

**REGIONAL DISTRICT OF NANAIMO
FINANCIAL PLAN 2018 to 2022
INDEX**

PAGE NO. DESCRIPTION

CORPORATE ADMINISTRATION

89	Corporate Services Financial Plan Summary 2018 to 2022
91	Corporate Services Summary of Tax Requisitions 2018 to 2022
92-94	Corporate Administration Summary
95	Community Grants
96	House Numbering
97	Electoral Area Administration
98	Regional Library
99	Municipal Debt Transfers

**CORPORATE SERVICES
FINANCIAL PLAN SUMMARY
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
Operating Revenues		15.0%	6.2%	4.5%	3.5%	3.1%	
Property taxes	(3,918,988)	(4,510,777)	(4,790,595)	(5,008,365)	(5,184,283)	(5,347,326)	(24,841,346)
Municipal agreements	(19,720)	(20,327)	(21,343)	(22,411)	(23,083)	(23,544)	(110,708)
	(3,938,708)	(4,531,104)	(4,811,938)	(5,030,776)	(5,207,366)	(5,370,870)	(24,952,054)
Operations	(21,876)	(23,094)	(23,094)	(23,194)	(23,294)	(23,394)	(116,070)
Interest income	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Operating grants	(90,000)	(110,000)	(110,000)	(110,000)	(110,000)	(110,000)	(550,000)
Grants in lieu of taxes	(50,935)	(50,935)	(50,935)	(50,935)	(50,935)	(50,935)	(254,675)
Interdepartmental recoveries	(4,304,833)	(4,675,299)	(4,960,261)	(5,041,351)	(5,103,883)	(5,318,016)	(25,098,810)
Miscellaneous	(7,622,746)	(6,343,703)	(6,116,813)	(6,058,017)	(5,625,470)	(5,552,425)	(29,696,428)
Total Operating Revenues	(16,179,098)	(15,884,135)	(16,223,041)	(16,464,273)	(16,270,948)	(16,575,640)	(81,418,037)
Operating Expenditures							
Administration	199,854	231,893	231,533	232,181	232,835	233,495	1,161,937
Community grants	787,764	81,940	51,940	51,940	51,940	51,940	289,700
Legislative	510,135	768,231	727,492	739,945	752,627	940,542	3,928,837
Professional fees	447,280	426,576	352,124	342,744	355,876	344,022	1,821,342
Building ops	336,890	341,303	345,677	350,118	354,627	359,207	1,750,932
Veh & Equip ops	195,005	236,051	236,051	236,051	236,051	236,051	1,180,255
Operating costs	779,909	1,469,367	1,300,908	1,336,625	1,354,973	1,421,942	6,883,815
Wages & benefits	4,296,083	4,466,200	4,499,424	4,589,412	4,681,201	4,774,824	23,011,061
Transfer to other gov/org	2,132,608	2,196,191	2,261,060	2,327,875	2,396,694	2,467,578	11,649,398
Contributions to reserve funds	214,105	209,770	221,550	192,550	193,550	218,550	1,035,970
Debt interest	3,422,558	2,966,469	2,834,373	2,774,475	2,625,881	2,592,202	13,793,400
Total Operating Expenditures	13,322,191	13,393,991	13,062,132	13,173,916	13,236,255	13,640,353	66,506,647
Operating (surplus)/deficit	(2,856,907)	(2,490,144)	(3,160,909)	(3,290,357)	(3,034,693)	(2,935,287)	(14,911,390)
Capital Asset Expenditures							
Capital expenditures	638,500	926,450	598,159	346,925	233,250	210,900	2,315,684
Transfer from reserves	(410,000)	(637,800)	(325,000)	(80,000)		(30,000)	(1,072,800)
Net Capital Assets funded from Operations	228,500	288,650	273,159	266,925	233,250	180,900	1,242,884
Capital Financing Charges							
Existing debt (principal)	3,187,018	3,188,064	3,093,270	3,094,372	2,810,419	2,771,053	14,957,178
Total Capital Financing Charges	3,187,018	3,188,064	3,093,270	3,094,372	2,810,419	2,771,053	14,957,178
Net (surplus)/deficit for the year	558,611	986,570	205,520	70,940	8,976	16,666	1,288,672
Add: Transfer from appropriated surplus		(212,548)					(212,548)
Add: Prior year (surplus) / deficit	(1,368,957)	(1,144,539)	(370,517)	(164,997)	(94,057)	(85,081)	(1,859,191)
(Surplus) applied to future years	(810,346)	(370,517)	(164,997)	(94,057)	(85,081)	(68,415)	(783,067)

THIS PAGE INTENTIONALLY LEFT BLANK



**CORPORATE SERVICES
SUMMARY OF TAX REQUISITIONS
2018 to 2022**

	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022
	\$	%	\$	%	\$	%	\$	%	\$	%
Administration										
0100 ADMINISTRATION - OVERALL	(1,689,815)	26.8%	(1,900,497)	12.5%	(2,052,536)	8.0%	(2,155,163)	5.0%	(2,198,266)	2.0%
0198 COMMUNITY GRANTS	(64,557)	233.6%	(85,605)	32.6%	(85,605)		(85,605)		(85,605)	
	(\$1,754,372)		(\$1,986,102)		(\$2,138,141)		(\$2,240,768)		(\$2,283,871)	
Electoral Area Administration										
1500 ELECTORAL AREAS ONLY	(274,717)	22.8%	(280,211)	2.0%	(285,816)	2.0%	(291,532)	2.0%	(335,262)	15.0%
1502 EA'S ONLY - BUILDING POLICY AND ADVICE	(254,824)	3.9%	(267,565)	5.0%	(280,944)	5.0%	(289,372)	3.0%	(295,159)	2.0%
	(\$529,541)		(\$547,776)		(\$566,760)		(\$580,904)		(\$630,421)	
Regional Library										
1300 VAN ISL REGIONAL LIBRARY	(2,162,291)	4.5%	(2,227,160)	3.0%	(2,293,975)	3.0%	(2,362,794)	3.0%	(2,433,678)	3.0%
	(\$2,162,291)		(\$2,227,160)		(\$2,293,975)		(\$2,362,794)		(\$2,433,678)	
Feasibility Studies										
8000 FEASIBILITY STUDY FND AREA A	(5,000)		(5,000)			(100.0%)				
8001 FEASIBILITY STUDY FUND AREA B	(1,000)		(1,000)		(1,000)		(1,000)		(1,000)	
8002 FEASIBILITY STUDY FUND AREA C	(5,000)		(5,000)			(100.0%)				
8004 FEASIBILITY STUDY FUND AREA E	(4,000)		(4,000)			(100.0%)				
8005 FEASIBILITY STUDY FUND AREA F	(5,000)		(5,000)			(100.0%)				
8006 FEASIBILITY STUDY FUND AREA G	(25,000)	400.0%	(5,000)	(80.0%)	(5,000)		(100.0%)			
8007 FEASIBILITY STUDY FUND AREA H	(18,000)	500.0%	(4,000)	(77.8%)	(4,000)		(100.0%)			
	(\$63,000)		(\$29,000)		(\$10,000)		(\$1,000)		(\$1,000)	
House Numbering										
4300 HOUSE NUMBERING	(21,900)	1.9%	(21,900)		(21,900)		(21,900)		(21,900)	
	(\$21,900)		(\$21,900)		(\$21,900)		(\$21,900)		(\$21,900)	
Total CORPORATE SERVICES	(4,531,104)	15.0%	(4,811,938)	6.2%	(5,030,776)	4.5%	(5,207,366)	3.5%	(5,370,870)	3.1%

**Corporate Administration Summary
FINANCIAL PLAN
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
Operating Revenues		26.8%	12.5%	8.0%	5.0%	2.0%	
Property taxes	(1,333,157)	(1,689,815)	(1,900,497)	(2,052,536)	(2,155,163)	(2,198,266)	(9,996,277)
	(1,333,157)	(1,689,815)	(1,900,497)	(2,052,536)	(2,155,163)	(2,198,266)	(9,996,277)
Operations	(21,876)	(23,094)	(23,094)	(23,194)	(23,294)	(23,394)	(116,070)
Interest income	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
Operating grants	(40,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Grants in lieu of taxes	(48,000)	(48,000)	(48,000)	(48,000)	(48,000)	(48,000)	(240,000)
Interdepartmental recoveries	(4,151,833)	(4,422,299)	(4,745,231)	(4,834,171)	(4,894,631)	(5,006,671)	(23,903,003)
Miscellaneous	(214,170)	(189,170)	(189,170)	(189,170)	(189,170)	(189,170)	(945,850)
Total Operating Revenues	(5,959,036)	(6,572,378)	(7,105,992)	(7,347,071)	(7,510,258)	(7,665,501)	(36,201,200)
Operating Expenditures							
Administration	144,125	165,124	165,124	165,124	165,124	165,124	825,620
Legislative	357,753	473,815	517,884	528,241	538,806	549,582	2,608,328
Professional fees	426,855	387,016	342,124	332,744	345,876	334,022	1,741,782
Building ops	316,080	320,493	324,867	329,308	333,817	338,397	1,646,882
Veh & Equip ops	192,165	233,211	233,211	233,211	233,211	233,211	1,166,055
Operating costs	561,581	1,159,764	986,931	1,018,187	1,031,985	1,094,312	5,291,179
Wages & benefits	4,030,314	4,180,544	4,264,156	4,349,438	4,436,427	4,525,155	21,755,720
Transfer to other gov/org	30,000						
Contributions to reserve funds	186,355	186,355	186,355	176,355	186,355	216,355	951,775
Total Operating Expenditures	6,245,228	7,106,322	7,020,652	7,132,608	7,271,601	7,456,158	35,987,341
Operating (surplus)/deficit	286,192	533,944	(85,340)	(214,463)	(238,657)	(209,343)	(213,859)
Capital Asset Expenditures							
Capital expenditures	637,900	926,050	567,569	334,425	219,000	209,900	2,256,944
Transfer from reserves	(410,000)	(637,800)	(325,000)	(80,000)		(30,000)	(1,072,800)
Net Capital Assets funded from Operations	227,900	288,250	242,569	254,425	219,000	179,900	1,184,144
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	514,092	822,194	157,229	39,962	(19,657)	(29,443)	970,285
Add: Transfer from appropriated surplus		(161,500)					(161,500)
Add: Prior year (surplus) / deficit	(1,148,734)	(943,127)	(282,433)	(125,204)	(85,242)	(104,899)	(1,540,905)
(Surplus) applied to future years	(634,642)	(282,433)	(125,204)	(85,242)	(104,899)	(134,342)	(732,120)

Corporate Administration Summary
5 Year Capital Plan

	2018 Capital	2019 Capital	2020 Capital	2021 Capital	2022 Capital	Total
AD-0001 ASSET MANAGEMENT	150,000					150,000
MJ-0108 MAJOR CAP - BLDG OPS/OTHER	10,000	117,500	10,000	10,000	10,000	157,500
MN-0105 MINOR CAP - FINANCE	2,000					2,000
MN-0108 MINOR CAP - BLDG OPS/OTHER	5,000	5,000	5,000	5,000	5,000	25,000
MN-0109 MINOR CAP - ADMINISTRATION BLDG OPS	40,000	40,000	40,000	40,000	40,000	200,000
PC-0103 COMPUTER - CAO	3,000	2,750			5,000	10,750
PC-0104 COMPUTER - HUMAN RESOURCES		2,800		2,000	2,000	6,800
PC-0105 COMPUTER - FINANCE	12,250	6,000	6,000	2,000	7,000	33,250
PC-0106 COMPUTER - INFO SYSTEMS	10,000	5,600	3,025	2,500	7,500	28,625
PC-0107 COMPUTER - LEGISLATIVE SERVICES		2,600	4,000	2,000	1,400	10,000
PC-0108 COMPUTER - BLDG OPS/OTHER		4,069	4,900			8,969
PC-0110 COMPUTER - COMMUNICATIONS				2,000		2,000
PC-0112 COMPUTER - INFO SERVICES CAPITAL	634,800	331,250	215,500	153,500	102,000	1,437,050
PC-0113 COMPUTER - GIS & MAPPING	29,000	20,000	16,000			65,000
VH-0108 VEHICLE - BLDG OPS/OTHER	30,000	30,000	30,000		30,000	120,000
Total Corporate Administration Summary	926,050	567,569	334,425	219,000	209,900	2,256,944

ADMINISTRATION

INFO SVCS CAPITAL					
Reserve Fund	2018 Budget	2019	2020	2021	2022
Opening Balance	1,948,212	1,442,839	1,345,212	1,394,972	1,505,354
AD-0001 ASSET MANAGEMENT	150,000	-			
PC-0112 COMPUTER - INFO SERVICES CAPITAL	457,800	195,000	50,000		-
Total Allocated To Capital Projects	607,800	195,000	50,000	-	-
Transfers Out of Reserve Fund					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account					
Transfers to DCC Fund					
Total Transfers Out of Reserve Fund	-	-	-	-	-
Total Expenditures	607,800	195,000	50,000	-	-
Transfers Into Reserve Fund					
Contributions from Operating Fund	82,945	82,945	82,945	92,945	102,945
Transfers from Reserve Account					
Transfers from DCC Fund					
Total Transfers Into Reserve Fund	82,945	82,945	82,945	92,945	102,945
Closing Balance Before Interest	1,423,357	1,330,784	1,378,157	1,487,917	1,608,299
Interest Income	19,482	14,428	16,815	17,437	22,580
Closing Reserve Balance fund	1,442,839	1,345,212	1,394,972	1,505,354	1,630,879
Draw from Reserve Account					
Net To Borrow	0	0	0	0	0
Sinking Fund (20 yrs)	0.037216	0.037216	0.037216	0.037216	0.037216
Interest (20 yrs)	0.035000	0.040000	0.040000	0.040000	0.050000
Term	20	20	20	20	20
Debt issuing cost rate	0.010	0.010	0.010	0.010	0.010
New Debt Principal/Int		0	0	0	0
New Debt Principal/Int (cumulative)	0	0	0	0	0
Debt issuing cost	0	0	0	0	0
BUILDING OPS/ GENERAL					
Reserve Fund	2018 Budget	2019	2020	2021	2022
Opening Balance - Manual	337,480				
Opening Balance -Linked	339,294				
Opening Balance	337,480	437,480	337,480	337,480	337,480
MJ-0108 MAJOR CAP - BLDG OPS/OTHER	-	100,000			
Total Allocated To Capital Projects	-	100,000	-	-	-
Transfers Out of Reserve Fund					
Transfers to the Operating Fund	-	-	-	-	-
Transfers to Reserve Account	-	-	-	-	-
Transfers to DCC Fund					
Total Transfers Out of Reserve Fund	-	-	-	-	-
Total Expenditures	-	100,000	-	-	-
Transfers Into Reserve Fund					
Contributions from Operating Fund	100,000	-	-	-	-
Transfers from Reserve Account					
Transfers from DCC Fund					
Total Transfers Into Reserve Fund	100,000	-	-	-	-
Closing Balance Before Interest	437,480	337,480	337,480	337,480	337,480
Interest Income	-	-	-	-	-
Closing Reserve Balance fund	437,480	337,480	337,480	337,480	337,480
Draw from Reserve Account	0	0	0	0	0
Net To Borrow	0	0	0	0	0
Sinking Fund (20 yrs)	0.000000	0.000000	0.000000	0.000000	0.000000
Interest (20 yrs)	0.000000	0.000000	0.000000	0.000000	0.000000
Term	0	0	0	0	0
Debt issuing cost rate	0.000	0.000	0.000	0.000	0.000
New Debt Principal/Int	0	0	0	0	0
New Debt Principal/Int (cumulative)	2,089,214	3,501,654	4,514,094	5,526,534	6,538,974
Debt issuing cost	0	0	0	0	0

**COMMUNITY GRANTS
FINANCIAL PLAN
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
Operating Revenues		233.6%	32.6%				
Property taxes	(19,350)	(64,557)	(85,605)	(85,605)	(85,605)	(85,605)	(406,977)
	(19,350)	(64,557)	(85,605)	(85,605)	(85,605)	(85,605)	(406,977)
Grants in lieu of taxes	(435)	(435)	(435)	(435)	(435)	(435)	(2,175)
Miscellaneous	(799,000)						
Total Operating Revenues	(818,785)	(64,992)	(86,040)	(86,040)	(86,040)	(86,040)	(409,152)
Operating Expenditures							
Administration	200	200	200	200	200	200	1,000
Community grants	787,764	81,940	51,940	51,940	51,940	51,940	289,700
Transfer to other gov/org	33,848	33,900	33,900	33,900	33,900	33,900	169,500
Total Operating Expenditures	821,812	116,040	86,040	86,040	86,040	86,040	460,200
Operating (surplus)/deficit	3,027	51,048					51,048
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	3,027	51,048					51,048
Add: Transfer from appropriated surplus		(51,048)					(51,048)
Add: Prior year (surplus) / deficit	(3,027)						
(Surplus) applied to future years							



**House Numbering
FINANCIAL PLAN
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
Operating Revenues		1.9%					
Property taxes	(21,500)	(21,900)	(21,900)	(21,900)	(21,900)	(21,900)	(109,500)
	(21,500)	(21,900)	(21,900)	(21,900)	(21,900)	(21,900)	(109,500)
Total Operating Revenues	(21,500)	(21,900)	(21,900)	(21,900)	(21,900)	(21,900)	(109,500)
Operating Expenditures							
Administration	1,500	1,500	1,500	1,500	1,500	1,500	7,500
Operating costs	20,000	20,400	20,400	20,400	20,400	20,400	102,000
Total Operating Expenditures	21,500	21,900	21,900	21,900	21,900	21,900	109,500
Operating (surplus)/deficit							
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year (Surplus) applied to future years							

**Electoral Area Administration
FINANCIAL PLAN
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
Operating Revenues		12.9%	3.4%	3.5%	2.5%	8.5%	
Property taxes	(449,221)	(509,214)	(526,433)	(544,349)	(557,821)	(606,877)	(2,744,694)
Municipal agreements	(19,720)	(20,327)	(21,343)	(22,411)	(23,083)	(23,544)	(110,708)
	(468,941)	(529,541)	(547,776)	(566,760)	(580,904)	(630,421)	(2,855,402)
Operating grants	(50,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(300,000)
Grants in lieu of taxes	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(12,500)
Interdepartmental recoveries	(153,000)	(253,000)	(215,030)	(207,180)	(209,252)	(311,345)	(1,195,807)
Total Operating Revenues	(674,441)	(845,041)	(825,306)	(836,440)	(852,656)	(1,004,266)	(4,363,709)
Operating Expenditures							
Administration	54,029	65,069	64,709	65,357	66,011	66,671	327,817
Legislative	152,382	294,416	209,608	211,704	213,821	390,960	1,320,509
Professional fees	15,000	10,000	10,000	10,000	10,000	10,000	50,000
Building ops	20,810	20,810	20,810	20,810	20,810	20,810	104,050
Veh & Equip ops	2,840	2,840	2,840	2,840	2,840	2,840	14,200
Operating costs	198,328	289,203	293,577	298,038	302,588	307,230	1,490,636
Wages & benefits	265,769	285,656	235,268	239,974	244,774	249,669	1,255,341
Contributions to reserve funds	1,195	1,195	6,195	6,195	6,195	1,195	20,975
Total Operating Expenditures	710,353	969,189	843,007	854,918	867,039	1,049,375	4,583,528
Operating (surplus)/deficit	35,912	124,148	17,701	18,478	14,383	45,109	219,819
Capital Asset Expenditures							
Capital expenditures	600	400	30,590	12,500	14,250	1,000	58,740
Net Capital Assets funded from Operations	600	400	30,590	12,500	14,250	1,000	58,740
Capital Financing Charges							
Total Capital Financing Charges							
Net (surplus)/deficit for the year	36,512	124,548	48,291	30,978	28,633	46,109	278,559
Add: Prior year (surplus) / deficit	(212,216)	(212,632)	(88,084)	(39,793)	(8,815)	19,818	(329,506)
(Surplus) applied to future years	(175,704)	(88,084)	(39,793)	(8,815)	19,818	65,927	(50,947)

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
Operating Revenues		4.5%	3.0%	3.0%	3.0%	3.0%	
Property taxes	(2,068,760)	(2,162,291)	(2,227,160)	(2,293,975)	(2,362,794)	(2,433,678)	(11,479,898)
	(2,068,760)	(2,162,291)	(2,227,160)	(2,293,975)	(2,362,794)	(2,433,678)	(11,479,898)
Miscellaneous	(940,873)	(940,873)	(940,873)	(940,873)	(940,873)	(940,873)	(4,704,365)
Total Operating Revenues	(3,009,633)	(3,103,164)	(3,168,033)	(3,234,848)	(3,303,667)	(3,374,551)	(16,184,263)
Operating Expenditures							
Transfer to other gov/org	2,068,760	2,162,291	2,227,160	2,293,975	2,362,794	2,433,678	11,479,898
Debt interest	591,485	591,485	591,485	591,485	591,485	591,485	2,957,425
Total Operating Expenditures	2,660,245	2,753,776	2,818,645	2,885,460	2,954,279	3,025,163	14,437,323
Operating (surplus)/deficit	(349,388)	(349,388)	(349,388)	(349,388)	(349,388)	(349,388)	(1,746,940)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	349,388	349,388	349,388	349,388	349,388	349,388	1,746,940
Total Capital Financing Charges	349,388	349,388	349,388	349,388	349,388	349,388	1,746,940
Net (surplus)/deficit for the year (Surplus) applied to future years							

**Municipal Debt Transfers
FINANCIAL PLAN
2018 to 2022**

	2017 Budget	2018 Proposed Budget	2019	2020	2021	2022	Total
Operating Revenues							
Miscellaneous	(5,668,703)	(5,213,660)	(4,986,770)	(4,927,974)	(4,495,427)	(4,422,382)	(24,046,213)
Total Operating Revenues	(5,668,703)	(5,213,660)	(4,986,770)	(4,927,974)	(4,495,427)	(4,422,382)	(24,046,213)
Operating Expenditures							
Debt interest	2,831,073	2,374,984	2,242,888	2,182,990	2,034,396	2,000,717	10,835,975
Total Operating Expenditures	2,831,073	2,374,984	2,242,888	2,182,990	2,034,396	2,000,717	10,835,975
Operating (surplus)/deficit	(2,837,630)	(2,838,676)	(2,743,882)	(2,744,984)	(2,461,031)	(2,421,665)	(13,210,238)
Capital Asset Expenditures							
Net Capital Assets funded from Operations							
Capital Financing Charges							
Existing debt (principal)	2,837,630	2,838,676	2,743,882	2,744,984	2,461,031	2,421,665	13,210,238
Total Capital Financing Charges	2,837,630	2,838,676	2,743,882	2,744,984	2,461,031	2,421,665	13,210,238
Net (surplus)/deficit for the year (Surplus) applied to future years							

THIS PAGE INTENTIONALLY LEFT BLANK