

City of Port Alberni
2016 - 2020 Five Year Financial Plan



Summary Document



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About

The 2016-2020 Five Year Financial Plan Summary Document is an abbreviated version of the City's Five-Year Financial Plan and is provided for convenience only. For the complete Financial Plan please visit the City's website at www.portalberni.ca

Section 165(1) of the Community Charter requires the City to adopt a 5 year financial plan each year. This document serves to ensure that the City has the ability to meet the financial challenges of today and in the future, while maintaining appropriate levels of service.

The plan combines the operating and capital budgets for all services provided by the City of Port Alberni:

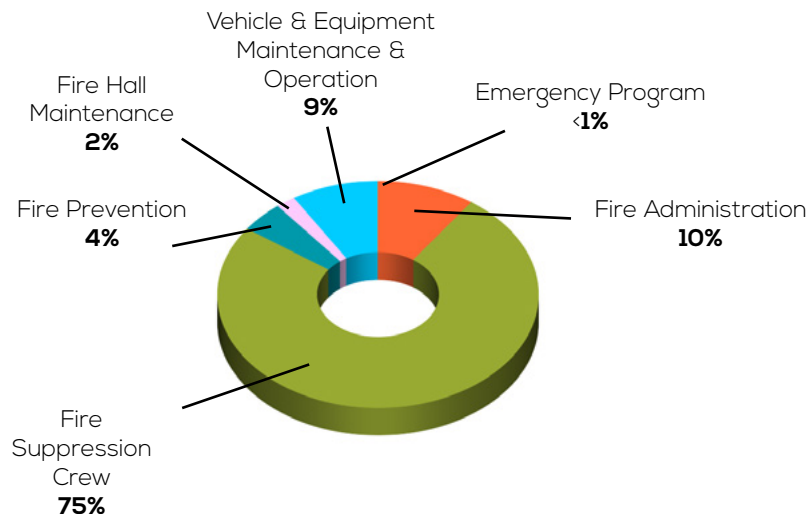
- The operating budget covers day-to-day spending on services such as recreation programs, parks maintenance, public transit, fire protection and police.
- The capital budget funds the construction and repair of City assets that support municipal services such as public roads and bridges, buildings and community centres, and other major equipment.

This document profiles the City's operations budget, providing the 2014 actuals, the 2015 and 2016 budgeted figures and estimates for the next four years based on internal plans. Each year, this rolling plan is reviewed and updated by staff and City Council.

The plan provides for the many services that keep the community safe and livable, encourage business growth and investments, and make Port Alberni an attractive destination for visitors.

If you have questions or comments regarding this document please contact the City of Port Alberni Finance Department at 250-723-2146.

Fire Department



The Port Alberni Fire Department has a proud history of providing a wide variety of safety-based programs focused on the protection of life, property and the environment, and the avoidance of harm and suffering. These services include fire, rescue and emergency services, in addition to fire prevention education.

The 2016-2020 Five Year Financial Plan provides for the continuation of fire services at their current level. Planned budget increases are driven largely by negotiated wage increases with the Port Alberni Professional Fire Fighters Association (PAPFFA) and by increased equipment fund contributions in anticipation of the planned replacement of the ladder truck in 2017.

	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Fire Administration	316,201	320,095	323,522	327,175	330,916	334,662	338,456
Fire Suppression Crew	2,442,833	2,449,966	2,510,930	2,573,456	2,637,538	2,703,219	2,770,537
Fire Prevention and Investigation	146,973	144,308	147,901	151,584	155,358	159,226	163,191
Fire Hall Maintenance and Operation	54,901	57,250	58,395	59,563	60,754	61,969	63,209
Vehicle and Equipment Maintenance and Operation	275,705	281,134	286,607	290,764	276,563	283,516	290,650
Emergency Program (Tsunami Warning)	380	900	918	936	955	974	994
Total Expenditures	3,236,993	3,253,653	3,328,273	3,403,478	3,462,084	3,543,566	3,627,037
REVENUE SUMMARY (\$)							
Fire Service Charges and Protection Agreement Fees	(179,036)	(155,900)	(171,223)	(174,853)	(178,561)	(182,349)	(186,218)
NET OPERATIONAL COST (FROM TAXES)	\$3,057,956	\$3,097,753	\$3,157,050	\$3,228,625	\$3,283,523	\$3,361,217	\$3,440,819
% Increase over Prior Year Budget		1.5%	2.3%	2.3%	1.7%	2.4%	2.4%
Annual Cost for Average Residence		\$241	\$245	\$277	\$273	\$278	\$295

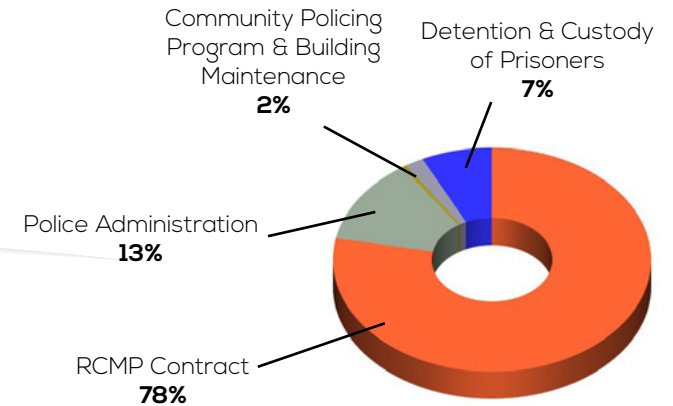


Police Services (RCMP)

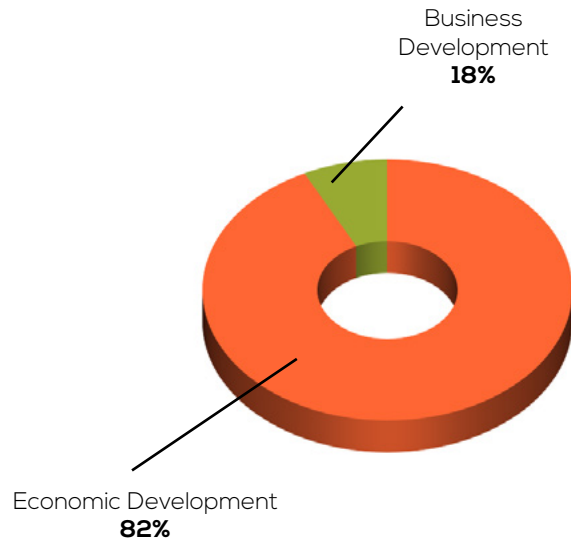
The RCMP is Canada's national police service and is contracted by the City of Port Alberni to provide policing services. The City provides the building and support services, including administrative, financial, reception, clerical, custodial and guarding functions. The current contract for the RCMP provides for 34 members (officers).

Police Service Agreements provide for different cost-sharing arrangements depending on a municipalities population size. For Port Alberni, 90% of RCMP costs are paid by the City and 10% by the federal government.

The 2016-2020 Five Year Financial Plan provides for the continuation of police services at their current level. Planned budget increases are based on contract projections provided by the RCMP.



	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
RCMP Contract	4,338,968	5,091,474	5,305,570	5,401,687	5,744,588	5,844,099	6,154,408
Police Administration - City Staff	797,526	824,000	825,650	838,663	860,832	879,617	899,978
Community Policing Program and Office	30,867	25,000	25,000	25,000	26,000	26,000	27,000
Police Detachment Building Maintenance & Operation	131,257	126,500	131,359	135,237	138,950	142,402	145,943
Detention & Custody of Prisoners	460,369	480,800	486,429	495,301	506,281	516,434	527,372
Total Expenditures	5,758,987	6,547,774	6,774,008	6,895,888	7,276,651	7,408,552	7,754,701
REVENUE SUMMARY (\$)							
Law Enforcement Service Charges	(150,606)	(140,400)	(140,400)	(122,400)	(122,400)	(122,400)	(122,400)
Provincial Reimbursement for Custody of Prisoners	(258,437)	(167,000)	(167,000)	(167,000)	(167,000)	(167,000)	(167,000)
Traffic Fine Revenue Share	(30,867)	(25,000)	(25,000)	(25,000)	(26,000)	(26,000)	(27,000)
NET OPERATIONAL COST (FROM TAXES)	\$5,319,078	\$6,215,374	\$6,441,608	\$6,581,488	\$6,961,251	\$7,093,152	\$7,438,301
% Increase over Prior Year Budget		1.3%	3.5%	1.8%	5.5%	1.8%	4.7%
Annual Cost for Average Residence		\$483	\$500	\$564	\$579	\$587	\$638



Economic Development Department

The Port Alberni Economic Development Department works to achieve a vibrant, diverse and sustainable economy in the Alberni Valley. The department strives to identify and promote economic development opportunities for the community, secure funding for economic development programs and activities, promote all sectors of the local economy, and assist organizations, businesses and individuals with key projects.

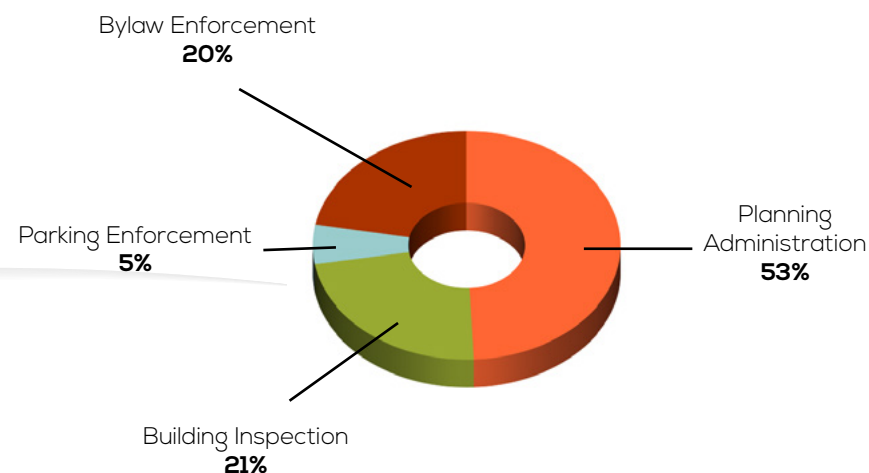
The 2016-2020 Five Year Financial Plan provides for the continuation of economic development services at their current level. A substantial budget increase for 2016 has been approved to facilitate a commercial facade renovation program and to increase external marketing efforts in cooperation with the Alberni Valley Chamber of Commerce.

	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Economic Development	249,273	309,700	346,009	348,826	351,901	354,813	357,772
Business Development (District Energy Project Support)	39,011	45,000	76,200	26,200	26,200	26,200	26,200
Total Expenditures	288,284	354,700	422,209	375,026	378,101	381,013	383,972
REVENUE SUMMARY (\$)							
Regional Contribution to Economic Development	(27,833)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)	(22,500)
Community Gaming Revenue (Offsetting ED)	(107,590)	(50,176)	(102,540)	(101,890)	(101,228)	(100,553)	(99,864)
NET OPERATIONAL COST (FROM TAXES)	\$152,860	\$282,024	\$297,169	\$250,636	\$254,373	\$257,960	\$261,608
% Increase over Prior Year Budget		10.5%	19.0%	-11.2%	0.8%	0.8%	0.8%
Annual Cost for Average Residence		\$22	\$23	\$21	\$21	\$21	\$22

Planning Department

The Planning Department provides a full complement of services to the public and other civic departments related to interests in land, building and development, in addition to bylaw enforcement. The department is responsible for land use and development applications through the implementation of regulations that support the City's Vision and the Official Community Plan.

The 2016-2020 Five Year Financial Plan provides for the continuation of planning and building services at their current level. In 2015 the department undertook a significant project to create a digital database of the City's water infrastructure assets. For 2016, the Planning and Economic Developments are collaborating on the development of a comprehensive design and plan for the Johnston Road streetscape. In addition, a new energy retrofit incentive program is planned to help reduce community energy emissions.



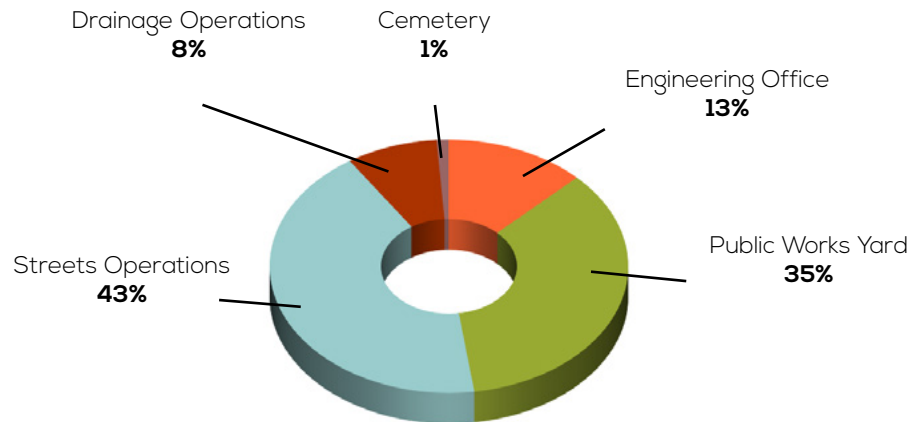
	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Planning Administration	221,360	216,515	261,650	223,360	226,370	230,180	233,090
Consulting Services	-	40,000	-	-	-	-	-
Building Inspection	103,980	105,328	103,510	106,762	109,389	111,518	113,650
Parking Enforcement (Commissionaire Service)	22,398	25,000	25,000	25,000	25,000	25,000	25,000
Bylaw Enforcement	87,538	93,600	99,415	101,323	103,535	105,553	107,676
Total Expenditures	435,276	480,443	489,575	456,445	464,294	472,251	479,416
REVENUE SUMMARY (\$)							
19.3% of Traffic Fines Revenue Share(Offset Bylaw Enforcement)	(15,473)	(66,680)	(102,680)	(102,680)	(101,680)	(101,680)	(100,680)
Development Permit Fees	(32,731)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Building Permit Fees	(66,081)	(88,100)	(74,100)	(74,100)	(74,100)	(74,100)	(74,100)
Parking Ticket Fine Revenue	(8,550)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
NET OPERATIONAL COST (FROM TAXES)	\$312,440	\$300,663	\$287,795	\$254,665	\$263,514	\$271,471	\$279,636
% Increase over Prior Year Budget		11.7%	1.9%	-6.8%	1.7%	1.7%	1.5%
Annual Cost for Average Residence		\$23	\$22	\$22	\$22	\$62	\$65

Engineering & Public Works Department

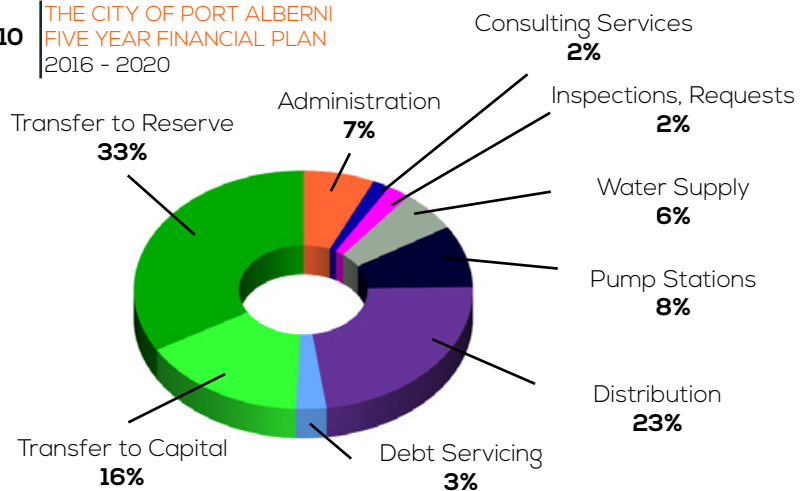
The Engineering and Public Works Department provide many of the basic services that you use and depend upon each day. The department is responsible for the administration, planning, maintenance, construction, management and technical engineering of the City's infrastructure including streets, sewer systems and storm drainage, water works, and solid waste/garbage collection.

For the purposes of this document waterworks, sewers and solid waste collection are provided individually on subsequent pages.

The 2016-2020 Five Year Financial Plan provides for the continuation of departmental services at their current level. Modest budget increases planned over the next five years are primarily driven by negotiated wage increases with CUPE Local 118.



	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Engineering Office							
Engineering Administration (operations at City Hall)	546,686	572,574	559,409	572,101	583,613	595,358	607,339
Engineering Consulting Services	21,023	40,000	40,000	40,800	41,616	42,448	43,297
Public Works Yard							
Public Works, Supervision, Clerical, Dispatch, Stores, Reception	462,552	457,500	483,787	493,080	503,042	513,207	523,579
Public Works Building, Yard, Shops Maint & Operation	331,022	341,457	339,392	353,049	359,703	367,375	374,906
Fleet & Equipment Maintenance & Replacement	758,612	757,997	743,874	776,077	791,513	805,435	821,448
Safety & Training	84,284	126,000	104,000	106,080	108,202	110,366	112,573
Streets Operations							
Inspection, Customer Requests, Record keeping	170,963	95,000	101,000	103,020	105,080	107,182	109,326
Roads Repair & Maintenance	909,138	792,223	889,900	840,888	857,706	874,860	892,357
Street Sweeping (sweeping, spill & litter pickup)	146,248	87,000	114,000	116,280	118,606	120,978	123,397
Snow & Ice Removal (plowing, sanding, salting)	174,308	200,000	200,000	204,000	208,080	212,242	216,486
Bridge & Retaining Walls Maintenance & Repair	13,599	50,000	50,000	51,000	52,020	53,060	54,122
Street Lights & Traffic Signals, Signs and Marking	541,528	598,040	557,800	568,956	580,335	591,942	603,781
Gravel Supply	179,199	160,000	181,000	184,620	188,312	192,079	195,920
Drainage Operations							
Open Drainage (ditch, dyke, culvert maintenance/repair)	157,763	138,500	138,500	141,270	144,095	146,977	149,917
Storm Sewers Maint (catch basins, drains, manholes, sumps)	143,953	237,000	237,000	241,740	246,575	251,506	256,536
Storm Sewer Lift Station Maintenance (Margaret St Station)	8,259	13,400	13,800	14,076	14,358	14,645	14,938
Cemetery Operation & Maintenance (Greenwood Cemetery)							
Cemetery Operations (interments, monuments placement)	67,124	53,000	53,928	55,006	56,129	57,252	58,397
Total Expenditures	4,716,260	4,719,691	4,807,390	4,862,043	4,958,985	5,056,911	5,158,319
REVENUE SUMMARY (\$)							
Works Yard Recoveries (building, shop, equipment)	(1,292,842)	(1,437,807)	(1,434,300)	(1,463,000)	(1,492,100)	(1,522,100)	(1,552,100)
Streets Recoveries (gravel)	(85,991)	(100,000)	(100,000)	(102,000)	(104,000)	(106,000)	(108,000)
Driveway Crossing Permits	(71,082)	(77,500)	(77,500)	(77,500)	(77,500)	(77,500)	(77,500)
Cemetery Fees, Charges and Interest	(35,731)	(32,600)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
NET OPERATIONAL COST (FROM TAXES)	\$3,230,614	\$3,071,784	\$3,162,590	\$3,186,543	\$3,252,385	\$3,318,311	\$3,387,719
% Increase over Prior Year Budget		41%	1.9%	11%	2.0%	2.0%	2.0%
Annual Cost for Average Residence		\$239	\$246	\$273	\$271	\$275	\$291



Waterworks Branch

The Waterworks Branch is responsible for the provision of high quality drinking water through the operation and maintenance of an extensive water disinfection and distribution system. They must also maintain volume and pressure levels to meet fire flow demands, while continually monitoring and improving the network.

Waterworks services are fully funded through utility charges and not property taxation.

The 2016-2020 Five Year Financial Plan provides for new conservation-based billing rates for water and sewer utilities within the City of Port Alberni. The changes were introduced to ensure the long term sustainability of these services by providing adequate funding to operate, repair, maintain and renew utility infrastructure.

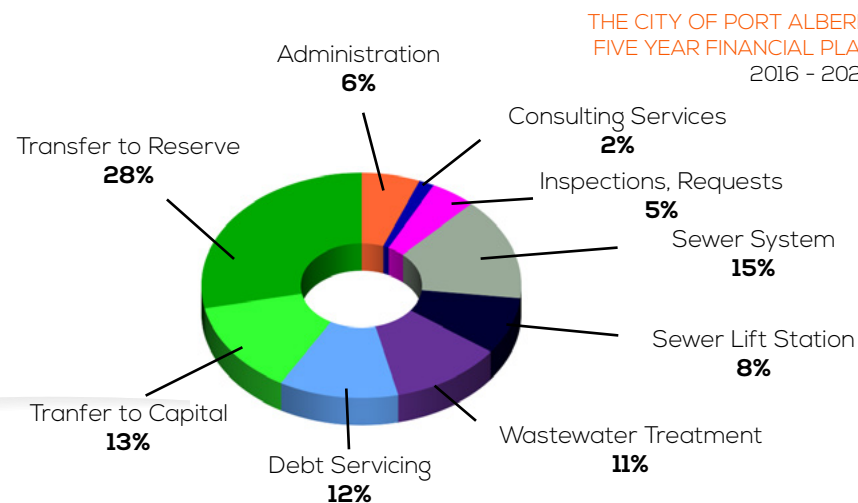
	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Water Administration (licenses, leases, accounting support)	182,893	204,000	204,000	208,080	212,242	216,486	220,816
Engineering Consulting Services	32,359	50,000	50,000	50,000	50,000	50,000	50,000
Inspection, Customer Requests, Record keeping	56,827	60,000	66,000	67,320	68,666	70,040	71,441
Water Supply O/M (dams & reservoirs)	154,761	175,300	168,500	171,870	175,307	178,814	182,390
Pump stations O/M (power, treatment, telemetry)	231,696	243,200	257,000	262,140	267,383	272,730	278,185
Distribution O/M (pipes, valves, prv's, hydrants, meters)	629,338	682,050	703,550	717,621	731,973	746,613	761,545
Debt Servicing	-	132,663	86,043	86,043	86,043	86,043	86,043
Transfer to Capital	321,792	1,015,000	482,500	1,472,000	1,345,000	1,060,000	1,120,000
Transfer to Reserve	846,783	201,699	1,016,474	296,096	558,371	986,238	1,076,364
Total Expenditures	2,456,449	2,763,912	3,034,067	3,331,170	3,494,986	3,666,964	3,846,784
REVENUE SUMMARY (\$)							
Utility Billing - Metered Sales	(2,370,411)	(2,693,042)	(2,962,346)	(3,258,580)	(3,421,509)	(3,592,585)	(3,772,214)
Charges for Other Service (connections, turn on/off)	(55,657)	(42,570)	(43,421)	(44,290)	(45,176)	(46,079)	(46,270)
Penalties & Interest	(30,381)	(28,300)	(28,300)	(28,300)	(28,300)	(28,300)	(28,300)
NET OPERATIONAL COST (FROM TAXES)	0	0	0	0	0	0	0
% Increase over Prior Year Budget		10.0%	9.8%	9.8%	4.9%	4.9%	4.9%
Annual Cost for Average Residence		\$279	\$299	\$305	\$320	\$336	\$353

Sewers Branch

The Sewers Branch is responsible for building and maintaining a reliable sanitary sewer system to service the community. This includes the conveyance and treatment of sanitary sewage from all homes and businesses connected to the system.

Sanitary sewer services are fully funded through utility charges and not property taxation.

The 2016-2020 Five Year Financial Plan provides for new conservation-based billing rates for water and sewer utilities within the City of Port Alberni. The changes were introduced to ensure the long term sustainability of these services by providing adequate funding to operate, repair, maintain and renew utility infrastructure.

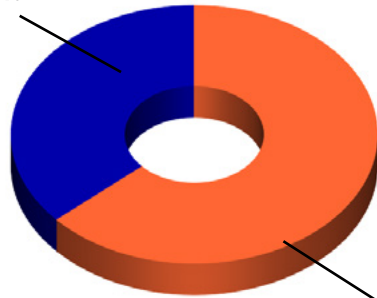


	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Sewer Administration (leases, permits, accounting support)	147,738	156,000	156,000	159,120	162,302	165,548	168,859
Engineering Consulting Services	2,956	40,000	40,000	40,000	40,000	40,000	40,000
Inspection, Customer Requests, Record keeping	125,568	110,000	120,000	122,400	124,848	127,345	129,892
Sewer System O/M (flushing, main repair, blockages, manholes)	276,795	354,740	387,740	395,495	403,405	411,473	419,702
Sewer Lift Station O/M (pumps, power, telemetry, valves)	174,438	213,500	213,500	217,770	222,125	226,568	231,099
Wastewater Treatment (power, aerators, sampling, lab tests)	273,866	278,000	295,000	300,900	306,918	313,056	319,317
Debt Servicing (Sewer Overflow and Lagoon Acquisition)	81,983	427,005	314,447	256,771	256,771	256,771	256,771
Transfer to Capital	50,045	320,000	350,000	760,000	650,000	600,000	700,000
Transfer to Reserve	960,037	482,839	739,945	621,740	764,490	847,895	781,969
Total Expenses	2,093,426	2,382,084	2,616,632	2,874,196	2,930,860	2,988,657	3,047,610
REVENUE SUMMARY (\$)							
Utility Billing - Sewer Fees	(1,881,818)	(2,234,088)	(2,457,497)	(2,703,246)	(2,757,311)	(2,812,458)	(2,868,707)
Charges for Other Service (connections, disposal fees)	(146,580)	(57,494)	(63,243)	(69,568)	(70,959)	(72,378)	(73,826)
Penalties, Interest, LI Charges	(26,002)	(50,502)	(55,892)	(61,381)	(62,589)	(63,821)	(65,077)
Transfer from Capital - Gas Tax Fund	(39,026)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
NET OPERATIONAL COST (FROM TAXES)	0	0	0	0	0	0	0
% Increase over Prior Year Budget		9.8%	9.8%	9.8%	2.0%	2.0%	2.0%
Annual Cost for Average Residence	\$208	\$235	\$262	\$288	\$294	\$300	\$306

Solid Waste Collection

Solid Waste Disposal
(ACRD landfill fees)

37%



Solid Waste
Collection
63%

The City operates a residential solid waste collection service utilizing an automated cart system. All solid waste is taken to the Alberni Valley Regional Landfill operated by the Alberni-Clayoquot Regional District. The City's recycling program is also provided by the Alberni Clayoquot Regional District and financed by Multi-Material BC.

In 2015 the City discontinued commercial container garbage collection. This change has resulted in a cost reduction in both 2016 and 2017.

The 2016-2020 Five Year Financial Plan provides for the continuation of solid waste collection services at their current level. Modest budget increases planned over the next five years are primarily driven by negotiated wage increases with CUPE Local 118.

	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Solid Waste Collection	638,250	515,901	441,500	448,777	458,169	467,762	477,561
Solid Waste Disposal (ACRD landfill fees)	424,099	330,000	254,000	259,080	264,262	269,547	274,938
Total Expenses	1,062,349	845,901	695,500	707,857	722,431	737,309	752,499
REVENUE SUMMARY (\$)							
Utility Billing - Solid Waste Revenues	(1,002,860)	(835,000)	(658,000)	(671,160)	(684,583)	(698,275)	(712,240)
NET OPERATIONAL COST (FROM TAXES)	\$59,489	\$10,901	\$37,500	\$36,697	\$37,848	\$39,034	\$40,259
% Increase over Prior Year Budget		-12.7%	-17.8%	1.8%	2.1%	2.1%	2.1%
Annual Cost for Average Residence		\$99	\$110	\$113	\$113	\$113	\$114

General Government, Administration & Finance

General Government, Administration and Finance provide services to City Council, staff and the public that supports informed, responsive and effective municipal government services.

The 2016-2020 Five Year Financial Plan provides for the continuation of administrative services at their current level. In 2015 the City consolidated insurance costs into General Government, Administration & Finance resulting in a large budget increase from the prior year.

	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Council Stipends & Expenses	176,486	193,446	200,231	202,330	204,547	206,679	209,028
Council Development	24,845	45,000	50,900	46,818	47,754	48,709	49,684
Election Expense	34,610	10,000	10,000	15,000	45,000	10,000	10,000
City Manager	203,063	199,500	280,800	195,700	197,600	199,600	201,600
Municipal Clerk	375,889	374,984	406,317	411,883	417,938	423,706	429,553
Legal Services & Appraisals	51,207	40,000	40,000	40,000	40,000	40,000	40,000
Insurance & Damage Claims	332,455	280,000	277,500	277,500	282,600	287,900	293,200
Financial Management	738,902	716,900	729,000	751,100	754,700	767,200	791,000
Purchasing	227,290	228,530	218,000	222,216	226,932	231,349	235,766
External Audit	33,000	30,000	30,000	30,600	31,212	31,836	32,473
Buildings, Vehicles, Other Common Services	468,111	440,830	386,925	419,734	423,285	426,185	424,265
Carbon Offsets	58,800	58,800	58,800	58,800	58,800	58,800	58,800
Green Home Renovation Program	0	0	30,000	0	0	0	0
Total Expenditures	2,724,657	2,617,990	2,718,473	2,671,681	2,730,368	2,731,964	2,775,369
REVENUE SUMMARY (\$)							
Administration Recoveries	(277,440)	(438,221)	(438,200)	(447,000)	(456,000)	(465,000)	(474,000)
Business Licence Fees	(166,538)	(140,000)	(120,000)	(120,000)	(120,000)	(120,000)	(120,000)
Rentals	(135,760)	(136,000)	(138,720)	(141,494)	(144,324)	(147,211)	(150,155)
Returns on Investments - Interest	(199,364)	(238,000)	(249,000)	(249,000)	(249,000)	(249,000)	(249,000)
Miscellaneous Revenue, Contributions & Grants	(254,824)	(100,000)	(99,600)	(148,600)	(149,600)	(150,100)	(151,100)
Administrative Service Charges	(65,853)	(37,500)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
NET OPERATIONAL COST (FROM TAXES)	\$1,624,878	\$1,528,269	\$1,642,953	\$1,535,587	\$1,581,444	\$1,570,653	\$1,601,114
% Increase over Prior Year Budget		7.9%	3.8%	-1.7%	2.2%	0.1%	1.6%
Annual Cost for Average Residence		\$119	\$128	\$132	\$132	\$130	\$137

Parks and Recreation Services

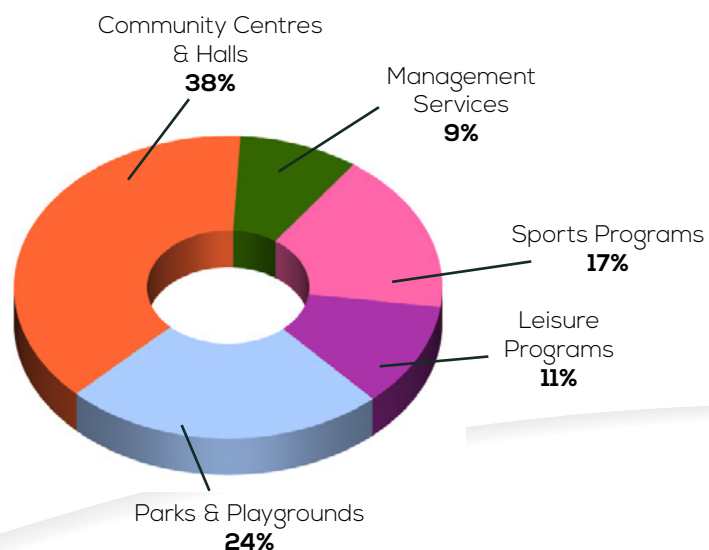


Parks and Recreation enriches the quality of life of residents by developing and maintaining efficiently operated parks and facilities and ensuring full and equitable access to a wide range of leisure opportunities.

The 2016-2020 Five Year Financial Plan provides for increased recreation services through added resources for youth programming. In addition, 2016 will see the implementation of new recreation management software that will include online registration and improved access to program and event information.

	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Parks & Recreation Management Services	448,621	446,800	492,068	459,058	468,339	476,592	485,005
Community Centres & Halls							
Echo Community Centre Operation/Maintenance	312,313	316,190	330,018	342,684	351,507	359,598	367,883
Echo Aquatic Centre Operation/Maintenance	474,461	460,994	482,718	481,681	492,895	503,380	514,094
AV Multiplex Operation/Maintenance	967,983	945,762	971,354	995,251	1,019,846	1,090,424	1,064,293
Harbour Quay Operation/Maintenance	137,653	128,738	131,877	134,854	137,989	140,931	143,938
Other Parks Buildings (Gyro, Glenwood, Echo Park & Fieldhouses)	218,348	240,148	247,948	254,304	260,919	267,050	273,237
Sports Programs							
Glenwood Centre Programs	7,299	8,500	8,650	8,823	9,020	9,201	9,385
Echo Aquatic Programs	762,916	733,575	784,119	798,849	815,582	830,922	846,559
AV Multiplex Programs	186,402	181,291	183,774	203,623	206,984	210,152	213,374
Leisure Programs							
Leisure Service Programs	216,425	225,000	228,013	245,994	251,526	256,557	261,688
Youth Services and Programs	19,261	22,000	54,455	55,544	56,770	57,906	59,064
Children's Programs	157,446	161,000	163,963	167,242	170,854	174,271	177,756
Adult Programs	92,087	92,500	96,350	98,277	100,243	102,247	104,292
Special Events	7,144	21,500	21,930	22,369	22,816	23,272	23,738
Program Vans Maintenance & Repair	12,260	13,700	13,963	14,026	14,347	14,663	14,988
Parks & Playgrounds							
Parks & Facility Management	238,675	225,808	228,286	230,991	233,657	236,333	239,044
Parks Maintenance, Upgrading & Horticultural Services	972,985	943,608	961,042	992,573	1,014,108	1,034,429	1,055,155
Parks Vehicles and Equipment Operation & Maintenance	154,463	146,074	148,853	151,830	155,015	158,115	161,277
Total Expenditures	5,386,741	5,313,188	5,549,381	5,657,973	5,782,417	5,946,043	6,014,770

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	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
REVENUE SUMMARY (\$)							
Community Contributions, Grants and Misc Revenues.	(120,819)	(119,225)	(139,225)	(119,225)	(119,225)	(119,225)	(119,225)
Echo Community Centre Revenue	(186,425)	(205,800)	(209,916)	(214,114)	(218,397)	(222,765)	(227,220)
Echo Aquatic Centre Revenue	(33,164)	(35,500)	(36,210)	(36,934)	(37,673)	(38,426)	(39,195)
AV Multiplex Revenue	(525,337)	(565,650)	(576,963)	(588,502)	(600,272)	(612,278)	(624,523)
Harbour Quay Revenue	(111,876)	(114,000)	(124,540)	(125,785)	(127,044)	(128,313)	(129,596)
Revenue (Other Parks Buildings)	(76,179)	(80,500)	(82,110)	(83,753)	(85,427)	(87,136)	(88,879)
Glenwood Programs Revenue	(2,982)	(2,625)	(2,678)	(2,731)	(2,786)	(2,841)	(2,898)
Aquatic Programs Revenue	(244,188)	(255,000)	(260,100)	(265,302)	(270,608)	(276,020)	(281,541)
Multiplex Programs Revenue	(22,419)	(27,100)	(27,642)	(28,195)	(28,759)	(29,334)	(29,921)
Youth Programs Revenue	(8,396)	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)	(11,041)
Children's Programs Revenue	(78,021)	(91,000)	(92,820)	(94,676)	(96,570)	(98,501)	(100,471)
Adult Programs Revenue	(102,338)	(120,000)	(122,400)	(124,848)	(127,345)	(129,892)	(132,490)
Special Events Revenue	(1,717)	(1,000)	(1,020)	(1,040)	(1,061)	(1,082)	(1,104)
Parks Equipment Recovery	(79,352)	(80,000)	(81,600)	(83,232)	(84,897)	(86,595)	(88,326)
NET OPERATIONAL COST (FROM TAXES)	\$3,793,526	\$3,605,788	\$3,781,958	\$3,879,231	\$3,971,741	\$4,102,810	\$4,138,340
% Increase over Prior Year Budget		0.3%	4.4%	2.0%	2.2%	2.8%	1.2%
Annual Cost for Average Residence		\$280	\$294	\$333	\$330	\$340	\$355

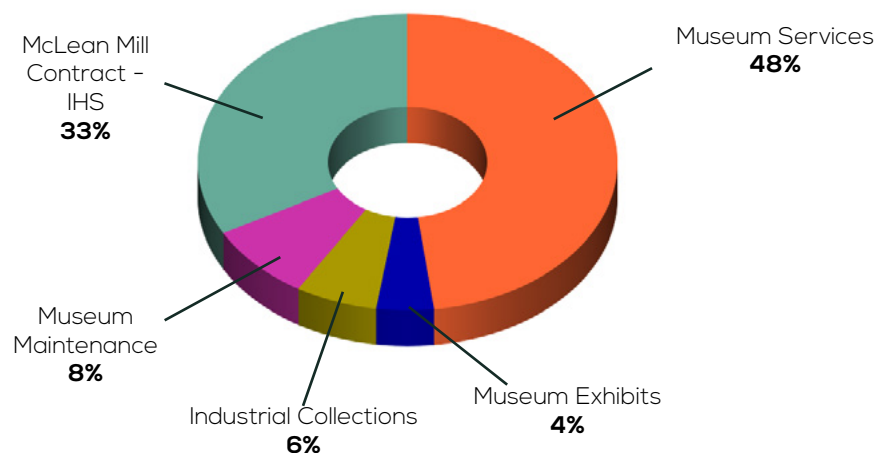
Heritage & Culture Services



The City of Port Alberni is rich in cultural and heritage resources that are an integral part of our character and quality of life. The City owns and operates the Alberni Valley Museum and provides support services for the Alberni Valley Heritage Network that includes the Western Vancouver Island Industrial Heritage Society, Alberni District Historical Society and Port Alberni Maritime Heritage Society. Together these organizations provide facilities and programs that educate and entertain both residents and visitors.

Heritage and cultural services saw budget reductions in both 2015 and 2016 with increased grant funding and a reduced contract with the Industrial Heritage Society for operation of the McLean Mill National Historic Site and Alberni Pacific Railway.

Council has directed that the Alberni Valley Museum be transitioned to an alternative service delivery model. The City has also established a new Board of Management for the McLean Mill National Historic Site to oversee its operation. These changes are intended to preserve and enhance the strong heritage assets and values within community while optimizing municipal investments.

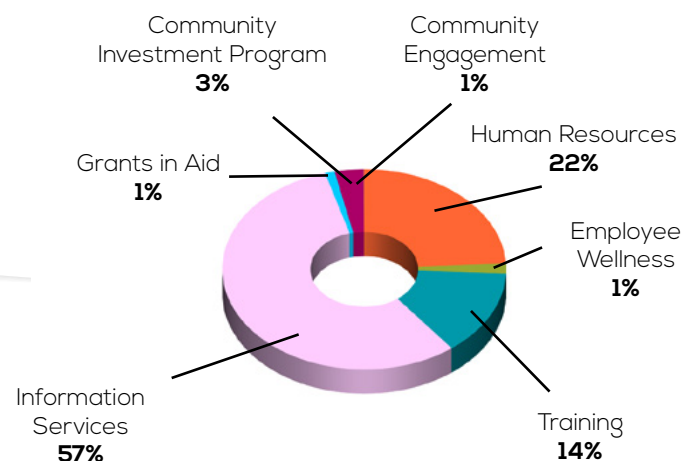


	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Museum Services (manager, staff, advertising)	359,939	321,350	327,468	333,078	339,344	345,019	350,808
Museum Exhibits (Permanent & Temporary)	16,166	29,125	29,590	30,134	30,668	31,242	31,768
Industrial Collections Support (to IHS utilities and supplies)	55,969	66,750	43,055	44,639	46,650	48,072	49,443
Museum Maintenance	52,926	54,910	56,783	58,755	60,185	61,962	63,274
McLean Mill (payment pursuant to IHS contract)	239,000	224,000	225,000	225,000	225,000	225,000	225,000
Total Expenditures	724,000	696,135	681,896	691,606	701,847	711,295	720,293
REVENUE SUMMARY (\$)							
Museum Sales & Service (gift shop, program fees)	(28,354)	(25,000)	(22,400)	(22,752)	(23,109)	(23,471)	(23,839)
Grants from Senior Government	(65,000)	(65,000)	(73,200)	(73,264)	(73,329)	(73,396)	(73,464)
Community Gaming Revenue (Offsetting McLean Mill Costs)	(239,000)	(224,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)
NET OPERATIONAL COST (FROM TAXES)	\$391,646	\$382,135	\$361,296	\$370,590	\$380,409	\$389,428	\$397,990
% Increase over Prior Year Budget		-3.5%	-2.0%	1.4%	1.5%	1.3%	1.3%
Annual Cost for Average Residence		\$30	\$28	\$32	\$32	\$32	\$34

Corporate Services

Corporate Services is focused on the people and technologies that allow our organization to run efficiently and effectively to deliver programs and services to the community. Primarily an internal services function, the department provides expertise in various disciplines to develop an engaged workforce with the necessary tools and technologies. Corporate Services also administers and support the Community Investment Program (CIP), community engagement processes and sustainability initiatives.

Recent changes to the organizational structure will result in the Information Technology Department reporting through the Finance Department, while Community Development functions will transition to Parks and Recreation.

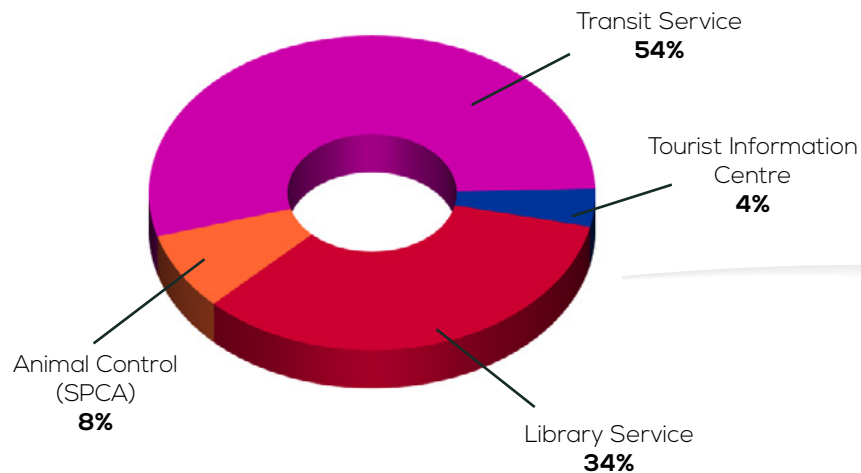


	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE SUMMARY (\$)							
Human Resources	278,293	277,682	226,745	266,451	270,616	274,252	277,950
Employee Wellness	16,287	15,372	17,262	17,608	17,960	18,319	18,685
Training	129,250	140,556	143,367	146,234	149,159	152,142	155,185
Information Services	657,134	667,187	584,914	607,449	617,064	626,342	635,734
Grants in Aid	16,271	10,608	10,820	11,037	11,257	11,482	11,712
Community Investment Program (CIP)	13,770	31,824	33,460	34,110	34,772	35,447	36,136
Community Engagement	777	2,000	2,000	2,000	2,000	2,000	2,000
Seniors Housing Stakeholder Initiative	0	0	10,000	0	0	0	0
Total Expenditures	1,111,780	1,145,229	1,028,568	1,084,889	1,102,828	1,119,984	1,137,402
REVENUE SUMMARY (\$)							
Community Gaming Revenue (Offsetting CIP)	(13,770)	(31,824)	(33,460)	(34,110)	(34,772)	(35,447)	(36,136)
HR Recoveries	(34,587)	(5,100)	(5,202)	(5,306)	(5,412)	(5,520)	(5,630)
NET OPERATIONAL COST (FROM TAXES)	\$1,063,424	\$1,108,305	\$989,906	\$1,045,473	\$1,062,644	\$1,079,017	\$1,095,636
% Increase over Prior Year Budget		7.8%	-10.2%	5.5%	1.7%	1.6%	1.6%
Annual Cost for Average Residence		\$86	\$77	\$90	\$88	\$89	\$94

External Service Providers

The City of Port Alberni contracts a number of services that support the goals and objectives of the City. These include animal control services, public transit, visitor services and the operation of the public library.

The 2016-2020 Five Year Financial Plan includes a major equipment replacement initiative for transit services planned for 2017. In addition, the Vancouver Island Regional Library Board has approved overall budget increases targeted at maintaining their financial sustainability. Other external services are generally planned for a continuation of services at their current level.



	2014 Actual	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget
EXPENDITURE/REVENUE SUMMARY (\$)							
Animal Control							
Animal Pound Operation (SPCA)	129,473	149,000	154,988	158,092	161,257	164,485	167,777
Dog Licence Fees	(8,338)	(12,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Transit							
Public Transit (BC Transit)	1,020,751	1,082,379	1,075,783	1,205,814	1,180,652	1,180,652	1,180,652
Public Transit Fare Revenue	(278,916)	(291,463)	(323,703)	(324,509)	(324,782)	(324,782)	(324,782)
Tourist Information							
Visitor Information Centre Operations (Chamber of Commerce)	84,000	84,000	84,000	84,000	84,000	84,000	84,000
21% Community Gaming Revenue (Offsetting VIC Costs)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)
Library							
Library Service (Vancouver Island Regional Library)	641,180	660,338	673,333	694,543	721,977	750,279	779,390
Total Expenses	1,875,404	1,975,717	1,988,104	2,142,449	2,147,886	2,179,416	2,211,819
NET OPERATIONAL COST (FROM TAXES)	\$1,504,151	\$1,588,254	\$1,570,401	\$1,723,940	\$1,729,104	\$1,760,634	\$1,793,037
% Increase over Prior Year Budget		2.0%	0.6%	7.8%	0.3%	1.5%	1.5%
Annual Cost for Average Residence		\$124	\$122	\$148	\$144	\$146	\$154



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