
Electoral Area G	(3,299)		(3,597)			19,798		(37,810)	50,712
Electoral Area H	(78,457)	382,300	(3,417)	(31,758)	(128,143)	24,882	(7,217)	28,470	(7,005)
			49,605		97,920			31,539	252,711

Appendix 1

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
OVERALL SUMMARY

Appendix 7

	Budget 2003	Budget 2004	Budget 2005	Budget 2006	Budget 2007	Budget 2008	SubTotal
Revenues							
Property taxes	\$ (19,694,712)	\$ (20,262,734)	\$ (20,922,743)	\$ (21,191,414)	\$ (23,443,088)	\$ (23,885,529)	\$ (129,300,190)
Parcel taxes	(1,765,545)	(1,811,856)	(1,857,461)	(1,902,396)	(1,950,941)	(2,001,063)	(11,288,947)
Municipal agreements	(177,635)	(213,162)	(213,162)	(213,162)	(213,162)	(213,162)	(1,243,445)
Operating revenues	(1,227,899)	(1,237,353)	(1,246,161)	(1,238,576)	(1,242,604)	(1,250,238)	(7,442,828)
Interest income	(275,000)	(342,000)	(342,000)	(342,000)	(342,000)	(342,000)	(1,985,000)
Transit fares	(3,145,335)	(3,237,768)	(3,271,866)	(3,275,498)	(3,409,725)	(3,574,235)	(19,914,427)
Landfill tipping fees	(5,765,300)	(6,074,569)	(6,358,394)	(6,843,823)	(6,643,823)	(6,643,823)	(38,129,432)
Recreation fees	(338,600)	(346,133)	(352,135)	(358,244)	(364,462)	(370,792)	(2,130,366)
Recreation facility rentals	(317,670)	(401,565)	(452,727)	(461,388)	(470,217)	(479,217)	(2,582,784)
Recreation vending sales	(23,600)	(25,600)	(25,600)	(25,600)	(25,600)	(25,600)	(151,600)
Recreation concession	(46,245)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(121,245)
Recreation - other	(222,090)	(256,035)	(256,035)	(256,035)	(256,035)	(256,035)	(1,502,265)
Utility user fees	(2,518,184)	(2,583,741)	(2,664,350)	(2,752,067)	(2,823,633)	(2,897,617)	(16,279,592)
Operating grants	(3,682,961)	(3,330,361)	(3,414,461)	(3,198,877)	(3,200,321)	(3,201,794)	(20,028,775)
Planning grants	(20,000)	0	0	0	0	0	(20,000)
Grants in lieu of taxes	(97,275)	(97,275)	(97,275)	(97,275)	(97,275)	(97,275)	(583,650)
Interdepartmental recoveries	(2,527,325)	(2,604,566)	(2,669,037)	(2,734,763)	(2,801,766)	(2,870,073)	(16,207,530)
Transfer from reserves	(180,410)	0	0	0	0	0	(180,410)
Miscellaneous	(2,642,240)	(2,478,456)	(2,366,456)	(2,168,156)	(1,977,415)	(1,899,798)	(13,530,521)
Prior year surplus(deficit)	(6,945,963)	(3,145,006)	(2,799,718)	(3,037,035)	(4,280,597)	(3,655,369)	(23,863,688)
Total Revenues	\$ (51,613,689)	\$ (48,461,150)	\$ (49,224,266)	\$ (49,911,309)	\$ (53,557,661)	\$ (53,678,620)	\$ (306,446,695)
Expenditures							
Administration	\$ 1,911,978	\$ 1,939,967	\$ 1,949,740	\$ 1,959,582	\$ 1,969,748	\$ 1,980,117	\$ 11,711,132
Community grants	49,012	42,500	42,500	42,500	42,500	42,500	261,512
Legislative	292,370	272,370	337,370	272,370	272,370	272,370	1,719,220
Professional fees	1,373,899	1,146,393	1,106,875	1,104,161	1,109,602	1,115,125	6,955,855
Building Ops	1,666,354	1,703,646	1,614,820	1,625,787	1,637,149	1,648,710	9,896,266
Veh & Equip ops	3,449,736	3,510,177	3,556,077	3,579,106	3,626,834	3,725,024	21,446,954
Operating Costs	8,501,467	8,560,621	8,677,515	8,818,961	11,863,072	11,763,448	57,985,104
Program Costs	262,455	265,721	265,912	266,104	266,297	266,491	1,592,980
Wages & Benefits	14,053,451	14,678,480	14,958,113	15,255,063	15,512,833	15,787,713	90,245,653
Transfer to other gov/org	3,476,560	3,505,373	3,544,046	3,593,715	3,645,130	3,696,896	21,461,720
Debt financing	6,187,830	6,467,321	6,470,704	6,697,935	6,544,776	6,398,629	35,767,195
Contributions to reserve funds	2,857,507	1,691,112	1,960,158	2,912,271	1,921,677	3,437,288	14,580,013
Capital	5,373,589	2,338,896	2,258,278	975,710	3,292,950	324,785	14,564,208
SubTotal	\$ 49,256,208	\$ 46,122,577	\$ 46,741,708	\$ 46,103,285	\$ 50,504,938	\$ 49,459,096	\$ 288,187,812
New debt		292,375	16,543	97,947	7,219	7,219	421,303
Total expenditures	\$ 49,256,208	\$ 46,414,952	\$ 46,758,251	\$ 46,201,232	\$ 50,512,157	\$ 49,466,315	\$ 288,609,115
(Surplus)/deficit	\$ (2,357,481)	\$ (2,046,198)	\$ (2,466,015)	\$ (3,710,077)	\$ (3,045,504)	\$ (4,212,305)	\$ (17,790,496)
Source and Application of Funds							
Capital Fund							
Source of Funds							
Transfers from Operating	\$ (5,373,589)	\$ (2,338,896)	\$ (2,258,278)	\$ (975,710)	\$ (3,292,950)	\$ (324,785)	\$ (14,564,208)
Transfers from Reserve Funds	(5,807,310)	(897,500)	(2,560,000)	(4,050,000)	(6,623,000)	(615,000)	(20,552,810)
Borrowed Funds	(8,084,045)	(132,230)	(447,230)	(507,230)	(7,230)	0	(8,071,920)
Bylaw funds on hand	0	(55,060)	0	0	0	0	(55,060)
Other sources	(43,813)	0	(217,600)	0	0	0	(261,413)
Total Sources of Funds	\$ (19,308,832)	\$ (3,434,677)	\$ (6,091,718)	\$ (5,493,815)	\$ (10,390,390)	\$ (1,803,495)	\$ (46,522,927)
Funds Applied							
Operating capital	\$ 11,240,187	\$ 3,251,871	\$ 5,051,353	\$ 5,041,185	\$ 9,931,425	\$ 1,105,280	\$ 35,621,281
Unexpended capital funds	0	55,060	0	0	0	0	55,060
Loan authorizations	8,084,045	132,230	947,230	7,230	7,230	0	9,177,965
Total Funds Applied	\$ 19,308,832	\$ 3,434,677	\$ 6,091,718	\$ 5,493,815	\$ 10,390,390	\$ 1,803,495	\$ 46,522,927
Reserve Funds							
Transfers from Operating Fund	\$ (2,557,507)	\$ (1,591,112)	\$ (1,960,158)	\$ (2,912,271)	\$ (1,921,677)	\$ (3,437,288)	\$ (14,576,293)
Other sources(DCC's etc)	(616,475)	(555,475)	(555,475)	(545,475)	(545,475)	(545,475)	(3,363,850)
Transfers to Capital Fund	5,807,310	897,500	2,560,000	4,050,000	6,623,000	615,000	20,552,810
Transfers to Operating Fund	0	0	0	0	0	0	0
Reserve Fund Transactions	\$ 2,593,483	\$ (1,348,932)	\$ 44,522	\$ 592,409	\$ 4,156,003	\$ (3,367,308)	\$ 2,613,560

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
OVERALL SUMMARY

	Budget 2003	Budget 2004	Change	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
Revenues											
Property taxes	\$ (19,694,712)	\$ (20,262,704)	2.9%	\$ (20,922,743)	2.8%	\$ (21,191,414)	1.8%	\$ (23,443,088)	10.6%	(23,885,529)	1.9%
Parcel taxes	(1,766,546)	(1,811,856)	2.6%	(1,867,146)	2.5%	(1,902,396)	2.4%	(1,950,941)	2.6%	(2,001,063)	2.6%
Municipal agreements	(177,635)	(213,162)	20.0%	(213,162)	0.0%	(213,162)	0.0%	(213,162)	0.0%	(213,162)	0.0%
Operating revenues	(1,227,899)	(1,237,353)	0.8%	(1,246,161)	0.7%	(1,238,676)	-0.6%	(1,242,601)	0.3%	(1,250,236)	0.6%
Transit fares	(3,146,335)	(3,237,358)	2.9%	(3,271,866)	1.1%	(3,275,498)	0.1%	(3,409,725)	4.1%	(3,574,236)	4.8%
Landfill tipping fees	(5,765,000)	(6,074,569)	5.4%	(6,359,394)	4.7%	(6,643,823)	4.5%	(6,643,823)	0.0%	(6,643,823)	0.0%
Recreation revenues	(948,205)	(1,044,333)	10.1%	(1,101,497)	5.5%	(1,116,267)	1.3%	(1,131,314)	1.3%	(1,146,644)	1.4%
Utility user fees	(2,518,184)	(2,583,741)	2.6%	(2,664,350)	3.1%	(2,752,067)	3.3%	(2,823,633)	2.6%	(2,897,617)	2.6%
Operating grants	(3,702,961)	(3,330,361)	-10.1%	(3,414,461)	2.5%	(3,198,877)	-6.3%	(3,200,321)	0.0%	(3,201,794)	0.0%
Interest income	(275,000)	(342,000)	24.4%	(342,000)	0.0%	(342,000)	0.0%	(342,000)	0.0%	(342,000)	0.0%
Intra-departmental recoveries	(2,527,325)	(2,604,566)	3.1%	(2,669,037)	2.5%	(2,734,763)	2.5%	(2,801,766)	2.5%	(2,870,073)	2.4%
Miscellaneous	(2,819,925)	(2,573,731)	-11.9%	(2,463,731)	-4.3%	(2,265,431)	-8.0%	(2,074,690)	-8.4%	(1,997,073)	-3.7%
Prior year (surplus)/deficit	(5,845,963)	(2,795,004)		(2,449,716)		(2,687,033)		(3,930,595)		(3,305,357)	
Total Revenues	\$ (51,613,687)	\$ (48,111,148)		\$ (48,874,264)		\$ (49,561,307)		\$ (53,207,659)		\$ (53,328,619)	

Expenditures											
Administration	\$ 1,911,978	\$ 1,939,967	1.5%	\$ 1,949,740	0.5%	\$ 1,959,582	0.5%	\$ 1,969,748	0.5%	\$ 1,980,117	0.5%
Community grants	49,012	42,500	-13.3%	42,500	0.0%	42,500	0.0%	42,500	0.0%	42,500	0.0%
Legislative	292,370	272,370	-6.8%	337,370	23.9%	272,370	-19.3%	272,370	0.0%	272,370	0.0%
Professional fees	1,373,898	1,146,393	-16.6%	1,106,675	-3.5%	1,104,161	-0.2%	1,109,602	0.5%	1,115,125	0.5%
Building Ops	1,686,354	1,703,646	2.2%	1,614,620	-5.2%	1,625,787	0.7%	1,637,149	0.7%	1,648,710	0.7%
Veh & Equip ops	3,449,736	3,510,177	1.8%	3,556,077	1.3%	3,579,106	0.6%	3,626,834	1.3%	3,725,024	2.7%
Operating Costs	8,501,467	8,560,621	0.7%	8,677,515	1.4%	8,618,981	-0.6%	11,663,072	32.2%	11,763,448	0.9%
Program Costs	262,455	265,721	1.2%	265,912	0.1%	266,104	0.1%	266,297	0.1%	266,491	0.1%
Wages & Benefits	14,053,451	14,678,480	4.4%	14,958,113	1.9%	15,255,063	2.0%	15,512,833	1.7%	15,787,713	1.8%
Transfer to other gov/org	3,476,960	3,505,373	0.8%	3,544,046	1.1%	3,593,715	1.4%	3,645,130	1.4%	3,696,896	1.4%
Debt financing	6,187,830	6,467,321	4.5%	6,470,704	0.1%	5,697,935	-11.9%	5,544,776	-2.7%	5,398,529	-2.6%
Contributions to reserve funds	2,657,907	1,691,112	-36.4%	1,960,158	15.9%	2,912,271	48.6%	1,921,677	-34.0%	3,437,288	78.9%
Capital	5,373,589	2,338,696	-56.5%	2,258,278	-3.4%	975,710	-56.8%	3,292,950	237.5%	324,785	-90.1%
SubTotal	\$ 49,266,208	\$ 46,122,577	-6.4%	\$ 46,741,708	1.3%	\$ 46,103,285	-1.4%	\$ 50,504,938	9.5%	\$ 49,459,096	-2.1%
New debt		292,375		16,543		97,947		7,219		7,219	
Total expenditures	\$ 49,266,208	\$ 46,414,952	-5.8%	\$ 46,758,251	0.7%	\$ 46,201,232	-1.2%	\$ 50,512,157	9.3%	\$ 49,466,315	-2.1%
(Surplus)/deficit	\$ (2,357,479)	\$ (1,696,198)		\$ (2,118,013)		\$ (3,360,075)		\$ (2,695,502)		\$ (3,862,303)	

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
Community Services

	Budget 2003	Budget 2004	Change	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
Revenues											
Property taxes	\$ (7,493,533)	\$ (7,753,855)	3.5%	\$ (7,930,215)	2.3%	\$ (8,078,458)	1.9%	\$ (8,224,805)	1.8%	\$ (8,348,392)	1.5%
Municipal agreements	(177,835)	(213,162)	20.0%	(213,162)	0.0%	(213,162)	0.0%	(213,162)	0.0%	(213,162)	0.0%
Operating revenues	(134,600)	(140,580)	4.4%	(147,345)	4.8%	(149,745)	1.2%	(150,981)	1.2%	(152,853)	1.2%
Transit fares	(3,145,335)	(3,237,788)	2.9%	(3,271,866)	1.1%	(3,275,498)	0.1%	(3,408,725)	4.1%	(3,574,235)	4.8%
Recreation fees	(338,600)	(348,133)	2.2%	(352,135)	1.7%	(358,244)	1.7%	(364,462)	1.7%	(370,792)	1.7%
Recreation facility rentals	(317,679)	(401,565)	26.4%	(452,727)	12.7%	(461,388)	1.9%	(470,217)	1.9%	(479,217)	1.9%
Recreation vending sales	(23,600)	(25,800)	9.5%	(25,800)	0.0%	(25,800)	0.0%	(25,800)	0.0%	(25,800)	0.0%
Recreation concession	(48,245)	(15,000)	-67.8%	(15,000)	0.0%	(15,000)	0.0%	(15,000)	0.0%	(15,000)	0.0%
Recreation - other	(222,090)	(258,035)	15.3%	(258,035)	0.0%	(258,035)	0.0%	(258,035)	0.0%	(258,035)	0.0%
Operating grants	(3,164,620)	(3,164,620)	0.0%	(3,381,620)	6.9%	(3,168,038)	-6.4%	(3,167,480)	0.0%	(3,168,853)	0.0%
Grants in lieu of taxes	(33,725)	(33,725)	0.0%	(33,725)	0.0%	(33,725)	0.0%	(33,725)	0.0%	(33,725)	0.0%
Interdepartmental recoveries	(472,055)	(483,031)	4.4%	(500,111)	1.4%	(507,268)	1.4%	(514,592)	1.4%	(521,985)	1.4%
Miscellaneous	(4,300)	(4,300)	0.0%	(4,300)	0.0%	(4,300)	0.0%	(4,300)	0.0%	(4,300)	0.0%
Prior year (surplus)/deficit	(680,785)	(771,928)		(799,661)		(913,382)		(1,100,215)		(1,292,281)	
Total Revenues	\$ (16,254,773)	\$ (16,957,400)		\$ (17,383,502)		\$ (17,457,289)		\$ (18,010,299)		\$ (18,396,541)	
Expenditures											
Administration	\$ 782,451	\$ 810,418	3.6%	\$ 820,158	1.2%	\$ 830,114	1.2%	\$ 840,259	1.2%	\$ 850,807	1.2%
Legislative	1,950	1,950	0.0%	1,950	0.0%	1,950	0.0%	1,950	0.0%	1,950	0.0%
Professional fees	88,890	88,890	0.0%	88,890	0.0%	88,890	0.0%	88,890	0.0%	88,890	0.0%
Building Ops	477,520	508,877	6.8%	514,178	1.0%	519,585	1.1%	525,100	1.1%	530,725	1.1%
Veh & Equip ops	2,198,495	2,255,002	2.6%	2,297,217	1.9%	2,340,275	1.9%	2,384,198	1.8%	2,478,994	4.0%
Operating Costs	1,584,248	1,585,367	0.1%	1,602,954	1.1%	1,627,648	1.5%	1,658,652	1.8%	1,684,737	1.7%
Program Costs	282,455	285,721	1.2%	285,812	0.1%	288,104	0.1%	288,297	0.1%	288,491	0.1%
Wages & Benefits	7,617,981	8,094,281	5.9%	8,223,345	2.0%	8,385,810	2.0%	8,551,110	2.0%	8,719,818	2.0%
Transfer to other gov't/org	980,320	823,179	-3.9%	936,295	1.4%	949,874	1.4%	963,325	1.4%	977,238	1.4%
Debt financing	548,130	970,551	77.1%	1,204,944	24.2%	1,112,994	-7.8%	1,184,220	4.8%	1,171,439	0.8%
Contributions to reserve funds	258,940	308,940	19.3%	275,940	-10.7%	325,940	18.1%	375,940	15.3%	525,940	39.8%
Capital	1,036,050	341,438	-67.0%	507,118	48.5%	130,065	-74.4%	332,885	155.8%	87,685	-73.8%
Sub-Total	\$ 15,817,067	\$ 16,124,810		\$ 16,738,921		\$ 16,578,748		\$ 17,158,819		\$ 17,391,855	
New debt		248,148		7,219		51,328		7,219		7,219	
Total expenditures	\$ 15,817,067	\$ 16,373,759		\$ 16,746,140		\$ 16,630,074		\$ 17,158,038		\$ 17,391,855	
(Surplus)/deficit	\$ (437,708)	\$ (483,641)		\$ (637,362)		\$ (827,196)		\$ (852,281)		\$ (1,004,886)	
Source and Application of Funds											
Capital Fund											
Source of Funds											
Transfers from Operating	\$ (1,038,090)	\$ (341,438)		\$ (507,118)		\$ (130,065)		\$ (332,885)		\$ (87,685)	
Transfers from Reserve Funds	0	0		0		0		0		0	
Borrowed Funds	(7,503,000)	(32,230)		(447,230)		(7,230)		(7,230)		0	
Bylaw funds on hand	0	0		0		0		0		0	
Unexpended bylaw funds	0	0		0		0		0		0	
Other sources	0	0		(217,900)		0		0		0	
Total Sources of Funds	\$ (8,523,890)	\$ (367,447)		\$ (1,163,348)		\$ (130,960)		\$ (339,915)		\$ (84,185)	
Funds Applied											
Operating capital	\$ 1,036,050	\$ 341,438		\$ 724,718		\$ 130,065		\$ 332,885		\$ 87,685	
Unexpended capital funds	0	0		0		0		0		0	
Loan authorizations	7,503,000	32,230		447,230		7,230		7,230		0	
Total Funds Applied	\$ 8,523,890	\$ 367,447		\$ 1,163,348		\$ 130,960		\$ 339,915		\$ 84,185	
Reserve Funds											
Transfers from Operating Fund	\$ (258,940)	\$ (308,940)		\$ (275,940)		\$ (325,940)		\$ (375,940)		\$ (525,940)	
Other sources (DCC's etc.)	0	0		0		0		0		0	
Transfers to Capital Fund	0	0		0		0		0		0	
Transfers to Operating Fund	0	0		0		0		0		0	
Reserve Fund Transactions	\$ (258,940)	\$ (308,940)		\$ (275,940)		\$ (325,940)		\$ (375,940)		\$ (525,940)	

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
Corporate Services

	Budget 2003	Budget 2004	Change	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
Revenues											
Property taxes	\$ (3,556,349)	\$ (3,602,516)	1.3%	\$ (3,718,929)	3.2%	\$ (3,720,248)	0.1%	\$ (3,770,822)	1.4%	\$ (3,819,721)	1.2%
Operating revenues	(1,500)	(3,000)	100.0%	(3,000)	0.0%	(3,000)	0.0%	(3,000)	0.0%	(3,000)	0.0%
Interest income	(275,000)	(342,000)	24.4%	(342,000)	0.0%	(342,000)	0.0%	(342,000)	0.0%	(342,000)	0.0%
Planning grants	(20,000)	0	-100.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Grants in lieu of taxes	(30,350)	(30,350)	0.0%	(30,350)	0.0%	(30,350)	0.0%	(30,350)	0.0%	(30,350)	0.0%
Interdepartmental recoveries	(1,913,270)	(1,969,535)	2.9%	(2,026,928)	2.9%	(2,085,465)	2.9%	(2,145,174)	2.9%	(2,208,077)	2.8%
Transfer from reserves	(15,000)	0	-100.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Miscellaneous	(2,833,940)	(2,468,156)	-6.3%	(2,358,156)	-4.5%	(2,159,856)	-8.4%	(1,969,115)	-8.8%	(1,891,488)	-3.9%
Prior year surplus(deficit)	(1,185,768)	(435,688)		(339,497)		(382,960)		(455,131)		(578,910)	
Total Revenues	\$ (9,840,177)	\$ (8,851,243)		\$ (8,816,858)		\$ (8,723,879)		\$ (8,715,592)		\$ (8,665,556)	
Expenditures											
Administration	88,083	88,088	0.0%	88,092	0.0%	88,096	0.0%	88,098	0.0%	88,101	0.0%
Community grants	49,012	42,500	-13.3%	42,500	0.0%	42,500	0.0%	42,500	0.0%	42,500	0.0%
Legislative	290,420	270,420	-6.9%	335,420	24.0%	270,420	-19.4%	270,420	0.0%	270,420	0.0%
Professional fees	262,259	225,579	-14.0%	225,579	0.0%	225,579	0.0%	225,579	0.0%	225,579	0.0%
Building Ops	368,799	389,388	6.2%	289,635	-25.6%	289,887	0.1%	290,144	0.1%	290,408	0.1%
Veh & Equip ops	202,090	204,330	0.7%	205,484	0.8%	182,885	-11.0%	184,086	0.7%	184,890	0.4%
Operating Costs	405,465	405,740	0.1%	408,031	0.1%	408,327	0.1%	406,629	-0.1%	408,987	0.1%
Wages & Benefits	1,503,789	1,533,865	2.0%	1,564,542	2.0%	1,595,833	2.0%	1,627,750	2.0%	1,660,305	2.0%
Transfer to other govt/org	2,516,240	2,582,194	2.6%	2,607,751	1.0%	2,644,041	1.4%	2,681,810	1.4%	2,719,657	1.4%
Debt financing	2,511,030	2,481,106	-1.2%	2,389,058	-3.7%	2,170,756	-8.1%	1,960,015	-9.7%	1,882,368	-4.0%
Contributions to reserve funds	228,980	214,862	-6.2%	217,908	-1.4%	262,625	33.4%	298,852	5.7%	377,983	28.6%
Capital	811,534	109,800	-86.5%	117,900	7.6%	69,800	-40.8%	62,800	-10.0%	73,200	16.6%
SubTotal	\$ 9,256,491	\$ 8,547,873		\$ 8,483,898		\$ 8,268,748		\$ 8,138,682		\$ 8,222,296	
New debt		18,073		0		0		0		0	
Total expenditures	\$ 9,256,491	\$ 8,565,946		\$ 8,483,898		\$ 8,268,748		\$ 8,138,682		\$ 8,222,296	
(Surplus)/deficit	\$ (381,886)	\$ (285,487)		\$ (332,980)		\$ (455,131)		\$ (578,910)		\$ (643,260)	
Source and Application of Funds											
Capital Fund											
Source of Funds											
Transfers from Operating	\$ (811,534)	\$ (109,800)		\$ (117,900)		\$ (69,800)		\$ (62,800)		\$ (73,200)	
Transfers from Reserve Funds	(169,810)	(50,000)		(50,000)		0		(810,000)		0	
Borrowed Funds	(75,000)	0		0		0		0		0	
Unexpended bylaw funds	0	0		0		0		0		0	
Other sources	(43,813)	0		0		0		0		0	
Total Sources of Funds	\$ (1,100,157)	\$ (159,800)		\$ (167,900)		\$ (69,800)		\$ (672,800)		\$ (773,200)	
Funds Applied											
Operating capital	\$ 1,025,157	\$ 159,800		\$ 167,900		\$ 69,800		\$ 672,800		\$ 73,200	
Unexpended capital funds	0	0		0		0		0		0	
Loan authorizations	75,000	0		0		0		0		0	
Total Funds Applied	\$ 1,100,157	\$ 159,800		\$ 167,900		\$ 69,800		\$ 672,800		\$ 73,200	
Reserve Funds											
Transfers from Operating Fund	\$ (228,880)	\$ (214,862)		\$ (211,908)		\$ (282,625)		\$ (298,852)		\$ (377,963)	
Other sources(OCC's etc)											
Transfers to Capital Fund	169,810	50,000		50,000		0		610,000		0	
Transfers to Operating Fund											
Reserve Fund Transactions	\$ (59,170)	\$ (164,862)		\$ (161,908)		\$ (282,625)		\$ 311,148		\$ (377,963)	

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
Development Services

	Budget 2003	Budget 2004	Change	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
Revenues											
Property taxes	\$ (1,052,140)	\$ (1,133,687)	7.8%	\$ (1,219,122)	7.5%	\$ (1,242,282)	1.9%	\$ (1,265,907)	1.9%	\$ (1,285,782)	1.6%
Operating revenues	(581,700)	(581,700)	0.0%	(581,700)	0.0%	(581,700)	0.0%	(581,700)	0.0%	(581,700)	0.0%
Operating grants	(14,985)	(4,985)	-66.7%	(4,985)	0.0%	(4,985)	0.0%	(4,985)	0.0%	(4,985)	0.0%
Interdepartmental recoveries	(140,000)	(140,000)	0.0%	(140,000)	0.0%	(140,000)	0.0%	(140,000)	0.0%	(140,000)	0.0%
Miscellaneous	(4,000)	(4,000)	0.0%	(4,000)	0.0%	(4,000)	0.0%	(4,000)	0.0%	(4,000)	0.0%
Prior year surplus(deficit)	(990,970)	(792,233)		(681,822)		(621,717)		(338,867)		(465,908)	
Total Revenues	\$ (2,783,795)	\$ (2,658,605)		\$ (2,631,629)		\$ (2,594,684)		\$ (2,536,549)		\$ (2,482,375)	
Expenditures											
Administration	143,560	143,560	0.0%	143,560	0.0%	143,560	0.0%	143,560	0.0%	143,560	0.0%
Professional fees	208,400	188,400	-19.2%	148,400	-11.9%	148,400	0.0%	148,400	0.0%	148,400	0.0%
Building Ops	37,000	37,000	0.0%	37,000	0.0%	37,000	0.0%	37,000	0.0%	37,000	0.0%
Veh & Equip ops	57,160	57,160	0.0%	57,160	0.0%	57,160	0.0%	57,160	0.0%	57,160	0.0%
Operating Costs	452,165	454,533	0.5%	455,291	0.2%	457,714	0.5%	458,495	0.2%	460,975	0.5%
Wages & Benefits	1,352,587	1,329,740	-1.7%	1,344,511	1.1%	1,371,503	2.0%	1,388,975	1.1%	1,414,715	2.0%
Contributions to reserve funds	5,890	5,890	0.0%	5,890	0.0%	5,890	0.0%	5,890	0.0%	5,890	0.0%
Capital	115,700	42,500	-63.3%	46,000	8.2%	49,500	7.6%	47,500	-4.0%	51,000	7.4%
SubTotal	\$ 2,372,562	\$ 2,238,783		\$ 2,237,912		\$ 2,270,727		\$ 2,284,980		\$ 2,318,700	
New debt		0		0		0		0		0	
Total expenditures	\$ 2,372,562	\$ 2,238,783		\$ 2,237,912		\$ 2,270,727		\$ 2,284,980		\$ 2,318,700	
(Surplus)/deficit	\$ (411,233)	\$ (417,822)		\$ (393,717)		\$ (323,957)		\$ (251,589)		\$ (183,675)	
Source and Application of Funds											
Capital Fund											
Source of Funds											
Transfers from Operating	\$ (115,700)	\$ (42,500)		\$ (46,000)		\$ (49,500)		\$ (47,500)		\$ (51,000)	
Transfers from Reserve Funds	0	0		0		0		0		0	
Borrowed Funds	0	0		0		0		0		0	
Unexpended bylaw funds	0	0		0		0		0		0	
Other sources	0	0		0		0		0		0	
Total Sources of Funds	\$ (115,700)	\$ (42,500)		\$ (46,000)		\$ (49,500)		\$ (47,500)		\$ (51,000)	
Funds Applied											
Operating capital	\$ 115,700	\$ 42,500		\$ 46,000		\$ 49,500		\$ 47,500		\$ 51,000	
Unexpended capital funds	0	0		0		0		0		0	
Loan authorizations	0	0		0		0		0		0	
Total Funds Applied	\$ 115,700	\$ 42,500		\$ 46,000		\$ 49,500		\$ 47,500		\$ 51,000	
Reserve Funds											
Transfers from Operating Fund	\$ (5,890)	\$ (5,890)		\$ (5,890)		\$ (5,890)		\$ (5,890)		\$ (5,890)	
Other sources(Doc's etc)											
Transfers to Capital Fund											
Transfers to Operating Fund											
Reserve Fund Transactions	\$ (5,890)	\$ (5,890)		\$ (5,890)		\$ (5,890)		\$ (5,890)		\$ (5,890)	

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
Environmental Services

	Budget 2003	Budget 2004	Change	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
Revenues											
Property taxes	\$ (7,593,690)	\$ (7,772,546)	2.4%	\$ (7,956,477)	2.4%	\$ (8,150,428)	2.4%	\$ (10,181,554)	24.8%	\$ (10,435,634)	2.5%
Parcel taxes	(1,785,545)	(1,811,856)	2.5%	(1,857,146)	2.5%	(1,902,396)	2.4%	(1,950,941)	2.4%	(2,001,063)	2.6%
Operating revenues	(510,099)	(512,073)	0.4%	(514,116)	0.4%	(504,731)	-1.9%	(508,920)	0.4%	(512,585)	1.1%
Landfill tipping fees	(5,785,000)	(6,074,569)	5.4%	(6,358,394)	4.7%	(6,643,823)	4.5%	(6,643,823)	0.0%	(6,843,823)	0.0%
Utility user fees	(2,518,184)	(2,583,741)	2.6%	(2,664,350)	3.1%	(2,752,067)	3.3%	(2,823,633)	2.6%	(2,897,617)	2.6%
Operating grants	(503,356)	(160,756)	-68.1%	(27,856)	-82.7%	(27,856)	0.0%	(27,856)	0.0%	(27,856)	0.0%
Grants in lieu of taxes	(33,200)	(33,200)	0.0%	(33,200)	0.0%	(33,200)	0.0%	(33,200)	0.0%	(33,200)	0.0%
Interdepartmental recoveries	(2,000)	(2,000)	0.0%	(2,000)	0.0%	(2,000)	0.0%	(2,000)	0.0%	(2,000)	0.0%
Transfer from reserves	(165,410)	0	-100.0%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Prior year surplus/(deficit)	(4,078,493)	(1,145,194)		(978,771)		(1,119,008)		(2,125,327)		(1,380,303)	
Total Revenues	\$ (22,934,977)	\$ (20,095,935)		\$ (20,392,310)		\$ (21,135,510)		\$ (24,295,254)		\$ (23,934,781)	
Expenditures											
Administration	\$ 897,894	\$ 897,902	0.0%	\$ 897,920	0.0%	\$ 897,813	0.0%	\$ 897,831	0.0%	\$ 897,849	0.0%
Professional fees	814,730	663,524	-18.6%	843,806	-3.0%	541,292	-4.4%	548,733	0.8%	852,256	0.9%
Building Ops	763,035	768,381	0.7%	773,807	0.7%	779,315	0.7%	784,905	0.7%	790,578	0.7%
Veh & Equip ops	991,191	993,665	0.3%	996,218	0.3%	998,765	0.3%	1,001,393	0.3%	1,004,040	0.3%
Operating Costs	6,359,802	6,114,991	0.9%	6,213,239	1.6%	6,327,294	1.8%	6,141,098	-4.5%	6,210,779	0.8%
Wages & Benefits	3,579,014	3,750,594	4.8%	3,825,605	2.0%	3,902,117	2.0%	3,948,998	1.2%	3,992,774	1.2%
Debt financing	3,128,570	3,015,864	-3.6%	2,876,704	-4.6%	2,414,285	-16.1%	2,420,541	0.3%	2,344,762	-3.1%
Contributions to reserve funds	2,183,897	1,461,420	-46.3%	1,466,420	28.3%	2,297,816	56.7%	1,240,995	-46.0%	2,527,495	193.7%
Capital	3,410,265	1,845,360	-45.9%	1,587,260	-14.0%	726,345	-54.2%	2,848,965	292.4%	112,900	-96.0%
SubTotal	\$ 21,808,088	\$ 19,211,511		\$ 19,280,977		\$ 18,985,062		\$ 22,930,457		\$ 21,533,464	
New debt		25,153		8,324		48,821		0		0	
Total expenditures	\$ 21,808,088	\$ 19,236,664		\$ 19,289,301		\$ 19,033,883		\$ 22,930,457		\$ 21,533,464	
(Surplus)/deficit	\$ (1,126,989)	\$ (859,273)		\$ (1,102,009)		\$ (2,103,827)		\$ (1,364,797)		\$ (2,400,717)	
Additional property taxes to balance	0	0		0		0		0		0	
Source and Application of Funds											
Capital Fund											
Source of Funds											
Transfers from Operating	\$ (3,410,265)	\$ (1,845,360)		\$ (1,587,260)		\$ (726,345)		\$ (2,848,965)		\$ (112,900)	
Transfers from Reserve Funds	(5,637,500)	(847,500)		(2,510,000)		(4,050,000)		(6,013,000)		(615,900)	
Borrowed Funds	(508,045)	(100,000)		(500,000)		0		0		0	
Unexpended bylaw funds	0	(56,735)		(101,735)		(451,735)		(451,735)		(701,735)	
Other sources	(15,475)	(15,475)		(15,475)		(15,475)		(15,475)		(165,475)	
Total Sources of Funds	\$ (9,569,285)	\$ (2,865,130)		\$ (4,714,470)		\$ (5,243,555)		\$ (9,330,175)		\$ (1,585,110)	
Funds Applied											
Operating capital	\$ 9,983,240	\$ 2,706,335		\$ 4,112,735		\$ 4,791,920		\$ 8,878,440		\$ 893,375	
Unexpended capital funds	0	58,795		101,735		451,735		451,735		701,735	
Loan authorizations	506,045	100,000		500,000		0		0		0	
Total Funds Applied	\$ 9,569,285	\$ 2,865,130		\$ 4,714,470		\$ 5,243,555		\$ 9,330,175		\$ 1,585,110	
Reserve Funds											
Transfers from Operating Fund	\$ (2,163,697)	\$ (1,161,420)		\$ (1,468,420)		\$ (2,297,816)		\$ (1,240,995)		\$ (2,527,495)	
Other Sources (DCC's etc)	(619,475)	(545,475)		(545,475)		(545,475)		(545,475)		(545,475)	
Transfers to Capital Fund	5,637,500	847,500		2,510,000		4,050,000		6,013,000		\$15,000	
Transfers to Operating Fund											
Reserve Fund Transactions	\$ 2,857,328	\$ (869,395)		\$ 486,105		\$ 1,208,709		\$ 4,226,530		\$ (2,457,970)	

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
OVERALL SUMMARY

TAX REQUISITIONS AND RATES BY MEMBER

	Budget 2003	Budget 2004	Change	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
\$	7,312,455	7,483,204	2.5%	7,657,933	2.2%	7,831,767	2.3%	8,009,651	15.0%	9,215,017	2.3%
Tax requisition calculation	2,699,162	2,805,034	3.9%	2,881,127	2.7%	2,950,013	2.4%	3,171,173	7.5%	3,237,634	2.1%
Assessment Based Taxes	1,690,984	1,768,821	5.2%	1,819,474	2.8%	1,860,595	2.3%	2,011,211	8.1%	2,052,009	2.0%
City of Nanaimo	807,683	831,832	3.0%	861,414	3.6%	889,850	1.0%	987,249	11.2%	983,323	1.7%
Town of Qualicum Beach	483,359	493,971	2.2%	506,981	2.6%	507,139	0.0%	573,103	13.0%	580,536	1.3%
Electoral Area A	335,160	349,771	4.4%	370,510	5.9%	371,296	0.2%	418,964	12.8%	425,411	1.6%
Electoral Area B	736,896	781,167	3.3%	790,136	3.8%	798,584	1.2%	892,140	10.3%	898,426	1.8%
Electoral Area C	1,080,216	1,114,517	3.2%	1,156,750	4.0%	1,168,382	0.8%	1,270,049	8.7%	1,288,679	1.5%
Electoral Area D	862,998	984,137	2.2%	1,016,515	3.5%	1,029,157	1.0%	1,120,430	8.9%	1,133,079	1.1%
Electoral Area E	1,315,882	1,381,882	3.5%	1,414,221	3.8%	1,432,234	1.3%	1,557,621	8.8%	1,579,310	1.4%
Electoral Area F	754,202	771,620	2.3%	800,869	3.8%	810,243	1.2%	861,065	6.7%	895,258	1.6%
Electoral Area G	86,000	87,720	2.0%	89,474	2.0%	91,263	2.0%	93,088	2.0%	94,960	2.0%
Electoral Area H	152,290	155,336	2.0%	158,443	2.0%	161,612	2.0%	164,844	2.0%	164,844	0.0%
Code S DASHWOOD FIRE LSA#19	192,300	201,915	5.0%	205,953	2.0%	210,072	2.0%	214,273	2.0%	218,558	2.0%
Code G Errington Fire LSA#7	75,480	76,890	2.0%	78,530	2.0%	80,101	2.0%	81,703	2.0%	83,337	2.0%
Code F Extension Fire SA#32	251,980	251,980	0.0%	251,860	0.0%	251,960	0.0%	251,960	0.0%	251,960	0.0%
Code B French Ck Fire LSA#4	250,050	250,050	0.0%	250,050	0.0%	250,050	0.0%	250,050	0.0%	250,050	0.0%
Code Q Nanoose Fire SA#15	53,485	58,585	5.6%	59,767	2.0%	60,962	2.0%	62,531	2.6%	63,782	2.0%
Code R Pyville Lcf Fire SA#17	30,845	39,845	0.0%	39,845	0.0%	39,845	0.0%	39,845	0.0%	39,845	0.0%
Code C Wellington Fire LSA16	88,400	94,188	5.4%	98,072	2.0%	97,993	2.0%	100,933	3.0%	100,933	0.0%
Code A Yellow Point Fire SA#1	11,220	11,444	2.0%	11,673	2.0%	11,908	2.0%	12,144	2.0%	12,380	5.4%
Code A Furwinds Liles LSA#2	12,600	12,600	0.0%	12,600	0.0%	12,600	0.0%	12,600	0.0%	12,600	0.0%
Code C Rural liles LSA#1	4,650	4,635	1.0%	4,626	2.0%	4,719	2.0%	4,813	2.0%	4,909	2.0%
Code U Fr CK Vlt Liles LSA#22	1,455	1,484	2.0%	1,514	2.0%	1,544	2.0%	1,575	2.0%	1,607	2.0%
Code P Highway Liles(F.C.) SA#14	9,935	9,935	0.0%	9,935	0.0%	9,935	0.0%	9,935	0.0%	9,935	0.0%
Code J Morningstar St Lile LSA# 9	7,636	7,788	2.0%	7,944	2.0%	8,103	2.0%	8,265	2.0%	8,430	2.0%
Code I Sandpiper S/ Lite LSA #11	2,550	2,601	2.0%	2,659	2.0%	2,718	2.5%	2,801	3.0%	2,885	3.0%
Hwy # 4 (Area F)											
Tax requisition totals	\$ 18,186,797	\$ 18,756,060		\$ 19,299,532		\$ 19,851,016		\$ 21,893,557		\$ 22,309,941	

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
OVERALL SUMMARY

TAX REQUISITIONS AND RATES BY MEMBER

	Budget 2003	Budget 2004	Change*	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
Tax rate calculation											
General Services											
Rate Electrical Area A	1,7768	1,7919	0.8%	1,8171	1.4%	1,8002	-0.9%	1,9497	8.3%	1,9029	-2.4%
Rate Electrical Area B	1,0319	1,0326	0.1%	1,0385	0.6%	1,0188	-1.9%	1,1244	10.4%	1,0873	-3.9%
Rate Electrical Area C	0,7486	0,7648	2.2%	0,7931	3.7%	0,7794	-1.7%	0,8600	10.3%	0,8355	-2.8%
Rate Electrical Area D	1,6103	1,6304	1.2%	1,6593	1.8%	1,6480	-0.8%	1,7808	8.2%	1,7422	-2.2%
Rate Electrical Area E	1,5668	1,5830	1.0%	1,6128	1.9%	1,5938	-1.2%	1,6937	6.4%	1,6576	-2.2%
Rate Electrical Area F	1,9231	1,9286	0.2%	1,9548	1.5%	1,9384	-0.8%	2,0671	6.7%	2,0126	-2.6%
Rate Electrical Area G	1,9689	1,9931	1.2%	2,0261	1.7%	2,0107	-0.8%	2,1378	6.3%	2,0682	-2.3%
Rate Electrical Area H	1,7572	1,7627	0.3%	1,7936	1.8%	1,7787	-0.8%	1,8965	6.6%	1,8594	-2.0%
Fire Protection											
Rate Code F Extension Fire SA#32	1,9778	1,9778	0.0%	1,9778	0.0%	1,9778	0.0%	1,8776	0.0%	1,9778	0.0%
Rate Code G Errington Fire LSA#7	0,9122	0,9380	2.9%	0,9380	0.0%	0,9390	0.0%	0,9390	0.0%	0,9360	0.0%
Rate Code T Coombis Fire LSA#21	0,4632	0,4632	0.0%	0,4632	0.0%	0,4632	0.0%	0,4632	0.0%	0,4632	0.0%
Rate Code Q Nanoose Fire SA#15	0,3443	0,3375	-2.0%	0,3309	-2.0%	0,3244	-2.0%	0,3161	-1.9%	0,3118	-2.0%
Rate Code S Dashwood Fire LSA#19	0,9603	0,9603	0.0%	0,9603	0.0%	0,9603	0.0%	0,9603	0.0%	0,9603	0.0%
Rate Code A Yellow Point Fire SA#1	3,0211	3,0490	0.9%	3,0479	0.0%	3,0468	0.0%	3,0531	0.2%	3,0392	-1.5%
Rate Code R P/Ville Lcl Fire SA#17	0,5334	0,5523	3.5%	0,5523	0.0%	0,5523	0.0%	0,5554	0.6%	0,5554	0.0%
Rate Code C Wellington Fire LSA16	1,1309	1,1087	-2.0%	1,0870	-2.0%	1,0656	-2.0%	1,0448	-2.0%	1,0243	-2.0%
Rate Code B French Ck Fire LSA#4	0,6230	0,5127	-2.0%	0,5027	-2.0%	0,4928	-2.0%	0,4831	-2.0%	0,4737	-1.9%
Streetlighting											
Rate Code A Fallwinds lites LSA#2	0,0767	0,0845	10.2%	0,0882	2.0%	0,0879	2.0%	0,0896	1.9%	0,0926	3.3%
Rate Code C Rural lites LSA#1	0,0977	0,0860	-1.9%	0,0843	-2.0%	0,0826	-2.0%	0,0810	-1.9%	0,0794	-2.1%
Rate Code U Fr CK Vill lites LSA#22	0,3139	0,3108	-1.0%	0,3108	0.0%	0,3108	0.0%	0,3108	0.0%	0,3108	0.0%
Rate Code P Highway lites(F C) SA#14	0,0032	0,0032	0.0%	0,0032	0.0%	0,0032	0.0%	0,0032	0.0%	0,0032	0.0%
Rate Code J Morningstar St Lite LSA# 9	0,2088	0,2028	-4.9%	0,1888	-2.0%	0,1849	-2.0%	0,1911	-1.9%	0,1873	-2.0%
Rate Code L Sandpiper St Lite LSA #11	0,1341	0,1341	0.0%	0,1341	0.0%	0,1341	0.0%	0,1341	0.0%	0,1341	0.0%
Rate Hwy # 4 (Area F)	0,0051	0,0051	0.0%	0,0051	0.0%	0,0051	0.0%	0,0052	2.0%	0,0052	0.1%

REGIONAL DISTRICT OF NANAIMO
 FINANCIAL PLAN 2003 TO 2008
 OVERALL SUMMARY
 TAX REQUISITIONS AND RATES BY MEMBER

	Budget 2003	Change	Budget 2004	Change	Budget 2005	Change	Budget 2006	Change	Budget 2007	Change	Budget 2008	Change
Parcel Tax Rates												
Macross Water	\$ 255	2.0%	260	2.0%	273	5.0%	279	2.2%	284	1.8%	290	2.1%
Fairwinds Water	162	1.9%	165	1.9%	169	2.4%	174	3.0%	184	5.7%	193	4.9%
Surfside Water	423	2.1%	432	2.1%	440	1.9%	466	5.9%	475	1.9%	484	1.9%
West Bay Estates Water	243	0.0%	243	0.0%	243	0.0%	243	0.0%	243	0.0%	243	0.0%
Nanoose Bay Water	256	2.0%	261	2.0%	267	2.3%	272	1.9%	277	1.8%	283	2.2%
Arbutus Park Estates Water	381	2.0%	399	2.0%	407	2.0%	415	2.0%	423	1.9%	432	2.1%
French Creek Water	175	0.0%	175	0.0%	175	0.0%	175	0.0%	175	0.0%	175	0.0%
Wall Beach Water	0		0		0		0		0		0	
Morningside Water	143	2.1%	146	2.1%	149	2.1%	152	2.0%	156	2.0%	158	1.9%
Decourcy Water	576	34.7%	778	34.7%	978	25.8%	976	0.0%	976	0.0%	976	0.0%
San Patrol Water	250	5.6%	264	5.6%	270	2.3%	277	2.6%	284	2.5%	291	2.5%
Driftwood Water	179	0.0%	179	0.0%	179	0.0%	179	0.0%	179	0.0%	179	0.0%
Nanoose Bay Bulk Water	158	0.0%	158	0.0%	158	0.0%	158	0.0%	158	0.0%	158	0.0%
French Creek Bulk Water	35	2.9%	36	2.9%	36	0.0%	36	0.0%	37	2.8%	37	0.0%
French Creek Sewer - low rate	186	2.2%	190	2.2%	194	2.1%	198	2.1%	202	2.0%	206	2.0%
French Creek Sewer - high rate	286	1.4%	290	1.4%	294	1.4%	298	1.4%	302	1.3%	306	1.3%
Fairwinds Sewer	303	2.0%	309	2.0%	315	1.8%	321	1.9%	327	1.9%	333	1.8%
Pacific Shores Sewer	219	22.8%	269	22.8%	277	3.0%	288	3.2%	294	2.8%	303	3.1%
Surfside Sewer	1,025	5.1%	1,077	5.1%	1,164	8.0%	1,362	15.0%	1,566	15.0%	1,801	15.0%