

Port Alberni



The City of Port Alberni
2016 ANNUAL MUNICIPAL REPORT

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Photo: Roland Smith

Port Alberni

QUICK FACTS

Land Area	1,218 hectares
Population	17,678 residents
Average Age	45.3
Households	6,243
Average House Value	\$202,667
Businesses:	787 licensed
Paved Roads	153km
Parkspace	270 hectares
Year of Incorporation:	1912
2016 Grant Funding:	\$6,901,625

Port Alberni at a Glance

Port Alberni is situated at the heart of the west coast of Vancouver Island in a broad valley at the end of a 48 kilometre-long ocean inlet. Three large freshwater lakes are within 20 minutes of the City's center. This location provides stunning views of majestic mountains, the inlet and a river estuary, terrific outdoor recreational opportunities and abundant quantities of high quality fresh water.

Port Alberni has a deep sea port, hospital, new shopping malls, a well-developed array of recreational facilities, significant tourism attractions and a small airport.

While forestry and related manufacturing have long been the main-stay of the Port Alberni economy, diversification efforts are being directed into tourism, marine industry, aerospace, the arts and clean technologies.

A significant increase in commercial and residential development in the City has been fueled by the fact that our community has exceptional quality of life and some of the lowest property costs in British Columbia. This is attracting retirees looking to maximize their savings and others who see the opportunity to get into their own housing.



Photo: Gittan Klemetsrud



Enhance the quality of life of residents.

This is our **mission** at the City of Port Alberni. It's reflected in every aspect of our plans and decisions, and together with our vision and values, provides the foundation for our service delivery to the community.

Vision

The City of Port Alberni is a **vibrant waterfront community** at the heart of the west coast of Vancouver Island.

- Is sustainable and environmentally responsible
- Is safe, caring, and healthy
- Has a robust and diverse economy
- Is welcoming, accessible and attractive
- Is actively creating its future

Mission

Our mission is to enhance the **quality of life** of residents and taxpayers by creating a vibrant, healthy and united community through:

- Providing or facilitating the delivery of high quality core municipal services and programs
- Being fiscally responsible
- Planning and encouraging development to ensure a thriving economy and a strong tax base
- Maintaining infrastructure to support public health, growth and economic diversification
- Providing leadership and building partnerships (internal/external) of benefit to the City

Values

City Council, municipal staff and volunteers are **committed** to the following values:

- Service to Others: providing high quality, reliable and friendly customer service
- Respect: consideration for the beliefs and needs of others
- Integrity: honesty in all dealings and the courage to act and live by these values
- Innovation: open to change and learning in order to improve effectiveness and efficiency
- Contribution: pride in one's work and the recognition and appreciation of skills and accomplishments

Message From The Mayor

On behalf of Port Alberni Council, I am pleased to share the 2016 Annual Report, highlighting some of the many things that happened across our great city this past year.

This report provides you with a clear outline of our achievements during 2016 and demonstrates our commitment to working with residents, businesses, and visitors to make Port Alberni even stronger. As you can see from this report and the accomplishments outlined, 2016 was a very good year for our city. We made progress on many of our strategic objectives – we completed a number of important infrastructure improvements, increased funding from non-tax revenue sources, established beneficial partnerships with the private and public sector, and improved the value we provide to the community by investing in core programs and services.

“positive change is clearly upon our community”

I am pleased to say that a significant highlight for Council in 2016 was the implementation of the Management Structure and Compensation Review report. This report provided a high-level assessment of our organization and articulated a broad set of recommendations aligned with Council's strategic priorities. By undertaking a number of structural and policy changes, we have better aligned resources with our objectives and repositioned the organization for long-term success and increased performance.

Council was also pleased to appoint Tim Pley as the new Chief Administrative Officer for the City of Port Alberni in 2016. Tim brings 26 years of experience with our organization, including eight years as Chief of the Port Alberni Fire Department. We are extremely excited about the vision and skills Tim brings to the position and know he will serve our community with distinction throughout his tenure.

As we approach the 150th anniversary of our country's Confederation and the 50th anniversary of the amalgamation of Alberni and Port Alberni, positive change is clearly upon our community. New commercial development and investment across our city, bolstered by a new façade improvement program, are driving revitalization and renewal of our core commercial neighbourhoods.



While 2015 marked many positive achievements, it was not without challenges. Thus, Council also took decisive action to address community concerns by regulating marijuana dispensaries and directing further exploration of funding opportunities to pay for the required upgrades to our wastewater treatment system.

Overcoming these challenges and achieving our successes would not have been possible without the commitment of many people: City Council, advisory committees, volunteers, residents and City staff. Our successes are your successes, and I express my sincerest gratitude for the commitment of residents and businesses that give their time and energy to ensure Port Alberni remains a great community for all.

I invite you to read through the updates within this report and to reflect on how we collectively build on our achievements to make Port Alberni a more inclusive, vibrant and livable city.

Mayor Mike Ruttan

Message From The CAO



On behalf of City of Port Alberni administration, I am pleased to present the 2016 Annual Report. The purpose of this report is to provide our citizens and stakeholders with a summary of our initiatives, finances and accomplishments over the last year.

With the leadership, skills and expertise of both City Council and City staff, we brought tremendous value to the community in 2016 through the provision of programs, services and initiatives grounded in our shared vision and values.

As the Chief Administrative Officer, it is my job to work with our senior personnel team and all City staff to implement City Council's direction. Through new and enhanced initiatives, policies, programs and service delivery methods, we are working diligently on attaining the goals identified by Council and outlined in this report.

"we brought tremendous value to the community in 2016 through the provision of programs, services and initiatives grounded in our shared vision and values"

Our organization saw several significant changes in management in 2016, most notably the retirement of long-time City Manager Ken Watson. Ken served the City of Port Alberni with distinction for over 30 years and his experience, professionalism and knowledge have left an indelible mark on our organization and community.

An important focus for our organization in the coming year will be to continue our progress towards delivering on the City's strategic initiatives. Among these, advancing the required improvements to our wastewater treatment system, developing a cohesive plan for improvements to the Johnston Road corridor, exploring shared services within the region, and developing a plan for the replacement of our aging aquatic centre, are all key priorities.

I am proud to say that the City of Port Alberni is adapting with the changes in our community and are eager to continue engaging with residents, businesses, and organizations that call Port Alberni home.

The City of Port Alberni is committed to working together to address the needs of the community, to strengthen or forge new partnerships and to respond to issues of community concern. I'm excited to continue to work with Council, staff, and the community in the year ahead to achieve even greater results.

Tim Pley, Chief Administrative Officer



Photo: Dan Fredlund

City Council



Mayor
Mike Ruttan



Dan Washington



Sharie Minions



Ron Paulson



Chris Alemany



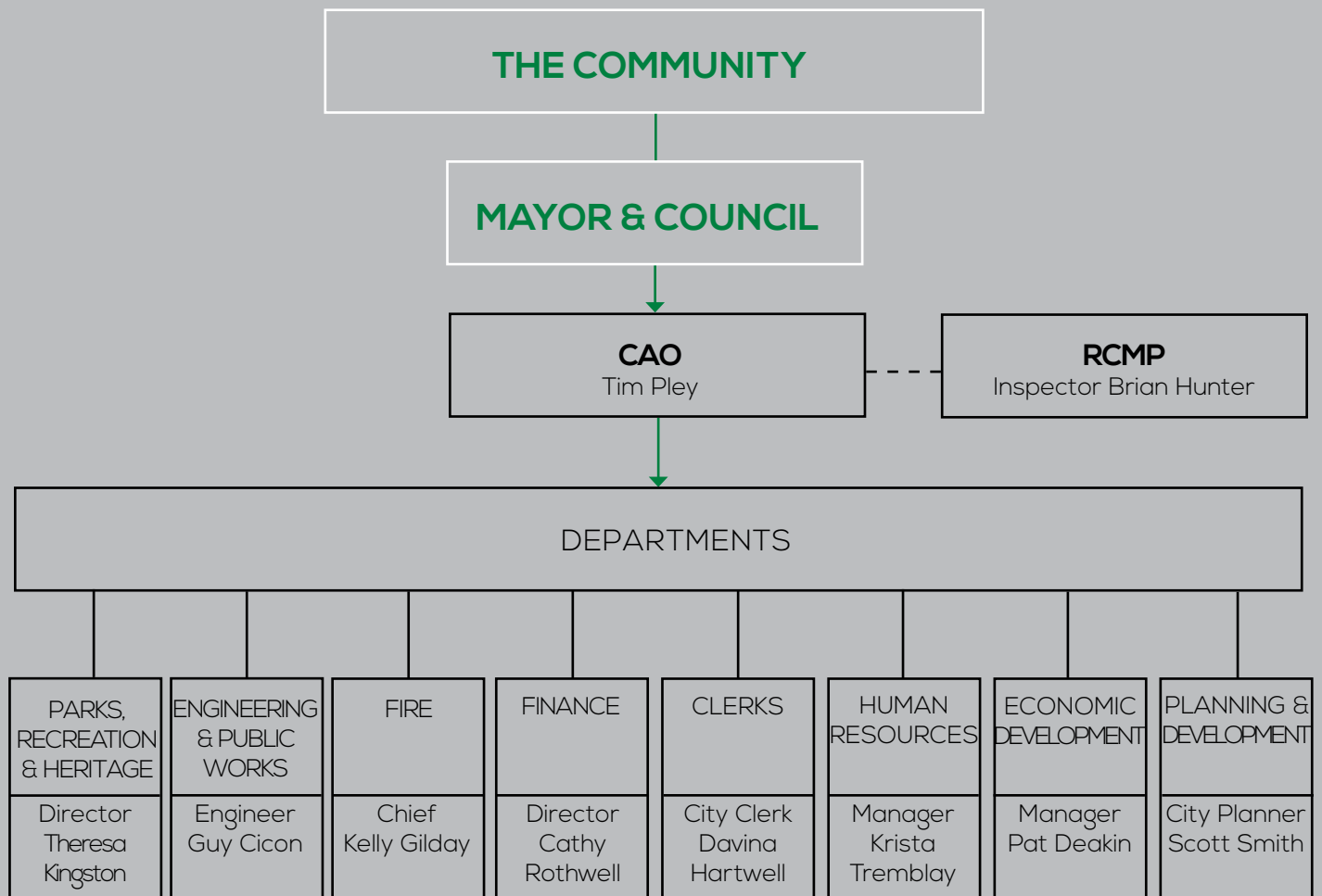
Jack McLeman



Denis Sauvé

In accordance with Section 98(2)(e) of the Community Charter, there were no declarations of disqualification made under Section 111 of the Community Charter in the year 2016

Organizational Chart



Strategic Goal 1:

Live Within Our Means



Above: Tyee Landing

Strategic Directions & 2016 Results

1. Minimize tax increases for residential taxpayers

- Partnered with a private developer on Gaiga Square, a new urban park in the Uptown commercial district.
- Partnered with local forest products companies to complete exterior renovation of City Hall.
- Completed review of Permissive Tax Exemption Policy.
- Long-term budget direction provided for responsible and sustainable financial planning.
- Partnered with the Port Alberni Port Authority on development of Tyee Landing.

Ensure efficient utilization of tax dollars

- Partnered with the Alberni Clayoquot Regional District to explore opportunities for strategic delivery of services.
- Addressed all recommendations in the Management Structure and Compensation Review report.
- Partnered with Community Futures Alberni-Clayoquot to deliver Façade Improvement Program.

2. Increase non-tax revenue sources

- Increased interest revenue through new restructured investment management services.
- Secured partnerships and donations for Millstone Park project.
- Received \$6,901,625 in grant funding, a 103% increase from 2015.

Port Alberni's newest public space, Gaiga Square, opens with a public art piece titled Teaching Foresight. The City partnered with the private developer to provide maintenance services for the new urban plaza, located in the heart of Port Alberni's Uptown commercial district.



The City, partnering with the Coulson Group of Companies and Western Forest Products, completes an exterior renovation of City Hall featuring local wood products. The new cedar siding reflects the city's unique character and history.

Strategic Goal 2: Connected Community



Strategic Directions & 2016 Results

Above: Installation of new concrete drain pipe on 3rd Avenue

1. Maintain infrastructure

- Continued adjustment to water and sewer rates in order to maintain infrastructure.
- Completed flood protection infrastructure improvements along Dry Creek.
- Sanitary sewer and drainage improvements to the Coal Creek Outfall.
- Completed rehabilitation work on the Victoria Quay Bridge and Kitsuksis Creek Bridge.
- Seismic upgrades to the 4th Avenue and Wallace Street sewage pump stations.

2. Alternate transportation routes

- Continued assistance provided to the Alberni Valley Regional Airport expansion project.
- Continued support for highway safety improvements and second highway access. Province announced safety improvements to the existing Highway 4.

3. Active Transportation Network

- Installation of bike lanes, signage and other active transportation infrastructure along major corridors.
- Completed capping of previously constructed trails within the Scott Kenny Trail network.

With the support of a \$50,000 grant from Bike BC, new alternative transportation options are created with bike lanes and other active transportation infrastructure added to major corridors throughout the city.



Photo: Sarah Thomas



A \$2.7 million grant from the federal and provincial governments allows the City to significantly improve flood protection infrastructure along Dry Creek, reducing the risk of flooding for residents and businesses in the lower 3rd and 4th Avenue areas.

Strategic Goal 3: Environmental Protection

Strategic Directions & 2016 Results

1. Protect water, air & land quality

- Replacement of 525 City streetlights with LED fixtures, estimated to result in approximately \$45,000 in annual savings for the City and a reduction of 18 tonnes of greenhouse gas (GHG) emissions.
- Complete de-sludging of new sewer lagoons as part of larger improvements to the City's wastewater treatment system.
- Implemented year-round ban on outdoor burning to improve local air quality.
- Approved Right to Healthy Environment.
- Adopted Annual Report and recommendations from the Food Security and Climate Disruption Committee.
- Completion of watershed assessment and protection plan for the China Creek and Bainbridge Lake drinking water sources.
- Continued exploration of kitchen and yard waste collection service in partnership with the regional district.
- Continued adjustments to water rate structure in support of a conservation-based billing system.
- Completed restoration of fish habitat within lower Dry Creek as part of infrastructure improvements

The City's ban on backyard burning comes into effect, improving our air quality, protecting our natural environment and creating a healthier community.



The City reduced costs and harmful emissions by replacing 525 high-pressure sodium (HPS) lights with new energy efficient LED lights in neighbourhoods throughout the community.

Strategic Goal 4: Revitalizing the Economy & Livability



Above: Runners prepare for the No. 7 Challenge

Strategic Directions & 2016 Results

Welcome investment

- Expanded the Commercial Revitalization Tax Exemption Program to encourage investment within the city
- Continued tax freeze for industrial tax class.
- Partnered with Community Futures Alberni-Clayoquot to deliver Façade Improvement Program, resulting in over \$600,000 in improvements to local storefronts.

1. Attract businesses, new residents and visitors

- Produced a lifestyle 'I Get It' outdoor adventure video and advertised on television and social media.
- Confirmed proponent for the development of a new commercial/tourist facility at Clutesi Haven Marina.

2. Ensure an inviting community

- Initiated the Johnston Road & Northport Commercial Area Concept Plan to develop a cohesive vision for improvements to this major corridor.

3. Facility development & improvements

- Completed exterior renovations of City Hall and Echo Centre to upgrade the appearance of these buildings.

The City collaborates with community partners to create an outdoor fitness circuit at Bob Dailey Stadium, providing free fitness opportunities for residents and visitors of all ages and abilities.



The City partners with Community Futures Alberni-Clayoquot to deliver a Façade Improvement Program that results in 26 projects receiving funding and a total investment of over \$600,000 in storefront improvements.

Strategic Goal 5: Responsive Government



Above: Staff engaged in Exercise Coastal Response

Strategic Directions & 2016 Results

1. Collaborative relationship with other levels of government

- Partnered with the Alberni-Clayoquot Regional District to explore opportunities for strategic delivery of services.
- Partnered with regional and provincial governments and agencies for Exercise Coastal Response, Western Canada's first, full-scale earthquake and tsunami response exercise.
- Partnered with the Port Alberni Port Authority on the development of Tyee Landing.

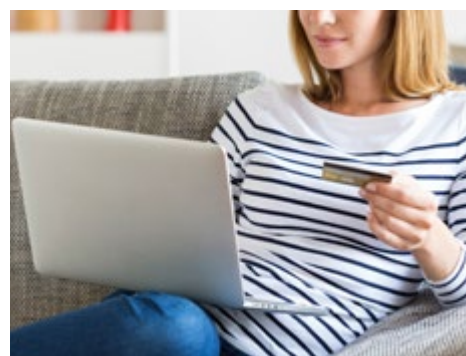
2. Effective and efficient operations and delivery of service

- Signed a new six-year collective agreement with the Port Alberni Professional Fire Fighters Association.
- Addressed all recommendations in the Management Structure and Compensation Review report, including new employment contracts with exempt staff.
- Created a new management society for the McLean Mill National Historic Site.

3. Informed and engaged community

- Engaged local businesses and other stakeholders on the Johnston Road & Northport Commercial Area Concept Plan.
- Completed a public education campaign to improve the personal preparedness of local residents.
- Started a new print newsletter titled City Connect, issued with utility bills three times a year.

MyCity Port Alberni provides property owners with a single online tool for 24/7 secure access to information regarding City of Port Alberni accounts such as property taxes, utilities, dog licences, and business licences.



A staged public education campaign, in collaboration with the Emergency Management BC and the Alberni-Clayoquot Regional District, was undertaken to improve the personal preparedness of Alberni Valley residents.

Departmental Reports



We deliver a wide variety of services to keep the citizens of Port Alberni safe, happy and healthy.



FINANCE



The Finance Department maintains the City's high standard of financial management by providing the citizens, elected officials, staff, and vendors with professional customer service through the collection and disbursement of funds, financial reporting, and management of assets.

The Finance Department is responsible for the financial well-being of our City, through the provision of effective and reliable financial advice, services and information to Council, staff and the public.

Over \$35 million is collected annually from various sources including property taxes, utility payments, service charges, and senior government grants. The Finance Department oversees the expenditure of these funds through the annual budget process and the City's expenditure policies.

Other roles of the Finance Department include accounts payable, the purchase of goods and services, inventory control, payroll, the provision of property tax and utilities information, preparation of the consolidated year-end financial statements, investment management, treasury services, insurance, risk management, and information technology.

Highlights - 2016

- Received Canadian Award for Financial Reporting from the Government Finance Officers Association for our 2015 Annual Financial Report.
- Prepared and updated budget documentation for the 2016 Five-Year Financial Plan process.
- Increased customer engagement and participation in e-billing.
- Increased interest revenue through secure, restructured investments.
- Migrated fully to electronic payroll statements and T4s, and significantly increased the use of electronic time entry.
- Supported Parks, Recreation and Heritage Department in lead up to implementation of PerfectMind recreation software.
- Enhanced internal departmental reporting.
- Completion of public RFP for configuration and implementation of new corporate-wide phone system.
- Support for planned transition to new recreation software.

Focus - 2017

- Continue development of department service plan contributing to achievement of City Strategic Plan including initiatives to increase non-tax revenues.
- Development of formal Asset Management Plan.
- Continue migration to paperless billing and electronic funds transfers.
- Support Parks, Recreation and Heritage Department in implementation of PerfectMind recreation software.
- Upgrade Tempest software for enhanced customer service.
- Continue review and improvement of finance processes and customer service.
- Implementation of new network servers as part of hardware renewal schedule.
- Pursue resolution of network connectivity issues between City facilities.

ENGINEERING & PUBLIC WORKS

Highlights - 2016

- Road paving, including 7th Ave (3000 Block), 5th Avenue (3700 Block), Gordon Avenue (5100 Block).
- Sanitary sewer and drainage improvements to the Coal Creek Outfall below 5th Avenue.
- Replacement of City water mains on 6th Avenue (4100 & 4200 Blocks), 7th Ave (3000 Block), Gordon Avenue (5100 Block), Shaughnessy Street (4000 Block), and 5th Avenue (3700 Block).
- Replacement of City sewer mains on 7th Ave (3000 Block), and Gordon Avenue (5100 Block).
- Replacement of City streetlights with LED fixtures.
- Installation of bicycle lanes and signage.
- Rehabilitation work on the Victoria Quay Bridge over Roger Creek.
- Seismic upgrades to the 4th Avenue and Wallace Street sewage pump stations.
- Advanced the Liquid Waste Management Plan process with First Nations consultation and engineering design.
- Removal of vegetation from new wastewater treatment lagoon.

Focus – 2017

- Improvements to the City's road surfaces by repaving Margaret Street (4900 Block), Neill Street (3900 Block), Athol Street (4900 Block), Burde Street (3500, 4100, & 4200 Blocks), Virginia Road (4300 Block), & Harbour Road (Argyle St to Dunbar St), 14th Ave 3800 Block (Morton Street), Shaughnessy Street (4000 Block).
- Improvements to the water network including a new water intake structure at Bainbridge Lake, water main replacement on Margaret Street (4900 Block) and Athol Street (4900 Block), and dead ends and distribution upgrades near Rainbow Gardens.
- Sewer and drainage improvements to the Coal Creek Outfall (5th Ave to 6th Ave), Dry Creek Outfall (4th Ave to 5th Ave), Bute Street (4th Ave to 5th Ave).
- Sanitary sewer and storm drainage (combined system separation), 14th Ave 3800 Block (Morton Street & Lane).
- Final design, tendering, and construction of the Sewage Lagoon and Outfall improvements.
- Stamp Avenue bike path (Bike BC).
- Josephine bridge tendering and construction.
- Planning for implementation of curbside collection of kitchen and yard waste.



Above: Removal of vegetation from new wastewater lagoon.

Services provided by the Engineering Department relate to municipal infrastructure and development in the City and include:

- Streets maintenance and upgrading including snow and ice removal, street sweeping, sidewalk maintenance, street lighting, traffic control signals, signage and road construction.
- Water system operation including provision of water supply and distribution and water quality monitoring.
- Sewage and drainage system operation including provision of sanitary and storm sewer collection and treatment.
- Garbage collection including pick up of residential and commercial solid waste.
- Cemetery administration and operation.



Above: Water main break along Johnston Road

The RCMP is Canada's national police service and is contracted by the City of Port Alberni to provide policing services.

Proud of their traditions and confident in meeting future challenges, they commit to preserve the peace, uphold the law and provide a quality service in partnership with communities.

Highlights - 2016

- Increase in calls for service compared to 2015. Total calls for service +2%, Violent Crime +8% and Property Crime +6%.
- Two missing persons investigation in 2016 which received intense focus and attention. Shelly Hofmann remains missing and the investigation into Trevor Oakley's disappearance transitioned into a murder investigation.
- Arrival of a new Officer in Charge. Inspector Brian Hunter took command of the detachment on July 1, 2016. Inspector Hunter has 23 years of service with more than 11 of those years in Detachment Commander positions throughout BC.
- Introduced an enhanced Crime Reduction Strategy into the community. Two officers have been assigned to a Crime Reduction Unit where their mandate is to focus their policing efforts on the community's chronic offenders. Chronic offenders are defined as the small percentage of criminals, responsible for a large percentage of crime in the community.
- Continued to engage in proactive activities in the community including attendance at countless community events, foot patrols, bike patrols and boat patrols.

Crime Prevention Activities:

- Citizens on Patrol: volunteered a total of 2445 hours which included 79 patrols, 107 hours on Cell Watch with 12,576 vehicles checked, 970 Lock Out Auto Crime checks and security letters to over 871 residents.
- Speed Watch: volunteered 793 hours over 169 deployments checking over 49,000 vehicles in various locations throughout the Alberni Valley including school zones, playgrounds, local streets and highways.
- Community Policing Office: continued to provide a service from Monday to Saturday at the Harbour Quay location with 21 active volunteers.
- Block Watch Program launched in the valley to help combat property crime.

Focus - 2017

- RCMP Youth Camp for youth in grades 10-12.
- Traffic - overall road safety.
- Crime Reduction - focus on property crimes and drugs.
- Family Violence - education, awareness and enforcement.
- Youth - positive interactions with our youth, including RCMP Youth Camp in the summer of 2017.
- Aboriginal Policing - excellence in Aboriginal policing focussing on drugs, traffic, youth and visibility.



Above: Inspector Brian Hunter

Highlights - 2016

- Partnered with other Alberni Valley fire departments to host a very successful Fire Training Officers' conference.
- Hosted and participated in the B.C Provincial Emergency Response Training Exercise – Coastal Response.
- Responded to over 1300 incidents including 63 fire responses and 671 medical first response calls.
- The Fire Chief, Tim Pley was selected as the new CAO for the City and moved into the position at City Hall.



Above: Staff engaged during Exercise Coastal Response

The Fire Department provides the following services:

- Firefighting (residential, commercial, industrial, wildland)
- Rescue/extrication (including regional coverage)
- Medical 1st Responder supplementing the BC Ambulance Service
- Structural High Angle Technical Rope Rescue
- Confined Space Rescue
- Hazardous Material Spill response
- Fire Prevention, Inspection, Education & Code enforcement
- Contract Fire Suppression to multiple clients including industrial, residential and First Nations
- Emergency Preparedness Planning including management of the Tsunami Warning System

Focus - 2017

- Continue to look for ways to expand and modernize the Tsunami Warning System.
- Look to expand the Mutual Aid and Auto Aid partnerships within the Alberni Valley.
- Receive the Fire Underwriters Report and present the findings.
- Seek grant funding to provide a Community Fire Smart programs for home and property owners.
- Seek a multiyear commitment to support Wildfire Suppression in the Valley.
- Update Fire Department Records Management System to provide more effective and efficient use of the system.
- Grow relationships between seniors, business owners, general public and the firefighters.
- Support City Council's direction in fiscal responsibility.



Above: Canada Day Parade

PARKS, RECREATION & HERITAGE

The mission of the City's Parks, Recreation & Heritage Department is to enrich the quality of life of residents. This is done by: developing and maintaining efficiently operated parks and facilities; ensuring full and equitable access to a wide range of leisure opportunities; promoting an appreciation of our environment and our heritage; facilitating partnerships with the volunteer, public and private sector; and providing leadership and personal development opportunities promoting community values.

Highlights - 2016

Staffing/Administration

- Department staff participated in a 2-day Grants Workshop which resulted in increased abilities to write grant proposals and the creation of a grant writing team. Staff were successful in obtaining grants from Alberni Clayoquot Health Network for a Physical Literacy project and a Youth Leadership project and a Family Day grant from the province. Grants were submitted for extensive improvements to Recreation Park including replacing the lacrosse box, renovating the basement of Gyro Youth Centre and upgrades to the Stadium. Another grant application was submitted through Island Health for an Indoor Walking/Fitness program at the Multiplex.
- Staff participated in extensive training as part of the Emergency Social Services program. Over 20 staff were fully engaged during the Exercise Coastal Response event setting up and operating Reception Centres.
- Following direction from Council to determine an alternate delivery model for Heritage Services, a Stakeholders Working Group was created. The group met throughout the year and researched alternate models. Council approved a recommendation to undertake an Arts, Heritage and Culture engagement process. Nene Kraneveldt was retained to undertake the review and process.
- Laurie Pley was appointed the Multiplex and Sports Facilities Supervisor. Aquatic Facility management duties were assumed by the Director of Parks, Recreation and Heritage.
- Program staffing schedules at the Multiplex were revamped to ensure increased effectiveness.
- Presentation to the Port Alberni Kiwanis Club on opportunities for partnerships between the department and their club. The Kiwanis are committed to undertaking a long term project for the benefit of the community.

Facilities and Parks

- Youth Trail Maintenance program was instituted in conjunction with SD 70 and ADSS Step Up program. The students worked on culverts along the Maquinna trail and increased accessibility to trails in Dry Creek Park.
- Phase II of the pool mural project was completed.
- Gaiga Square on 3rd Avenue was completed with assistance from the Parks staff.
- Completion of the Bob Dailey Outdoor Fitness Park.
- Installation of water bottle filling stations at the Multiplex (thanks to a grant from the Regional District) and Echo Centre.
- Renovations and upgrades to Echo Park Fieldhouse making it a premier facility to rent for meetings and workshops.
- The main brine header at the Multiplex blew and needed replacing. Fortunately it was able to be replaced just in time to finish ice installation for the Junior Prep Camp.
- Due to ongoing issues with the fulcrum of the diving boards, the high diving board was considered unsafe. The diving board was removed.
- Use of Glenwood Centre continues to increase. Staff met with user groups to reconfigure the lines on the floor to be able to also accommodate Pickle Ball.
- Increased accessibility at the Multiplex through installation of automatic doors and increasing designated wheelchair seating.
- Replaced siding at the entrance of the Aquatic Centre.



PARKS, RECREATION & HERITAGE

Highlights - 2016

Programming

- Special Events were held throughout the year including: Polar Bear Swim, Family Literacy Day, Family Day Activities, Springbreak Programs, Easter Bunny Express, Walk with Your Doc, Seniors Week, Our Town, First Night events. In addition programming staff worked with many local organizations assisting them with their special events and programs.
- The Department partnered with the Arrowsmith Rotary Club to co-sponsor the Community Banner Painting Days at Glenwood Centre. The banner program in the Arts District has been running for several years. This is the first year that Parks, Recreation & Heritage was involved and the move to Glenwood Centre was well received by the participants.
- Increased focus on programming for youth, including partnering with Harbourside Swing, creation of a Youth Leadership group (organized several events including an outdoor movie night for youth), and Youth Busking program at Harbour Quay. Nights Alive program has continued to be very successful. The addition of Wednesday evenings has been well received.
- School District #70 and the Department teamed up to create a "Big Buddy" program. Seniors were paired with Grade 1 students for 5 sessions while they explored a variety of activities.
- The Department renewed the agreement with Island Health to provide access for their clients to programs and services.
- Changes to delivery of summer programs to increase accessibility to playground programs including a mobile playground program on Fridays and a program at Harbour Quay on Saturdays.
- Instituted a 'close to home' direction for registered programs ensuring activities take place within the Alberni Valley. The programs will no longer include trips out of town for activities.
- Renewed the contract with West Coast Hockey Prep Camp for hosting the Junior Prep Camp at the Multiplex for 5 more years.
- Sunshine Club continued to add new programs including Pickle Ball which has brought in 40 new members.

Alberni Valley Museum

- The AV Museum hosted three major temporary exhibits in 2016, opening the year with the in-house exhibit Pirates: From Treasure Island to Vancouver Island, which combined genuine pirate artefacts borrowed from the Maritime Museum of BC with text & image panels, along with interactive activities.
- This exhibit proved particularly popular with children and family groups.
- This was followed by the in-house exhibit Vacation Land: Pleasurable Diversions in the Alberni Valley, which presents the "golden era" of tourism in the region, from 1900-1960. This exhibit was developed in collaboration with the community, and contains new information, photos, and objects donated or loaned for the exhibit.
- The third exhibit, closing the year, was the travelling exhibit British Columbia's War: 1914-1918, from the Royal BC Museum, augmented with local content, some supplied by Civilization 12 students from ADSS. We were pleased to have this exhibit mounted in time for Remembrance Day. It was well-received by the public, with many educational tours offered.



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PARKS, RECREATION & HERITAGE

Highlights - 2016



- Our two summer students, Emma & Jonathan, with the assistance of curatorial staff, produced two off-site exhibits for the summer – The Plywood Girls was mounted in the baggage room of the Train Station, and The Halfyard Dolls was installed in the foyer of City Hall, before being displayed at the Alberni Fall Fair, and then at Char's Landing. The students were based at the Station for four days weekly, to ensure that it was open to the public. They provided information, and provided historic walking tours and other programming.
- The successful 14th Annual North Island Regional Heritage Fair was hosted in early May by the AV Museum, sponsored by the Port Alberni Lions Club, Quality Foods, Alberni Valley News, the Hughes Family Foundation, and the BC Heritage Fairs Society. Six students were chosen to attend the Provincial Heritage Fair.
- A number of generous donations of objects were made to the AV Museum collection, including an Arthur Lismer (Group of Seven) painting and an illustrated poem by Emily Carr.
- In February 2016 the Alberni Valley Museum and Heritage Commission finalized and approved Collections Policy for the AV Museum Collection, which includes the Industrial Collection and the McLean Mill Collection. This provides guidelines for the preservation, presentation, and use of the thousands of valuable historical artefacts owned by the City of Port Alberni.
- In late 2016 City Council formed its McLean Mill Society, intended to take over operations of the McLean Mill NHS & the Alberni Pacific Railway on behalf of the City of Port Alberni, effective January 1, 2017. Its mandate is to develop a new operating plan for the historic site and railway, in order to make it more financially self-sufficient.
- In the last year of its contract, the volunteers of the WVIHS continued to contribute countless hours to operate McLean Mill NHS & the Alberni Pacific Railway on behalf of the City of Port Alberni, for the benefit of nearly 10,000 visitors.
- The volunteers of the Port Alberni Maritime Heritage Society welcomed over 5,800 visitors to the Maritime Discovery Centre in its extended season, following the hiring of a part-time coordinator. PAMHS continued with its historic vessel presentation program, as well as its successful Maritime Heritage Night series.

Focus - 2017

Administration

- Implementation of the Arts, Culture and Heritage Engagement Process plan including the development of a tripartite agreement with the Tseshaht and Hupacasath First Nations to manage the AV Museum and heritage resources.
- Canada 150/50th Amalgamation Community Investment Fund – Funds will be distributed to local groups who are holding events to celebrate Canada 150 and/or 50th Anniversary of the Amalgamation of Alberni and Port Alberni.
- Upcoming retirements of Program Secretary (37 years of service) and Director of Parks, Recreation and Heritage (40 years of service).
- Discussion with the Regional District regarding a new Aquatic Facility.
- Implementation of new registration software – Perfect Mind which will allow on-line registrations and bookings.

PARKS, RECREATION & HERITAGE

Facilities and Parks

- Canal Beach upgrades, including the installation of an irrigation system and beach volleyball court. A partnership with the Kiwanis will result in a 'playbox' and picnic shelter being installed in the park.
- Recreation Park upgrades including the replacement of the Lacrosse box, Gyro Youth Centre renovations (including the replacement of the existing ramp) and upgrades to the Stadium.
- Installation of water bottle filling stations at Recreation Park and Echo Park Fieldhouse.
- Removal of the high diving tower structure and installation of a new slide.
- Revitalization of the Clocktower at Harbour Quay including discussions with Tseshaht First Nations to include artwork and interpretive signage.
- Completion of a storage shed for pool chemicals.



Programming

- Programming staff will work with community groups for the Canada 150 Celebration on July 1st.
- Organize a celebration the 50th Anniversary of Echo Activity and Aquatic Centre on October 28, 2017.
- Plan and implement a new indoor walking program at the Multiplex. This will give people an opportunity to partake in walking, and many other physical activities indoors, out of the rain, and wind. The program will include a walking track and a series of informative, health and wellness workshops at the Multiplex. These programs will be led by professionals in their fields.
- Focus on providing basic core services and programs that meet cost recovery objectives and ensure a wide range of introductory and exploratory programs are available for children of all ages. Discontinue delivery of Discovery Preschool program and implement new preschool programs that meet this direction.
- Expand focus on physical literacy by ensuring a physical literacy component is included in all summer programs.



Alberni Valley Museum

- To continue to present high quality, engaging, and locally-relevant museum exhibits.
- To encourage a collaborative approach to presenting the community's heritage, in cooperation with First Nations and other organizations.
- To continue to pursue alternate revenue streams, such as the Museum-operated Alberni Film Fest.
- To develop, in collaboration with the Royal BC Museum, the exhibit Home Front: WWII in British Columbia, which will open at the AV Museum, before travelling around the province. This is funded by a Canada 150 grant from the BC Museums Association, in recognition of Canada 150 commemoration, as well as to commemorate the Port Alberni 50 anniversary of amalgamation.
- To collaborate with City Council's McLean Mill Society in an effort to preserve and present the historic resources at McLean Mill NHS.
- In response to City Council's direction, to participate as requested in the development and implementation of a tripartite operating model for the Alberni Valley Museum, involving a partnership between the City of Port Alberni, the Tseshaht First Nation, and the Hupacasath First Nation.



PLANNING & DEVELOPMENT

The Planning & Development Department administers land use regulations, engineering administration, building permits, bylaw enforcement and business licences to ensure an orderly and well planned community.

The following services are provided by the Planning Department:

- Land use information to the general public and development industry.
- Processing of development applications including, Official Community Plan & Zoning amendments, Development Variance Permits, Development Permits and Subdivision.
- Upgrade and maintain the City of Port Alberni Geographic Information System & Mapping.
- Coordinate the Advisory Planning Commission for the City of Port Alberni.
- Building and Plumbing Inspections.
- Bylaw Enforcement.

Highlights - 2016

- The Uchucklesaht First Nation completed construction of a mixed use commercial, cultural and residential building on Argyle Street.
- Riverside Motel on Roger Street began an exterior renovation.
- West Coast Aquatic completed construction of a Stewardship Centre at Harbour Quay.
- LB woodchoppers completed construction on a small expansion on 3rd Avenue.
- The Port Alberni Friendship Centre began construction on a daycare facility on 4th Avenue.
- A 25 unit apartment building began construction at 4th Avenue and Athol Street.
- Began an OCP and Zoning amendment for a Comprehensive Development Zone for large subdivision development on Burde Street.
- The Clerk's Department, Economic Development Department and Planning Department completed a Revitalization Tax Exemption program for all commercial areas.
- The Economic Development Department and Planning Department began work on a Design Charrette program for the Johnston Road and Northport Commercial area.
- Creation of a regulatory system for medical marijuana dispensaries.

Focus - 2017

- Complete the Johnston Road & Northport Commercial Area Charrette Concept Plan and apply for grant funding for implementation.
- Continue to work with developer of the Comprehensive Development zone subdivision development on Burde Street.
- Prepare a 5 year Strategic Service Plan for the Planning Department. Develop realistic sustainable budgets by focusing on the 5 year budgeting cycle.
- Undertake implementation of Oil to Heat Pump exchange incentive program.
- Call for Proposal for the development of approximately 8 hectares of City owned land adjacent to Westporte Place.
- Clerks and Planning Departments to implement the Bylaw Adjudication System.
- Continue to provide a high level of service to City Council, other City departments, the public and development industry. Effective and efficient operations and delivery of service



ECONOMIC DEVELOPMENT

Highlights - 2016

- Continued to provide assistance to Alberni Valley Regional Airport expansion.
- Produced a 'Lifestyle' 'I Get It' outdoor adventure video and advertised it intensively on CTV.
- Facilitated production of 29 videos through a Vancouver Island University cultural mapping exercise.
- Prepared for hosting of 2017 Islands Agriculture Show.
- Assisted successful grant applications for City's biking infrastructure, Chamber's 'Tri-Conic Challenge', a Tourism Training Program, an Affordable Housing initiative and Junior Hockey Society's operations.
- Assisted West Coast Aquatic's work to open the Alberni Aquarium & Stewardship Centre.
- Follow up on our RFP for a 'marquee development' at Clutesi Haven Marina.
- Implemented Façade Improvement Program in partnership with Community Futures Alberni-Clayoquot.
- Adopted Commercial Revitalization Tax Exemption Bylaw for all commercial areas not covered by existing bylaw
- Attended trade shows and financed Chamber to be at other trade shows/events to market Port Alberni.
- Addressed website issues impacting our ranking on Google searches.
- Assisted implementation of Export Navigator Pilot Program with Community Futures.

The primary goals of the Economic Development office are improving conditions with the intent of increasing the City's tax base and non-tax revenue sources as well as increasing the number of jobs in the community. Approaches to achieving this include:

- Efforts to increase the population to Council's goal of 20,000 residents by 2023
- Finding funding for projects to make the community more attractive to residents and visitors
- Diversifying the economy by fostering a broad range of businesses, industries and educational opportunities.
- Retention of businesses including assistance for local relocation, expansion and development.
- Utilizing specific and general marketing initiatives to attract new businesses
- Marketing key properties in the community both City and privately owned.

Focus - 2017

- Identify Strategic Plan & Tactics for reaching Population Goal of 20,000 residents by 2023.
- Achieve deliverable from 'Maximized-Value Wood-Biomass' Rural Dividend Project.
- Deliver 2nd Façade Improvement Program with Community Futures as project lead.
- Put Collaboration Agreement with Alberni Valley Tourism in place.
- Implement one recommendation from Johnston Road Charrette.
- Complete and air 2nd lifestyle video.
- Identify methods of resolving oversupply of aging commercial properties in community.
- Adopt Strategic Plan to increase number of tech businesses in community.
- Use data to reduce number of sectors being worked in for diversification purposes.
- Initiate a process to deliver a mobile friendly trails 'access map'.
- Recruit one new business to AV Regional Airport and proposed Aerial Forest-Fire Fighting Centre.
- Improve business licence process.



Above: A still image from the 'I Get It' outdoor adventure video

ADMINISTRATION

The goal of the Administration Department is to provide service to Council, staff and the public that supports informed, responsive and effective municipal government. Administration includes the offices of the Chief Administrative Officer, City Clerk, Human Resources, and support staff.

The Chief Administrative Officer (CAO) undertakes overall management and administration of City operations. He ensures that the policies and direction of City Council are implemented and is responsible to inform and advise Council on the operations and affairs of the City. The CAO is the leader of the City's management group and supervisor of the Department Heads.

The City Clerk is the municipal Corporate Officer as defined by the Community Charter and established by bylaw of the City and is the designated Freedom of Information and Privacy Coordinator. The City Clerk prepares agendas for and attends meetings of City Council and committees, oversees records management, execution of legal documents on the City's behalf and conducts and administers the municipal election.



Highlights - 2016

- Partnership in Exercise Coastal Response
- Expansion of Commercial Revitalization Tax Exemption program.
- Development of a bylaw adjudication process.
- Improvement to Procedures Bylaw to allow electronic participation in Council meetings.
- Upgrading of Administrative Assistant/Office Manager position to support coordinated communications service.
- Continued customer service excellence and responsiveness.
- Completion of search and selection process for the positions of Manager of Human Resources and Chief Administrative Officer.

Focus - 2017

- Procurement of Electronic Records Management system.
- Undertake review of relevant bylaws in preparation for 2018 municipal election.
- Implementation of bylaw adjudication process.
- Enhancement of web and mobile applications to improve communications with citizens regarding waste collection and other services.
- Review and update of City's Policy Manual.
- Development of an injury management program.
- Development of a succession plan.
- Update of leases and agreements regarding operation of the McLean Mill and the Alberni Pacific Railway.

COMMITTEES, COMMISSIONS & BOARDS

REGIONAL DISTRICT OF ALBERNI-CLAYOQUOT

Mayor Mike Ruttan and Councillor Jack McLeman

PERSONNEL COMMITTEE

Mayor Mike Ruttan, Councillors Sharie Minions, and Jack McLeman

AUDIT COMMITTEE

Councillors Chris Alemany, Denis Sauvé, and Dan Washington

COMMUNITY INVESTMENT PROGRAM / PERMISSIVE TAX EXEMPTION

Councillor Ron Paulson, Kenn Whiteman, Frances Ketteringham, Russ McLaughlin, and Ron Jorgenson

BOARD OF VARIANCE

Boris Lehner, Gerry Hickey, and Danese McDonald

COURT OF REVISION

Mayor Mike Ruttan, Councillors Denis Sauvé, and Sharie Minions

ADVISORY PLANNING COMMISSION

Larry Ransom, Randy Thoen, Jim Tatoosh (Hupacasath), Janice Johnson (Tseshah), Vern Barnett, Staff Sgt. Dave Paddock, Councillor Chris Alemany, Wes Hewitt, Seva Dhaliwal, Hedley Crowther, Mark Millin, and John Douglas

ALBERNI VALLEY HERITAGE COMMISSION

Judy Carlson, David Taberner, Bert Simpson, Paul McDougall, David Whitworth, Gareth Flostrand, Pam Craig, Jolleen Dick, Libby Manson, Penny Cote, Dennis Bill, Marta Williamson, Neil Malbon, Councillor Dan Washington

ADVISORY TRAFFIC COMMITTEE

Staff Sgt. Dave Paddock, Guy Cicon, City Engineer; Wilf Taekema, Streets Supt.; Deputy Fire Chief Wes Patterson, Pat Dahlquist, Caroline Robinson, Cameron McKinnon/Phil Atkinson, and Councillor Ron Paulson

PORT ALBERNI PORT AUTHORITY

Ken McRae

ALBERNI VALLEY COMMUNITY FOREST CORPORATION

Jim Sears, Ed Proteau, Chris Duncan, Gary Swann, Chris Law, Warren Lauder, Jamie Jensen, and Councillor Jack McLeman

ALBERNI VALLEY COMMUNITY FOREST LEGACY COMMITTEE

Chris Duncan, Gary Swann, Ken McRae, Directors Lucas Banton and Penny Cote, Councillors Jack McLeman and Ron Paulson

ALBERNI VALLEY BEAR SMART COMMITTEE

Guy Cicon, City Engineer

ALBERNI VALLEY AIR QUALITY COUNCIL

Councillor Chris Alemany and Tim Pley, Fire Chief

SENIORS ADVISORY COMMITTEE

Councillor Sauve, Maureen Brechin Sunshine Club, Darren Saare, Bill Randles, Susan Barnett, Margaret Vatamaniuck

FOOD SECURITY & CLIMATE DISRUPTION COMMITTEE

Councillor Alemany, Sam Brownlee (AV Transition Town), Gary Swann (Alberni Environmental Coalition), John Mayba, Guy Langlois, Bob Haynes, Sandra Gentleman, Rosalind Chapman

YOUTH ADVISORY COMMITTEE

Councillors Minions & Paulson, Jolleen Dick (YPAV), Rebecca Palmer (YPAV Alternate), Moriah Cootes (VAST), Freya Knapp (ADSS Gr. 11) Amy White

PERMISSIVE TAX EXEMPTIONS

REGISTERED OWNER	EXEMPTION
Alberni Athletic Association	\$20,930.84
Alberni Clayoquot Continuing Care Society – Fir Park Village	\$33,956.77
Alberni Clayoquot Continuing Care Society – Echo Village	\$44,558.09
Alberni Community & Women's Services Society	\$2,651.69
Alberni Community & Women's Services Society	\$3,014.60
Alberni District Fall Fair Association	\$569.94
Alberni District Fall Fair Association	\$160.55
Alberni District Fall Fair Association	\$4,317.85
Alberni District Fall Fair Association	\$5,891.79
Alberni District Fall Fair Association	\$179.11
Alberni Valley Bull Dogs Hockey	\$1,165.43
Alberni Valley Child Care Society	\$3,961.28
Alberni Valley Curling Club	\$826.89
Alberni Valley Hospice Society (Ty Watson House)	\$1,718.99
Alberni Valley Junior Baseball Association	\$410.05
Alberni Valley Minor Hockey Association	\$434.46
Alberni Valley Minor Softball Association	\$628.95
Alberni Valley Rescue Squad	\$6,667.98
Alberni Valley Senior Citizens' Homes (Pioneer Towers, Wallace St.)	\$23,217.68
Alberni Valley Youth Soccer Association	\$2,774.86
Bread of Life Society	\$1,959.61
British Columbia Society for Prevention of Cruelty to Animals (BC SPCA)	\$9,552.97
Canadian Mental Health Association – Port Alberni Branch	\$2,549.51
Canadian Mental Health Association – 3131 5th Ave. (@ 51.2% Exemption)	\$9,549.31
John Paul II Catholic School	\$7,056.97
Community Arts Council of the Alberni Valley	\$1,515.52
Community Arts Council of the Alberni Valley	\$923.93
Community Arts Council of the Alberni Valley	\$923.93
CTH Management Association (Kiwanis Hilton Children's Centre)	\$4,014.15
CTH Management Association (Kiwanis Hilton Children's Centre)	\$23,209.57
Echo Sunshine Club	\$147.58

Falls Road Eagles Hall (@ 60% Exemption)	\$1,536.59
Island Corridor Foundation	\$4,712.40
Island Corridor Foundation	\$2,201.21
Island Corridor Foundation	\$970.76
Island Corridor Foundation	\$34.39
Island Corridor Foundation	\$2,816.43
Mount Arrowsmith Skating Club	\$402.04
Ocean Canal Clubhouse Inc. (Public park purposes)	\$922.31
Port Alberni Youth Centre Society	\$6,246.58
Port Alberni Aquatic Club – Tsunami Swim Club	\$251.31
Port Alberni Association for Community Living	\$6,139.60
Port Alberni Association for Community Living	\$422.41
Port Alberni Association for Community Living	\$4,729.53
Port Alberni Association for Community Living	\$2,148.91
Port Alberni Association for Community Living	\$3,170.33
Port Alberni Black Sheep Rugby Club	\$9,617.80
Port Alberni Black Sheep Rugby Club	\$1,543.79
Port Alberni Gymnastics Association	\$14,901.54
Port Alberni Lawn Bowling Club	\$3,410.21
Port Alberni Lawn Bowling Club	\$1,240.89
Port Alberni Maritime Heritage Society (Sch A-17)	\$7,810.63
Port Alberni Maritime Heritage Society	\$184.86
Port Alberni Men's Slowpitch League	\$282.25
Port Alberni Players Dramatic Society	\$5,125.00
Pot Luck Ceramics	\$1,429.78
Royal Canadian Legion Branch 293 (Somass War Memorial Building Society) (Sch A-19)	\$1,757.10
Western Vancouver Island Industrial Heritage Society	\$2,796.14
Western Vancouver Island Industrial Heritage Society	\$4,309.74

**2016 Property Taxes Foregone
Through Permissive Tax Exemptions**

\$310,555.38

FINANCIAL STATEMENTS

Financial Overview

The City continued with a number of infrastructure projects in 2016. Significant projects included road and street lighting upgrades, storm drain, bridge, and water and sewer construction. Service levels were generally maintained at 2015 levels, and residential taxes were increased to cover the rising costs of provision of these services.

No further reductions were made in major industry taxes; however, as part of the sewage lagoon acquisition agreement, major industry taxes are to remain at 2012 levels until 2018.

The 2017-2021 Five-Year Financial Plan adopted by Council reflects increases in revenues and expenses with some reductions in services, and making future provision for necessary infrastructure improvements.

The City completed the 2016 fiscal year with an increase of \$ 3,133,412 to its accumulated surplus. A summary of the accumulated surplus balances is as follows:

Operating funds	(13,969,578)
Capital funds	116,207,172
Reserve funds – statutory	8,096,215
Reserve accounts – internally restricted	
12,835,684	\$ 123,169,493

The City's capital program included streets and drainage upgrades of \$4,216,094; facility upgrades of \$259,232; water upgrades of \$606,581; sewer upgrades of \$3,679,584; equipment replacement of \$158,056. Funding for the capital program was comprised of government grants and donations of \$4,564,195; transfers from reserve funds of \$402,709; operating revenues of \$1,960,163, and borrowing of \$1,992,480.



FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED DECEMBER 31, 2016

	<u>2016</u>	<u>2015</u>
FINANCIAL ASSETS		
Cash	\$28,125,829	\$26,646,089
Accounts receivable	4,319,328	5,141,924
Inventory for resale	64,552	28,265
Long term investments	<u>2,847,778</u>	<u>2,161,231</u>
	<u>35,357,487</u>	<u>33,977,509</u>
LIABILITIES		
Interim capital financing	5,179,753	5,123,798
Accounts payable and accrued	3,041,156	3,861,206
Deferred revenue	350,412	370,323
Refundable deposits	10,783,927	11,147,582
Debenture debt	<u>19,355,248</u>	<u>20,502,909</u>
	<u>20,502,908</u>	<u>19,248,955</u>
NET FINANCIAL ASSETS	<u>16,002,239</u>	<u>13,474,600</u>
NON-FINANCIAL ASSETS		
Inventory of supplies	396,324	456,811
Prepaid expenses	205,715	1,483,307
Tangible Capital Assets	106,444,659	104,483,585
Intangible assets	<u>120,556</u>	<u>137,778</u>
	<u>107,167,254</u>	<u>106,561,481</u>
ACCUMULATED SURPLUS:	<u>\$123,169,493</u>	<u>\$120,036,081</u>

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2016

	2016 Budget	2016 Actual	2015 Actual
REVENUES			
Taxes	\$22,344,924	\$22,388,744	\$21,854,111
Sales of services	8,826,208	9,031,364	8,863,836
Other revenue from own sources	527,614	107,265	1,438,981
Investment income	255,350	415,078	309,796
Grants	1,171,000	6,901,625	3,395,538
Developer contributions	-	43,100	1,226,328
Parkland dedication deposits	-	747,746	344,945
Gain (Loss) on disposal of assets	-	532,766	(84,592)
	<hr/>	<hr/>	<hr/>
	33,125,096	40,167,688	37,348,943
EXPENSES			
General government services	3,433,381	4,149,432	3,897,542
Protective services	10,385,779	11,307,975	9,775,488
Transportation services	4,294,944	6,259,270	5,607,707
Environmental health services	749,425	889,430	1,014,982
Environmental development	1,074,612	1,065,216	908,791
Recreation and cultural services	6,691,138	7,581,487	7,300,586
Interest	672,282	229,750	311,363
Debt reserve	19,300	3,988	50,227
Water utility	1,449,050	2,170,523	2,099,625
Sewer utility	1,212,240	3,015,139	1,524,911
Cost of sales and service	-	362,066	844,810
	<hr/>	<hr/>	<hr/>
	29,982,151	37,034,276	33,336,032
ANNUAL SURPLUS	<hr/>	<hr/>	<hr/>
	3,142,945	3,133,412	4,012,911
Accumulated surplus – beginning of year restated	120,036,081	120,036,081	116,023,170
ACCUMULATED SURPLUS – END OF YEAR	<hr/>	<hr/>	<hr/>
	123,179,026	123,169,493	120,036,081

Port Alberni

4850 Argyle Street, Port Alberni
Phone: 250-723-2146
Email: cityservice@portalberni.ca

