

REGIONAL DISTRICT OF NANAIMO

SPECIAL COMMITTEE OF THE WHOLE

TUESDAY, MARCH 25, 2003

5:00 PM

(City of Nanaimo Council Chambers)

A G E N D A

CALL TO ORDER

DELEGATIONS

PRESENTATION

2-5 2003 District 68 Transit Budget Issues.

6-20 2003-2008 Financial Plan.

ADDENDUM

BUSINESS ARISING FROM DELEGATIONS OR COMMUNICATIONS

NEW BUSINESS

ADJOURNMENT

That the meeting be recessed and reconvened immediately following the Regular Committee of the Whole meeting, if required.

IN CAMERA

(Dinner to be provided at 5:30 PM)



REGIONAL DISTRICT OF NANAIMO			
MAR 19 2003			
CHAIR		GMCrs	
CAO		GMDS	
GMCms		GMES	
			Sp. C.OW ✓

MEMORANDUM

TO: Neil Connelly
General Manager, Community Services **DATE:** March 18, 2003

FROM: Mike Donnelly
Manager of Transportation Services **FILE:** 1700-01-TRAN

SUBJECT: Update Report – 2003 District 68 Transit Budget Issues

PURPOSE

To update the Board with respect to options provided in the "2003 District 68 Transit Budget Issues" report as presented at the March 11, 2003 Regional District of Nanaimo Board Meeting.

BACKGROUND

At the March 11, 2003 meeting of the Board, Committee of the Whole recommendations from the staff report entitled "2003 District 68 Transit Budget Issues" were considered. That report outlined options to manage the Transit deficit from 2002 and increased costs for 2003 utilizing strategies that included service reductions, taxation increases and offsets from other RDN operating budgets. The 2002 deficit and the additional costs for 2003 total \$449,000 and \$362,075 respectively. At the March 11, 2003 Board meeting the following two resolutions were passed:

That the 2003 District 68 Transit budget issues be accommodated with a combination of Transit service adjustments for March as outlined in Schedule 'A'.

That the tax requisition increase and offset options be referred back to Committee for further discussion. Further information was requested with respect to the impacts of managing the costs through either taxation or service reductions only.

Service reductions for March 30th have been approved by the Board and are being implemented. Those cuts account for the deficit of \$449,000 only and focus on specific trips with low ridership or where there are reasonable alternative service routes available. These service adjustments are projected to have a limited effect on ridership numbers and revenue.

Updated information on three alternative approaches are outlined below, as directed by the Board. They include dealing with the 2003 added costs with further service reductions and no additional tax requisition increases, providing for a \$362,075 tax requisition increase for District 68 transit instead of further major service cuts, and combining a tax requisition increase in transit with a decrease in another budget area to minimize overall 2003 RDN tax requisition impacts. Further information is also provided for each alternative on the allocation of 2003 requisition costs among the three participant areas in District 68 transit and changes from the 2002 annual budget.

ALTERNATIVES

1. Reduce service hours to provide for the full extent of the deficit and cost increases.
2. Reduce service hours as approved and provide for the specified increased costs to be addressed by a District 68 Transit requisition increase.
3. Reduce service hours as approved and provide for the specified increased costs to be addressed by a District 68 Transit requisition increase with an offset to City of Nanaimo property owners through a Southern Community Liquid Waste requisition reduction.

FINANCIAL IMPLICATIONS**Alternative 1****Full Service Reductions
No Tax Requisition Increase**

	Nanaimo	EA 'A'	EA 'D'
Transit requisition (\$2,181,360)	2,093,613	27,435	60,312
Other requisitions (\$6,409,713)	4,953,504	783,427	672,782
Total	<u>7,047,117</u>	<u>810,862</u>	<u>733,094</u>
Change from 2002 Annual Budget	-1.3%	2.8%	0.3%

In this alternative there would be no increase to the tax requisition for transit as the added costs for 2003 would be addressed through further service cuts. It requires service cuts to accommodate the deficit and additional costs in the amount of \$811,075. Approved service reductions of approximately 9,100 hours are in place for March 30th and reflect the deficit amount of \$449,000.

To achieve a saving of the remaining \$362,075 through service reductions, the BC Transit cost sharing and passenger revenue impacts must be taken into consideration. For every hour of service reduction there is a corresponding reduction in both the cost sharing and revenue. When these are taken into consideration a reduction in the range of \$1,100,000 would need to be made to the overall expenditures budget to achieve the above noted saving. This would result in over 22,000 hours in service reductions from the 93,000 hour total currently scheduled for the year.

A reduction of a further 22,000 hours in service would have a severe impact on the core service provided by Transit. Peak period service of 15 minutes in the morning and afternoon would be removed on all major routes impacting the busiest and highest ridership service period. Major routes that have half hour service at this time during the day would move to hourly service and early morning and evening service reductions would be carried out as well.

Alternative 2 \$362,075 Tax Requisition Increase
Service Reductions As Approved for March 30th

	Nanaimo	EA 'A'	EA 'D'
Transit requisition (\$2,543,435)	2,441,123	31,989	70,323
Other requisitions (\$6,409,713)	4,953,504	783,427	672,782
Total	7,394,627	815,416	743,105
Change from 2002 Annual Budget	3.6%	3.4%	1.7%

This alternative provides for the \$362,075 to be accommodated through a tax requisition increase.

This alternative includes the service reductions already approved for March 30th. These service cuts are much less severe than they would be under alternative 1. They allow for the service level to be maintained for the most part with the exception of certain low ridership routes.

Alternative 3 \$362,075 Tax Requisition Increase
Service Reductions as Approved for March 30th
Includes Reduction in Wastewater Budget for Nanaimo

	Nanaimo	EA 'A'	EA 'D'
Transit requisition (\$2,543,435)	2,441,123	31,989	70,323
Other requisitions (\$6,276,808)	4,820,599	783,427	672,782
Total	7,261,722	815,416	743,105
Change from 2002 Annual Budget	1.7%	3.4%	1.7%

A partial tax requisition offset for the City of Nanaimo is utilized in this option. It provides for a \$132,905 reduction in the Southern Community Liquid Waste Function in comparison to the amount in the 2002 Annual Budget. The offset in this function impacts the City of Nanaimo tax requisition only and does not benefit the defined Transit area in Electoral Area 'A' or Area 'D'.

This requisition reduction in the Southern Community Liquid Waste Function can be supported without a long-term affect to the function. It reduces a transfer to reserve in 2003 but does not have long-term impacts given that capital planning for future upgrades for secondary treatment for the Nanaimo Pollution Control Centre is extended over a number of years. A return to the regular contribution to reserves schedule for 2004 would not significantly impact the plans for facility improvements and may be recovered by extending the capital plan by one year.

CITIZEN IMPLICATIONS

1. The full deficit and cost increases for 2003 would require an extensive adjustment to the system that would negatively affect ridership in a significant way.
2. An increase in the tax requisition combined with the reduction of low productivity service on March 30th would impact the existing and potential ridership least.

3. Same implications as Alternative 2, except that City of Nanaimo property owners would have their Transit tax requisition increase offset by a decrease to the requisition for the Southern Community Liquid Waste Function.

SUMMARY/CONCLUSIONS

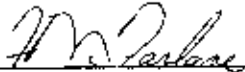
This report is brought forward to update the Board with respect to options provided in the "2003 District 68 Transit Budget Issues" report as presented at the March 11, 2003 Regional District of Nanaimo Board Meeting. That report included a recommendation that budget issues be accommodated with transit service adjustments and a tax requisition increase and offset to be finalized as a part of the annual budget process.

New information with respect to tax requisition increases to accommodate the 2003 additional costs of \$362,075 is provided (Alternative 2) as well as the impact should service reductions alone be used to account for these costs (Alternative 1). This report shows that accommodating additional costs for 2003 through service cuts alone would result in substantial loss of service to the system due to reduced fare revenue and BC Transit cost sharing.

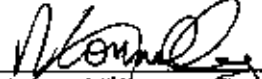
Alternative 3, which provides for a tax requisition increase for District 68 Transit, avoids further significant service reductions and minimizes overall RDN tax requisition impacts to a majority of the Transit participant area through a proposed reduction to the requisition for the Southern Community Liquid Waste function.

RECOMMENDATION

That the update report on 2003 District 68 transit budget issues be received for information.

for


Report Writer



General Manager Concurrence



C.A.O. Concurrence

COMMENTS:



REGIONAL DISTRICT OF NANAIMO	
MAR 19 2003	
CHAIR	GMCrs
CAO	GMDS
GMCms	GMES
P. Collier	

MEMORANDUM

TO: C. Mason
General Manager, Corporate Services

DATE: March 5, 2003

FROM: N. Avery
Manager, Financial Services

FILE:

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. This increase comes from three main sources, the District 69 Recreation program, District 69 Conventional Transit and Southern Community Recreation. The tax requisitions in these functions are rising largely as a 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:

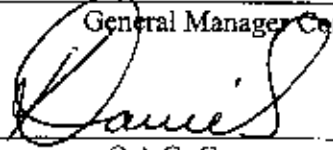
That the report on the 2003 annual budget and 2003 to 2008 financial plan be forwarded to the Committee of the Whole for review and discussion.



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	\$3,545,349	-2%	\$6,456,047	\$7,671,168	19%	\$1,151,985	\$1,052,140	-9%	\$9,238,678	\$9,355,390	1%	\$20,469,604	\$21,624,047	6%
GRANTS/OPERATING/OTHER	4,936,070	4,889,060	-1%	\$7,829,019	\$7,923,800	1%	710,500	740,685	4%	8,543,498	9,492,927	11%	\$22,019,087	\$23,046,472	5%
RETAINED EARNINGS	977,946	1,195,735	22%	\$1,080,590	\$680,765	-37%	811,290	990,970	22%	3,012,095	4,078,493	35%	\$5,889,921	\$6,945,963	19%
TOTAL REVENUES	9,536,910	9,630,144	1%	15,373,656	16,275,733	6%	2,673,775	2,783,795	4%	20,794,271	22,928,810	10%	48,378,612	51,616,482	7%
EXPENSES															
OFFICE OPERATING	\$612,915	\$690,934	13%	\$1,657,950	\$1,899,206	15%	\$837,840	\$344,360	2%	\$992,725	\$1,056,978	6%	\$3,601,430	\$3,991,478	11%
COMMUNITY GRANTS	66,197	49,012	-26%	97,740	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%	564,980	810,415	43%	\$1,421,485	\$1,568,819	10%
BUILDING OPS & MAINT	190,466	242,780	27%	431,985	506,405	17%	42,000	42,000	0%	355,781	297,557	-18%	\$1,020,232	\$1,086,742	7%
VEHICLE OPS & MAINT	87,511	76,595	-12%	1,878,110	2,096,820	12%	17,400	18,535	7%	991,425	965,313	-3%	\$2,974,446	\$3,157,263	6%
OTHER EQUIPMENT OPS & MAINT	68,360	68,684	0%	57,032	74,000	30%	13,760	14,760	7%	0	0	0	\$139,172	\$157,444	13%
WAGES & BENEFITS	17,305	16,830	-3%	366,450	331,030	-10%	120,810	140,005	16%	6,070,019	6,405,051	6%	\$6,574,584	\$6,892,916	5%
OTHER OPERATING	1,446,716	1,504,090	4%	7,423,763	7,707,191	4%	1,369,248	1,352,687	-2%	3,383,069	3,570,410	6%	\$13,636,786	\$14,134,368	4%
RECREATION PROGRAMS	0	0	0	213,471	233,395	9%	0	0	0	0	0	0	\$213,471	\$233,395	9%
CAPITAL EXPENDITURES	576,084	811,534	41%	815,450	1,036,060	27%	89,750	115,700	29%	3,260,587	3,409,855	5%	\$4,741,851	\$5,373,479	13%
DEBT FINANCING-INTEREST	1,736,225	1,564,025	-10%	353,370	407,620	15%	0	0	0	1,789,315	1,766,175	-1%	\$3,878,910	\$3,737,820	-4%
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	\$0	0%
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%	1,008,797	960,320	-5%	0	0	0	0	0	0	\$3,409,513	\$3,476,560	2%
TOTAL EXPENDITURES	\$8,994,591	\$9,258,493	3%	\$14,848,173	\$15,838,027	7%	\$2,360,083	\$2,372,562	1%	\$19,642,216	\$21,799,136	11%	\$45,845,063	\$49,268,218	7%
OPERATING SURPLUS (DEFICIT)	\$542,319	\$371,651	-31%	\$525,483	\$437,706	-17%	\$313,692	\$411,233	31%	\$1,152,055	\$1,127,674	-2%	\$2,533,549	\$2,348,284	-7%

REGIONAL DISTRICT OF NANAIMO
SUMMARY OF ASSESSMENT BASED GENERAL PROPERTY TAX REVENUES
2003 ANNUAL BUDGET

Appendix 2

	2002 ANNUAL BUDGET	2003 PROV BUDGET	2003 ANNUAL BUDGET	Inc(dec) PROV	\$ Inc(dec) ANNUAL	% Inc(dec) Annual
CORPORATE SERVICES						
Administration	629,995	587,125	547,125	(40,000)	(82,870)	-13.15%
Grants In Aid	65,221	42,500	38,713	13,787	(26,508)	-40.64%
SD 68 Emergency 911	49,000	51,000	43,650	(7,350)	(5,350)	-10.92%
SD69 Emergency 911	330,295	330,295	330,295	0	0	0.00%
Emergency Planning	35,120	35,120	35,120	0	0	0.00%
Electoral Areas	72,235	73,680	106,680	33,000	34,445	47.68%
Referendums	27,500	(11,500)	(11,642)	(142)	(39,142)	-142.33%
Feasibility Studies	5,000		2,258	2,258	(2,742)	-54.84%
	<u>1,214,366</u>	<u>1,108,220</u>	<u>1,092,199</u>	<u>(16,021)</u>	<u>(122,167)</u>	<u>-10.06%</u>
COMMUNITY SERVICES						
Regional Development	210,000	212,100	203,963	(8,137)	(6,037)	-2.87%
Regional Parks - Electoral Areas	158,200	222,365	222,365	0	64,165	40.56%
- Municipal Agreements	141,800	177,635	177,635	0	35,835	25.27%
Recreation Coordinating - Recreation	645,500	611,840	631,840	20,000	(13,660)	-2.12%
- Sportsfields	167,310	170,660	168,730	(1,930)	1,420	0.85%
District 69 Arena	447,555	1,200,000	1,200,000	0	752,445	168.12%
Ravensong Aquatic Center	1,134,635	1,146,330	1,146,330	0	11,695	1.03%
Gabriola Island Recreation Commission	55,000	61,795	61,795	0	6,795	12.35%
Southern Community Recreation - Facilities	507,481	517,630	517,695	65	10,214	2.01%
- Sportsfields	143,563	146,440	146,375	(65)	2,812	1.96%
Cultural Center Contribution (See below for details)	69,103	74,025	41,635	(32,390)	(27,468)	-39.75%
Community Parks (See below for details)	357,930	302,930	302,930	0	(55,000)	-15.37%
D 68 Transit	2,161,135	2,181,360	2,543,435	362,075	382,300	17.69%
D69 Conventional Transit	208,000	212,160	256,625	44,465	48,625	23.38%
D69 Custom Transit	48,835	49,815	49,815	0	980	2.01%
	<u>6,456,047</u>	<u>7,287,085</u>	<u>7,671,168</u>	<u>384,083</u>	<u>1,215,121</u>	<u>18.82%</u>
DEVELOPMENT SERVICES						
Planning - Electoral Areas	703,800	717,875	717,875	0	14,075	2.00%
- Municipal Agreements	93,920	0	0	0	(93,920)	-100.00%
House Numbering	21,500	21,500	21,500	0	0	0.00%
Building Inspection	155,000	135,000	135,000	0	(20,000)	-12.90%
	<u>974,220</u>	<u>874,375</u>	<u>874,375</u>	<u>0</u>	<u>(99,845)</u>	<u>-10.25%</u>
Bylaw Enforcement						
Unsanitary Premises	13,180	13,180	13,180	0	0	0.00%
Hazardous Properties	3,250	3,250	3,250	0	0	0.00%
Animal Control Area F	11,000	11,000	11,000	0	0	0.00%
Animal Control - Area A, B, C, D	55,000	55,000	55,000	0	0	0.00%
Animal Control Area E, G, H	66,360	66,360	66,360	0	0	0.00%
Noise Control (See below for detail)	28,975	28,975	28,975	0	0	0.00%
	<u>177,765</u>	<u>177,765</u>	<u>177,765</u>	<u>0</u>	<u>0</u>	<u>0.00%</u>
	<u>1,151,985</u>	<u>1,052,140</u>	<u>1,052,140</u>	<u>0</u>	<u>(99,845)</u>	<u>-8.67%</u>
ENVIRONMENTAL SERVICES						
D68 Wastewater Treatment	4,176,085	4,280,490	4,043,180	(237,310)	(132,905)	-3.18%
D69 Wastewater Treatment	2,986,795	3,061,465	3,061,465	0	74,670	2.50%
Solid Waste Facilities	436,450	402,305	402,305	0	(34,145)	-7.82%
	<u>7,599,330</u>	<u>7,744,260</u>	<u>7,506,950</u>	<u>(237,310)</u>	<u>(92,380)</u>	<u>-1.22%</u>
ASSESSMENT BASED PROPERTY TAX REVE	16,421,728	17,191,705	17,322,457	130,752	900,729	5.48%
OTHER LOCAL AREA TAXES (see below for details)						
Duke Point Sewage Treatment	36,130	36,855	36,855	0	725	2.01%
Fire Local Service Areas	1,189,840	1,195,595	1,192,810	(2,785)	2,970	0.25%
Streetlighting Local Service Areas	45,450	46,120	49,885	3,765	4,435	9.76%
Utility System Parcel Taxes	1,557,768	1,736,125	1,761,700	25,575	203,932	13.09%
	<u>2,829,188</u>	<u>3,014,695</u>	<u>3,041,250</u>	<u>26,555</u>	<u>212,062</u>	<u>7.50%</u>
TAXATION FOR REGIONAL DISTRICT SERV	19,250,916	20,206,400	20,363,707	157,307	1,112,791	5.78%
TAXATION FOR OTHER JURISDICTIONS						
Vancouver Island Regional Library	1,218,688	1,260,340	1,260,340	0	41,652	3.42%
TOTAL FOR ALL	20,469,604	21,466,740	21,624,047	157,307	1,154,443	5.64%

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	7,139,840	7,176,075	36,135 0.51%	7,261,721	85,946 1.19%	121,781 1.7%	\$ (47,661)	\$ -	\$ 169,442
City Of Parksville	2,432,674	2,650,289	217,615 8.95%	2,715,139	64,850 2.45%	282,465 11.6%	\$ 188,099	\$ -	\$ 94,366
Town of Qualicum Beach	1,566,807	1,718,708	151,901 9.69%	1,661,008	(55,700) -3.24%	96,201 6.1%	\$ 144,753	\$ -	\$ (48,052)
Electoral Area A Tax cost per \$100,000	788,838	808,895	20,057 2.55%	814,249	5,354 (0.66%)	25,411 (3.2%)	\$ 10,768	\$ 9,025	\$ 5,618
Electoral Area B Tax cost per \$100,000	184,884	190,75	\$5.91 3.20%	182,67	(8.08) -4.24%	(2.17) -1.2%	\$ -	\$ -	\$ -
Electoral Area C Tax cost per \$100,000	537,654	495,426	(42,228) -7.85%	482,203	(13,223) -2.74%	(55,451) -10.3%	\$ (20,217)	\$ 1,005	\$ (36,239)
Electoral Area C Tax cost per \$100,000	118,40	108,86	(9,54) -8.06%	103,08	(5.81) -4.9%	(15.35) -13.0%	\$ -	\$ -	\$ -
Electoral Area C Tax cost per \$100,000	356,074	347,894	(8,180) -2.29%	334,090	(13,804) -3.87%	(21,984) -6.1%	\$ 2,543	\$ (8,293)	\$ (16,234)
Electoral Area C Tax cost per \$100,000	79,07	76,58	(2,49) -3.15%	74,64	(1.94) -2.45%	(4.43) -5.6%	\$ -	\$ -	\$ -
Electoral Area D Tax cost per \$100,000	731,036	734,919	3,883 0.53%	742,025	7,106 0.97%	10,989 1.5%	\$ (4,125)	\$ 3,111	\$ 12,003
Electoral Area D Tax cost per \$100,000	172,42	173,70	\$0.28 0.16%	162,18	(10.52) -6.09%	(10.24) -5.9%	\$ -	\$ -	\$ -
Electoral Area E Tax cost per \$100,000	968,938	1,059,161	90,223 9.19%	1,078,728	19,567 1.8%	109,790 11.3%	\$ 116,547	\$ 6,160	\$ (10,926)
Electoral Area E Tax cost per \$100,000	143,34	156,52	\$13.18 9.19%	156,35	(0.17) -0.11%	13.01 9.1%	\$ -	\$ -	\$ -
Electoral Area F Tax cost per \$100,000	827,667	931,915	104,248 12.50%	961,816	29,901 3.1%	134,149 16.2%	\$ 97,016	\$ 6,898	\$ 30,235
Electoral Area F Tax cost per \$100,000	172,00	193,50	\$21.50 12.50%	192,00	(1.50) -0.78%	20.00 11.6%	\$ -	\$ -	\$ -
Electoral Area G Tax cost per \$100,000	1,123,594	1,263,835	140,241 12.48%	1,315,653	51,798 3.9%	192,059 17.1%	\$ 131,341	\$ 3,203	\$ 50,515
Electoral Area G Tax cost per \$100,000	179,30	201,10	\$21.80 12.16%	196,95	(4.15) -2.06%	17.65 9.8%	\$ -	\$ -	\$ -
Electoral Area H Tax cost per \$100,000	682,955	774,970	92,015 13.40%	753,193	(21,777) -2.9%	70,238 10.3%	\$ 77,773	\$ 482	\$ (8,017)
Electoral Area H Tax cost per \$100,000	154,50	175,20	\$20.70 13.40%	175,50	0.30 0.17%	21.00 13.6%	\$ -	\$ -	\$ -
General Property Taxes Percent change	17,156,177	17,962,107	805,930 4.70%	18,121,825	159,718 0.89%	965,648 5.63%	\$ -	\$ -	\$ -
Local Service Areas including Parcel Taxes Percent change	4,20%	3,504,633	191,206 4.54%	3,516,067	11,434 0.33%	202,640 6.12%	\$ -	\$ -	\$ -
Overall tax revenues	20,469,604	21,468,740	999,136 4.87%	21,637,892	169,152 0.78%	378,748 1.85%	\$ 70,337	\$ 21,600	\$ 242,711
Overall change									

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

	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

Appendix 5

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

	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	17,905		17,905
Electoral Area H	482		482
	41,652	(5,350)	36,302

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

	Administration	Grants in Aid	Community Parks	D68 Transit	D69 Transit/Hydro/Heat	Solid Waste Management	Wastewater Treatment (Southern)	Wastewater Treatment (Northern)	Regional Development	Miscellaneous All others	Total
City Of Nanaimo	(43,874)			364,808		(19,246)	(132,905)	732		(73)	169,442
City Of Parksville	(6,352)				45,892	(1,828)	4,762	54,362		(2,901)	94,366
Town of Qualicum Beach	(3,516)				(5,569)	(1,549)	(54,068)			16,650	(48,052)
Electoral Area A	(3,203)			4,427		(1,180)				5,574	5,618
Electoral Area B	(3,508)	(22,721)				(1,435)			(6,380)	(195)	(36,239)
Electoral Area C	(4,417)					(1,945)				(9,872)	(16,234)
Electoral Area D	(2,233)			13,065		(1,448)				2,619	12,903
Electoral Area E	(4,705)		(35,000)		14,850	(1,731)		20,896			
Electoral Area F	(2,350)					(1,396)		32,050		(5,236)	(10,926)
Electoral Area G	(3,299)				(2,151)			19,798		2,931	30,235
Electoral Area H	(78,457)			382,300	(3,417)	(31,758)	(128,343)	24,882		(29,482)	(8,017)
				49,605				97,920	(7,217)	1,480	228,009

REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2003 TO 2008
OVERALL SUMMARY

	Budget 2003	Budget 2004	Budget 2005	Budget 2006	Budget 2007	Budget 2008	SubTotal
Revenues							
Property taxes	\$ (19,684,712)	\$ (20,252,704)	\$ (20,812,743)	\$ (21,181,414)	\$ (23,493,088)	\$ (23,875,529)	\$ (129,240,190)
Parcel taxes	(1,781,790)	(1,808,011)	(1,853,301)	(1,898,551)	(1,947,090)	(1,997,218)	(11,265,877)
Municipal agreements	(177,835)	(213,162)	(213,162)	(213,162)	(213,162)	(213,162)	(1,243,445)
Operating revenues	(1,227,896)	(1,237,353)	(1,246,181)	(1,238,576)	(342,000)	(342,000)	(7,442,825)
Interest income	(275,000)	(342,000)	(342,000)	(342,000)	(1,242,601)	(1,250,238)	(1,985,000)
Transit fares	(3,145,335)	(3,237,788)	(3,271,866)	(3,275,498)	(3,409,725)	(3,574,235)	(19,914,427)
Landfill tipping fees	(5,765,000)	(6,074,589)	(6,358,384)	(6,643,823)	(6,643,823)	(6,643,823)	(38,129,432)
Recreation fees	(338,800)	(348,133)	(352,135)	(358,244)	(384,462)	(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	(2,513,862)	(2,579,419)	(2,660,028)	(2,747,745)	(2,819,311)	(2,893,295)	(18,213,660)
Operating grants	(3,682,981)	(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	(2,548,285)	(2,825,840)	(2,690,831)	(2,758,681)	(2,824,013)	(2,892,654)	(16,338,104)
Transfer from reserves	(180,410)	0	0	0	0	0	(180,410)
Miscellaneous	(2,642,240)	(2,476,456)	(2,386,458)	(2,188,156)	(1,977,415)	(1,899,798)	(13,530,521)
Prior year surplus/(deficit)	(6,845,983)	(3,135,787)	(2,774,117)	(2,995,120)	(4,222,435)	(3,581,027)	(23,654,448)
Total Revenues	\$ (51,816,482)	\$ (48,455,038)	\$ (49,202,092)	\$ (49,873,145)	\$ (53,503,579)	\$ (53,608,692)	\$ (306,259,028)
Expenditures							
Administration	\$ 1,911,818	\$ 1,939,607	\$ 1,949,380	\$ 1,959,222	\$ 1,969,388	\$ 1,979,757	\$ 11,708,972
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	1,373,814	1,146,108	1,108,390	1,103,878	1,109,317	1,114,840	6,954,145
Building Ops	1,666,099	1,703,391	1,814,365	1,825,532	1,636,894	1,648,455	9,894,736
Veh & Equip ops	3,448,256	3,508,897	3,565,597	3,578,826	3,826,354	3,724,544	21,444,074
Operating Costs	8,530,689	8,590,262	8,707,583	8,849,485	11,694,021	11,794,851	58,168,891
Program Costs	262,455	265,721	265,912	286,104	266,297	286,491	1,592,980
Wages & Benefits	14,044,851	14,669,708	14,949,186	15,245,937	15,503,524	15,778,218	80,191,404
Transfer to other govt/org	3,476,580	3,505,373	3,544,048	3,593,715	3,845,130	3,898,896	21,461,720
Debt financing	8,181,010	8,467,321	8,470,704	5,897,936	5,544,776	5,398,829	35,760,375
Contributions to reserve funds	2,657,507	1,891,112	1,980,158	2,912,271	1,921,877	3,437,288	14,580,013
Capital	5,373,179	2,338,896	2,258,278	975,710	3,292,950	324,785	14,563,798
SubTotal	\$ 49,268,220	\$ 48,142,096	\$ 48,751,449	\$ 48,123,283	\$ 50,528,198	\$ 49,479,824	\$ 288,289,840
New debt		292,375	16,543	97,947	7,219	7,219	421,303
Total expenditures	\$ 49,268,220	\$ 48,434,441	\$ 48,777,992	\$ 48,221,230	\$ 50,532,417	\$ 49,486,843	\$ 288,721,143
(Surplus/deficit)	\$ (2,348,262)	\$ (2,020,587)	\$ (2,424,100)	\$ (3,651,915)	\$ (2,971,162)	\$ (4,121,849)	\$ (17,490,801)
Source and Application of Funds							
Capital Fund							
Source of Funds							
Transfers from Operating	\$ (5,373,179)	\$ (2,338,896)	\$ (2,258,278)	\$ (975,710)	\$ (3,292,950)	\$ (324,785)	\$ (14,563,798)
Transfers from Reserve Funds	(5,807,310)	(887,500)	(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	\$ (19,308,422)	\$ (3,432,942)	\$ (5,969,883)	\$ (5,042,080)	\$ (9,938,655)	\$ (951,760)	\$ (44,683,842)
Funds Applied							
Operating capital	\$ 11,239,777	\$ 3,251,871	\$ 5,051,353	\$ 5,041,185	\$ 9,931,425	\$ 955,260	\$ 35,470,871
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	\$ 19,308,422	\$ 3,432,942	\$ 5,999,883	\$ 5,042,080	\$ 9,938,655	\$ 951,760	\$ 44,683,842
Reserve Funds							
Transfers from Operating Fund	\$ (2,657,507)	\$ (1,891,112)	\$ (1,960,158)	\$ (2,912,271)	\$ (1,921,677)	\$ (3,437,288)	\$ (14,578,293)
Other sources(DCC's etc)	(616,475)	(555,475)	(555,475)	(545,475)	(545,475)	(545,475)	(3,383,850)
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	\$ 2,533,483	\$ (1,348,932)	\$ 44,522	\$ 592,409	\$ 4,156,003	\$ (3,367,606)	\$ 2,613,597

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
Revenues										
Property taxes	\$ (19,694,712)	\$ (20,262,704)	2.9%	\$ (20,522,743)	2.8%	\$ (21,191,414)	1.8%	\$ (23,443,088)	10.6%	(23,885,529)
Parcel taxes	(1,761,700)	(1,808,011)	2.6%	(1,853,301)	2.5%	(1,898,551)	2.4%	(1,947,096)	2.6%	(1,997,218)
Municipal agreements	(177,635)	(213,162)	20.0%	(213,162)	0.0%	(213,162)	0.0%	(213,162)	0.0%	(213,162)
Operating revenues	(1,227,899)	(1,237,353)	0.8%	(1,246,181)	0.7%	(1,238,576)	-0.6%	(1,242,601)	0.3%	(1,250,238)
Transit fares	(3,145,335)	(3,237,768)	2.9%	(3,271,866)	1.1%	(3,275,498)	0.1%	(3,409,725)	4.1%	(3,574,235)
Landfill tipping fees	(5,765,000)	(6,074,569)	5.4%	(6,358,394)	4.7%	(6,643,823)	4.5%	(6,643,823)	0.0%	(6,643,823)
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)
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)
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)
Interest income	(275,000)	(342,000)	24.4%	(342,000)	0.0%	(342,000)	0.0%	(342,000)	0.0%	(342,000)
Interdepartmental recoveries	(2,527,325)	(2,504,566)	3.1%	(2,669,037)	2.5%	(2,734,763)	2.5%	(2,801,766)	2.5%	(2,870,073)
Miscellaneous	(2,919,925)	(2,573,731)	-11.9%	(2,463,731)	-4.3%	(2,265,431)	-8.0%	(2,074,690)	-8.4%	(1,997,073)
Prior year (surplus)deficit	(6,945,963)	(2,795,004)		(2,449,716)		(2,687,033)		(3,930,595)		(3,305,367)
Total Revenues	\$ (51,613,687)	\$ (48,107,303)		\$ (48,870,419)		\$ (49,557,462)		\$ (53,203,814)		(53,324,773)

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
Community grants	49,012	42,500	-13.3%	42,500	0.0%	42,500	0.0%	42,500	0.0%	42,500
Legislative	292,370	272,370	-6.8%	337,370	23.9%	272,370	-19.3%	272,370	0.0%	272,370
Professional fees	1,373,899	1,146,393	-16.6%	1,106,675	-3.5%	1,104,161	-0.2%	1,109,602	0.5%	1,115,125
Building Ops	1,666,354	1,703,646	2.2%	1,614,620	-5.2%	1,625,787	0.7%	1,637,149	0.7%	1,648,710
Veh & Equip ops	3,449,736	3,510,177	1.8%	3,558,077	1.3%	3,579,106	0.6%	3,626,834	1.3%	3,725,024
Operating Costs	8,501,467	8,560,621	0.7%	8,677,515	1.4%	8,818,981	1.6%	11,663,072	32.2%	11,763,448
Program Costs	262,455	265,721	1.2%	265,912	0.1%	266,104	0.1%	266,297	0.1%	266,491
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
Transfer to other govt/org	3,476,580	3,505,373	0.8%	3,544,046	1.1%	3,593,715	1.4%	3,645,130	1.4%	3,696,896
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%	5,398,629
Contributions to reserve funds	2,657,507	1,691,112	-36.4%	1,960,158	15.9%	2,912,271	48.6%	1,921,677	-34.0%	3,437,288
Capital	5,373,589	2,338,896	-56.5%	2,258,278	-3.4%	975,710	-56.8%	3,292,950	237.5%	3,247,785
Sub Total	\$ 49,256,208	\$ 46,122,577	-6.4%	\$ 46,741,708	1.3%	\$ 46,103,285	-1.4%	\$ 50,504,938	9.5%	\$ 49,459,096
New debt		292,375		16,543		97,947		7,219		7,219
Total expenditures	\$ 49,256,208	\$ 46,414,952	-5.8%	\$ 46,758,251	0.7%	\$ 46,201,232	-1.2%	\$ 50,512,157	9.3%	\$ 49,466,315
Surplus/deficit	\$ (2,357,479)	\$ (1,692,351)		\$ (2,112,168)		\$ (3,356,230)		\$ (2,691,657)		\$ (3,858,458)

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	\$ (3,545,348)	\$ (3,582,516)	1.3%	\$ (3,736,929)	3.2%	\$ (3,710,248)	0.1%	\$ (3,760,822)	1.4%	\$ (3,805,721)	1.2%
Operating revenues	(7,500)	(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%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Interdepartmental recoveries	(1,913,270)	(1,969,539)	2.9%	(2,026,926)	2.9%	(30,350)	0.0%	(30,350)	0.0%	(30,350)	0.0%
Transfer from reserves	(15,000)	0	-100.0%	0	#DIV/0!	(2,085,465)	2.9%	(2,145,174)	2.9%	(2,206,077)	2.8%
Miscellaneous	(2,533,940)	(2,468,156)	-6.3%	(2,358,156)	-4.5%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!
Prior year surplus(deficit)	(1,195,735)	(425,653)		(329,464)		(2,159,858)	-6.4%	(1,968,115)	-8.8%	(1,897,498)	-3.9%
Total Revenues	\$ (9,830,144)	\$ (9,831,210)		\$ (8,786,825)		\$ (8,683,846)		\$ (8,685,559)		\$ (8,603,523)	
Expenditures											
Administration	88,083	88,083	0.0%	88,092	0.0%	88,095	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	388,799	389,388	0.2%	289,635	-25.6%	289,887	0.1%	289,887	0.1%	289,887	0.1%
Veh & Equip ops	202,890	204,330	0.7%	205,484	0.5%	205,484	0.0%	205,484	0.0%	205,484	0.0%
Operating Costs	405,455	405,740	0.1%	408,031	0.1%	406,327	-0.1%	406,829	0.1%	406,937	0.1%
Wages & Benefits	1,503,789	1,533,885	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	2,481,706	-1.2%	2,389,056	-3.7%	2,344,041	-1.4%	2,281,810	-2.4%	2,219,657	-2.4%
Debt financing	2,511,030	2,481,706	-1.2%	2,389,056	-3.7%	2,170,756	-9.1%	1,960,015	-9.7%	1,882,358	-4.0%
Contributions to reserve funds	228,980	214,982	-6.2%	211,908	-1.4%	282,625	33.4%	298,652	5.7%	377,963	26.5%
Capital	811,534	109,600	-86.5%	177,900	7.8%	69,800	-40.8%	82,800	-10.0%	73,200	16.6%
SubTotal	\$ 9,256,497	\$ 8,547,673		\$ 8,463,888		\$ 8,268,748		\$ 8,138,682		\$ 8,222,296	
New debt		18,073		0		0		0		0	
Total expenditures	\$ 9,256,497	\$ 8,565,746		\$ 8,463,888		\$ 8,268,748		\$ 8,138,682		\$ 8,222,296	
(Surplus)/deficit	\$ (371,653)	\$ (265,464)		\$ (302,927)		\$ (415,088)		\$ (526,877)		\$ (583,227)	
Source and Application of Funds											
Capital Fund											
Source of Funds											
Transfers from Operating	\$ (811,534)	\$ (109,600)		\$ (117,900)		\$ (89,800)		\$ (62,800)		\$ (73,200)	
Transfers from Reserve Funds	(159,810)	(50,000)		(50,000)		0		(50,000)		0	
Borrowed Funds	(75,000)	0		0		0		(50,000)		(73,200)	
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)	\$ (159,600)		\$ (167,900)		\$ (89,800)		\$ (62,800)		\$ (73,200)	
Funds Applied											
Operating capital	\$ 1,025,157	\$ 159,600		\$ 167,900		\$ 89,800		\$ 62,800		\$ 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	\$ 159,600		\$ 167,900		\$ 89,800		\$ 62,800		\$ 73,200	
Reserve Funds											
Transfers from Operating Fund	\$ (228,980)	\$ (214,982)		\$ (211,908)		\$ (282,625)		\$ (298,652)		\$ (377,963)	
Other sources(DCC's etc)											
Transfers to Capital Fund	169,810	50,000		50,000		0		510,000		0	
Transfers to Operating Fund											
Reserve Fund Transactions	\$ (59,170)	\$ (184,982)		\$ (181,908)		\$ (282,625)		\$ 311,348		\$ (377,963)	

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%	\$ (10,161,554)	24.8%	\$ (10,435,534)	2.6%
Parcels taxes	(1,781,700)	(1,808,041)	2.6%	(1,853,301)	2.5%	(1,898,561)	2.4%	(1,847,088)	2.6%	(1,987,216)	2.6%
Operating revenues	(510,089)	(512,073)	0.4%	(514,118)	0.4%	(504,731)	-1.8%	(506,920)	0.4%	(512,883)	1.1%
Landfill tipping fees	(5,765,000)	(8,074,589)	5.4%	(8,358,394)	4.7%	(8,843,823)	4.5%	(8,843,823)	0.0%	(8,643,823)	0.0%
Utility user fees	(2,513,862)	(2,579,419)	2.6%	(2,660,028)	3.1%	(2,747,745)	3.3%	(2,819,311)	2.6%	(2,893,295)	2.6%
Operating grants	(503,358)	(160,758)	-88.1%	(27,858)	-82.7%	(27,858)	0.0%	(27,858)	0.0%	(27,858)	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	(4,078,483)	(1,145,975)		(973,276)		(1,107,411)		(2,107,806)		(1,357,042)	
Total Revenues	\$ (22,928,810)	\$ (20,688,549)		\$ (20,376,647)		\$ (21,115,745)		\$ (24,269,588)		\$ (23,902,793)	
Expenditures											
Administration	\$ 897,524	\$ 897,542	0.0%	\$ 897,560	0.0%	\$ 897,453	0.0%	\$ 897,471	0.0%	\$ 897,488	0.0%
Professional fees	814,445	663,239	-18.6%	643,521	-3.0%	841,007	-0.4%	848,448	0.8%	851,971	0.9%
Building Ops	782,780	788,126	0.7%	773,552	-0.7%	778,060	0.7%	784,550	0.7%	790,324	0.7%
Veh & Equip ops	990,711	993,205	0.3%	998,736	0.3%	998,306	0.3%	1,000,913	0.3%	1,003,560	0.3%
Operating Costs	6,067,884	8,123,243	0.9%	8,221,801	1.0%	8,335,558	1.5%	8,148,368	-44.4%	9,219,041	0.8%
Wages & Benefits	3,570,414	3,741,822	4.8%	3,818,866	2.0%	3,892,991	2.0%	3,937,889	1.1%	3,983,279	1.2%
Debt financing	3,121,850	3,015,884	-3.4%	2,876,704	-4.6%	2,414,285	-16.1%	2,420,541	0.3%	2,344,792	-3.1%
Contributions to reserve funds	2,183,897	1,161,420	-46.3%	1,466,420	26.3%	2,287,816	58.7%	1,240,995	-46.0%	2,527,495	103.7%
Capital	3,408,855	1,845,380	-45.9%	1,587,260	-14.0%	728,345	-54.2%	2,849,965	282.4%	112,800	-96.0%
SubTotal	\$ 21,799,140	\$ 19,209,821		\$ 19,278,812		\$ 18,982,818		\$ 22,928,030		\$ 21,530,851	
New debt		25,153		9,324		46,621		0		0	
Total expenditures	\$ 21,799,140	\$ 19,234,774		\$ 19,288,236		\$ 19,029,439		\$ 22,928,030		\$ 21,530,851	
(Surplus)/deficit	\$ (1,927,870)	\$ (853,775)		\$ (1,090,411)		\$ (2,088,306)		\$ (1,341,536)		\$ (2,371,902)	
Source and Application of Funds											
Capital Fund											
Source of Funds											
Transfers from Operating	\$ (3,409,855)	\$ (1,845,360)		(1,587,260)		(728,345)		(2,849,985)		(112,900)	
Transfers from Reserve Funds	(5,837,500)	(847,500)		(2,510,000)		(4,050,000)		(6,013,000)		(615,000)	
Borrowed Funds	(508,046)	(100,000)		(500,000)		0		0		0	
Unexpended bylaw funds	0	(66,060)		0		0		0		0	
Other sources	(15,475)	(15,475)		(15,475)		(15,475)		(15,475)		(15,475)	
Total Sources of Funds	\$ (9,568,875)	\$ (2,963,395)		\$ (4,612,735)		\$ (4,791,820)		\$ (8,878,440)		\$ (743,375)	
Funds Applied											
Operating capital	\$ 9,082,830	\$ 2,708,335		\$ 4,112,733		\$ 4,791,820		\$ 8,878,440		\$ 743,375	
Unexpended capital funds	0	59,080		0		0		0		0	
Loan authorizations	508,046	100,000		500,000		0		0		0	
Total Funds Applied	\$ 9,568,875	\$ 2,863,395		\$ 4,612,735		\$ 4,791,820		\$ 8,878,440		\$ 743,375	
Reserve Funds											
Transfers from Operating Fund	\$ (2,183,897)	\$ (1,161,420)		(1,466,420)		(2,297,816)		(1,240,995)		(2,527,495)	
Other Sources (OCC's etc)	(816,475)	(565,475)		(565,475)		(545,475)		(545,475)		(545,475)	
Transfers to Capital Fund	5,837,500	847,500		2,510,000		4,050,000		6,013,000		615,000	
Transfers to Operating Fund											
Reserve Fund Transactions	\$ 2,857,328	\$ (869,395)		\$ 488,105		\$ 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
\$	7,298,842	7,493,204	2.7%	7,657,933	2.2%	7,931,767	2.3%	9,009,651	15.0%	9,215,017	2.3%
Tax requisition calculation	2,715,150	2,805,034	3.3%	2,881,127	2.7%	2,950,019	2.4%	3,171,173	7.5%	3,237,834	2.1%
Assessment Based Taxes	1,663,008	1,768,821	6.4%	1,818,474	2.8%	1,960,595	2.3%	2,011,211	6.1%	2,052,008	2.0%
City of Nanaimo	814,304	830,887	2.0%	860,246	3.6%	868,882	1.0%	968,081	11.2%	982,155	1.7%
City of Parksville	482,207	492,842	2.2%	505,809	2.6%	505,988	0.0%	571,951	13.0%	579,384	1.3%
Town of Qualicum Beach	334,067	348,700	4.4%	369,417	5.8%	370,203	0.2%	417,771	12.8%	424,518	1.6%
Electoral Area A	741,942	760,109	2.4%	789,058	3.8%	788,504	1.2%	881,000	10.3%	897,346	1.8%
Electoral Area B	1,070,546	1,112,880	3.2%	1,157,080	4.0%	1,166,712	0.8%	1,288,379	8.7%	1,287,009	1.5%
Electoral Area C	961,816	982,978	2.2%	1,017,933	3.5%	1,027,975	1.0%	1,119,248	8.9%	1,131,897	1.1%
Electoral Area D	1,315,655	1,380,272	5.4%	1,412,578	3.8%	1,430,590	1.3%	1,555,977	8.8%	1,577,675	1.4%
Electoral Area E	753,180	770,828	2.3%	798,947	3.8%	808,230	1.2%	880,052	8.8%	894,245	1.6%
Electoral Area F	86,000	87,720	2.0%	89,474	2.0%	91,283	2.0%	93,098	2.0%	94,953	2.0%
Electoral Area G	152,280	155,358	2.0%	158,443	2.0%	161,512	2.0%	164,644	2.0%	164,844	0.0%
Electoral Area H	192,300	201,915	5.0%	205,963	2.0%	210,072	2.0%	214,273	2.0%	218,558	2.0%
Code T Coombs Fire LSA#21	75,480	76,880	2.0%	78,530	2.0%	80,101	2.0%	81,703	2.0%	83,337	2.0%
Code S Dashwood Fire LSA#19	261,980	261,980	0.0%	251,980	0.0%	251,980	0.0%	251,980	0.0%	251,980	0.0%
Code G Errington Fire LSA#7	250,050	250,050	0.0%	250,050	0.0%	250,050	0.0%	250,050	0.0%	250,050	0.0%
Code F Extension Fire LSA#32	55,485	58,595	5.6%	59,787	2.0%	60,982	2.0%	62,531	2.6%	63,782	2.0%
Code B French Ch. Fire LSA#4	38,845	39,845	0.0%	39,845	0.0%	39,845	0.0%	39,845	0.0%	39,845	0.0%
Code Q Nanoose Fire SA# 15	88,400	94,188	5.4%	96,072	2.0%	97,893	2.0%	100,933	3.0%	101,933	0.0%
Code C Wellington Fire LSA#16	11,220	11,444	2.0%	11,673	2.0%	11,906	2.0%	12,144	2.0%	12,600	5.4%
Code A Fairwinds lites 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 U Fr. CK Vill Lites LSA#22	4,490	4,635	1.0%	4,628	2.0%	4,719	2.0%	4,813	2.0%	4,909	2.0%
Code P Highway Lites(F.C.) SA#14	1,455	1,484	2.0%	1,514	2.0%	1,544	2.0%	1,575	2.0%	1,607	2.0%
Code J Morningstar St.Lite LSA# 9	9,935	9,935	0.0%	9,935	0.0%	9,935	0.0%	9,935	0.0%	9,935	0.0%
Code L Sanpiper St. Lite LSA #11	7,835	7,788	2.0%	7,944	2.0%	8,103	2.0%	8,265	2.0%	8,430	2.0%
Hwy # 4 (Area F)	2,550	2,601	2.0%	2,653	2.0%	2,719	2.5%	2,801	3.0%	2,895	3.0%
Tax requisition totals	\$ 18,178,845	\$ 18,748,280		\$ 19,289,532		\$ 19,641,019		\$ 21,873,555		\$ 22,298,838	

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		
\$	255	\$	260	2.0%	\$	273	5.0%	\$	284	1.8%	290	2.1%	
Madrona Water	162	165	1.9%	169	2.4%	174	3.0%	184	5.7%	183	4.9%	183	4.9%
Fairwinds Water	423	432	2.1%	440	1.9%	466	5.8%	475	1.9%	484	1.9%	484	1.9%
Sunside Water	243	243	0.0%	243	0.0%	243	0.0%	243	0.0%	243	0.0%	243	0.0%
West Bay Estates Water	286	281	2.0%	267	2.3%	272	1.9%	277	1.8%	283	2.2%	283	2.2%
Nanoose Bay Water	381	388	2.0%	407	2.0%	415	2.0%	423	1.9%	432	2.1%	432	2.1%
Arbutus Park Estates Water	175	175	0.0%	175	0.0%	175	0.0%	175	0.0%	175	0.0%	175	0.0%
French Creek Water	0	0	0	0	0	0	0	0	0	0	0	0	
Wall Beach Water	143	146	2.1%	149	2.1%	152	2.0%	155	2.0%	158	1.9%	158	1.9%
Momingator Water	576	776	34.1%	976	25.8%	976	0.0%	976	0.0%	976	0.0%	976	0.0%
DeCourcy Water	250	264	5.6%	270	2.3%	277	2.6%	284	2.5%	291	2.6%	291	2.6%
San Pared Water	617	617	0.0%	617	0.0%	617	0.0%	617	0.0%	617	0.0%	617	0.0%
Driftwood Water	158	158	0.0%	158	0.0%	158	0.0%	158	0.0%	158	0.0%	158	0.0%
Nanoose Bay Bulk Water	35	38	8.6%	36	0.0%	36	0.0%	37	2.8%	37	0.0%	37	0.0%
French Creek Bulk Water	186	190	2.2%	194	2.1%	194	0.0%	194	0.0%	194	0.0%	194	0.0%
French Creek Sewer - low rate	286	280	2.1%	284	1.4%	288	1.4%	288	0.0%	288	0.0%	288	0.0%
French Creek Sewer - high rate	303	309	2.0%	315	1.9%	321	1.9%	327	1.9%	333	1.8%	333	1.8%
Falwinds Sewer	219	269	22.8%	277	3.0%	286	3.2%	294	2.8%	303	3.1%	303	3.1%
Pacific Shores Sewer	1,025	1,077	5.1%	1,184	9.9%	1,362	15.0%	1,566	15.0%	1,804	15.0%	1,804	15.0%
Sunside Sewer													