



THE CITY OF
Port Alberni

ANNUAL REPORT 2007

P O R T A L B E R N I B R I T I S H C O L U M B I A

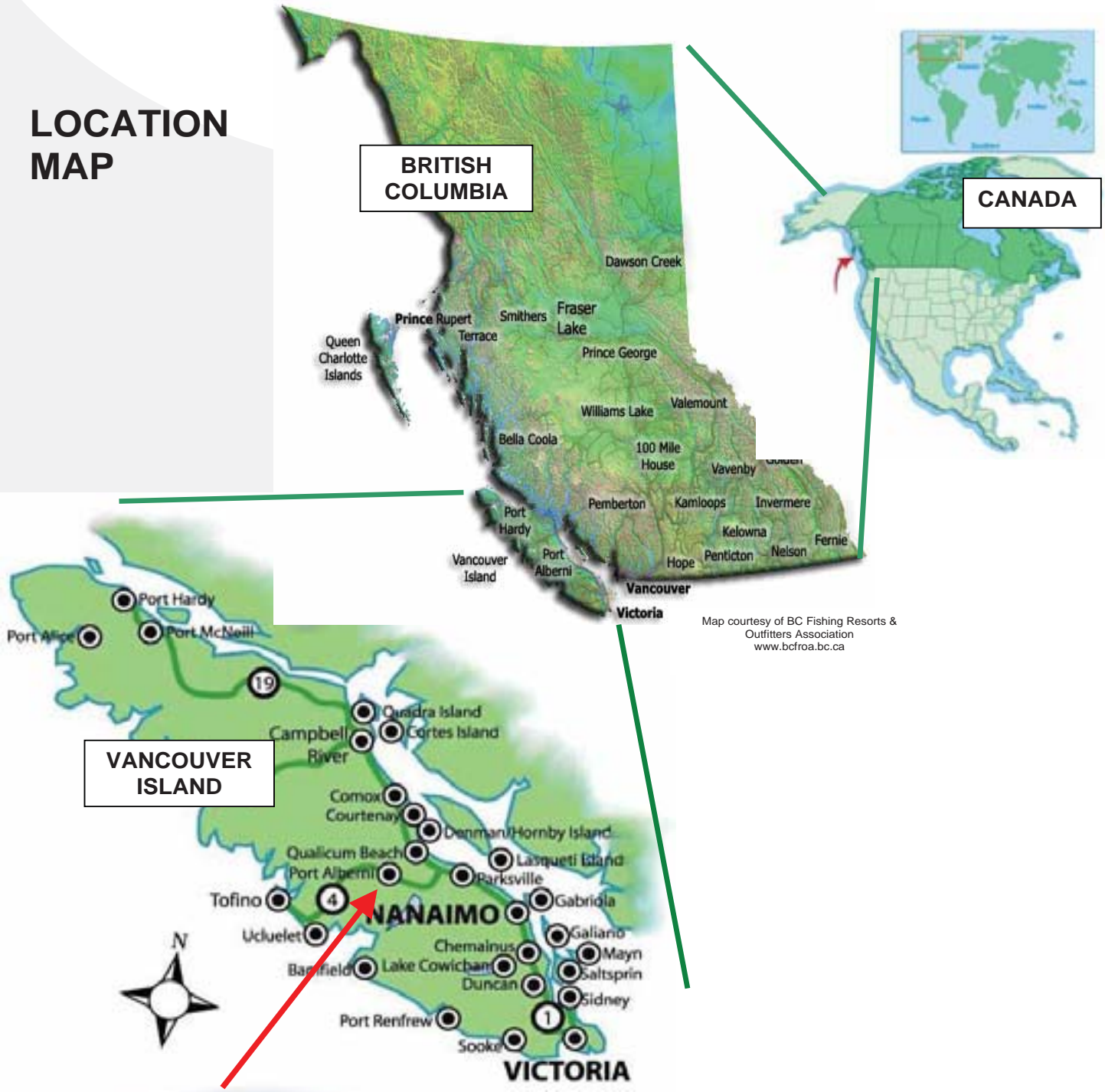


Alberni Valley Museum Photograph Archive PN13057
circa 1969

**40th Anniversary of Port Alberni and Alberni Amalgamation and Construction
of Echo '67 Community Centre**

JUNE 2008

LOCATION MAP



Map courtesy of BC Fishing Resorts & Outfitters Association www.bcfroa.bc.ca



PORT ALBERNI

Map of Port Alberni.....2

Message from the Mayor, Ken McRae4

Council Appointments.....5

Directory of Officials6

Community Information7

City Manager’s Report, Ken Watson.....8

Strategic Plan - Vision, Mission, Values9

Strategic Priorities10

Organization Chart.....15

Department Reports.....16

Year In Review20

Department Reports.....22

Canadian Award for Financial Planning.....29

Financial Overview30

Financial Statement32

Financial - Charts/Tables.....34

Permissive Tax Exemptions37

Contact List.....38



Over the past year Port Alberni experienced considerable economic growth, particularly in its commercial and residential sectors. This includes development of the Pacific Rim Mall, expansion and renovation of the Alberni Mall, as well as construction of significant new residential subdivisions.

Library expansion is something the City is very proud of, as well as renovations completed in the Alberni Valley Multiplex. In addition, some commercial redevelopment in our Uptown core was evident in 2007.

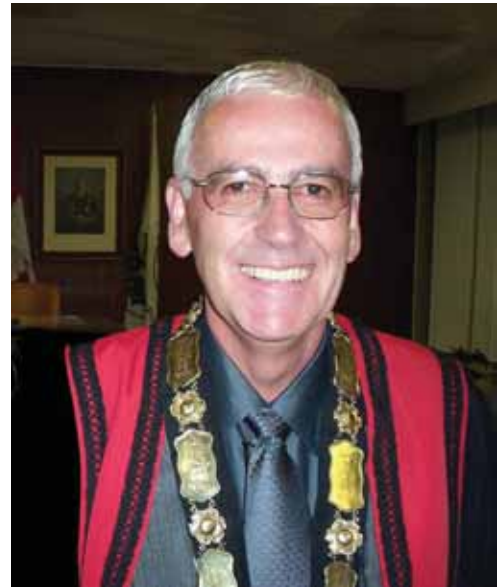
The City recognizes and celebrates its heritage and proudly supports our Heritage Network of attractions which include the Alberni Valley Museum, McLean Mill, Maritime Discovery Centre and the Alberni Pacific Steam Railway. These are all key attractions driving diversification of our economy.

I am optimistic that the trend of increased economic activity in the Alberni Valley will continue in the year ahead. Establishment of the City's Economic Development function has already strengthened our economic position and placed us firmly on the map. Adoption of the Uptown and Waterfront Redevelopment Study has provided us with a concrete plan we are now moving forward with to revitalize the Uptown and Waterfront areas.

All of these positive steps continue to move us towards achieving our Vision of Port Alberni being the most vibrant, healthy and united community in British Columbia.

Council appreciates any comments or suggestions members of the public might have. Please contact me directly at City Hall, 4850 Argyle Street, Port Alberni, BC V9Y 1V8 (720-2822).

Mayor Ken McRae



The Mayor and Council of the City of Port Alberni were each elected for a three year term in the Municipal election held in November 2005. Each member is annually appointed to portfolios and committees by the Mayor.

<p>Hira Chopra General Government Services <i>(alternate: Cindy Solda)</i> <i>(Administration, Personnel, Finance, Land sale & purchase, Legislative services)</i></p> <ul style="list-style-type: none"> • Director of Alberni-Clayoquot Regional District • Chair Audit Committee • Chamber of Commerce Representative • Member Personnel Committee 	<p>Jack McLeman Utilities and Forestry Issues <i>(alternate: Hira Chopra)</i> <i>(Streets, Traffic, Transit, Water, Sewer, Cemetery, Garbage Collection and Forestry)</i></p> <ul style="list-style-type: none"> • Liaison with the Transit Operations Committee • Member of the Audit Committee • Liaison with the Advisory Traffic Committee • Catalyst Advisory Committee • Member of Community Forest Advisory Committee • Member of Weyerhaeuser Certification Committee 	<p>Charles Mealey Planning, Education and Environmental Services <i>(alternate: Jack McLeman)</i> <i>(Planning, Zoning and Environmental Issues)</i></p> <ul style="list-style-type: none"> • Liaison with the Advisory Planning Commission • Liaison with Air Quality Control Committee • Liaison with Outlook 20/20 Committee • Liaison with North Island College and School District #70 	<p>Mayor McRae <i>(Schedule of alternates follows)</i> The Mayor is the head and chief executive officer of the City with duties prescribed by the Local Government Act. Further to these duties the Mayor will participate in the following:</p> <ul style="list-style-type: none"> • Director of the Alberni Clayoquot Regional District • Chair of the Personnel Committee • Chair of the Community Forest Advisory Committee • Director of Island Corridor Foundation • Director of Upnit Power Corporation • Director of the Association of Vancouver Island and Coastal Communities • Catalyst Advisory Committee
<p>Ike Patterson Heritage and Culture <i>(alternate: Kenn Whiteman)</i> <i>(Museum, McLean Mill, Heritage and Library)</i></p> <ul style="list-style-type: none"> • Liaison with McLean Mill Advisory Committee • Liaison with Heritage Commission • Member of Vancouver Island Library Board • Member of the Permissive Tax Exemption & Grants-in-Aid Committee 	<p>Cindy Solda Health and Protective Services <i>(alternate: Ike Patterson)</i> <i>(Fire, Police, Animal Control, Building Inspection, Seniors, Continuing Care and Land Claims)</i></p> <ul style="list-style-type: none"> • Member of the Law Enforcement Consultative Group • Liaison with Continuing Care Societies • Member of the Emergency Program • Liaison with Port Alberni Hostel • Member of Personnel Committee • Liaison with PA Assoc. for Community Living 	<p>Kenn Whiteman Community Services, Economic Development and Tourism <i>(alternate: Charles Mealey)</i> <i>(Parks & Recreation, Youth, First Nations, Economic Development and Tourism)</i></p> <ul style="list-style-type: none"> • Crystal Meth Task Force Member • Member of Audit Committee • First Nations Liaison • Chair, Permissive Tax Exemption & Grants-in-Aid Committee 	

Other City Appointments	
<p>Regional District of Alberni Clayoquot Representatives Ken McRae, Hira Chopra Alternates (in order): Cindy Solda, Charles Mealey, Ike Patterson, Jack McLeman, Kenn Whiteman</p>	<p>Boundary Study Committee Hira Chopra (Chair), Charles Mealey, Jack McLeman</p> <p>Court of Revision Ray Kwok, Charles Mealey, Cindy Solda</p>
<p>Personnel Committee Ken McRae (Chair), Hira Chopra, Cindy Solda</p>	<p>Advisory Planning Commission Barb Mellaart, Mike Lang, Chair, Jodi Rai, Kay Rolls, Bill Randles, Larry Ransom, Cpl. Rob Foster, John Bennie</p>
<p>Audit Committee Hira Chopra (Chair), Kenn Whiteman, Jack McLeman</p>	<p>Alberni Valley Museum and Heritage Commission Bill Lekich, Jamie Morton, Marlene Dietrich, Ken Rutherford, Dave Tranfield, Rick Player, Pat Dahlquist, Diane Gunn, Jim Creighton, Buddy Hamilton, Shirley Steven, Robert Gunn, David Lord, Penny Cote, George Clutesi</p>
<p>Permissive Tax Exemption and Grants In Aid Committee Kenn Whitemann (Chair), Cindy Solda, Ike Patterson</p>	<p>Traffic Advisory Committee Const. Dan Monteith, Kelly Hepp, Pat Ahern, Wayne Coates, Alison Wong, Larry McLeod</p>
<p>Community Forest Advisory Committee Ken McRae, Jack McLeman, Dan Powell, Dave Bishop, Dan Dowling, Gary Swann, Neil Malbon, Ken Watson</p>	<p>Port Alberni Port Authority Gary Brett (July 1, 2006-June 30, 2009)</p>

*Declaration and Identification of
Disqualified Council Members*

In accordance with Section 98(2)(3) of the Community Charter, there were no declarations of disqualification made under Section 111 of the Community Charter in the year 2007.

Elected Officials 2006 - 2008

Mayor Ken McRae

Councillors -

Hira Chopra

Jack McLeman

Charles Mealey

Ike Patterson

Cindy Solda

Kenn Whiteman

Appointed Officials

City Manager	Ken Watson
City Clerk/Deputy City Manager	Russell Dyson
Director of Finance	Ann Hopkins
City Engineer	Guy Cicon P.Eng
Director of Parks and Recreation	Scott Kenny
Fire Chief	Larry McGifford
City Planner	Scott Smith
Economic Development Manager	Pat Deakin
Chief Building Inspector	Bill Bjornson
Manager of Information Services	Janis Hamilton/Richard Wilkins
Licence Inspector/Bylaw Enforcement Officer	Jack Payne
Area Assessor - B.C. Assessment Authority	Bill MacGougan
Solicitor	Beckingham & Co.
Officer Commanding RCMP Detachment	Gordon Wellar
Emergency Program Coordinator	Bob Harper
Auditors	Evancic Perrault Robertson
Bankers	Bank of Montreal

Port Alberni is an affordable waterfront community at the heart of the west coast of Vancouver Island. It is situated at the end of a 48 kilometre-long inlet, surrounded by mountains, lakes, rivers and streams. This location provides stunning views, terrific outdoor recreational opportunities and abundant quantities of high quality fresh water.

Port Alberni has a deep sea port, a new hospital, a new shopping mall, a well-developed array of recreational facilities, a growing suite of regionally-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 many different sectors.

In spite of considerable downsizing in the forest industry over the last few decades, the population in Port Alberni has remained relatively constant. A marked increase in commercial and residential development in the City over the last four years is being fueled by the fact that our community has some of the lowest property costs in British Columbia. This is attracting retirees and young families who see the opportunity to get into their own housing.

In Port Alberni the lumber and paper industries remain the largest employers and the largest taxpayers. These industries have a tremendously positive local impact. However, the B.C. Coastal Forest Industry continues to face serious economic challenges. The collapse of the US housing market, the strong Canadian Dollar, increasing competition from emerging foreign producers, rising fuel prices and higher than average taxes have all played a role in challenging the local forestry industry. The unions, the City and the companies are working together to keep the local operations sustainable under these difficult conditions. Ground-breaking labour agreements around flexibility and municipal tax concessions have resulted in new investment by Catalyst Paper and the re-opening of a second paper machine here.

This year City Council approved accelerated tax reductions for Major Industry totaling \$2.1 million to be implemented over the next five years (2008-2012). These reductions will be achieved through a combination of expenditure reductions, increased revenues and a

shift of the tax burden toward the residential sector. City Council also successfully lobbied the provincial government for tax reductions for the Major Industry class.

Maintaining the City's infrastructure and continuing to deliver quality services while providing property tax reductions to industry is one of many challenges being faced by the municipality in the next decade. This environment has necessitated that the City find more effective and efficient ways to provide services. More senior government support is required, especially in rural British Columbia in order to ensure our cities and towns are healthy and sustainable. Increased revenue sharing from the senior levels of government is a step in the right direction.

Other economic challenges include those brought by climate change, rising fuel prices, shifting demographics, dependence on a single-resource sector and environmental issues. The City has brought a Climate Change Committee into being and will be receiving their first recommendations in mid-2008. Early reports from outside observers are that the work of that Committee will put Port Alberni at the forefront of municipal climate change initiatives.

Port Alberni has a relatively stable financial position. Overall operating reserves have increased due to surpluses in both the General Revenue Fund and the Water Revenue Fund. These surpluses, well-managed reserves and reserve funds, prudent investment and efficient cash management have aided the City in maintaining a long standing "pay as you go" policy for financing major capital expenditures. Port Alberni, like many Canadian local governments, faces significant financial challenges in funding badly needed upgrades of aging infrastructure. In 2007 work totaling \$4.6 million was completed. Significant projects included the Echo Library renovations at a cost of \$1.48 million and improvements to the Alberni Valley Multiplex at a cost of \$469,000. Funding for these projects included \$1.07 million in government grants and \$874,000 in contributions from City reserves. There was no borrowing required for the 2007 capital projects and future budgets estimate that less than \$1 million will be required over the next four years. Port Alberni's debt per capita for 2007 is \$256.31 and is ranked at eighty-nine of the 131 BC municipalities with outstanding debt.

Mayor McRae and Members of Council,

The Annual Report provides general information in a reader friendly format regarding the City's organization, operations and finances in 2007. An overview of our Strategic Plan and progress made in 2007 toward our Municipal Objectives is also provided along with some statistical data regarding our community. The report is intended to promote greater citizen understanding of the City's objectives and activities. The report also meets the requirements of Section 98 of the Community Charter.

More detailed information regarding City objectives, services and operations is available on our website, www.portalberni.ca. Information available includes our Strategic Plan, Official Community Plan, the 2007 Comprehensive Annual Financial Report, and our 2008-2012 Five Year Financial Plan.

I welcome input from citizens regarding the format and content of the report and on the City's performance in general. Please feel free to contact me at 720-2824 with any questions or suggestions you may have.

Ken Watson
City Manager



Our Vision is for the City of Port Alberni to become the most vibrant, healthy and united community in British Columbia.

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.

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.

Achievement of the City's Vision and execution of our Mission is planned through attention to the following Strategic Priorities set out in the City's 2005 Strategic Plan:

1. Programs and Services

Provide or facilitate core municipal programs and services valued by the community that support public health and social well-being of citizens.

2. Infrastructure

Maintain and upgrade infrastructure effectively and efficiently (streets, sewers and water systems, parks, public buildings) to provide a healthy, safe, sustainable environment.

3. Economic Growth and Diversification

Support economic growth via our Economic Development Service, Heritage Tourism network, and partner with other community agencies dedicated to economic growth.

Provide a business friendly environment at all levels of our local government with the minimum of 'red tape' consistent with adequate protection of community interests and the environment. Welcome with enthusiasm new industrial, residential and commercial development providing required servicing costs are paid by the developer.

4. Taxation

Provide stability in residential tax increases to offset service cost increases. Find new revenue sources to offset property tax increases. Due to identification of high industrial tax rates, continue to provide significant and increasing tax share reductions to the industrial tax payer.

Provide or facilitate core municipal programs and services valued by the community that support public health and the social well-being of citizens.

Issues and Trends

Public input indicates that in general taxpayers are satisfied with the level of services and programs that are provided by the City. Key areas where improvement is desired include:

- Recycling service including curbside pickup
- Crime prevention, especially in the urban core
- Services to reduce homelessness and poverty related social issues.
- Subsidy provided to operate Heritage Network should be reduced.

The public does not support any significant cuts to traditional service levels but also does not want residential tax rates to increase significantly in order to maintain service levels. Increases to fees and charges for specific services is generally seen as preferable to property tax increases. This challenges the City to deliver services more effectively as tax revenues arising from Industry will be reduced significantly in future years.

Successes

Partnership with Alberni Clayoquot Regional District on provision of improved recycling services.

RCMP Implementation of “Crime Reduction Strategy” in October, 2007.

Alberni Valley Community Stakeholders Initiative to End Homelessness established in mid 2007.

Performance

Measures	Results
Public satisfaction with services provided	Malaspina Survey – 86% satisfied with overall quality of services
Regional Solid Waste Management Plan with improved recycling.	Plan Approved by ACRD Nov, 2007
Property Crime statistics decrease	Decreases of 11% to 38% depending on category
Increased attendance to Recreation and Heritage programs	Heritage up 4.5% Recreation down 3.3%
Decrease Subsidy to Heritage Network	Reduced by 1.7% in 2007

Looking Forward - 2008

Continued reduction of property tax revenue from the Industrial class will necessitate reduction and modification of service levels provided. Re-evaluation of Fees and Charges currently in place for services will be ongoing.

Recycling Service upgrades including implementation of curbside recycling collection should be implemented in late 2008. Service to be provided by the Regional District of Alberni Clayoquot.

Maintain and upgrade infrastructure effectively and efficiently (streets, sewers and water systems, parks, public buildings) to provide a healthy, safe, sustainable environment.

Issues and Trends

Aging City infrastructure; roads, sewers, watermains, and facilities require significant upgrades and capital construction funding to function as required and meet increasing environmental and safety standards. Currently levels of infrastructure replacement funding are not sustainable particularly for roads and sewers. Some increases in funding from Provincial and Federal Government have been realized but considerably more will be needed to achieve sustainable infrastructure replacement levels.

Successes

Completion of Phase I replacement of the China Creek Main water supply pipeline.

Completion of Library Upgrade and Expansion project at Echo Centre.

Completion of Upgrades to the Multiplex Lounge.

Performance

Measures	Results
Compliance with Provincial Sewer Discharge Permit	Improvement needed. Repeated quality and volume exceedances
Adoption of Stage 2 Liquid Waste Management Plan	In Progress, not yet completed
Success in Infrastructure Grant applications	\$1.17 million for China Creek Pipeline Phase I
Drinking water quality meets Provincial Standards	Meets standards (one boil order due to floods)
Road reconstruction at sustainable levels	Improvement needed

Looking Forward - 2008

Adoption of Stage 2 Liquid Waste Management Plan in 2008 to provide schedule and budgets for long-term sewerage needs.

Replacement of Argyle Street Main Sewage Pumping Station. Federal/Provincial Funding Approved. Construction scheduled mid 2008.

Increased funding for Road Capital Construction identified for each year of the 5 Year Financial Plan. Funding from reserves

Third Avenue Uptown Street Upgrades identified in Uptown and Waterfront Redevelopment Plan. Funding approved from Island Coastal Economic Trust. Construction scheduled mid 2008.

Provide stability in residential tax increases to offset service cost increases. Find new revenue sources to offset property tax increases. Due to identification of high industrial tax rates, continue to provide significant and increasing tax share reductions to the industrial tax payer.

Issues and Trends

Ongoing downturns in the Coastal Forest Industry coupled with identified higher than average municipal tax rates for industry in Port Alberni motivated Council to accelerate planned industrial tax reductions over the next five years. It is anticipated that these reductions will be somewhat offset by modest growth in the City’s commercial and residential tax base. To accommodate this gap in future years the City will pursue a combination of increased efficiencies and service cuts to decrease expenditures as well as increased fees and charges, development of new revenue sources, and tax increases to other categories to increase revenues.

Successes

In 2007, Industry in Port Alberni had a their municipal share of property taxes reduced by \$300,000.

Business taxes were kept at the same levels as the previous year.

Average residential homeowner had a property tax increase in line with the Consumer Price increase and considerably below the average tax increase for Vancouver Island municipalities.

Performance

Measures	Results
Overall Tax Requisition increase for 2007 below CPI rate	Overall increase 1.97% with CPI increase of 1.8%
Industrial Tax Bill reduced in 2007	Achieved 4% reduction
Average Residential Tax Increase below provincial average	Achieved 2.31% in Port Alberni with Provincial Average 6.4%
Business Tax levels held steady	0.8% increase in 2007

Looking Forward - 2008

Incremental tax reductions committed to Industry of \$425,000 per year over 5 year plan for total reduction in five years of \$2.125 Million.

Growth in the Commercial and Residential sectors will continue providing some tax base increases somewhat offsetting industrial reductions.

Opportunities for new industrial development on the waterfront may be realized due to the revitalization tax exemption and lands currently becoming available for development.

Support economic growth via our Economic Development Service, Heritage Tourism network, and partner with other community agencies dedicated to economic growth.

Provide a business friendly environment at all levels of our local government with the minimum of 'red tape' consistent with adequate protection of community interests and the environment. Welcome with enthusiasm new industrial, residential and commercial development providing required servicing costs are paid by the developer.

Issues and Trends

Economic growth in the commercial and residential sectors is currently relatively strong in Port Alberni due to positive economic conditions on Vancouver Island. There has been little growth in the industrial sector due to negative economic conditions in the coastal forest industry. Provision of a formal Economic Development service by the City and implementation of the City/Port Authority Uptown & Waterfront Redevelopment plan have the potential to increase economic activity considerably from the current levels. Industrially zoned lands currently being marketed along with the Revitalization Tax exemption now in place for the industrial waterfront may spur new waterfront related industrial development.

Successes

The Uptown and Waterfront Redevelopment Plan compiled.

Patrick Deakin was hired as the City's Economic Development Manager.

City owned Stirling Field site marketed for development of a mix of residential, commercial and recreational tourist uses.

City and Port Authority to jointly develop the former "Plywoods" as a waterfront marina industrial park.

Alberni Valley Tourism developed and unveiled the "Bear Tracks and Lumberjacks" branding and marketing strategy for the Alberni Valley.

City received 50% funding from the Island Coastal Economic Trust for Uptown Streetscape improvements on 3rd Avenue.

Performance

Measures	Results
Creation of Tourism Marketing Agency	Completed – AV Tourism operating
Economic Development Service provided	Completed – Pat Deakin hired
Community Forest License Acquired	Application in progress
Implementation of Uptown Waterfront Redevelopment Plan started	Funding received for 3rd Ave. Streetscape improvements

Looking Forward - 2008

Implementation of the Uptown and Waterfront Redevelopment Plan will begin with Street upgrades on 3rd Avenue in mid 2008.

Adoption of a Revitalization Tax Exemption Bylaw for the Uptown area to encourage investment and redevelopment.

Marketing of key parcels of City owned land will be undertaken to stimulate economic diversification.

Community Forest License application will be submitted to the Ministry of Forests for approval.





■ The Administration Department includes the offices of the City Manager and the City Clerk.

■ The City Manager is the chief administrative officer of the City and undertakes overall management and administration of City operations. The City Manager ensures that the policies and direction of the City Council are implemented and is responsible to inform and advise Council on the operations and affairs of the City. The City Manager is the leader of the City's management group and direct supervisor of the Department Heads.

■ The City Clerk oversees records management, bylaw enforcement and licensing, conduct of elections and execution of legal documentation on behalf of the City. The City Clerk provides administrative services to Council, and its committees, to all municipal departments and to the citizens of Port Alberni.

■ The goal of the Administration Department is to provide service that supports informed, responsive and effective municipal government. Please assist us to achieve our goal by providing your input and ideas.

2008 Focus

- Uptown Revitalization – with streetscape improvements
- Continued development and sale of City owned properties
- Community Forest License acquisition
- Conduct of the municipal election – November 15th

at a glance

- A further \$425,000 reduction in taxes granted to industry in each of the next 5 years.
- Climate Change Committee initiated to investigate practical actions for the City and the community to help reduce negative impacts of climate change.
- Uptown and Waterfront Redevelopment Strategy completed and adopted. Funding received from Island Coastal Economic Trust for streetscape improvements.
- Request for proposals issued for marketing of Stirling Field.
- Construction and grand opening of new Library.
- Business license activity continued to increase with 172 new business applications in 2007.



- The Information Services Department provides an integral technology support component within the City of Port Alberni.

- The Information Services Department is dedicated to providing the City of Port Alberni with state-of-the-art solutions and the citizens of the city with access to this technology, all the while maintaining sound fiscal responsibility.

- The Information Services Department's staff keeps abreast of current technologies and trends, and provides leadership utilizing these technologies to establish, maintain, and enhance the city's competitive advantage.

2008 Focus

- Improve bandwidth to meet new communication requirements at remote sites.
- Investigate option to outsource and remote host email and web services.
- Extensive upgrade to support new disaster recovery, security and emergency preparedness requirements.

at a glance

- Extensive upgrade to server infrastructure.
- Implementation of digital surveillance to enhance security at key locations.
- Installed initial upgrades to the City of Port Alberni website.



The Economic Development function was taken on by the City two years after the discontinuation of the regional Economic Development Commission. The City's Economic Development Manager, Pat Deakin, began work in August 2007 with responsibilities for diversification of the economy including:

- Business retention which consists of assisting businesses looking to relocate within our community, expand or deal with regulatory issues. It is generally easier and less expensive to keep businesses in our community than to attract new ones.
- Business attraction including efforts both specific (i.e. trying to bring a particular type of business or a particular brand name to our community) and general (providing statistics, introducing entrepreneurs to one another).
- Marketing of key City-owned properties to generate benefits for the community inclusive of jobs, tax base and diversification.

2008 Focus

- Prepare a Community Economic Development Strategic Plan
- Market and sell key City-owned properties
- Mitigate ongoing industrial tax issue
- Implement new economic partnerships with local First Nations
- Implement recommendations from 'Review of Port Alberni Forest Industry'
- Assist economic diversification efforts
- Assist in securing funds for key local projects

at a glance

August - December 2007

- 'Re-discovering the Alberni Valley' Forum attracted 220 people and kick-started diversification efforts in several different sectors of the economy.
- Organizational assistance to Wood Tech 21 resulted in a two-day 'Roundtable' attracting 50 forest industry experts to discuss the society's nine-point vision for an integrated forest industrial cluster.
- Several local groups were provided with assistance in applying for Island Coastal Economic Trust funds.



Mission: To ensure a qualified, motivated workforce in a healthy, safe, work environment in order to deliver high quality programs and services to the residents and taxpayers of Port Alberni

Human Resources provides the following services for all departments and staff of the City of Port Alberni.

- Recruitment and Selection
- Training and Development
- Performance Management
- Job Evaluation
- Health and Safety
- Labour Relations
- Policy Development
- Employee Recognition
- Wellness Program
- Process Facilitation

2008 Focus

- Employee Wellness development of committee and staff survey
- Emergency Preparedness – facility plans and staffing EOC
- Preparation for COR Certification (Health and Safety)
- Incorporation of information from Citizen Survey into HR planning

at a glance

- Partnered with WorkSafe BC in the Focus on Safety Initiative. An audit of the City's occupational health and safety program was completed by an external auditor.
- Provided City employees with a comprehensive annual training program. New for 2007 was an increased focus on Occupational Health and Safety Training. Provided training in Risk Assessments, Due Diligence, and OHS Committees.
- Creation of a new position – Occupational Health and Safety/Emergency Planning Coordinator. Alberni Clayoquot Regional District funds the Emergency Planning portion.
- Implementation of the new WorkSafeBC legislation on Young and New Workers Orientation. A training program and manual was created.
- Facilitated a number of community meetings including Stirling Field Public Input meeting and Strategic Planning/Budget input meetings.

The Year in

JANUARY

- Thunderbird and Wolves by the late Art Thompson relocated to Museum entrance

FEBRUARY

- Alberni Valley Tourism created as subsidiary of Chamber of Commerce
- Library Expansion tendered for construction at Echo Centre
- Multiplex Lounge improvements completed
- Rocket Richard Display opened at Museum
- Uptown Waterfront Redevelopment Study completed by Lanarc and adopted by Council and Port Authority



MARCH

- Alberni Valley Stakeholders Initiative to end Homelessness begins with meeting convened by MLA

APRIL

- New Official Community Plan adopted

MAY

- Completion of China Creek supply main ext Phase 1
- Electricity in Action Display opens at Museum
- Heritage Fair hosted by Museum at Echo Centre

JUNE

- Coulson grand opening at the Martin Mars Water Bomber base
- Lighting the Lights and Diving the Depths opens at Maritime Discovery Centre
- Alberni Pacific Steam Train to McLean Mill opens for summer season
- “Bear Tracks and Lumberjacks” community branding released by Chamber



Review 2007



JULY

- B.C Bike Race
- BC U12-14 Soccer Championships
- Economic Development officer hired
 - WCB Safety Audit undertaken
- Alberni Forest Fest at McLean Mill

AUGUST

- Thunder in the Valley Drag Racing at Regional Airport
- U17 Hockey Awarded to Port Alberni

SEPTEMBER

- Storm Recovery project at Dry Creek completed
 - Salmon Festival
 - Alberni District Fall Fair
- Grand Opening Chances Rimrock Gaming Centre

OCTOBER

- Crime Reduction Strategy Start Date
- Council Strategic Planning Sessions undertaken
 - FCM Chinese Delegation visit to Port Alberni
- How we are we, How we want to be Exhibit opens at Museum
- Opening of new Tseshaht Administration Building
 - 40th Anniversary Celebration of Echo '67 Centre

NOVEMBER

- Library Expansion Complete
- Re-Discover Alberni Valley Roundtable Forum at Echo Centre

DECEMBER

- Updated Orthophoto mapping on City website
 - Boil Water Advisory - due to heavy rain
- Travis Cross - Olympic Team Achievement





The Planning Department develops and administers land use regulations 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.

2008 Focus

- Continue to provide a high level of service in the processing of development applications
- Strategic Sign Plan Implementation
- Ongoing Implementation of the Uptown and Waterfront Redevelopment Study
- Begin the process for a complete review of the City of Port Alberni Zoning Bylaw

at a glance

- City Council adopted a new Official Community Plan in 2007.
- A joint Uptown and Waterfront Redevelopment Study between the Port Authority and the City of Port Alberni was completed.
- The Planning Department processed 15 subdivision applications, including a 39-lot subdivision on Burde Street.
- The construction of the new Pacific Rim Shopping Centre substantially completed.
- The major redevelopment of the Alberni Mall continued, including a newly constructed stand alone Boston Pizza building.



Mission: The Engineering Department exists to provide a healthy, safe, and high quality of life to the citizens by ensuring safe and adequate Water Supply, Streets, Buildings, Wastewater Collection/Treatment, and Solid Waste Collection

Services provided by the Engineering Department relate to Municipal Infrastructure and Development in the City.

- Streets Maintenance and Upgrading including snow and ice removal, street sweeping, sidewalk maintenance, street lighting, traffic control signals, signage and road reconstruction
- 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 systems.
- Garbage Collection including pick up of residential and commercial solid waste.
- Cemetery Operations and Administration
- Building Inspection Service

2008 Focus

- Uptown Streetscape Improvements
- Development Cost Change Implementation
- Argyle Pump Station Upgrade
- China Creek Waterline replacement Phase 2
- Liquid Waste Management Plan Stage 2 Completion

at a glance

- Completed Phase 1 of the China Creek Water supply Main replacement a \$1.75 million project with 2/3 infrastructure grant funding.
- Began work on the Argyle Street Pump Station upgrade, a \$795,000 project with 2/3 infrastructure grant funding approved.
- Provided emergency response and recovery to City infrastructure during the December 3rd rain storm.
- Significant improvements to the City's infrastructure through major street projects in the 8th Avenue, Shaughnessy Street, Bute Street, and Hilton Avenue areas.
- Replaced a number of sidewalks and storm/sanitary sewers throughout the City.



The mission of the City of Port Alberni Parks and Recreation Department is to enrich the quality of life of residents and visitors through:

- Developing and maintaining efficiently operated parks and facilities
- Ensuring full and equitable access to a wide range of leisure opportunities
- Promoting an appreciation of the environment
- Facilitating partnerships with the volunteer, public and private sector
- Providing leadership and personal development opportunities, and
- Promoting positive community values

2008 Focus

- Harbour Quay Spirit Square
- Energy conservation
- Special community events
- Service level reductions
- Forest Management
- Major facility repairs
- Uptown redevelopment

at a glance

- Winter Wonderland at the Multiplex attracted 8,000 participants.
- Tree removal from the storms in 2006 continued in 2007 and netted \$150,000 in revenue.
- Significant events for 2007 included the BC Bike Race, the Alberni Valley Junior Prep Hockey Camp, BC U12- 14 Boys Soccer Championships and the Alberni Valley Minor Softball Association BC Softball Championships.
- The official opening of the new Vancouver Island Regional Library in Echo Centre was on Saturday December 1, 2007.
- The Gyro Club of the Albernis committed \$10,000 towards the redevelopment of Williamson Park playground.
- The Alberni Valley Lions Club donated \$1,000 towards a new playground hut for Blair Park. This is a field office for our summer programs.
- Celebrations of the 40th anniversary of the amalgamation of Alberni and Port Alberni and the opening of Echo 67 Community Centre were held on Saturday, October 27.
- Renovations completed in the Multiplex upper lounge as part of a \$660,000 upgrade .



The Alberni Valley Museum works with the community to collect, document, preserve and present all aspects of the cultural heritage of the Alberni Valley and West Coast of Vancouver Island

The Museum:

- Contributes to economic diversification through support for the Alberni Heritage Network (McLean Mill, Steam Train, Maritime Discovery Centre)
- Facilitates the work of maritime and industrial societies and their volunteers who work on collections and displays
- Holds material culture in perpetuity in public trust and makes collections accessible through 'visible storage' exhibits, research and programs
- Incorporates community feedback through the Heritage Commission

2008 Focus

- Develop new revenue generation/fund raising initiatives
- Complete review of educational programs, in partnership with SD70, and implement recommendations
- Maintain professional standards of preservation, access and management for collection through facilities maintenance, policy development and service provision
- Present excellent in-house temporary exhibitions:
 - "Port Alberni 1858 – 2008"
 - "The Art of Still: Glass Plate Negatives"

at a glance

- 2007 Museum attendance – 28,287, McLean Mill - 14,614.
- "Le Rocket: The Legacy of Maurice Richard", from the Canadian Museum of Civilization attracted high attendance.
- "How We Are, How We Want to Be: 25 Years of Nuuchah Nulth Faces, Places and Culture, Photographs of Bob 'Suds' Soderlund", was developed by First Nations curators and museum staff.
- "Electricity in Action", an exhibit from the Royal Ontario Museum, featured hands-on activities exploring aspects of the science of electricity. The theme of electricity linked with exhibits at the Maritime Discovery Centre and at the McLean Mill site.
- Improvements made to care and access - Museum roof replaced, more collections installed.
- Increased McLean Mill attendance on non steam days by developing 'the Shadow Tour'.
- Budget reductions resulted in a one day per week closure from 6 to 5 days per week.



Mission: The Fire Department is committed to the protection and preservation of life and property in Port Alberni from the effects of fire, hazardous materials and natural disasters through fire suppression, prevention, education and emergency preparedness programs. We will provide a rapid professional response to emergencies and incidents within the scope of our manpower and equipment. We will display compassion for the victims of emergencies and will strive to minimize adverse effects on the environment resulting from our activities.

The Fire Department provides the following services:

- Structural Fire fighting – residential, commercial, industrial
- Rescue/extrication coverage throughout the Alberni Valley
- Medical 1st Responder coverage supplementing the BC Ambulance Service
- Structural High Angle Technical Rope Rescue Service
- Confined space rescue service
- Basic Hazardous Material Spill response
- Marine firefighting – harbour based fire boat
- Fire Prevention, Inspection, Education and Code enforcement
- Mutual Aid to Regional Volunteer Fire Departments
- Contract Fire Suppression to two First Nations Reserves
- Emergency Preparedness Planning including the Tsunami Warning System Operation

2008 Focus

- Effective transition of personnel in key positions (Fire Chief, Deputy Fire Chief, Chief Fire Prevention Officer).
- Development of a comprehensive Confined Space Rescue Program including cost recovery.
- Complete in-house Fire Service review in preparation for 2009 Fire Underwriters survey.
- Completion of investigation into fire service provision to Franklin River Road Properties
- Tendering and replacement of #3 Engine.
- Revenue generation – developing appropriate fees for specialty services

at a glance

- April – Commercial Kitchen Fire – extensive damage to appliances.
- May – Structure Fire – Garage and car fire involving an attached dwelling structure.
- June – Industrial Fire – Damage to dust collection system and surrounding structure.
- July – Small Interface fire – involving crews from the Ministry of Forests.
- August – Smokehouse/Warehouse Fire – Significant fire damage to entire building.
- September – Fatal MVA Rescue on Bamfield Highway requiring extrication.
- October – Apartment building fire- three people rescued with one burn injury.



The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities

2008 Focus

- Four Detachment priorities for 2008 are: Youth Initiatives, Traffic, Substance Abuse and Aboriginal Communities.
- Major detachment initiative will be the Crime Reduction Strategy.
- Continued focus on community partnerships to fight crime.
- Effective management of resources.

at a glance

- Total calls for service down 2% at 16,242. Was 16,600 in 2006.
- Property Crime Statistics
 - Vandalism/mischief down 33%
 - Auto theft down 12%
 - Theft from auto down 38%
 - Break and enter down 11%
- Implementation of PRIME as a new information management environment on May 1st.
- Implementation of the Crime Reduction Strategy (CRS) in October.
- Reorganization of units and sections including a new shift schedule to better manage resources.
- Deferment of two police positions in favor of one additional municipal employee to generate budget savings.



Mission Statement: to maintain the City's high standard of financial excellence 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 \$30 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.

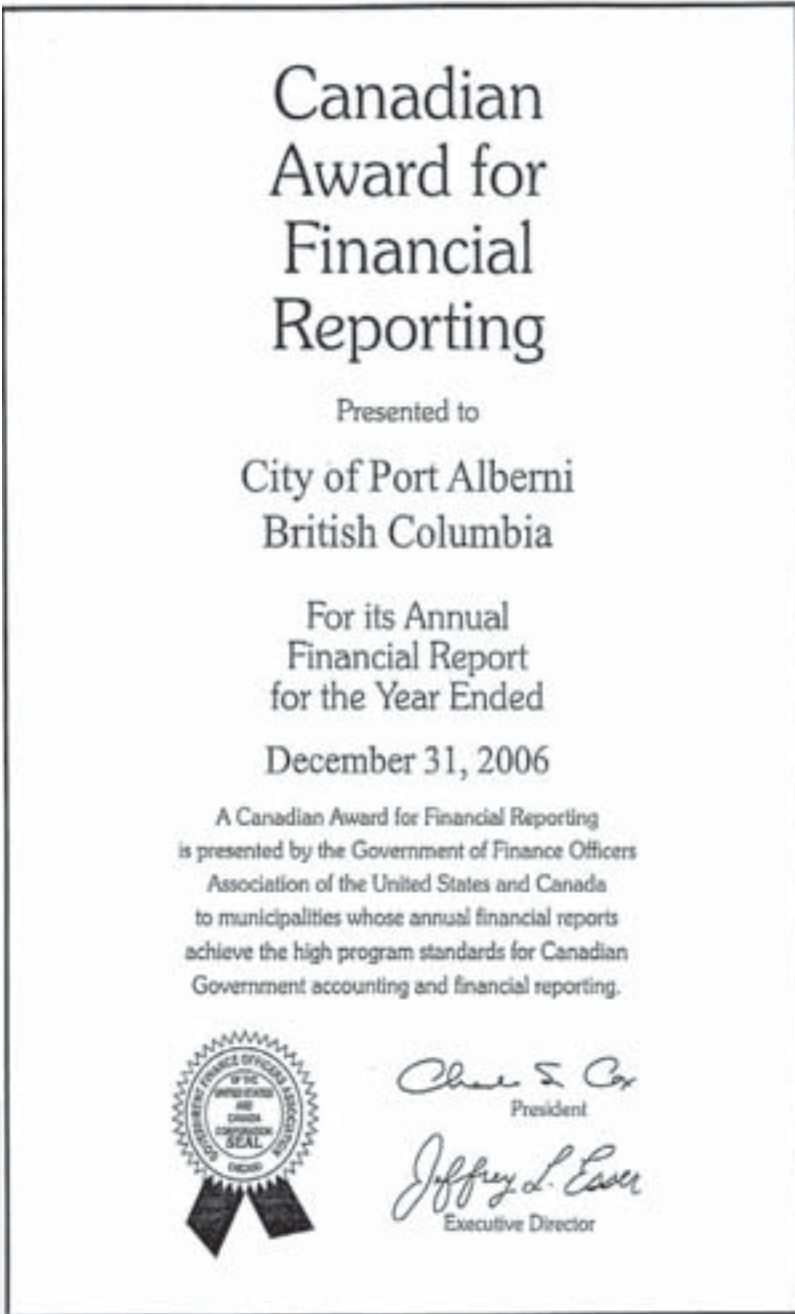
- Financial functions also include accounts payable, purchasing goods and services, controlling inventory, payroll, the provision of property tax information, treasury services, insurance, and risk management.

2008 Focus

- Continue to reduce dependency on taxation from Major Industry
- Review fee structures to provide for better cost recovery
- Prepare for implementation of PSAB 3150 (Tangible Capital Asset) reporting for compliance January 1, 2009

at a glance

- Received Canadian Award for Financial Reporting from the Government Finance Officers Association for our 2006 Annual Financial Statement.
- Implemented sewer user fees, removing the funding from property taxes.
- Provided assistance in the ongoing development of strategies to reduce dependency on taxation from Major Industry.
- Sent out over 29,000 property tax, utility and other billings.



The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Port Alberni for our annual financial report for the fiscal year ended December 31, 2006. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government’s financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We

believe our current report continues to conform to the Canadian Award for Financial Reporting Program requirements, and we are submitting it to the GFOA.

The award we received for our 2006 Annual Financial Report was the fourteenth time we have received the award.

The City of Port Alberni completed the 2007 fiscal year with an increase in the consolidated fund balance of \$707,694.

A summary of the 2007 overall fund balance increases (decreases) are as follows:

Operating Fund	\$ 758,996
Capital Fund	(302,525)
Reserve Accounts	334,071
Statutory Reserve Fund Operations	<u>(82,848)</u>
	\$ 707,694

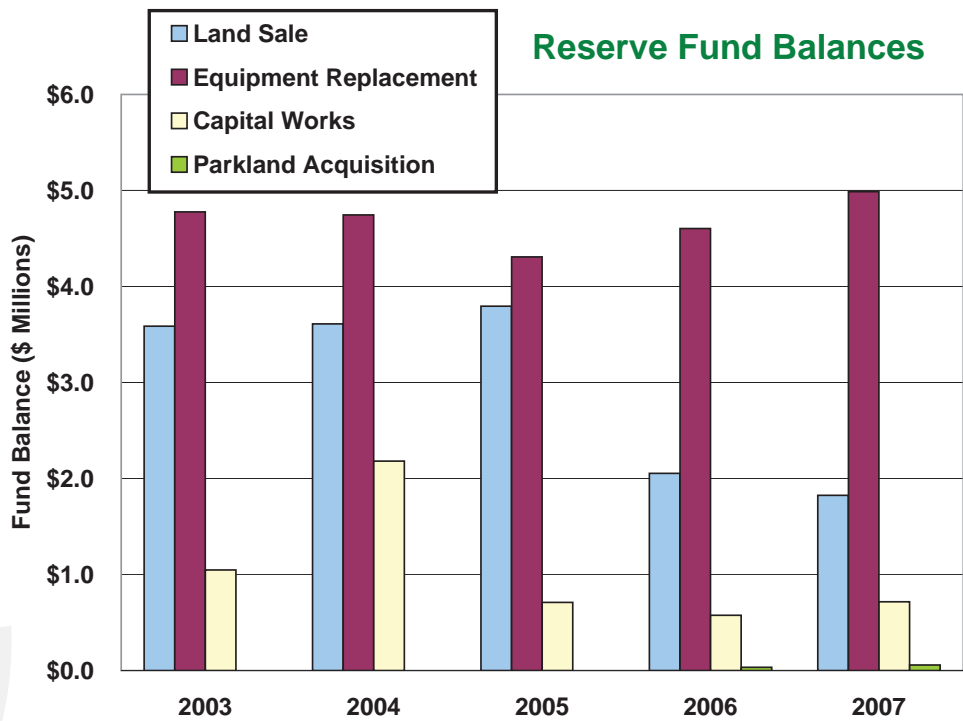
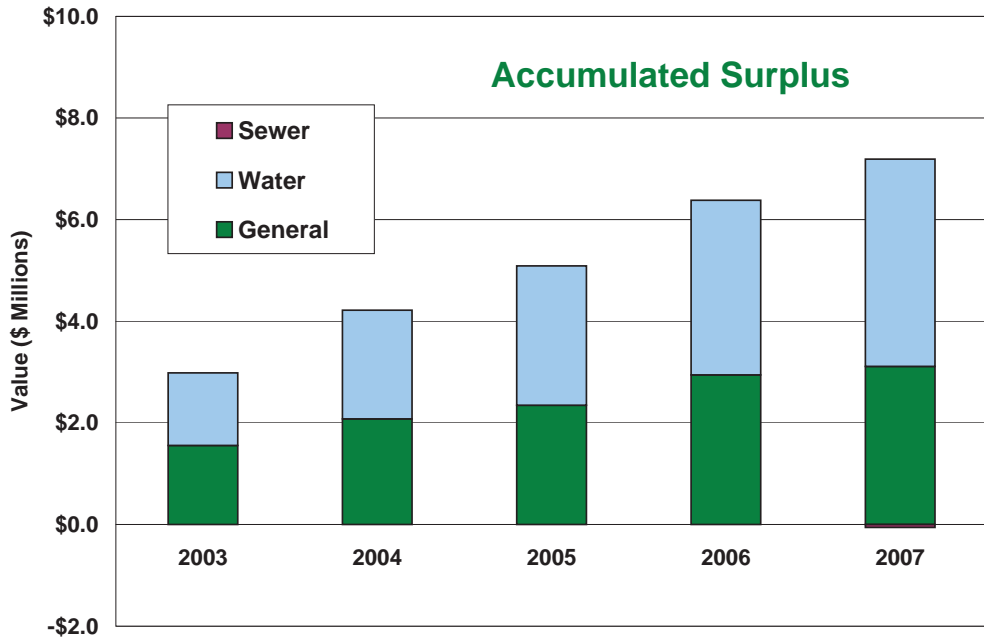
The changes in the Operating Fund balance are primarily as a result of:

- Revenues from recreation fees accounted for the greatest increase in Sales of Services.
- The City's cash management policies maximize interest-bearing investment of cash and minimize idle and non-productive cash balances resulting in higher than anticipated earnings.
- Building permit revenues were greater than budgeted due to the continued increase of development in the community.
- Provincial grants received for Small Communities Grant and the Traffic Revenue Sharing Grant were higher than anticipated.
- Efforts to recover from the November, 2006 storm event continued into 2007 resulting in increased expenditures. Some funding was received through the Disaster Financial Assistance program. Further funding is expected to be received in 2008.

The City's 2007 capital program of \$4,871,873 includes expenditures funded \$2,771,559 from current revenue, grants and donations, \$1,790,485 from Reserves, and a decrease in Work In Progress of \$309,829 which was unfunded at year end.

The 2007 capital program expenditures included the completion of the Library upgrades at Echo Centre, \$1.3 million; streets and drainage upgrades of \$0.7 million; \$1.1 million in water system upgrades; \$.5 million in sewer system upgrades; and, equipment replacement totaling \$0.5 million.

Changes in the fund balances for Reserve accounts and statutory Reserve Funds are the net of funds received for projects and amounts transferred contributing to operating and capital expenditures.



Consolidated Statement of Financial Position
Unaudited
As at December 31, 2007

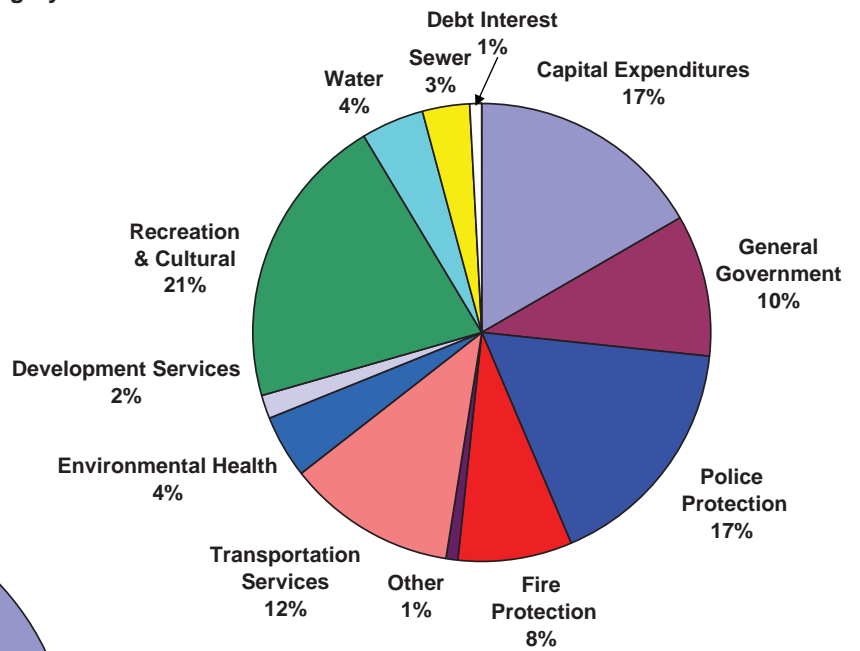
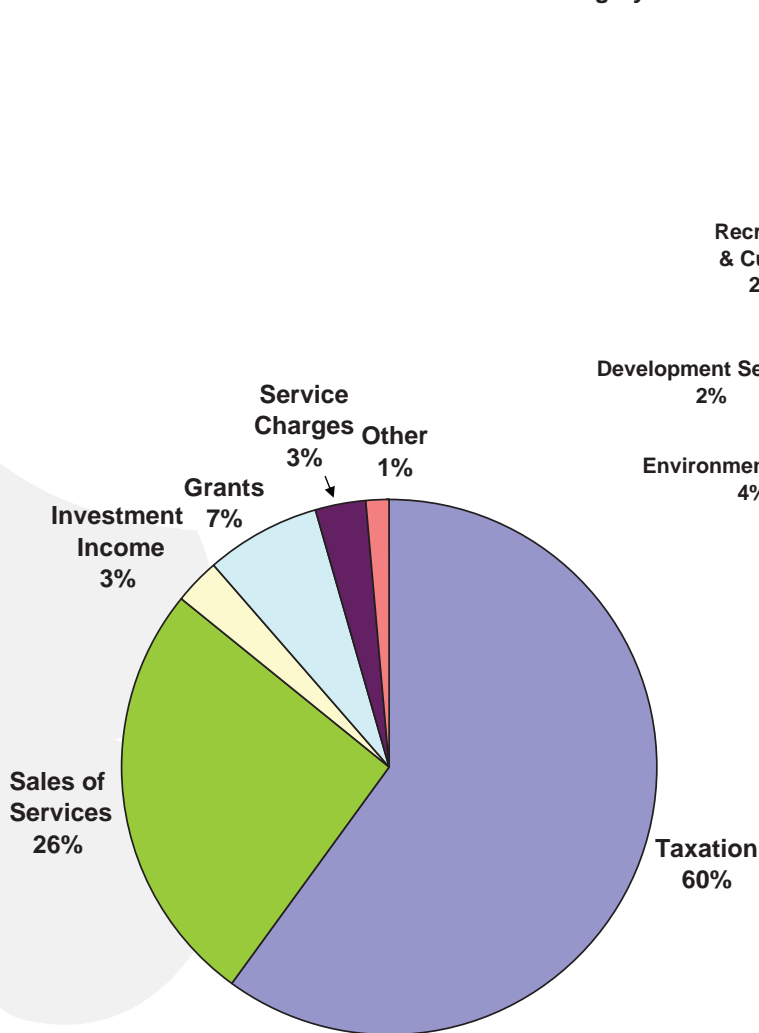
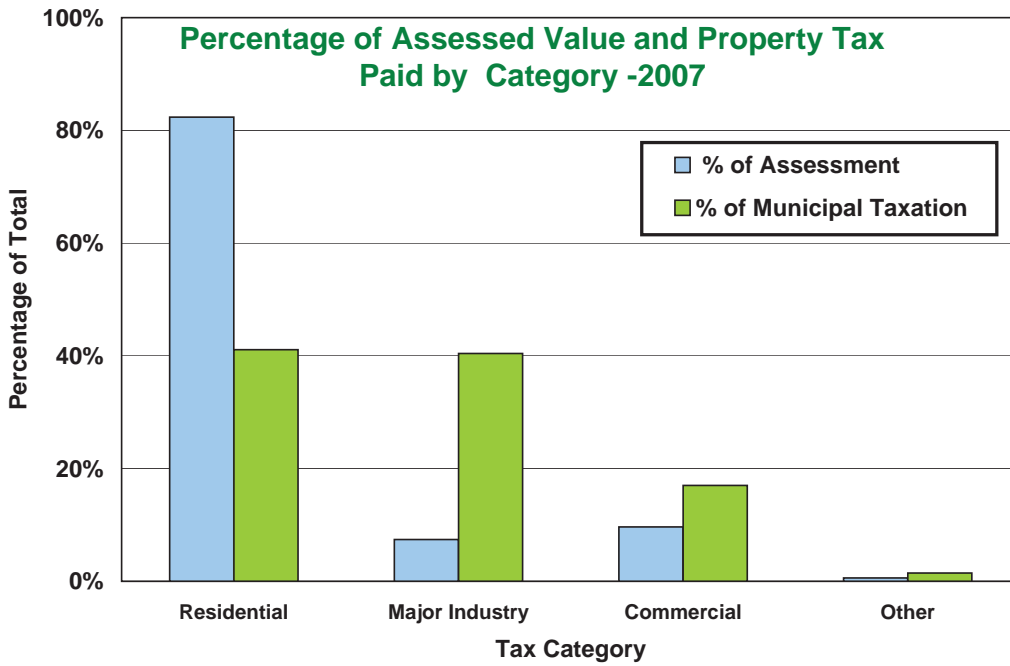
	2007	2006
FINANCIAL ASSETS		
Cash and short term investments	\$18,460,419	\$19,050,886
Accounts receivable	2,379,383	2,186,418
Inventory for resale	18,261	47,423
	<hr/>	<hr/>
	20,858,063	21,284,727
	<hr/>	<hr/>
LIABILITIES		
Interim capital financing	-	-
Accounts payable and accrued liabilities	3,756,788	4,021,619
Deferred revenue	1,194,353	1,880,480
Refundable deposits	288,309	471,708
Debenture debt	4,497,715	4,696,431
	<hr/>	<hr/>
	9,737,165	11,070,238
	<hr/>	<hr/>
NET FINANCIAL ASSETS	11,120,898	10,214,489
	<hr/>	<hr/>
PHYSICAL ASSETS		
Inventory of supplies	493,191	495,288
Prepaid expenses	5,258	12,706
Capital assets	139,863,005	134,991,132
	<hr/>	<hr/>
	140,361,454	135,499,126
	<hr/>	<hr/>
NET POSITION	<u>\$151,482,352</u>	<u>\$145,713,615</u>
MUNICIPAL POSITION		
Financial equity		
Capital fund	\$(1,466,808)	\$(1,164,283)
Operating fund	6,553,497	5,794,501
Reserve accounts	2,747,119	2,413,048
Reserve fund	7,585,663	7,668,511
	<hr/>	<hr/>
	15,419,471	14,711,777
	<hr/>	<hr/>
Equity in physical assets	136,062,881	131,001,838
	<hr/>	<hr/>
MUNICIPAL POSITION	<u>\$151,482,352</u>	<u>\$145,713,615</u>

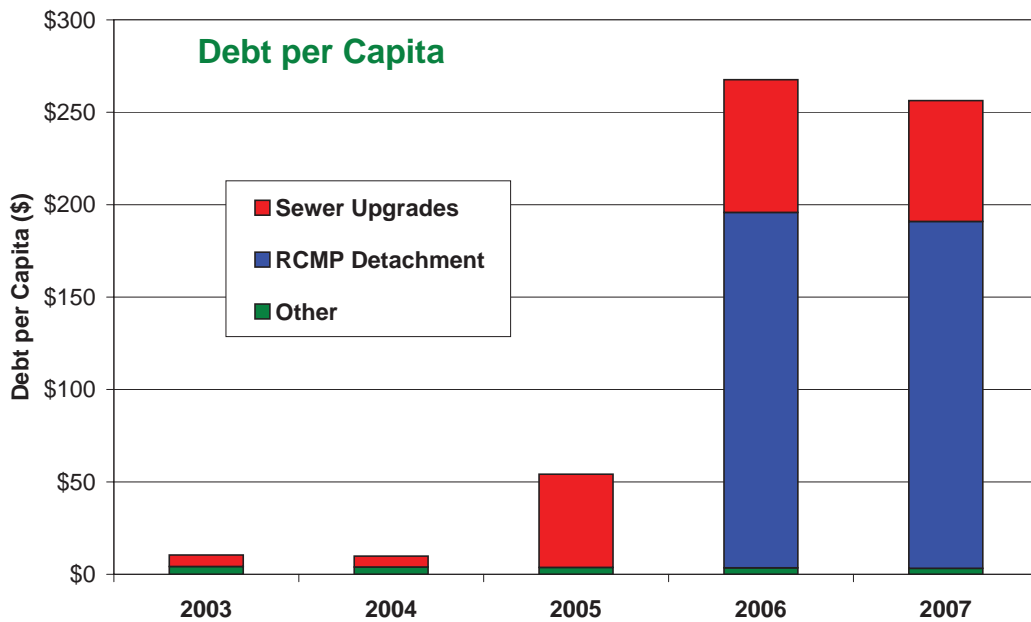
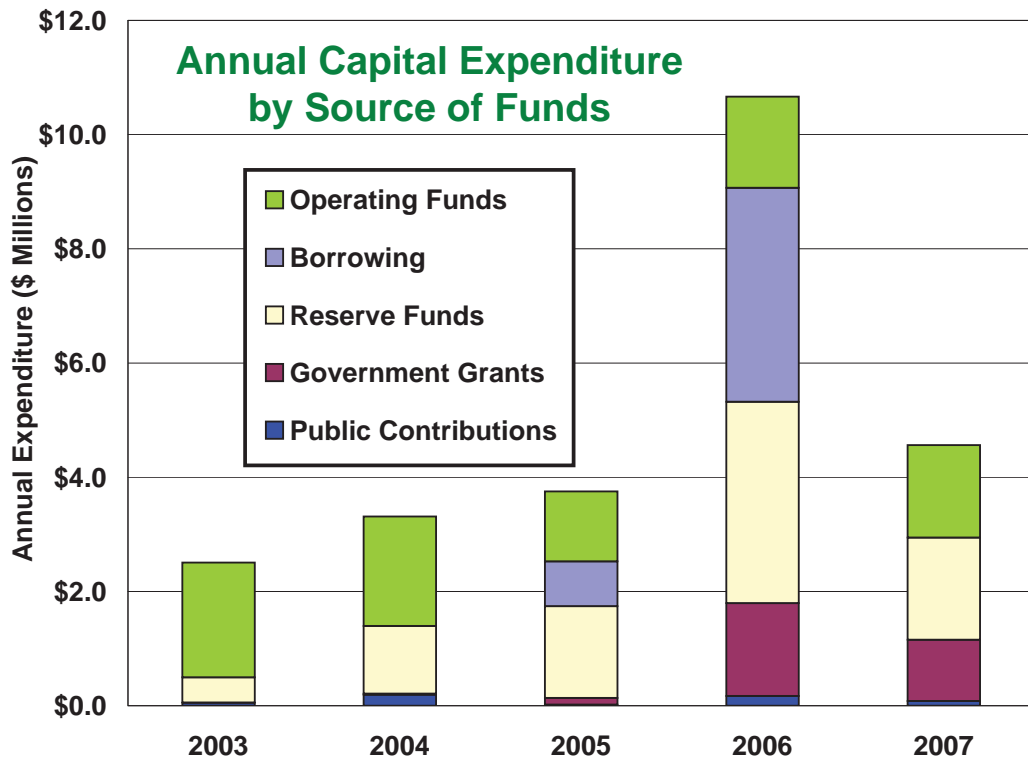
Copies of the City's 2007 Audited Consolidated Financial Statements are available at the City Hall and on the City's website at www.portalberni.ca

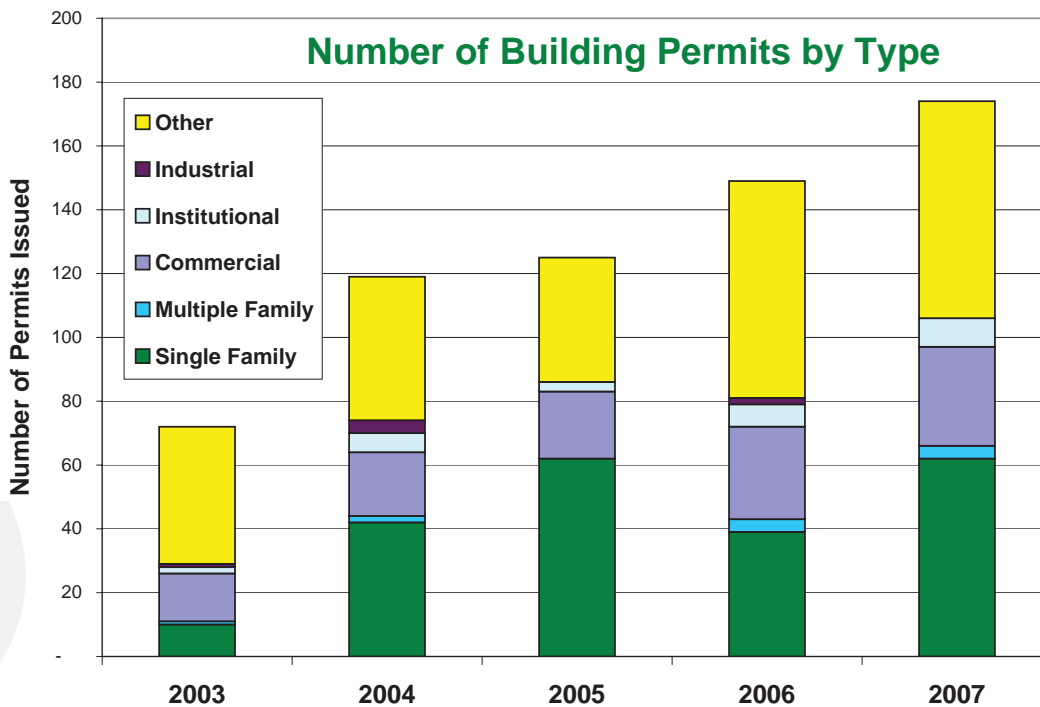
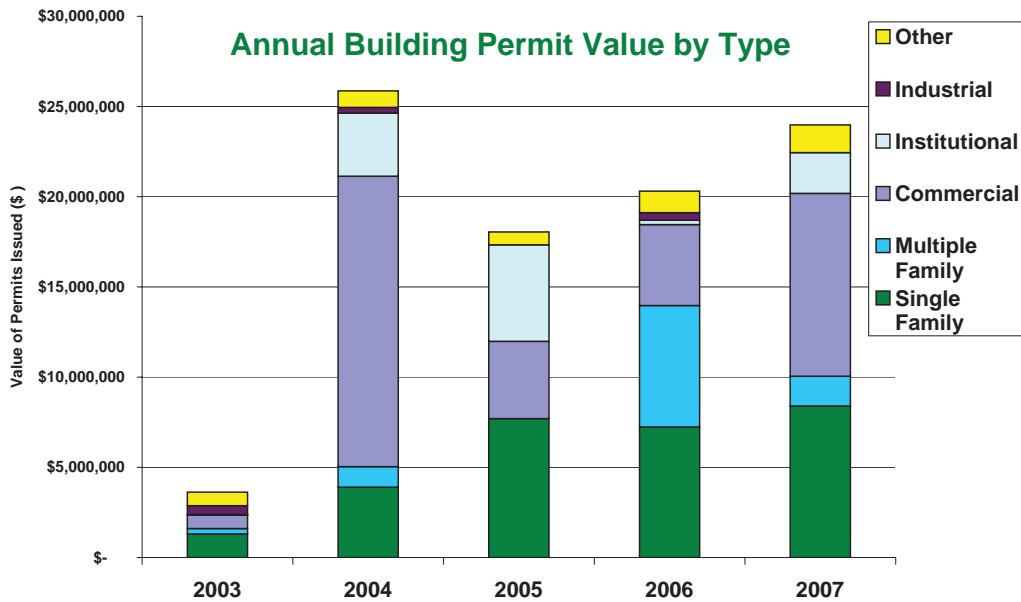
**Consolidated Statement of Financial Activities
Unaudited
For the year ended December 31, 2007**

	2007 Budget	2007 Actual	2006 Actual
REVENUES			
Taxes	\$18,015,235	\$17,994,649	\$18,768,388
Sales of services	6,936,995	7,841,485	6,667,782
Other revenue from own sources	545,637	892,521	804,185
Investment income	162,507	800,322	733,935
Grants	4,547,469	2,120,145	2,416,741
Parkland dedication deposits	-	20,382	33,782
Sale of property and equipment	-	386,936	764,396
	<u>30,207,843</u>	<u>30,056,440</u>	<u>30,189,209</u>
EXPENDITURES			
General government services	2,965,656	3,006,381	2,920,244
Protective services	8,017,895	7,707,451	11,864,510
Transportation services	4,435,430	4,710,511	4,441,956
Environmental health services	1,280,759	1,249,789	1,356,017
Environmental development	534,962	501,682	492,914
Recreation and cultural services	9,602,143	7,742,000	7,138,203
Interest	266,460	240,598	187,038
Debt reserve	28,180	2,266	1,845
Water utility	5,424,271	2,388,212	2,016,850
Sewer utility	2,360,310	1,552,827	1,423,585
Cost of sales and service	-	48,313	12,630
	<u>34,916,066</u>	<u>29,150,030</u>	<u>31,855,792</u>
NET REVENUES (EXPENDITURES)	(4,708,223)	906,410	(1,666,583)
Debt financing	<u>73,608</u>	<u>(198,715)</u>	<u>3,710,289</u>
CHANGE IN FINANCIAL EQUITY	<u>(4,634,615)</u>	707,695	2,043,706
Financial equity, beginning of year		<u>14,711,776</u>	<u>12,668,070</u>
FINANCIAL EQUITY, END OF YEAR		<u>\$15,419,471</u>	<u>\$14,711,776</u>

Copies of the City's 2007 Audited Consolidated Financial Statements are available at the City Hall and on the City's website at www.portalberni.ca







Permissive Tax Exemptions	
Registered Owner	Exemption
Alberni Athletic Association	\$ 7,147.88
Alberni-Clayoquot Continuing Care Society	\$ 11,558.03
Alberni District Fall Fair	\$ 21,836.77
Alberni Valley Childcare Society	\$ 3,810.27
Alberni Valley Curling Club	\$ 5,878.89
Alberni Valley Junior Baseball Association	\$ 253.60
Alberni Valley Minor Hockey Association	\$ 1,655.73
Alberni Valley Minor Softball Association	\$ 576.36
Alberni Valley Rescue Squad	\$ 7,293.59
Alberni Valley Youth Soccer Association	\$ 2,994.98
BC SPCA	\$ 3,885.72
Bread of Life Centre	\$ 3,150.08
CTH Management Association	\$ 9,663.74
Canadian Mental Health Association, Port Alberni Branch	\$ 1,347.72
Canadian Red Cross, BC Coastal Region	\$ 817.39
Catholic Independent Schools, Diocese of Victoria	\$ 12,187.43
Community Arts Council of the Alberni Valley	\$ 3,843.81
Echo Sunshine Club	\$ 6,775.92
Mount Arrowsmith Skating Club	\$ 1,729.08
Navy League of Canada	\$ 5,204.02
Port Alberni Aquatic - Tsunami Swim Club	\$ 760.80
Port Alberni Association for Community Living	\$ 1,629.02
Port Alberni Black Sheep Rugby Club	\$ 13,413.50
Port Alberni Gymnastics Assoc.	\$ 16,096.20
Port Alberni Lawn Bowling Club	\$ 6,166.02
Port Alberni Maritime Heritage Society	\$ 11,634.12
Port Alberni Women's Resources Society	\$ 1,422.50
Portal Players Dramatic Society	\$ 5,602.23
Ty Watson Home Foundation	\$ 1,148.33
Western Vancouver Island Industrial Heritage Society	\$ 10,971.83
2007 Property Taxes Forgone through Permissive Tax Exemptions	\$ 180,454.56

Mayor and Council		Common Community Numbers	
Mayor Ken McRae	720-2822	Alberni Valley Bulldogs	723-4412
Councillor Hira Chopra	723-7629	Alberni Valley Times	723-8171
Councillor Jack McLeman	723-5851	Alberni Valley News	723-6399
Councillor Charles Mealey	720-4999	Assessment Authority (Nanaimo)	1-800-977-2775
Councillor Ike Patterson	724-2234	Chamber of Commerce	724-6535
Councillor Cindy Solda	723-7139	Courthouse	720-2424
Councillor Kenn Whiteman	724-3984	Employment (Federal Govt)	724-0151
City Hall	723-2146	Government Agent Office	724-9200
Ken Watson, City Manager	720-2824	Harbour Quay	723-2181
Russell Dyson, City Clerk	720-2810	Health Unit	724-1281
Ann Hopkins, Director of Finance	720-2821	Hupacasath	724-4041
Theresa Kingston, Mgr of Hum. Res. & C.D.	720-2506	Landfill (RDAC)	723-1059
Bill Bjornson, Bldg/Plumbing Inspector	720-2832	Library	723-9511
Guy Cicon, City Engineer	720-2838	MLA, Scott Fraser	720-4515
Works Yard	720-2840	MP, Dr. James Lunney	720-4457
Wayne Cheveldave, Mech. Services Sup.	720-2846	Peak FM	723-2455
Randy Fraser, Streets Sup.	720-2845	Port Alberni Transit	723-3341
Norm Meunier, Utilities Sup.	720-2849	Port Authority	723-5312
Parks and Recreation	723-2181	Post Office	723-5411
Scott Kenny, Director of Parks and Recreation	720-2509	RCMP (non-emergency)	723-2424
Alberni Valley Multiplex	720-2518	Regional District	720-2700
Ron Doetzel, Mgr. Recreation Services	720-2519	School Board	723-3565
Echo Aquatic Centre	720-2514	Shaw Cable (Program)	723-4647
Lawrie MacNaughton, Aquatics Prog. Sup.	720-2504	SPCA	723-5269
Parks Yard	723-2181	Train Station	723-2118
Roy Egger, Facility Operations Supervisor	720-2511	Tseshah	724-1225
Jacob Colyn, Horticulture/Parks Oper. Sup.	720-2516	Youth Health Centre	723-4488
Fire Department	724-1351		
Larry McGifford, Fire Chief	720-2540		
Alberni Valley Museum	723-2181		
Jean McIntosh, Director	720-2501		
McLean Mill	723-1376		

email: citypa@portalberni.ca

web page: www.portalberni.ca

