

AGENDA - COMMITTEE OF THE WHOLE Tuesday, March 10, 2020 @ 7 PM

2020-2024 Five Year Financial Plan Discussions – E-Town Hall In the City Hall Council Chambers – 4850 Argyle Street, Port Alberni, BC

A. CALL TO ORDER & APPROVAL OF THE AGENDA

1. Recognition of unceded Traditional Territories.

That the agenda be approved as circulated [with the addition of any late items as outlined].

B. ADOPTION OF MINUTES

1. Meeting held at 7:00 pm on February 3, 2020.

C. UNFINISHED BUSINESS

- 1. Five Year Financial Plan Bylaw 2020-2024, Bylaw No. 5003
 - Council gave 1st Reading to the City's "Five Year Financial Plan Bylaw 2020-2024, Bylaw No. 5003" at its Regular Meeting of Council held January 13, 2020. With the formal introduction of the bylaw, discussions continue with the following being considered:
 - a. Report from the CAO & the Deputy Director of Finance highlighting changes made to the City's five-year financial plan to date. [NOTE: The detailed Five-Year Financial Plan is available on the City's website www.portalberni.ca
 - "Five Year Financial Plan Bylaw 2020-2024 Bylaw No. 5003"
 - Summary of Reserve Balances [unaudited] as at December, 31, 2019

D. **QUESTION PERIOD OPENS**

- public in attendance are invited to step up to the 'microphone', state their name/address for the record; or
- electronic participation questions may be submitted as follows:

Facebook: https://www.facebook.com/pg/CityofPortAlberni/events/

Email: citypa@portalberni.ca

Twitter: @cityportalberni or using #BudgetPA2020

E. ADJOURNMENT

That the meeting adjourn at pm.

MINUTES of the COMMITTEE OF THE WHOLE MEETING Held Monday, February 3, 2020 @ 7:00 PM In the City Hall Council Chambers – 4850 Argyle Street, Port Alberni, BC

PRESENT: Mayor S. Minions

Councillor R. Corbeil Councillor D. Haggard Councillor R. Paulson Councillor H. Poon Councillor C. Solda

Councillor D. Washington

Gallery: Approx. 20

A. CALL TO ORDER & APPROVAL OF THE AGENDA

MOVED and SECONDED, THAT the agenda be approved as circulated.

CARRIED

B. ADOPTION OF MINUTES

MOVED and SECONDED, THAT the minutes of the meeting held at 4:00 pm on January 20, 2020, be adopted.

CARRIED

C. UNFINISHED BUSINESS

Five Year Financial Plan Bylaw 2020-2024, Bylaw No. 5003
 Council gave 1st Reading to the City's "Five Year Financial Plan Bylaw 2020-2024, Bylaw No. 5003" at its Regular Meeting of Council held January 13, 2020. Now that the bylaw has been formally introduced, ongoing discussions continue with the following being considered:

Acting Director of Finance provided an overview of changes made to the City's five-year financial plan since Council gave 1st reading to the bylaw at its Regular meeting held January 13, 2020, as follows:

- 5.3% proposed tax increase to the average single-family home
- \$80,000 previously identified in capital 2020 road sewer/water projects for 4th
 Avenue [Bruce to Melrose project] has been reallocated to general operating
- a substantial increase in the City's insurance premiums effective 2020 noting the increase is due, in part to a review of the City's past claims history as well as

a new statement of values which captured City assets not included in previous appraisals.

Members of the Committee expressed concern over the increase in the City's insurance premiums and suggested that the City explore insurance coverage with the Municipal Insurance Association [MIA].

MOVED and SECONDED, THAT members of the Committee recommend that Council instruct staff to explore the City's options in obtaining insurance from the Municipal Insurance Association [MIA] and costs associated with same.

CARRIED

a. <u>Staff responses to questions raised at the Committee of the Whole meeting held</u> January 20, 2020

The CAO provided a review of the spreadsheet summarizing questions previously asked by the Committee at its Committee of the Whole meeting held January 20, 2020 and the responses from staff. The CAO also brought to the Committee's attention an amended expense summary outlining the City's 2020 expected expenses for the McLean Mill [operator/expense agreement; capital projects and the dam project] in the amount of \$400,000.

Members asked if it is intended that the mill will be running and if not, why proceed with dam work? Staff noted that the dam is significantly safer since stream diversion work was done but the dam requires additional works to ensure hold back of the log pond and to ensure protection of this historical asset.

Members also sought clarification regarding the proposed 3rd Avenue Beautification project, asking if it could be done in phases. The CAO advised that staff are actively working on this project and are moving forward with a detailed design. Staff will be in a better position to respond to a possible phased approach once the design work has been completed. Staff will also be looking to utilize city resources for some of the work and in an effort to reduce overall project costs. While a recommendation that Council instruct staff to place half of the proposed project costs in a contingency fund in the year 2020 and the remaining half allocate to 2021, the recommendation was withdrawn until additional project information is provided by staff.

b. Self-Contained Breathing Apparatus

The Fire Chief addressed the Committee highlighting amendments made to the five-year financial plan in order to accommodate the purchase to replace the self-contained breathing apparatus. Staff were also looking to the Committee to authorize early approval [at Council's next RCM] to allocate \$55,000 from general capital towards the purchase of hydraulic rescue tools in the year 2021; and to allocate \$737,643 in 2021 for replacement of Engine #1.

Prior to the Committee moving forward with early approval requests, members would prefer to receive and review a more in-depth vehicle replacement schedule.

c. Vehicle Equipment Replacement Process/Equipment Replacement Reserve Fund [ERRF]

Acting Director of Finance spoke to the City's Equipment Replacement Reserve Fund highlighting replacement criteria used when considering the replacement of City equipment/vehicles. The City's Mechanical Services Superintendent, was also in attendance and provided Council with a more detailed overview of considerations made prior to equipment replacement and their practice of extending the life of the equipment whenever possible.

Additional guestions/information/comments by the Committee:

- Reserve funds in general and what projects are planned and/or could be taken from these funds in order to offset general taxation. Staff will prepare a detailed report speaking to the City's reserve accounts and intended uses and report back to the Committee.
- 10th Avenue/Roger Street Traffic Controllers; Penny Lane bridge, furnace replacement and security camera replacement to be funded through the Parks & Recreation reserve fund if possible
- suggest that the city works facility relocation plan be moved from 2020 and reassigned to the year 2021. It was also suggested that the report prepared by the consultant be provided to the Emergency Planning Committee for their information and comment.

MOVED and SECONDED, THAT members of the Committee recommend that Council instruct staff to remove the city works facility relocation plan in the amount of \$50,000 from the year 2020 and reallocate to the 2021 calendar year.

CARRIED

 \$150,000 allocated for signage includes a 'welcome to Port Alberni' sign as well a number of wayfinding signage to be strategically placed throughout the City. The Committee may wish to consider allocating 75,000 this year and the remaining 75,000 in 2021.

MOVED and SECONDED, THAT members of the Committee recommend that Council instruct staff to reduce the funds currently allocated to the "Welcome to Port Alberni Signage Project" in the City's Five-Year Financial Plan 2020 – 2024, to \$75,000 [from \$150,000] in 2020 and place the remaining \$75,000 in the 2021 calendar year.

CARRIED

• the Committee requested a report from staff speaking to the City's total debt from borrowing

MOVED and SECONDED, THAT members of the Committee recommend that Council instruct staff to prepare a report that outlines the City's total debt from borrowing and to which project the debt was incurred. The report should also outline the methods that the debt is to be repaid including but not limited to [payments by property owners, user fees, etc.] and also include the debt per capita/per household] and the dates when the debt is scheduled to mature.

CARRIED

 commented on the status of the financial planning process; next meeting and public engagement opportunities, noting the next Committee of the Whole meeting is scheduled for Tuesday, February 18, 2020. As some members will be absent, members requested that staff review other possible dates to facilitate a meeting which would see all members present including conducting an e-townhall type meeting to allow for public input.

D. CORRESPONDENCE

- 1. <u>Don Dunbar</u> email dated January 22nd requesting clarification around costs associated with the provision of recreational services and contributions on the part of residents & non-residents.
- 2. <u>Peter Finch</u> emails dated January 29th & 30th commenting on employee wages & seeking clarification on the City's annual percentage increase/proposed projects etc.
- 3. <u>Janine Dame</u> email dated January 29th requesting Council consider allocating monies in the financial plan to address invasive plants, particularly, Knotweed.

Members received the correspondence listed above. Staff to prepare responses to the letter writers. The Director of Parks, Recreation and Heritage will prepare a brief report speaking to the issue of Knotweed and whether it requires funding on the part of the City.

E. PUBLIC INPUT/COMMENTS

Mr. Pete Milliken commented as follows:

- inquired about the working agreements with the other fire departments [Beaver Creek; Cherry Creek etc.] and given these agreements, why do we require another fire truck?
- Port Alberni remains an industrial town and to remove two lanes of traffic along 3rd
 Avenue may not be a positive step, noting the City will still have trucks going through Town.
- costs associated with McLean Mill could we not look to Ottawa for financial assistance.

Ms. Anne Gagnon [Catherine]

- asked Council how they could consider beautifying two blocks of the City when so many streets outside of the 2 blocks on 3rd Avenue also need work.
- improvements have been tried in the past with considerable cost to taxpayers
- if you want to encourage business in the Uptown District, we have to solve the crime problem, homelessness, mental health and drug addition

Mr. John Zoet

- looking at retirement in 5 years but may not be in a position given the tax increases proposed
- does not support 3rd Avenue Beautification project when potholes need repair throughout the City. Does not support parallel parking given the problems with the current [angle] parking
- income is going down and he can not afford to retire here. His parents are retired here and he doesn't know how they do it given their retirement income.

Ms. Jane Pfannenschmidt

- concerned with 3rd Avenue Beautification project and reducing traffic to two lanes and the impact this may have to emergency response vehicles and snow removal. The inconvenience current business owners will experience when works get underway will the merchants be able to recover.
- prefers 3rd Avenue as it is now

Mr. Rob Jackson

- returned to Port Alberni approximately 2.5 years ago and noted the business his parents purchased in Port Alberni a number of years ago
- in his opinion, 3rd Avenue needs improvements
- over the years he has witnessed questionable behavior taking place in Gaiga square and the impacts this has in the Uptown area.

Mr. Michael Moore

- thanked the members for their work and supports the idea of revitalization for the Uptown district. Encouraged and hopeful that the City may tie in sewer/water works with the project.
- appreciates efforts to keep taxes in line but sees deferring costs to future years is not the solution -- not increasing taxes in future years is just as important.
- need to look at the City as a whole when considering improvements
- experiencing too much crime in the City and efforts need to be made on ways to improve this trend.

Ms. Anne Gagnon asked what the City paid the consultant for the 3rd Avenue Beautification Report? Ms. Gagnon also noted that while she rides her bicycle, she avoids Stamp Ave., Gertrude and Johnston as well as 10th Avenue. Proposing a bike lane for two blocks on 3rd Avenue is not the best use of monies when money could be better spent creating bike lines elsewhere in the City.

Debbie, a new resident of Port Alberni, commented that she recently purchased a house on 10^{th} Avenue and moved to the City due to its affordability. She inquired what the City spends to help the clinic, homelessness or people who need counseling, etc.

Chair Minions thanked the public for their comments and took this opportunity to advise of the steps the City is taking in creating housing opportunities and its non-policing strategies to address the City's crime, homelessness and addition population.

•	<u>ADJOURNMENT</u> MOVED and SECONDED, THAT the meeting adjourn at 9:13 pm.					
	CARRIED					
	CERTIFIED CORRECT					
	Mayor	Clerk				

CITY OF PORT ALBERNI

BYLAW NO. 5003

A BYLAW RESPECTING THE FINANCIAL PLAN FOR THE YEARS 2020 - 2024

WHEREAS Section 165 of the *Community Charter* requires the Council to direct the preparation of and adopt a financial plan before the annual property tax bylaw is adopted in each year;

AND WHEREAS Council has undertaken a process of public consultation regarding the proposed financial plan before it is adopted:

THE MUNICIPAL COUNCIL OF THE CITY OF PORT ALBERNI IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

1. <u>Title</u>

This Bylaw may be cited for all purposes as "Five Year Financial Plan 2020 – 2024, Bylaw No. 5003".

2. Financial Plan

Schedule "A" attached hereto and made part of this Bylaw is hereby adopted and is the Financial Plan of the City of Port Alberni for the five year period from January 1, 2020 to December 31, 2024.

3. Objectives and Policies

Schedule "B" attached hereto and made part of this Bylaw is hereby adopted and sets out the objectives and policies of the City of Port Alberni for the years 2020 – 2024 inclusive, in relation to the revenue and tax policy disclosure as required in Section 165 of the *Community Charter*.

4. Repeal

That "5 Year Financial Plan Bylaw 2019 - 2023, Bylaw No. 4984" and its associated amendments are hereby repealed.

READ A FIRST TIME THIS 1	I3 [™] DAY OF 、	JANUARY, 2020.	
READ A SECOND TIME TH	IS DAY OF	, 2020.	
READ A THIRD TIME THIS	DAY OF	, 2020.	
FINALLY ADOPTED THIS	DAY OF	, 2020.	
Mayor		Clerk	

SCHEDULE A TO BYLAW NO. 5003



CITY OF PORT ALBERNI CONSOLIDATED FINANCIAL PLAN 2020-2024

	2020	2021	2022	2023	2024
Revenue					
Taxes					
Property Taxes	24,558,026	25, 987, 006	27,018,020	27,822,211	28,650,527
Other Taxes	710,200	710,200	710,200	710,200	707,000
Grants in Lieu of Taxes	219,500	219,500	219,500	219,500	219,500
Fees and Charges					
Sales of Service	3,802,504	3,524,542	3,491,883	3,537,650	3,590,971
Sales of Service/Utilities	7,133,173	7,392,302	7,536,449	7,690,879	7,848,581
Service to other Government	167,000	167,000	167,000	167,000	167,000
User Fees/Fines	237,140	238,140	240,140	242,140	242,140
Rentals	144,300	145,500	146,700	147,900	147,900
Interest/Penalties/Miscellaneous	638,575	736,775	736,775	736,775	736,775
Grants/Other Governments	1,107,340	1, 107, 340	1,107,340	1,107,340	1,107,340
Other Contributions	145,000	460,000	162,600	90,000	90,000
	00.000.750	40.000.00		10 171 505	40.507.704
	38,862,758	40,688,305	41,536,607	42,471,595	43,507,734
		. \\			
Expenses					
Debt Interest	573,218	573,218	573,218	573,218	573,218
Capital Expenses	18,273,318	8, 195, 931	6,388,428	13,135,002	6,791,867
Other Municipal Purposes					
General Municipal	4,048,059	4,087,299	4,241,061	4,230,622	4,369,108
Police Services	7,468,161		7,822,848	8,028,087	8,235,107
Fire Services	3,657,489	3,750,092	3,872,436	3,964,686	4,059,461
Other Protective Services	262,699	264,886	267,074	269,567	271,976
Transportation Services	4,124,868	4,317,829	4,464,622	4,520,702	4,572,310
Environmental Health and Development Parks and Recreation	2,666,646	2,230,842	2,121,772	2,158,613	2,245,650
Cultural	5,899,437 1,505,531	6,271,298 1,501,277	6,476,455 1,516,876	6,612,515 1,528,503	6,941,793 1,535,635
Water	1,670,544	1,660,669	1,721,331	1,714,697	1,776,512
Sewer	1,362,676	1,379,906	1,397,507	1,416,790	1,435,179
Contingency	200,000	200,000	200,000	200,000	200,000
Contingency	200,000	200,000	200,000	200,000	200,000
	51,712,646	42,057,889	41,063,628	48,353,002	43,007,816
Revenue Over (Under) Expenses Before Other	(12,849,888)	(1, 369, 584)	472,979	(5,881,408)	499,918
Nevertue Over (Olider) Expenses Before Other	(12,049,000)	(1,309,304)	412,515	(3,001,400)	433,310
Other					
Debt Proceeds	4,689,790	-	-	3,000,000	-
Debt Principal	(454,312)	(454,312)	(454,312)	(454,312)	(454,312)
Transfer from Equipment Replacement Reserve	1,012,800	2,042,982	2,358,085	644,253	1,639,725
Transfer from Land Sale Reserve	100,000	-	-	-	-
Transfer from Cemetery Trust	2,000	2,000	2,000	2,000	2,000
Transfer from (to) Other Reserves	7,499,610	(221,086)	(2,378,752)	2,689,467	(1,687,331)
Transfer from (to) Surplus		-	-	-	-
	12,849,888	1,369,584	(472,979)	5,881,408	(499,918)
Palapad Budget					
Balanced Budget		-	-	-	-

SCHEDULE B TO BYLAW NO. 5003 REVENUE POLICY DISCLOSURE

Objectives and Policies

The City of Port Alberni Strategic Plan provides municipal objectives and policy direction including strategic priorities in the areas of taxation, economic growth, and diversification.

Ongoing initiatives arising from these stated priorities relate directly to revenue generation, property taxation, and permissive tax exemptions. These are:

- Update and review regularly all fees and charges levied to maximize recovery of the cost of service delivery;
- Fund waste collection, sewer, and water utilities on a fee for service basis without contribution required from property taxation;
- Market and sell City owned lands excess to needs;
- Ensure strategized initiatives and projects included in the corporate strategic plan are incorporated into the 2020-2024 financial plan to allow for successful implementation of corporate strategy
- Promote revitalization of the City's commercial areas;
- Undertake capital projects identified in the plan by a combination of borrowing, senior government grant funding and reserve funding.

Considerable progress has been made on these policy directions as outlined in the City of Port Alberni's Annual Reports and Corporate Strategic Plan.

Proportion of Revenue from Funding Sources

Property Taxes – The majority of the City of Port Alberni's revenue arises from property tax; about 65% (excluding grants and borrowings) in 2020. Property tax collected between 2015 and 2020 has increased by 15.1% over the five year period.

The 2020-2024 Financial Plan provides for a 5.9% increase in property taxes collected in 2020 and 2021 followed by a gradual decrease back down to 3% by 2024. The planned annual increases will allow for successful implementation of all Corporate Strategic Priorities set out by Council in the 2019 Strategic Plan as well commitments to capital projects, collective bargaining agreements, and projects that require debt service.

2020-2024 Annual Tax Rates

2020	2021	2022	2023	2024
6%	6%	4%	4%	3%

Parcel Taxes – Approximately 0.5% of the City of Port Alberni's revenue arises from parcel taxes. This is from a single parcel tax levy (Bylaw 4444) which was implemented in 2001 to provide funding for a twin ice surface multiplex constructed in 2000. The preferred method of funding of this major recreation infrastructure project was by parcel tax rather than by property tax, partly to lessen the resulting tax burden to major industry. Property owners were given the option of paying the parcel tax in one lump sum amount up front in 2000, or by an annual amount for 20 years, beginning in 2001. Future additional parcel tax levies may fund future significant recreation infrastructure projects. No new parcel tax levies are proposed in the 2020-2024 Financial Plan.

Fees and Charges – In 2020, approximately 30% of the City of Port Alberni's revenues will be derived from fees and charges.

Services funded through fees and charges include water and sewer utilities, solid waste collection and disposal, building inspection, cemetery operations and a portion of the parks, recreation, heritage and cultural services.

City Council has directed that where possible it is preferable to charge a user fee for services that are identifiable to specific users instead of levying a general tax to all property owners.

Increases in fees and charges are incorporated into the plan for all services funded by fees and charges. The proportion of the City's revenues derived from fees and charges averages 30% (not including provincial and federal assistance on large infrastructure projects) for 2020 forward.

Borrowing Proceeds – The City borrows as needed to finance significant capital projects with more routine capital work funded through general revenue and gas taxes. Total revenue from planned borrowing in this financial plan is approximately \$4.7 Million.

Other Sources – Other revenue sources are rentals of city owned property, interest/penalties, payments in lieu of taxes and grants from senior governments.

Revenue from rentals and interest and penalties remain consistent from year to year and comprises 1 - 2% of the City's total revenues. Grants from senior governments vary significantly from year to year depending on successful application for conditional funding.

Distribution of Property Taxes among Property Classes

Council will provide the policy directions which are incorporated in the 2020-2024 Financial Plan.

Class 4 – Major Industry In 2006, Council directed that significant tax reductions be provided for Class 4 (Major Industry) taxpayers because of continued market weakness in the coastal forest industry and higher than average municipal tax rates for Major Industry in Port Alberni. These reductions were implemented in 2006 with the Major Industry share of taxation decreasing from 41.8% in 2005 to 21.8% in 2020. For 2015 through 2017, the City committed to no increase in taxes for Major Industry as part of the agreement to purchase Catalyst's sewage lagoon infrastructure. For 2020, Class 4 taxes have been increased by 5.9%.

Class 6 – Business In order to retain existing business and attract new business, and in recognition of higher than average business property tax rates, business taxes did remain at 3% in 2019. In committing to successful implementation of our corporate strategic plan business rates will also reflect an increase of 5.9%. Business property tax rates dropped from \$27 per thousand dollars in assessed value in 2005 to \$14.46 per thousand in 2020. The share of tax collected from business increased from 17.3% in 2019 to 17.7% in 2020.

Class 1 – Residential Council directed that the residential tax increase will also reflect 5.9% again as a commitment to successful implementation of the corporate strategic plan. Between 2005 and 2019 the share of property taxation paid by Class 1 increased from 40.0% to 59.8%. In this financial plan the share of taxation paid by the residential class is set to 59.7% in 2020.

Other Classes Approximately .5% of total taxation arises from the other property classes in Port Alberni. The Annual Increase set out above will be reflected in each class and the relative share of taxes for each of the Classes is set to remain at 2020 levels.

Permissive Tax Exemptions

Permissive tax exemptions are provided by the City of Port Alberni as permitted under the Community Charter and in compliance with Council policy directing the application process, eligibility criteria, exemption duration and other conditions. Permissive tax exemptions must also fall within the budget constraints identified by Council to be considered for approval.

Generally, permissive tax exemptions are a means for Council to support organizations within the community which further Council's objectives of enhancing quality of life (economic, social, and cultural) and delivering services economically. Specifically, the policy allows for annual application by eligible organizations for permissive tax exemptions on the lands or buildings they occupy, with the following priorities for granting the exemption:

- athletic or recreational programs or facilities for youth;
- services and facilities for persons requiring additional supports; mental wellness and addictions;
- programming for youth and seniors;
- protection and maintenance of important community heritage;
- arts, cultural or educational programs or facilities;
- emergency or rescue services;
- · services for the public in a formal partnership with the City or;
- preservation of an environmentally or ecologically sensitive area designated within the Official Community Plan;

Eligible organizations may be considered for tax exemptions exceeding one year (to a maximum of 10 years) where it is demonstrated that the services/benefits they offer to the community are of duration equal to or greater than the period of tax exemption).

Since 2005 Council has approved, on average, annual permissive tax exemptions for 34 organizations (not including places of public worship) with a total annual municipal property tax exemption value of approximately \$250,000. In 2019, 57 organizations were approved, with a total annual property tax exemption value of approximately \$243,000. The bylaw was renewed in 2019 with changes to criteria and eligibility.

Revitalization Tax Exemptions

Council adopted "City of Port Alberni Revitalization Tax Exemption Program, Bylaw No. 4824" in 2013, a more aggressive bylaw designed to encourage revitalization of the uptown area. One application was received in 2014, and is effective for 2016. One application was received in 2015 and was effective in 2017. Council amended the Bylaw in March 2016 to include Harbour Quay and City owned properties to the Schedule of eligible properties.

Also in 2016, Council adopted a new Revitalization Tax Exemption Bylaw covering all other commercial areas. Council's objective is to stimulate growth and development in the City's commercial areas by encouraging investment in new commercial space and improvements to existing commercial buildings.

Strategic Community Investment (SCI) and Traffic Fine Revenue Sharing (TFRS) Funds

The Strategic Community Investment Fund Plan is an unconditional grant from the Province to municipalities to assist them to provide basic services. The Traffic Fine Revenue Sharing Fund returns net revenues from traffic violations to municipalities responsible for policing costs. The City is expecting to receive approximately \$591,500 in 2020. Performance targets are not expected to change from 2019 to 2020. SCI and TFRS funds are allocated to general revenue for support of local government service delivery.

Community Gaming Funding

On October 23, 2007 the City of Port Alberni and the Province of BC signed the Host Financial Assistance Agreement providing for the transfer to the City (Host) of ten (10%) percent of net gaming revenue from the slot machines at the casino located within the City's boundaries. The budget assumes that the City of Port Alberni will continue to receive a share of gaming revenue from the casino through the five years of this financial plan. There is no long term agreement in place with the Province.

Community gaming funds must be used only on account of payment of Eligible Costs. Eligible Costs are defined by the Province as "the costs and expenses incurred by the Host for any purpose that is of public benefit to the Host and within the lawful authority of the Host."

2020 Funding Allocation	Funds (\$) Allocated
McLean Mill National Historic Site Operations	\$ 160,229
Visitor Centre Funding	87,411
Offset Economic Development	150,000
Community Investment Plan/Grans in Aid	48,200
Total commitments	445,840

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Committee of the Whole For the Meeting of March 10, 2020

Date:

March 2, 2020

File No:

1700-01

To:

Members of the Committee

Subject:

Budget Considerations

Prepared by: T. PLEY	Supervisor:	CAO Concurrence:
		T. Pley, CAO

RECOMMENDATION

Direction required in regards to potential changes to the "Five Year Financial Plan Bylaw 2020 – 2024, Bylaw No. 5003".

PURPOSE

This report provides an update on adjustments made to the City's "Five Year Financial Plan Bylaw 2020 - 2024, Bylaw No. 5003" since the last Committee of the Whole meeting held February 3^{rd} , and identifies matters that the Committee may wish to consider including in the City's Five-Year Financial Plan.

BACKGROUND

The City's Financial Plan is a working document which continues to be revised throughout the budget process as new information is made available. For the March 10th meeting the attached financial plan document has been updated to include 2019 actuals for revenue and expense. It should be noted that the actuals provided are unaudited and could be subject to change. Further to this, Capital Expense and Reserve transfers are yet to be finalized in the 2019-year end process and have not been updated in the financial plan document.

As of March 2, 2020, unspent general expenditures have been identified within the 2019 budget. Those amounts have been carried forward into reserve or to the corresponding expense in the 2020 budget. Unspent monies within the 2019 budget occur when not all dollar amounts in the budget line items were spent due to timing or change in management plans. Staff have also identified amounts to be carried forward in the Capital Works Reserve on projects completed or re-scoped. Reserve funds carried forward have been allocated to future capital projects within the 2020 Capital Budget to reduce taxation.

Changes to the 2020 Financial Plan have been summarized in the table below. The total dollar impact of these changes to the 2020 tax rate is \$210,000. Changes marked as "No Impact" will not affect the 2020 tax rate but are listed for reference.

Summary of changes	Carry Forward Amount	Impact on 2020 Tax Rate	Tax Impact on Average Single Family Residence
Impact to Average Single Family Residence as of February 3rd, 2020			5.30%
Carry forward of operating Surplus from 2019:		and the second second second	ACCES TO SULVENIEN
Training & development expense to 2020 operating budget for strategic use	\$41,474	No Impact	
Snow & Ice removal expense surplus to Operating Reserve for future years	\$92,735	No Impact	
Total Operating Carry Forward	\$134,209		
Carry Forward of Gas Tax reserve from Capital projects completed in 2019:	\$110,000		
Transfer Capital Funding from Operating Fund to Capital Works Fund - Paving 6th Ave- Argyle to Angus 145m		\$ (60,000)	-0.03%
Transfer Capital Funding from Operating Fund to Capital Works fund - New Welcome Sign Project Transfer Capital Spend from Gas Tax fund to DCC Reserve - Burde Street Anderson to 17th Watermain		\$ (50,000)	-0.02%
replacement 300mm (Development Driven)	\$100,000	No Impact	
Transfer Capital funding from Operating Fund to Capital Works Fund Storm Relining Program		\$ (100,000)	-0.04%
Total change as of March 2nd, 2020	\$210,000	\$ (210,000)	4.30%

The above changes have been included in the draft Financial Plan and result in the projected 2020 tax increase for the average-value single family dwelling in Port Alberni of **4.3**%.

ALTERNATIVES/OPTIONS

There are some remaining issues that the Committee should consider, and some options for reducing the tax increase impact. Options presented below are ones that are anticipated to align with Council's vision, which is summarized as:

- Remain committed to current services delivered at current levels throughout the next 5 years
- Remain committed to the City's Strategic Plan
- Minimize the impact of taxation on all taxpayers (not just on owners of single family residences)

In order to minimize the impact of increased taxation on all taxpayers while maintaining services and commitment to the Strategic Plan, the Committee could consider the following:

- 1. Use of Surplus From Prior Year: Further to the above, as a result of the year end reconciliation of the City's 2019 budget, a surplus of \$183,948 resulting from unused contingency funds is available to be allocated by Council, these funds are not currently included in the 2020 budget and can be allocated all or in part to operating reserves or to fund other Council directed initiatives in the 2020 budget. Use of these funds in 2020 can reduce property taxation or can be transferred to reserves for use on future projects.
- 2. **Rail Service:** WVIIHS has presented a budget to maintain and operate the City's steam locomotive and passenger cars on a limited-schedule, short-track basis. WVIIHS has proposed:

a.	Option One	\$170,732 162 runs (3 runs per day on Fridays, 4 runs per day on Saturdays
	and Sundays)	
b.	Option Two	\$97,800 34 runs over 10 operating days
c.	Option Three	\$30,000 No rail operations. Focus efforts on locomotive restoration and
	track repair	

If the Committee elects to proceed with Option Three, it is recommended that a further \$25,000 be considered for allocation in the City's Engineering and Public Works budget specifically for improving the portion of rail infrastructure between the Train Station and Stamp Avenue in order that that portion of track be available for rail operations in future years.

3. Day Care Spaces Creation Project: Council has previously expressed interest in the potential to access funding from the Childcare BC New Spaces Fund for the purpose of creating child care spaces in Port Alberni. Council directed staff to explore the potential.

In order to be eligible for up to \$4 million in grant funding to create daycare spaces, the City must submit at least two grant applications. To be ready to submit grant applications that will meet the grant criteria the City will need to retain contractors to develop the project plan, facilitate stakeholders, help the City select partners and establish agreements, develop preliminary building and site designs and budget documents, and interact with the granting agency on behalf of the City. The City has engaged Marcie DeWitt Consulting and Waymark Architecture to explore the potential project. Proposals have been received from both, totally \$76,390. If Council desires to proceed with this project and engage these two contractors, a budget allocation of that amount is recommended.

4. **Draw Funds From Reserves:** The City maintains a number of Reserve Funds. Council could draw funds from one or more Reserve Fund for some projects, thereby lessening the anticipated increase to property taxes.

Reserve Funds play an important role in the long-term financial stability of a local government. The draft budget includes allocation of reserve funds to various projects. It is recommended that further drawing from Reserve Funds be done strategically or in response to unforeseen circumstances, not in order to avoid taxation in the current year.

The Parks and Recreation Reserve Fund can be utilized for the following 2020 projects:

- i. All or a portion of Aquatic Centre Pool Repairs (\$100,000) and/or
- ii. Curling Club Ice Plant Replacement (\$40,000) and/or
- iii. Echo Park Fieldhouse Furnace Replacement (\$6,600) and/or
- iv. Echo Park Fieldhouse Security Cameras (\$15,000) and/or
- v. Multiplex small equipment (\$19,640)

ANALYSIS

The draft Financial Plan is intended to meet Council's vision and direction. Further modifications may be required in order that the Financial Plan can better address Council's vision,

SUMMARY

This report provides an update on adjustments made to the draft Five Year Financial Plan since the last Committee of the Whole budget meeting, and identifies matters that the Committee may wish to recommend to Council that Council consider including in the City's "Five Year Financial Plan Bylaw 2020-2024, Bylaw No. 5003".

ATTACHMENTS/REFERENCE MATERIALS

APR Business Plan 2020

APR Minimum Operations Option 2 Plan

APR 5 Year Budget 2020 - 2024

APR Business Plan – Low Cost Option

New Space Creation Proposal

Waymark Architecture Port Alberni Day Care Proposal

Combined Services Spreadsheet

RECEIVE Western Vancouver Island Industrial Heritage Society

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	To City of Port A	lberni Mayor and Coun	icil		Agenda	Renk Man 9 th a Cold. Man
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Please find attached a revised business plan and budget for the year 2020 operation of the Alberni Pacific Railway. This plan was requested to provide an alternative to the original plan to have a tourist railroad with a funding request from the City for \$170,000

This new proposal, with a request of \$97,810, would see the steam train run only on five special weekends. This is less expensive with nearly the same ridership who will be mostly island and local patrons. This does not fill the void to provide the service for the regular tourists who are looking for things to do throughout the summer and enhance their stay in Port Alberni. As there are not too many opportunities to have special celebrations to attract visitors to come to Port Alberni, it may require the Society to give up the option of using the Santa train as a fund raiser for its own projects. It would also mean that is run could not be used as a contingency to cover any financial short falls.

This revised budget includes the hiring of a part time manager. The Society believes that this is required to ensure that all regulatory requirements are met. This includes documentation of all work performed on the City owned tracks, all training of safety critical operations personnel, regular track inspections and maintenance as required, and maintenance and certification of the rolling stock (locomotives and passenger cars)

As with the previous proposal there are some negotiations that will need to be included in the decisions. There needs to be a signed contract between the Society and the City for the use and operation of the equipment and infrastructure (including use of the station, roundhouse and track). There is also the need to meet all of the provincial regulations as set out by Technical Safety BC.

At the last Committee of the Whole that I attended there was a question about the amount for fundraising. What is not included in the budget document is the fundraising that has been done to rebuild the #7 locomotive. This project will cost close to \$300,000 and the city has contributed \$20,000 (with possibly a little more from the proposed budget if required) to the rebuilding of an engine that it owns. The Society has raised the rest of the required funding through cash and in-kind donation. These figures could be added to the budget (increase the cost for equipment maintenance and increase fund raising) if required to show the community what the Society has provided to make this operation possible.

One other question asked was the cost per run. There are fixed cost that are required regardless of the number of runs including insurance, track repairs, training, track inspections and certifications, staffing. The less runs the more the cost per run increases. In the original



Western Vancouver Island Industrial Heritage Society

3250A 9th Avenue, Port Alberni, BC, V9Y 4T2, Canada

plan with 162 planned runs the subsidy from the city is approximately \$807 per run. In this reduced operating plan with 34 trips the subsidy from the city would be approximately \$1,765 per run. Please note that in light of the resent increase in the City's insurance premiums we have requested City staff to confirm to cost of the insurance to operate the railway.

This proposed revised operating plan only includes changes to the 2020 year of the five year plan. As stated in the previous operating plan for any future proposed runs to the McLean Mill the city will need to negotiate with the Island Corridor Foundation (ICF) to secure the rights to operate on the tracks beyond Stamp Avenue and also to have the ICF fund the repairs to these same tracks. Our budget request does not include any funding for this work but does include funds to do the required inspections as specified by Technical Safety BC before we can carry passengers over them.

As the summer season is fast approaching there is a lot of work that needs to be done to get the tracks and equipment ready to operate. We understand the budget process and the time required to make sure that the Council is making the correct decisions of what is the best use of the city taxes. The need to continue to make budget changes also means that we are not able to start any projects without some firm commitment from Council that there will be any operational railway this year. The Society would appreciate some direction.

We would only be too glad to answer any question you may have on the budget options proposed. We will also make a presentation at a later date in the budget process.

Respectfully submitted by;

Ken Rutherford Society Director

Contact information
Phone 250-731-4600
Email kj.rutherford@shaw.ca

c.c. P. Geddes, Society President T. Pley, City of Port Alberni C.A.O

Proposed Business Plan – Alberni Pacific Railway

This is a five-year plan for the operation of the Alberni Pacific Railway as a heritage tourist passenger railway, running first year on city owned tracks from the Port Alberni Station and the following four years to McLean Mill NHS. Please use this narrative based on the assets and operations in connection with the attached five-year budget. In developing the budget, some assumptions and decisions have been made concerning the operation in an effort to ensure its sustainability:

Number of Runs per Year:

2020 – To operate on tracks owned by the City of Port Alberni between Argyle Street and Stamp Avenue.

An initial plan of 162 runs is proposed – this is to rebuild the brand as a destination tourist steam railway. The number of runs is based on 3 runs per summer Fridays and 4 runs per day Saturdays and Sundays. There is also some days added for special runs in the shoulder seasons. The proposed offering will see the train travel from the train station at Argyle St. to the gate near Stamp Ave. The train will then reverse and back to the runaround tracks, where the engine will be repositioned to the other end of the train. With the locomotive now at the lead of the train it will proceed towards the station passing some of the locomotives and restored rolling stock on display. During the runs passengers will be offered historical facts regarding the railway and the city.

This operation will balance potential ticket sales/revenue, sustainability of the rolling stock and track, and the logistics of train crew/staffing, as discussed below:

Ticket sales/revenue — Basing ridership on the past years of the MMS runs to Mclean Mill at one trip per day (2,600 in 2018) and the operations of the Industrial Heritage Society in previous years (over 10,000 per year), we envision a ridership at 4,500 in the first year, shorter run operation, with a gross revenue of \$42,768.

Due to the shorter run and different ticket prices for adults, children, and family passes, the average gross revenue per rider was approximately \$9.40. The proposed train will include the 1929 No. 7 steam locomotive with 3 passenger cars and the possibility of adding the fully restored 1929 Canadian National Railway wooden caboose (premium fare for passengers to ride in). Capacity could be 100 passengers and on special occasions, 2 more cars could be added bring the ridership to 180.

Regardless of the number of riders per run, the other costs are essentially fixed – \$870 for fuel (note: this costing is based on using cleaner burning diesel oil instead of lower cost bunker C oil (\$450) to reduce the carbon foot print), \$175 for engineer (currently the only paid train crew member), and maintenance costs for locomotive and cars. Liability insurance is included as we have not received confirmation from the insurance agency that the current city insurance will cover the use of the train on the city owned tracks. The tracks need to be inspected monthly (at a cost of \$750 per inspection) and maintained before passenger-carrying runs can continue.

2021 and beyond - Train will run to McLean Mill National Historic site.

Our plan is for 87 runs each year — this is to rebuild the brand as a destination tourist steam railway to the mill site. The number of runs is based on 2 runs per day Friday through Sunday. The proposed offering will see the train travel from the train station at Argyle St. to the Mclean Mill. If there are no attractions at the mill site then we envision docents would ride the train to take the passengers for historic tours of the mill site while the train is repositioned for the return trip back to the station. During the runs passengers will be offered historical facts regarding the city and the railway.

There will be opportunity for added special runs as demand dictates and for the operators of the mill site to offer special events and attractions with the train included. There is also some days added for special runs in the shoulder seasons. This operation will balance potential ticket sales/revenue, sustainability of the rolling stock and track, and the logistics of train crew/staffing, as discussed below:

Ticket sales/revenue – Basing ridership on the past years of the MMS runs to Mclean Mill at one trip per day (2,600 in 2018) and the operations of the Industrial Heritage Society in previous years (over 10,000 per year), we envision a ridership at 5,000 the first year (estimated revenue \$86,520), with increases in ridership and revenue as the brand is rebuilt and the cost per passenger is increased. We are forecasting an increase in ridership to over 8,000 by 2024 with an average cost of \$23.00 per passenger (estimated revenue \$183,330). A key component of the plan going forward will be a strong Marketing and Advertising campaign to increase the ridership beyond what is forecast here.

Due to longer run and different ticket prices for adults, children, and family passes, the average gross revenue per rider was approximately \$17.50. Any entrance fees to the McLean mill site would be additional. The proposed train will include the 1929 No. 7 steam locomotive with 5 passenger cars, capacity would be a maximum of 180 passengers. Again there would be the possibility of adding the fully restored 1929 Canadian National Railway wooden caboose (premium fare for passengers to ride in).

Regardless of the number of riders per run, the other costs are essentially fixed – \$2,600 for fuel (note: this costing is based on using cleaner burning diesel oil instead of lower cost bunker C oil (\$1,300) to reduce the carbon foot print), \$175 for engineer (currently the only paid train crew member), and maintenance costs for locomotive and cars. There is also the logistical issue of mustering the necessary volunteer train crew – firemen and conductors. The track and signals needs to be inspected weekly (at a cost of \$750 per inspection) and maintained before passenger-carrying runs. The cost to maintain the tracks owned by Island Corridor Foundation are expected to be covered by the owners and used through a lease agreement. Track maintenance costs have been included for city owned tracks.

The number of runs per year could be adjusted to balance demand and fixed costs of operation – the goal to maximize ridership compared to costs.

Locomotive Choice:

The city has 3 locomotives in its Industrial Collection that can be made serviceable for the operations. For 2020 and beyond the primary locomotive is expected to be the #7 Baldwin steam locomotive, which the Industrial Heritage Society should have completely rebuilt and be certificated with Technical Safety BC before entering service. The #11 GE yard switching engine would be a back-up for the steam engine in 2020. The engine will need to be recertified before use, but there is no added maintenance cost to have it in operation. The #11 locomotive is not designed to carry the 180-seat tourist train to the Mclean Mill. The Alco RS-3 #8427 is a retired Canadian Pacific Railway freight engine and is a desirable backup for the steam engine. It needs some repairs to replace a drive axle before it could be certified as a back-up to the #7 for the run to the mill in 2021. The funds to repair and paint the engine are included in the budget.

There are benefits and drawbacks relating to each locomotive in regard to using it for powering APR trains.

#7 Baldwin steam locomotive: built in 1929

Boiler rebuild is in process – although there are still pending inspections required, as of September 2019, repairs by volunteer boilermakers are progressing well and most materials are on site for a completion and certification for next spring.

In 2018 this locomotive consumed an average of 1,128 litres of bunker C fuel per run, at an approximate cost of \$700. The current rebuild will include the bricking of the fire box to allow the burning of diesel oil (at \$1,300.00 / run) to improve the carbon foot print of the operation.

The benefit of using this engine as the primary locomotive is that Steam Locomotives are a bigger tourist draw as they are not found in use on most tourist operations.

#8427 Alco RS3: built in 1954

Requires replacement of an undersized wheelset (a relatively major project) as well as some other minor repairs and service to be certified to run. This work may be completed in 1-2 months, at an estimated cost of \$25,000-30,000.

It is also strongly recommended that this engine be painted & cosmetically restored to make it more attractive in the context of tourist train use. The cost of this work is estimated to be \$10,000-12,000.

In 2018 this locomotive consumed an average of 196 litres of diesel fuel per run, at an approximate cost of \$250.

#11 GE Switching Engine: built in 1942

This engine was inspected and certified for safety in November 2018, and is in operating condition. The engine will need another inspection to be certified in 2020. There are possible wear issues with the bevel gears and gear housing – this would be mitigated by restricting the engine to light use.

Based on the factors presented above, the recommendations concerning locomotives are:

The rebuilt and certified #7 Baldwin steam locomotive should be used in all operations as it would create the biggest passenger/ revenue draw. The use of steam makes for a unique experience. The use of diesel fuel reduces the environmental concerns for bunker C storage facilities, as well as reducing the carbon foot print, even though this requires additional costs.

To repair and operate the #8427 Alco locomotive for use a backup to the # 7 locomotive in 2021; this is achievable both in terms of time and cost. The cost projections in the five-year budget are based on #8427 being the repaired in 2021.

The #11 GE Switching Engine will be used for lighter and incidental duty – for smaller three-car trains, and for emergency support when there are issues with the other locomotives.

The five passenger coaches are in need of some repairs before being put into service. They will require regular maintenance and inspection to comply with Technical Safety BC standards.

Facilities:

The Roundhouse and the property surrounding it are owned by the City and are essential to the operation of the APR.

They provide the mechanical shop and storage area for the rolling stock used by the APR, including maintenance of way equipment, power tools, and hand tools. The property has a number of spur tracks that are used for storing rail equipment and assembling trains.

The costs of the Roundhouse are limited to utilities and security; there should be ongoing maintenance of the "Hilton," the trailer that provides office and meeting space and temporary accommodation for the APR crews.

Lacking weather sealing and an effective heat source, the Roundhouse work environment could be improved to provide a more suitable year-round workshop.

The Port Alberni Train Station provides a key component of the APR operation, in its original role as a station, and as an iconic feature of the historic & tourism precinct of the City of Port Alberni.

It is recommended that this prominent and function-specific building be included in the ongoing operations of the APR. The Industrial Heritage Society will continue to display vintage vehicles and artifacts as part of its visitor experience.

The budget reflects this, with seasonal staffing, repair and maintenance and utilities represented. Ideally the structure could be shared with other organizations or parties; the question of rent or lease income should be investigated further.

Track, ROW, & Bridge Maintenance:

The maintenance of the Island Corridor Foundation/City of Port Alberni/Catalyst Paper-controlled track connecting the Train Station to McLean Mill, to a standard acceptable to Techincal Safety BC, is a key responsibility of the APR in 2021 and beyond.

Following the identification of track deficiencies in 2016, significant remediation was undertaken. A significant number of ties were replaced in 2017 and 2018, both by contractors and by a small MMS-employed track crew. Although the tracks are not currently certified for use, it will be up to the owners to come to an agreement with the APR regarding running rights and inspections. Cost for any repairs, other than city owned, to meet the inspection deficencies are not included in the budget and are expected to be provided by others.

Following, and in concert with this work, Southern Rail Vancouver Island has been contracted to perform weekly inspections of the line prior to each period of passenger runs, at a cost of \$750 per inspection. If some of the obsolete track switches were removed, the inspection cost would be cheaper. SRVI also assists with signals and other safety-critical aspects of track maintenance.

It is recommended that a comprehensive program of track maintenance be initiated starting in 2020, based on the "Alberni Pacific Railway Bridge and Track Maintenance Program 2017-2027." Track maintenance costs have been included for city owned tracks and in 2022 additional funds are included for maintenance repairs to the Dry Creek bridge (as per previous inspection reports). This annual maintenance could be performed either by contract or through employing an APR track crew.

Personnel:

The operation of the APR has involved a number of paid staff positions as well as volunteers. This proposal incorporates a bare minimum of paid staff; there may be benefits in replacing some of the currently volunteer positions with paid positions, to ensure more predictability in mustering the required labour.

It is suggested that an APR Manager position be established at a 0.5 FTE level – that is five days per fortnight. More time may be required at first, but this should maintain enough continuity and oversight to permit the duties required

A Rail Mechanic is required, based at the Roundhouse to oversee the maintenance of the locomotives and other rolling stock. It is recommended that this position be established at a 0.4 FTE level – two days per week – at a minimum. This will ensure consistent maintenance and related record-keeping, both of which are essential to meet the regulatory requirements of railway operation. The Rail Mechanic should be certified under the standards of Technical Safety BC, to ensure an appropriate standard of maintenance.

It is suggested that grant-funded seasonal positions are used to provide ancillary staff for the APR – ticket agents, interpreters, and other support positions. These would be based at the Station or on the trains themselves. Such ancillary workers could also assist in online ticket sales, promotion, etc.

As discussed previously, track, ROW, and bridge maintenance may be carried out through contract, an employed track crew, or a combination of both. There are advantages to having a track crew to respond quickly to deficiencies.

Fire watch personnel are required as casual employees in conditions of high fire risk.

Train Crew – currently only Engineers are paid, at a somewhat variable rate, and the budget is based on that. There should be discussion of whether other safety-critical positions, such as the conductors, should also be paid positions. Because safety-critical staff or volunteers must be certified, it is important to maintain a program of training and evaluation. Previously much of this has been done in-house, but Technical Safety BC is encouraging the use of third-party training and evaluation to ensure that the highest standards are maintained.

Alternative Options for 2020

Option 2

This proposal would see the steam train restored and used for 5 special weekends. The ride would be the same as the original proposal with runs from the Train Station to Stamp Ave. and back. This would amount to 34 runs. Events such as Steam into Spring, Summer Steam Special, Salmon Festival, Halloween and Santa specials. There would be a cost to have the rail infrastructure maintained and certified as well as the train crews trained and certified. Estimate that we would carry 4,080 passengers with an average cost of \$9.25 for total revenue of \$37,740. The city subsidy would be \$75,210.

See spread sheet "2020 Minimal operations – option 2" for details.

Option 3

This proposal would see no operations in 2020 but work would continue on repairing the city's rail artifacts to prepare them and keep them in condition in the event that a future operation is considered. We would request a budget of \$30,000 to allow for equipment servicing and some track maintenance to reduce future costs. This option would not cover any training or any movement of equipment on the railroad. This would restrict the displaying of any equipment at the train station as a tourist attraction.

The following is from a "Heritage BC" workshop document

Claiming two spots in the list of top 10 activities and experiences, heritage is a proven draw for Canadian travellers.

Visiting "historical, archaeological and world heritage sites" ranks fourth among the top 10 activities and experiences of greatest interest to Canadian travellers; "art galleries or museums" ranks seventh.

Tourists are more likely to choose heritage-related activities over other activities offered in a community.

Heritage activities rank fifth and seventh in a list of 23 activities for travellers to Canada. Travellers prioritize heritage-related activities ahead of festivals, camping, amusement parks, and shopping.

Tourists prioritize heritage over golfing, shopping, and sporting events when choosing their vacation destinations.

When considering vacation activities on which to base an entire trip, visiting "heritage sites" ranks second (out of a list of 46 options). "Art galleries or museums" ranks 11 out of 46 activities.

No matter where they come from, tourists seek out museums and heritage sites Museums and historic sites rank among the top five trip activities for US and international tourists when visiting every region of BC.

With a return of investment of nearly 1 to 2, heritage tourism makes dollars and sense.

Heritage-related tourism is a significant contributor to BC's economy. Of the nearly \$40M invested in heritage tourism, an equal amount is generated through indirect and induced spending (e.g. hotels, restaurants, support services). The original investment also generates \$34M to BC's GDP and \$5.7M in tax revenue.

\$1 heritage investment = \$2 spending, GDP and taxes

2020 Minimal operations - option 2	Estimated
34 Special runs only with #7 steam engine	Revenue
34 runs – 120 passengers per run @ \$9.25 per	37,750
passenger average net revenue (\$12 adult fare, with	
lower child, group, etc. rates) - 10 operating days	
Fundraising, donations, sponsorships	5,000
Employment grants – no summer staff	0
City of Port Alberni Operational Funding	97,800
Total revenues	140,550
2020 Minimal operation option 2	Estimated
Special runs only with #7 steam engine	Expenses
APR Management	20,000
Railway Mechanic	10,000
Staff - train station & ancillary - volunteer only	0
Annual track right of way maintenance – includes	21,000
inspection, maintenance & repair, vegetation control,	
etc. – APR crew or contract	
Fire Watch - just sprinkler car in summer	0
Train Crew	1,750
Locomotive & cars repair & maintenance	23,500
Reserve for scheduled major locomotive overhauls	0
Janitorial services - Station & "Hilton" - volunteer only	500
Accounting & legal	1,000
Advertising	8,000
Bank Charges & Interest	1,500
Fuel – #11 Diesel + fuel for track mtce.	1,000
Fuel – Baldwin Steam Locomotive only (diesel only)	9,000
Insurance – APR Directors	1,800
Insurance – Liability – previously paid by CPA	30,000
Security	1,000
Licences & permits, Fees & Dues	4,500
Repairs & maintenance – station – deferred	0
Supplies - Roundhouse, office, miscellaneous	1,000
Telephone & utilities	2,000
Training – operating crews	3,000
Total Expenses	140,550

10 operating days

Steam into spring – 2 days @ 3 runs per day

Summer steam special – 2 days @ 3 runs per day

Salmon Festival – 2 days @ 3 runs per day

Fall Halloween special – 2 days @ 3 runs per day

Santa trains - 2 days @ 5 runs each day

Costs: Adults \$12, Senior \$10, Youth \$7.50, Child \$5 Family \$30

DRAFT APR Budget - January 2020					
	2020	2021	2022	2023	2024
REVENUE					
Fundraising, Donations, Sponsorships	10,000.00	20,000.00	25,000.00	30,000.00	30,000.00
GRANTS-City of Port Alberni	170,732.00	195,180.00	172,030.00	122,250.00	67,970.00
Capital					
Grants - Canada Summer Student, etc.	3,500.00	7,000.00	7,000.00	7,000.00	7,000.00
Ticket Sales	42,768.00	86,520.00	111,220.00	138,300.00	183,330.00
Total Revenue	227,000.00	308,700.00	315,250.00	297,550.00	288,300.00
EXPENSE					
0.5 APR Manager includes MERCS	25,000.00	25,000.00	25,500.00	25,500.00	26,000.00
0.4 Railway Mechanic includes MERCS	24,000.00	24,000.00	24,500.00	24,500.00	25,000.00
Staffing - train station/ancillary	3,500.00	7,000.00	7,000.00	7,000.00	7,000.00
Annual Track, ROW & Bridge Maintenance	21,000.00	20,000.00	40,000.00	20,000.00	20,000.00
Fire Watch	0.00	5,500.00	5,500.00	5,700.00	5,700.00
Train Crew	7,700.00	7,700.00	8,000.00	8,000.00	8,000.00
Locomotive & cars Repair & Maintenance	25,000.00	40,000.00	15,000.00	15,000.00	0.00
Reserve for scheduled major locomotive repair	0.00	2,000.00	7,500.00	7,500.00	7,500.00
Janitorial - Station & Hilton	0.00	5,000.00	5,000.00	5,000.00	5,000.00
Accounting and legal	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Advertising & marketing	25,000.00	30,000.00	30,000.00	30,000.00	30,000.00
Bank Charges & Interest	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Fuel - Diesel & Gasoline	41,000.00	82,000.00	84,000.00	85,500.00	87,000.00
Fuel - Bunker C	0.00	0.00	0.00	0.00	0.00
Insurance - APR/Director	1,800.00	2,000.00	3,000.00	3,000.00	3,000.00
Insurance - APR liability (formerly paid by city)	30,000.00	30,000.00	32,000.00	32,000.00	35,000.00
Licences, Fees & Dues	4,500.00	5,000.00	5,000.00	5,000.00	5,000.00
Repairs and Maintenance - Station & Roundhouse	0.00	5,000.00	3,000.00	3,000.00	3,000.00
Security	1,500.00	1,500.00	1,750.00	1,750.00	2,000.00
Supplies - Roundhouse, office & miscellaneous	2,500.00	2,500.00	3,500.00	3,600.00	3,600.00
Telephone/Utilities	6,500.00	6,500.00	7,000.00	7,500.00	7,500.00
Training	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
Total Expenses	227,000.00	308,700.00	315,250.00	297,550.00	288,300.00
NET INCOME	0.00	0.00	0.00	0.00	0.00

Proposed Business Plan – Alberni Pacific Railway 2020 lower cost option

This is a revised plan for the operation of the Alberni Pacific Railway as a heritage tourist passenger railway, running on city owned tracks from the Port Alberni Station. In developing the budget, some assumptions and decisions have been made concerning the operation in an effort to ensure its sustainability:

Number of Runs:

2020 – To operate on tracks owned by the City of Port Alberni between Argyle Street and Stamp Avenue.

An initial plan of 34 runs is proposed. We propose to offer 5 special weekend events consisting of 3 runs per 2 day weekend. The proposed offering will see the train travel from the train station at Argyle St. to the gate near Stamp Ave. The train will then reverse and back to the runaround tracks, where the engine will be repositioned to the other end of the train. With the locomotive now at the lead of the train it will proceed towards the station passing some of the locomotives and restored rolling stock on display. During the runs passengers will be offered historical facts regarding the railway and the city.

This operation will balance potential ticket sales/revenue, sustainability of the rolling stock and track, and the logistics of train crew/staffing, as discussed below:

Ticket sales/revenue – we envision a ridership at approx. 4,000 with this shorter run operation, with gross revenues of \$37,740.

Due to the shorter run and different ticket prices for adults, children, and family passes, the average gross revenue per rider was approximately \$9.25. The proposed train will include the 1929 No. 7 steam locomotive with 5 passenger cars and the possibility of adding the fully restored 1929 Canadian National Railway wooden caboose (premium fare for passengers to ride in). Full capacity would be 180 passengers. Regardless of the number of riders per run, the other costs are essentially fixed –\$870 for fuel (note: this costing is based on using cleaner burning diesel oil instead of lower cost bunker C oil (\$450) to reduce the carbon foot print), \$175 for engineer (currently the only paid train crew member), and maintenance costs for locomotive and cars. Liability insurance is confirmed with city insurance provider that the cost is fixed regardless of the lesser distance and number of runs on the city owned tracks. The tracks need to be inspected monthly (at a cost of \$750 per inspection), maintained and certified by Technical Safety BC before passenger-carrying runs can commence.

Locomotive Choice:

The city has 2 locomotives in its Industrial Collection that can be made serviceable for the operations in 2020. The primary locomotive is expected to be the #7 Baldwin steam locomotive, which the Industrial Heritage Society should have completely rebuilt and be certificated with Technical Safety BC before entering service. The #11 GE yard switching engine would be a back-up for the steam engine in 2020. The engine will need to be recertified before use, but there is no added maintenance cost to have it in operation.

There are benefits and drawbacks relating to each locomotive in regard to using it for powering APR trains.

#7 Baldwin steam locomotive: built in 1929

Boiler rebuild is in process – although there are still pending inspections required, currently repairs by volunteer boilermakers are progressing well and most materials are on site for a completion and certification for next summer.

In 2018 this locomotive consumed an average of 1,128 litres of bunker C fuel per run, at an approximate cost of \$700. The current rebuild will include the bricking of the fire box to allow the burning of diesel oil (at \$1,300.00 / run) to improve the carbon foot print of the operation.

The benefit of using this engine as the primary locomotive is that Steam Locomotives are a bigger tourist draw as they are not found in use on most tourist operations.

#11 GE Switching Engine: built in 1942

This engine was inspected and certified for safety in November 2018, and is in operating condition. The engine will need another inspection to be certified in 2020.

Based on the factors presented above, the recommendations concerning locomotives are:

The rebuilt and certified #7 Baldwin steam locomotive should be used in all operations as it would create the biggest passenger/ revenue draw. The use of steam makes for a unique experience. The use of diesel fuel reduces the environmental concerns for bunker C storage facilities, as well as reducing the carbon foot print, even though this requires additional costs.

The #11 GE Switching Engine will be used for lighter and incidental duty – for smaller three-car trains, and for emergency support when there are issues with the other locomotives.

The five passenger coaches are in need of some repairs before being put into service. They will require regular maintenance and inspection to comply with Technical Safety BC standards.

Facilities:

The Roundhouse and the property surrounding it are owned by the City and are essential to the operation of the APR.

They provide the mechanical shop and storage area for the rolling stock used by the APR, including maintenance of way equipment, power tools, and hand tools. The property has a number of spur tracks that are used for storing rail equipment and assembling trains.

The costs of the Roundhouse are limited to utilities and security; there should be ongoing maintenance of the "Hilton," the trailer that provides office and meeting space and temporary accommodation for the APR crews.

The Port Alberni Train Station provides a key component of the APR operation, in its original role as a station, and as an iconic feature of the historic & tourism precinct of the City of Port Alberni.

It is recommended that this prominent and function-specific building be included in the ongoing operations of the APR. The Industrial Heritage Society will continue to display vintage vehicles and artifacts as part of its visitor experience.

The budget reflects this, with seasonal staffing, repair and maintenance and utilities represented. Ideally the structure could be shared with other organizations or parties; the question of rent or lease income should be investigated further.

Track, ROW, & Bridge Maintenance:

The maintenance of the City of Port Alberni track between the Train Station and Stamp Ave must be up to a standard acceptable to Techincal Safety BC, is a key responsibility of the APR in 2020.

Although the tracks are not currently certified for use, it will be up to the City to come to an agreement with the APR regarding running rights and inspections. Cost for any repairs, are included in the budget and are expected to be provided by others.

Following, and in concert with this work, Southern Rail Vancouver Island has been contracted to perform weekly inspections of the line prior to each period of passenger runs, at a cost of \$750 per inspection. If some of the obsolete track switches were removed, the inspection cost would be cheaper. SRVI will also assists with other safety-critical aspects of track maintenance.

It is recommended that a comprehensive program of track maintenance be initiated starting in 2020, based on the "Alberni Pacific Railway Bridge and Track Maintenance Program 2017-2027." Track maintenance costs have been included for city owned tracks and in 2022 additional funds are required for maintenance repairs to the Dry Creek bridge. This annual maintenance could be performed either by contract or through employing an APR track crew.

Personnel:

The operation of the APR has involved a number of paid staff positions as well as volunteers. This proposal incorporates a bare minimum of paid staff.

It is suggested that an APR Manager position be established at a 0.4 FTE level – that is 2 days per week. More time may be required at first, but this should maintain enough continuity and oversight to permit the duties required. Technical Safety BC has high standards that need to be followed to have the railroad certified for operation. Not providing reports in a timely manner can lead to decertification or financial penalties thus the need for the manager to be diligent. Marketing programs will also be the responsibility of the manager.

A Rail Mechanic is required, based at the Roundhouse to oversee the maintenance of the locomotives and other rolling stock. It is recommended that this position be established at a 0.2 FTE level – 1 day per week – at a minimum. More work days will be required at the beginning and diminish later in the operating year. This will ensure consistent maintenance and related record-keeping, both of which are essential to meet the regulatory requirements of railway operation. The Rail Mechanic should be certified under the standards of Technical Safety BC, to ensure an appropriate standard of maintenance.

It is suggested that grant-funded seasonal positions are used to provide ancillary staff for the APR – ticket agents, interpreters, and other support positions. These would be based at the Station or on the trains themselves. Such ancillary workers could also assist in online ticket sales, promotion, etc.

As discussed previously, track, ROW, and bridge maintenance may be carried out through contract, an employed track crew, or a combination of both. There are advantages to having a track crew to respond quickly to deficiencies.

Volunteer fire watch personnel will be required if the train is scheduled when conditions of high fire risk are present.

Train Crew – currently only Engineers are paid, and the budget is based on that. All other safety-critical positions, such as the conductors and firemen are to be volunteers. Because safety-critical staff or volunteers must be certified, it is important to maintain a program of training and evaluation. Previously much of this has been done in-house, but Technical Safety BC is encouraging the use of third-party training and evaluation to ensure that the highest standards are maintained. This will be an additional cost item.

Marketing & Advertising:

As this proposal is based on 5 special weekends, the primary audience will be Vancouver Island for posters and print media. We will also use social media. Promotional information usually provided to enhance tourists will not be published (other than the internet) as operations will be limited. The marketing will be the responsibility of the manager with assistance of volunteers as required.

Sponsorship and fund raising:

This will be an important component to meeting the budget obligations. Through the work of the manager and volunteers we hope to have special events sponsored.

In preparation for the upcoming operation, the Western Vancouver Island Industrial Heritage Society has been active in fund raising and requesting donations. As the #7 is an important component of the operation the Society has been active in raising funds, both in cash and in-kind donations (over \$250,000), to complete the locomotive rebuild. Some donations towards the repairs to the passenger coaches have also been secured. This is additional to the City's contributions.

2019

Marcie DeWitt Consulting

[PROPOSAL: NEW SPACE CREATION FOR THE CITY OF PORT ALBERNI]

Submitted to the City of Port Alberni, December 6, 2019

OVERVIEW AND APPROACH

In 2019 in the City of Port Alberni participated in the creation of a regional Child Care Action Plan in conjunction with other communities in the Alberni Clayoquot Regional District. The plan identifies areas of celebration, opportunity and challenges specific to the City of Port Alberni and the region. Themes of affordability, flexibility as well as the need for infant toddler and before/after school care required attention across the region.

In the Alberni Valley there is 593 licensed child care spaces between 24 centres to serve the communities 3725 children under 14, this equates to 1 space for every 3 children. In order to address these challenges, the Alberni Valley space creation targets indicate a need for the creation of 127 spaces annually to achieve greater equity in the availability of quality licensed programing.

To be responsive to community need and changing demographics the City of Port Alberni has proposed plans to pursue a New Spaces fund application and will be eligible to apply for further UBCM funding if required. The intent of this application is to develop city owned infrastructure for a child care centre utilizing current district assets. The proposed site will be managed through a partnership with a child care provider contracted by the City of Port Alberni to provide quality care to children in the city. This project will build on the City of Port Alberni's 2019 – 2023 Strategic Priorities of:

- 1.3 The City adapts in response to ongoing demographic change and community development;
- 3.1 The highest and best use is made of City-owned assets;

In line with the 2019 Child Care Needs Assessment and the City of Port Alberni's Strategic Plan the following proposal has been prepared to ensure a holistic, stakeholder informed process for the City of Port Alberni New Spaces Fund application and child care program development.

PROPOSED APPROACH

The approach for the New Space creation project is characterized by the following capabilities:

- Evidence-informed: Drawing on the recently finalized Child Care Needs Assessment the project will be
 responsive to community need as identified through quantitative and qualitative data specific to Port
 Alberni outlined in the report.
- Stakeholder informed: A key facet of the project will be relationship development, stakeholder
 identification and management. In order to ensure a successful capital planning process an RFP process
 for a child care provider to manage the facility in partnership with the city will be conducted. Additionally
 partners occupying, neighboring and within the community of the proposed site will be engaged to ensure
 a holistic approach to planning and project development is maintained.
- Outcome based: Indicators identified in the New Spaces funding application will inform stakeholders
 relationship development as well as key measurement indicators for child care provider procurement
 through the RFP process.
- Centered on strengths: In order to ensure success, stakeholders will be identified with roles, next steps
 and responsibilities to ensure successful project management from initial application through the
 duration of the project.

WORK PLAN

Deliverable	Activities	Milestone	Timeline
Stakeholder Identification and Development	Relationship development	Identify stakeholders for local knowledge, RFP committee/task force, best practices, etc. Liaise with training, licensing and recruitment stakeholders.	April 2020
		Facilitate dialog with property stakeholders, current tenants, neighbors, SD70 and others as identified	April - June 2020
	RFP for child care provider	Design and implement RFP process based on New Spaces priority areas in conjunction with city staff	May - June 2020
		Work with city staff to select Child Care Provider for proposed project Clarify roles, responsibilities and timelines	May - June 2020
	Project communications	Communications and updates to city staff and Council Stakeholder communications	March - November 2020
	Formal agreements	Liaise with City staff on the creation of MOU's and contracts. Outline and formalize (where required) partnership agreements Request and receive letters of support	May - October 2019
Building Concept Creation	Architectural renderings	Work with Child Care provider and architect on development of initial renderings	June - September 2020
		Dialog with key stakeholders to identify additional design and building requirements Investigate zoning and bylaw revisions and considerations for city and council	June 2020

	Quotes for build	Source and consult appropriate trades for accurate costing Source 2 quotes per trade required Work with City staff for additional costing and permits	June - September 2020
New Spaces Grant Application	Liaise with contracted services and stakeholders to facilitate grant preparation	Formalize and update based on engagement	June – September 2020
	Application Completion and Submission	City review of draft Submission and report for city/Council	October 2020
	Final Report	Prepare final report outlining lessons learned, stakeholder agreements and next steps	October 2020
UBCM Grant Application	Sourcing of additional information and agreements	Prepare application for project land purchase	November 2020
	Application Completion and Submission	City review of draft for Submission and report for City/Council	November 2020
Project Coordination	Facilitation of relationships	Facilitate additional planning and visioning activities	Winter/Spring 2021
		Recommend/Secure agreements with participating partners	Winter/Spring 2021

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BUDGET AND FEE SCHEDULE

Deliverable	Cost	Billed
Stakeholder		50% of deliverable fee at
Identification and	\$12,000 (8 days @\$1500/day)	project inception remaining
Development		50% at report submission
Building Concept Creation	\$7,500 (5 days @\$1500/day)	100% of deliverable fee due
	\$7,500 (5 days @\$1500/day)	at report submission
New Spaces Grant		100% of deliverable fee due
Application and Final	\$3,000 (2 days @\$1500/day)	at report submission
Report		at report submission
UBCM Grant Application	\$1500 (1 day @\$1500/day)	100% of deliverable fee due
	\$1500 (1 day @\$1500/day)	at application submission
Project Coordination	\$12,000 (up to 8 days @\$1500/day)	To be billed out as needed,
	\$12,000 (up to 8 days @\$1500/day)	invoiced monthly.
Subtotal	\$36,000	
GST	\$1,800	
TOTAL	\$37,800	
All fees inclusive of facilitat	ion tools, travel and other consulting fees.	

CONSULTING TEAM AND RELEVANT EXPERIENCE

Marcie DeWitt is the sole proprietor of Marcie DeWitt Consulting Services. For the past 8 years, Marcie has worked with clients throughout British Columbia offering strategic planning and consulting services to address complex social issues. Marcie's consulting offerings include: project management, facilitation, community engagement, strategic planning, systems change analysis, fund and organizational development.

Marcie has an undergraduate in Psychology, a Graduate Certificate in Project Management and extensive training in public policy and systems change methods, including collective impact. For more than a decade, Marcie has worked with collaborative, multi-stakeholder networks to address the social determinants of health in the Alberni-Clayoquot region. Housing, transportation, poverty reduction, food security and healthy community development have been focuses of Marcie's work.

Clients of Marcie DeWitt Consulting Services include regional districts, First Nations, municipalities, provincial networks, Chambers of Commerce, and issue-based non-profits, among others.

QUALIFICATIONS AND RELATED EXPERIENCE

MARCIE'S CURRICULUM VITAE:

EDUCATION

2015 Project Management Graduate Certificate, Royal Roads University

2012 United Way Public Policy Institute, United Way/UBC
2005 Bachelors of Arts in Psychology, University of Calgary

PROJECT WORK

STRATEGIC PLANNING AND FACILITATION

- Liaise with project leadership to provide guidance and design for environmental scan, engagement and organizational development
- Design and deliver capacity building workshops
- Design and facilitate planning sessions
- Prepare interactive and engaging final reports to summarize sessions while mapping out strategic goals and activities

2019	Pacific Rim Hospice Strategic Plan
2019	Central Westcoast Forest Society Strategic Plan
2018	Toquaht Nation Health Plan Update and Capacity Development
2018	Port Alberni Opioid Community Dialogs
2017	Pacific Rim Surfrider Strategic Plan Facilitation
2016	Ucluelet Chamber of Commerce Strategic Plan
2016	Tofino Chamber of Commerce Strategic Plan
2014	Pacific Rim Hospice Society Strategic Planning
2014	Toquaht Nation Health Plan

PROJECT MANAGEMENT

- Work with client to set scope, timeline, budget/secure funding and project pre plan
- Facilitate collaborative participation with team and community stakeholders
- Implement plan, deliver product and evaluate, providing lessons learned and follow up to client

2019	A Child Care Needs Assessment for the ACRD
2018	Port Alberni Point in Time Homelessness Count
2018	West Coast Communities Transportation Scope Setting Study – BC Transit and ACRD
2017	Alberni Clayoquot Health Network Website - www.achn.ca
2017	Alberni Clayoquot Transportation Asset Map
2016	West Coast Wheels for Wellness Program Implementation
2015	Vancouver Island Food Systems Coordinator Gathering
2014	Gabor Mate West Coast Presentation Tour
2013	Canadian Biosphere Reserve Video - www.youtube.com/watch?v=KHxeOTJaiHI
2012	Healing Broken Lands – Indicator Monitoring Proposal – Eco Trust Canada
2012	West Coast Restorative Justice Program - RCMP
2012	Coastal Family Resource Coalition Website - www.coastalfamilyresources.ca
2010	West Coast Central Region Community Consultation – MCFD Make Children First

CONTRACT WORK

2014 – Present Coordinator, Alberni Clayoquot Health Network

- Design, develop and coordinate alternative governance model to engage stakeholders and decision makers
- Design and coordinate systems change initiatives to stimulate dialog and action planning around complex social issues
- Facilitate strategic planning and recruitment of community stakeholders to increase impact of social change initiatives

2010 – 2017 Community Developer/ Facilitator, Coastal Family Resource Coalition

- Design and facilitate governance and community development models to engage regional stakeholders
- Community consultation design, implementation and reporting
- Coordinate relationship building, community and project development
- Develop and implement evaluation frameworks and regional planning
- Grant writing secure between \$5 000 and \$30 000 for network projects annually

2012 – 2013 Community Coordinator/ Contractor, Clayoquot Biosphere Trust

- Identify and develop projects which align with the core priorities
- Grant writing
- Clayoquot participant in partnership project with Canadian Biosphere Reserves and the University of Saskatchewan through a Social Science and Humanities Research Council (SSHRC) Grant
- Ongoing project work relating to health, youth and food security

RECENT REFERENCES

James Caspersen

Project Manager, Provincial Point in Time Homelessness Count

Homeless Services Association of BC

778-316-7755

jameshasbc@gmail.com

Wes Hewitt

Executive Director, Port Alberni Shelter Society

pashelter@shaw.ca

250-731-6767

Analisa Blake

Project Manager: Food Security, Healthy Lifestyles, Community Health Networks; Island Health - Public Health

analisa.blake@viha.ca

250-802-0263

Penny Cote

Chair, Alberni Clayoquot Health Network

pcote@acrd.ca

250-724-5040

Timothy Pley, CAO
City of Port Alberni
4850 Argyle Street
Port Alberni, BC V9Y 1V8

RE: ARCHITECTURAL CONSULTING SERVICES FOR CHILDCARE BC NEW SPACES FUND APPLICATION

Dear Tim

Thank you for inviting us to offer a proposal for the architectural design component of your grant application for the new day care facility. As we have discussed, this project could be a wonderful opportunity to improve the synergies between the school district, the local arts community, the heritage commission, new daycare providers and the many families that will rely on their services.

We have coordinated with Marci DeWitt and believe that the proposed scope of work will tie in nicely with her efforts to create a complete application package with great chances of success. While there is a risk to putting time and effort into any grant application, the work described below can be used as a significant credit to the design work if this project is approved. Furthermore, we believe that creating the relationships with ourselves, Marcie DeWitt, your team at the City and the project stakeholders will be a critical part of any future project, and that these efforts will not be lost with the application itself, but will be available to you for any number of similar endeavours.

The following table was created with Marcie DeWitt to reference the coordinated scopes of our work and to illustrate the deliverables that will be created for you by our efforts. We understand that Marcie will be contracted separately for her work and so the cost and time estimates on the right are related to our scope only. If you have questions about the scope of work, or the relevance at this phase of the project, please let us know. We believe that these efforts will be required to make the strongest case for a new childcare facility in Port Alberni.

Our fees are noted next to each set of activities that we expect to under take during the next few months of preparation. These correspond to expected timeframes and should also give you a sense of how we expect the project to proceed, what fees will be incurred and how to align a working budget for the project. We will be very happy to work through the details with you and make adjustments as you wish.

Our fees are exclusive of taxes and disbursements, and any disbursements exceeding \$500 will be agreed with you prior to commitment. We do not currently anticipate any disbursements other than printing and travel costs.

We will be happy to discuss this agreement and make modifications as required to ensure that we are all comfortable moving forward.

Sincerely,

Will King, Architect AIBC, MRAIC. LEEP AP

Waymark Architecture carries \$2,000,000 in professional liability insurance and a copy of our certificate of insurance is available upon request. This proposal is in compliance with Bylaws of the Architectural Institute of British Columbia, notably Bylaws 28 and 34.16 and AIBC Bulletin 67.

Delliverable	Milestone	Activities: Marcie	Activities: Waymark	Timeline	Waymark fee:
		Identify & liaise with stakeholders		feb-	
	Relationship development	facilitate dialogue with property stakeholders	work with stakeholders to identify synergies and obstacles	feb/march	\$3,060.00
Stakeholder Identification &			research site conditions, existing building conditions. zoning etc	feb/march	\$1,020.00
Development	DED / 121	design RFP based on New Space priorities		feb/march	\$0.00
	RFP for childcare provider	work with City to select new provider		march/april	\$0.00
	formal agreements	create MOU's for partnerships	identify spacial/property requirements	april/may	\$680.00
	initial design work	develop function program with stakeholders	develop function program with stakeholders	april/may	\$3,400.00
			spacial diagrams and inter-relations of functional diagrams	april/may	\$1,020.00
		functional coordination with CCLR	spacial coordination with CCLR	april/may	\$1,020.00
		work with service provider to provide furniture/equipment list	incorporate furniture/equipment	may/june	\$1,020.00
	Schematic Design (SD)		first iteration of schematic design (SD)	may/june	\$6,800.00
Building Concept creation			initial energy model & cost/benefit analysis	may/june	\$3,400.00
creation		working group review of SD	working group review of SD	may/june	\$3,060.00
			revision of SD based on stakeholder feedback	may/june	\$3,400.00
			floor plans	june/july	\$1,020.00
	Austritant and Dandarians		3D renderings	june/july	\$3,400.00
	Architectural Renderings		sections and/or other unique features	june/july	\$1,700.00
			design motif palette	june/july	\$1,020.00
			Professional Services consulting costs	July	\$170.00
			consult quantity surveyors & general contractors	July	\$680.00
		incorporate budget information for design &	site development costs	July	\$170.00
		construction	construction costs	July	\$170.00
	Complete Budget Template		annual O&M costs	July	\$680.00
Complete Grant			carbon footprint	July	\$1,360.00
Application		incorporate budget information from service providers		July	
		incorporate budget info from City		July	
		coordinate funding contributions		July	
	liaise with stakeholders	formalize and update based on engagement		July	
	Application completion	City review	format drawings and images	July	\$340.00
	Final Report	outline lessons learned and next steps		July	

The total fee for our effort is estimated to be \$38,590. We can either fix this fee and invoice periodically as the work progresses, or we can bill hourly for the work as it is requested of us., whichever you prefer. We expect similar costs either way.

We will require a \$3,000 retainer to begin our work, and are prepared to begin as soon as this retainer had been paid and our contracts are signed. The retainer will be credited to the total project fee and can be drawn from periodically during the project, or as a credit to your last invoice.

Delliverable	Milesto ne	Activities: Marcie	Activities: Waymark	Timeline	Waymark fees	MD Fees
		Identify & liaise with stakeholders		April		
	Relationship development	facilitate dialogue with property stakeholders	work with stakeholders to identify synergies and obstacles	April-June	\$3,060.00	
Stakeholder Identification & Development	20 70 15 15 15 15 15 15 15 15 15 15 15 15 15		research site conditions, existing building conditions, zoning etc	April -June	\$1,020.00	\$12,000.00
		design RFP based on New Space priorities		May - June	\$0.00	
	RFP for childcare provider	work with City to select new provider	6	May - June	\$0.00	
	formal agreements	create MOU's for partnerships	identify spacial/property requirements	May - Oct	\$680.00	
	initial design work	develop function program with stakeholders	develop function program with stakeholders	June –	\$3,400.00	
			spacial diagrams and inter-relations of functional diagrams	June - sept	\$1,020.00	
		functional coordination with CCLR	spacial coordination with CCLR		\$1,020.00	
		work with service provider to provide furniture/equipment list	incorporate furniture/equipment		\$1,020.00	
	Schematic Design (SD)		first iteration of schematic design (SD)		\$6,800.00	
uilding Concept			initial energy model & cost/benefit analysis		\$3,400.00	\$7,500.00
creation		working group review of SD	working group review of SD		\$3,060.00	\$7,000.00
			revision of SD based on stakeholder feedback		\$3,400.00	
			floor plans	June - September	\$1,020.00	
			3D renderings	September	\$3,400.00	
	Architectural Renderings		sections and/or other unique features		\$1,700.00	
			design motif palette		\$1,020.00	
			Professional Services consulting costs	August -	\$170.00	
			consult quantity surveyors & general contractors	September	\$680.00	
		incorporate budget information for design &	site development costs		\$170.00	
		construction	construction costs		\$170.00	
	Complete Budget		annual O&M costs		\$680.00	
Complete New	Template		carbon footprint		\$1,360.00	
Spaces Grant Application		incorporate budget information from service providers				\$3,000.00
		incorporate budget info from City				
		coordinate funding contributions				
	liaise with stakeholders	formalize and update based on engagement		September - October		
	Application completion	City review	format drawings and images	1	\$340.00	
	Final Report	outline lessons learned and next steps				
UBCM Grant	Source Additional information and agreements	Prepare application for project land purchase		November		\$1500.00
Application	Application Completion and Submission	City review of draft for submission and report for City/Council		1.toremoet		φ1500.00
Project	Facilitation of relationships	Facilitate additional planning and visioning activities		Winter/spring 2021		
Coordination		Recommend/secure agreements with participating partners		ļ		\$12,000.0
		partito		T	\$38,590.00	\$37,800.0



CITY OF PORT ALBERNI AMENDED 5 YEAR FINANCIAL PLAN

2020-2024

DRAFT



CITY OF PORT ALBERNI CONSOLIDATED FINANCIAL PLAN 2020-2024

Revenue	2019 Actual (unaudited)	2019 Budget	2020	2021	2022	2023	2024
Taxes	Actual (ullaudited)	Buugei					
Property Taxes	23,151,826	23,153,216	24,317,679	25,987,007	27,016,020	27,820,211	28,648,527
Other Taxes	705,800	710,141	710,200	710,200	710,200	710,200	707,000
Grants in Lieu of Taxes	212,570	219,500	219,500	219,500	219,500	219,500	219,500
	100 AND \$1000 AND	1	30,000 at 100 \$100000000000000000000000000000000	*************************************	4920004 04-14 1070 24000	1001 - P-001# (2000)-000	2000.002004 102.200200
Fees and Charges							
Sales of Service	3,643,567	3,446,969	3,802,504	3,524,542	3,491,883	3,537,650	3,590,971
Sales of Service/Utilities	6,067,914	6,884,738	7,133,173	7,392,302	7,536,449	7,690,879	7,848,581
Service to other Government	57,371	167,000	167,000	167,000	167,000	167,000	167,000
User Fees/Fines	309,515	228,640	237,140	238,140	240,140	242,140	242,140
Rentals	145.112	143,200	144,300	145,500	146,700	147,900	147,900
Interest/Penalties/Miscellaneous	985,587	629,100	638,575	736,775	736,775	736,775	736,775
Grants/Other Governments	1,120,424	1,107,340	1,507,340	1,107,340	1,107,340	1,107,340	1,107,340
Other Contributions	699,630	699,630	395,000	460,000	162,600	90,000	90,000
Other Contributions	099,000	099,030	393,000	400,000	102,000	90,000	90,000
	37,099,316	37,389,474	39,272,411	40,688,305	41,534,607	42,469,595	43,505,734
Expenses	202.244	200.400	107.010	107.010	107.010	107.010	107.010
Debt Interest	320,914	396,128	487,816	487,816	487,816	487,816	487,816
Capital Expenses	8,799,040	8,799,040	9,018,195	8,721,303	5,870,271	12,759,802	6,225,076
Other Municipal Purposes	4 227 202	2 050 444	4 262 900	4 210 001	4 470 617	4 474 220	4 642 254
General Municipal Police Services	4,237,283 6,685,905	3,958,444 7,325,995	4,263,800 7,493,161	4,310,001 7,649,642	4,472,617 7,847,848	4,471,229 8,053,087	4,613,354 8,260,107
Fire Services	3,916,399	3,589,253	3,657,489	3,750,092	3,872,436	3,964,686	4,059,461
Other Protective Services	269,288	260,413	262,699	264,886	267,074	269,567	271,976
Transportation Services	4,373,238	4,198,108	4,124,868	4,317,829	4,464,622	4,520,702	4,572,310
Environmental Health and Development	2,271,652	2,178,658	2,659,546	2,230,842	2,121,772	2,158,613	2,245,650
Parks and Recreation	6,029,061	5,600,090	5,899,437	6,271,298	6,476,455	6,612,515	6,941,793
Cultural	1,350,617	1,302,804	1,409,031	1,442,847	1,476,477	1,506,096	1,531,180
Water	1,518,102	1,429,672	1,670,544	1,660,669	1,721,331	1,714,697	1,776,512
Sewer	1,263,687	1,243,229	1,362,676	1,379,906	1,397,507	1,416,790	1,435,179
Contingency	20,752	264,700	300,000	200,000	200,000	200,000	200,000
,						,	
	41,055,937	40,546,534	42,609,262	42,687,130	40,676,226	48,135,600	42,620,414
Revenue Over (Under) Expenses Before Other	(3,956,621)	(3,157,060)	(3,336,851)	(1,998,825)	858,381	(5,666,006)	885,320
Other							
Debt Proceeds	-			-	r -	3,000,000	
Debt Principal	(254,557)	(347,143)	(476,634)	(476,634)	(476,634)	(476,634)	(476,634)
Transfer from Equipment Replacement Reserve	522,500	522,500	254,955	2,652,625	2,358,085	814,253	1,639,725
Transfer from Land Sale Reserve	683,000	683,000		-	-	-	-
Transfer from Cemetery Trust	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Transfer from (to) Other Reserves	2,953,609	2,222,384	3,496,530	(179,166)	(2,741,832)	2,326,387	(2,050,411)
Transfer from (to) Surplus	50,069	74,319	60,000	-	-	-	-
	3,956,621	3,157,060	3,336,851	1,998,825	(858,381)	5,666,006	(885,320)
Balanced Budget	-			-			
1.50 Line							

	Α	В	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD	BE	BF
1		CITY OF PORT ALBERNI														
2	_	GENERAL REVENUE FUND - 5 YEAR PI	LAN													
3	3															
4 5 6			0040		0040		0000		0004		0000		0000		2004	
5	3		2019		2019		2020		2021		2022		2023		2024	
7			Actual (unaudited)		Budget											
8		REAL PROPERTY TAXES														
9		TENET HOTELTT TOTAL														
10	11111	General Purposes - Taxes	22,940,182	3.00%	24,318,008	6.01%	24,106,008	5.08%	25,775,336	6.92%	26,804,349	3.99%	27,608,540	3.00%	28,436,856	3.00%
11	11112	Debt Purposes - Taxes	211,644	-0.01%	211,671	0.01%	211,671	0.01%	211,671	0.00%	211,671	0.00%	211,671	0.00%	211,671	0.00%
12		TAX LEVY	23,151,826	2.98%	24,529,679	5.95%	24,317,679	5.04%	25,987,007	6.86%	27,016,020	3.96%	27,820,211	2.98%	28,648,527	2.98%
13																
14		Local Improvements	40.050	0.400/	42.000	40 540/	40.000	40.540/	40.000	0.000/	10,000	0.000/	40,000	0.000/	40.000	0.000/
15	11211	Special Area Levy	10,859 10,859	3.42% — 3.42% —	12,000	10.51% _ 10.51%	12,000 12,000	10.51% _ 10.51%	12,000	0.00% _	12,000	0.00%	12,000	0.00%	12,000	0.00%
16 17		SPECIAL ASSESSMENTS	10,639	3.42%	12,000	10.51%	12,000	10.51%	12,000	0.00%	12,000	0.00%	12,000	0.00%	12,000	0.00%
18	11910	Utility Tax 1%	694,941	15.82%	694,941	0.00%	695,000	0.01%	695,000	0.00%	695,000	0.00%	695,000	0.00%	695,000	0.00%
19		TAXES	23,857,626	3.31%	25,236,620	5.78%	25,024,679	4.89%	26,694,007	6.67%	27,723,020	3.85%	28,527,211	2.90%	29,355,527	2.90%
20			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				,									
21		FEDERAL GOVERNMENT														
22 23		Federal Building Grant	530	5.98%	500	-5.64%	500	-5.64%	500	0.00%	500	0.00%	500	0.00%	500	0.00%
23	12210	CBC Grant	2,815	40.77%	2,000	-28.96%	2,000	-28.96%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%
24	12210	PROVINCIAL GOVERNMENT	44,553	-0.99%	45,800	2.80%	45,800	2.80%	45,800	0.00%	45,800	0.00%	45,800	0.00%	45,800	0.00%
25 26 27		Provincial Government Grant BC Hydro	104,421	-5.93%	111,000	6.30%	111,000	6.30%	111,000	0.00%	111,000	0.00%	111,000	0.00%	111,000	0.00%
27		Public Housing Grant (in lieu of taxes)	59,851	-0.25%	60,000	0.25%	60,000	0.25%	60,000	0.00%	60,000	0.00%	60,000	0.00%	60,000	0.00%
28		OTHER ENTITIES	-	0.2070	55,555	0.2070	55,555	0.2070	00,000	0.0070	00,000	0.0070	55,555	0.0070	00,000	
29	12910	University of Victoria	400	100.00%	200	-50.00%	200	-50.00%	200	0.00%	200	0.00%	200	0.00%	200	0.00%
30		GRANTS IN LIEU OF TAXES	212,570	-2.80%	219,500	3.26%	219,500	3.26%	219,500	0.00%	219,500	0.00%	219,500	0.00%	219,500	0.00%
31																
32		SERVICES PROVIDED TO GOVERNMEN	NT													
33	10101	PRIORIED EVENINE RECOVERY	F7.074	05.050/	407.000	101 000/	407.000	404 000/	407.000	0.000/	407.000	0.000/	407.000	0.000/	407.000	0.000/
34 35	13121	PRISONER EXPENSE RECOVERY	57,371	-65.65%	167,000	191.09%	167,000	191.09%	167,000	0.00%	167,000	0.00%	167,000	0.00%	167,000	0.00%
36		SALES OF SERVICES														
37		SALES OF SERVICES														
38	14120	ADMINISTRATION SERVICE CHARGE	36,173	20.58%	33,000	-8.77%	33,000	-8.77%	33,000	0.00%	33,000	0.00%	33,000	0.00%	33,000	0.00%
39		14120.3082 HR Recoveries	500	0.00%	500	0.00%	500	0.00%	500	0.00%	500	0.00%	500	0.00%	500	0.00%
40			-													
41		Law Enforcement Service Charge	225,552	75.07%	128,973	-42.82%	129,112	-42.76%	129,252	0.11%	129,394	0.11%	129,537	0.11%	129,680	0.11%
42	14241	Fire Department Service Charge	116,528	-36.30% _	188,723	61.95% _	192,181	64.92% _	195,709	1.84% _	199,198	1.78%	202,771	1.79%	206,826	2.00%
43 44		PROTECTIVE SERVICES	342,080	9.72%	317,696	-7.13%	321,293	-6.08%	324,961	1.14%	328,592	1.12%	332,308	1.13%	336,506	1.26%
45	14310	Public Works Service Charge	45,773	-30.22%	65,600	43.32%	77,600	69.53%	77,600	0.00%	77,600	0.00%	77,600	0.00%	77,600	0.00%
46		Public Transit Revenue	309,418	-6.71%	342,122	10.57%	335,113	8.30%	340,298	1.55%	340,960	0.19%	341,635	0.20%	341,635	0.00%
47		TRANSPORTATION SERVICES	355,191	-10.60%	407,722	14.79%	412,713	16.19%	417,898	1.26%	418,560	0.16%	419,235	0.16%	419,235	0.00%
48			=													
49		Commercial Solid Waste Collection	18,695	133.69%	13,000	-30.46%	13,000	-30.46%	13,000	0.00%	13,000	0.00%	13,000	0.00%	13,000	0.00%
50	14434	Residential Solid Waste Collection	680,692	-0.74%	709,626	4.25%	766,396	12.59% _	827,708	8.00% _	893,488	7.95%	912,252	2.10%	941,495	3.21%
51		ENV HEALTH WASTE COLLECTION	699,388	0.81%	722,626	3.32%	779,396	11.44%	840,708	7.87%	906,488	7.82%	925,252	2.07%	954,495	3.16%
52 53	14510	DUDUC UEALTH CEMETERIES	71 550	16.010/	61 200	14.470/	64 200	14 470/	64 200	0.00%	64 200	0.000/	61 200	0.00%	61 200	0.00%
54	14516	PUBLIC HEALTH-CEMETERIES	71,550	16.91%	61,200	-14.47%	61,200	-14.47%	61,200	0.00%	61,200	0.00%	61,200	0.00%	61,200	0.00%
55	14550	PLANNING ADMINISTRATION	73,827	220.99%	23,500	-68.17%	24,500	-66.81%	24,500	0.00%	25,500	4.08%	25,500	0.00%	25,500	0.00%
56	11000				20,000		2.,000		,				_3,000		,	
57	14560	ECONOMIC DEVELOPMENT	302,399	616.08%	126,300	-58.23%	521,833	72.56%	146,833	-71.86%	21,833	-85.13%	21,833	0.00%	21,833	0.00%
58			-													7.50
59		Marine Commercial Building	79,764	7.89%	74,668	-6.39%	75,415	-5.45%	76,169	1.00%	76,931	1.00%	77,700	1.00%	78,477	1.00%
60		Port Building	23,471	4.02%	22,789	-2.90%	23,017	-1.93%	23,247	1.00%	23,479	1.00%	23,714	1.00%	23,951	1.00%
61		Market Square	27,807	-21.40%	35,731	28.50%	36,088	29.78%	36,449	1.00%	36,813	1.00%	37,182	1.00%	37,553	1.00%
62	14690	A. H. Q. Miscellaneous Revenue		-100.00%	2,500	#DIV/0! _	2,500	#DIV/0! _	2,500	0.00% _	2,500	0.00%	2,500	0.00% _ 0.98%	2,500	0.00% 0.98%
63 64		ALBERNI HARBOUR QUAY	131,042	-2.48%	135,688	3.55%	137,020	4.56%	138,365	0.98%	139,723	0.98%	141,096	0.98%	142,481	0.98%
04																

	Α	В	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD	BE	BF
1		CITY OF PORT ALBERNI														
2	_	GENERAL REVENUE FUND - 5 YEAR P	PLAN													
3	33															
4 5 6 7 65	(43-1-42)		2019		2019		2020		2021		2022		2023		2024	- 1
6	4		Actual (unaudited)		Budget		2020		2021		2022		2023		2024	- 1
7			riotaar (arradanoa)		Daagot											
65		RECREATION SERVICES														- 1
66																
67		RECREATION FACILITIES														- 1
68 69	4.474.0	Our Verth Our	0.454	40.400/	0.000	F 070/	0.400	0.400/	0.000	0.000/	0.400	4 000/	0.400	4.000/	0.575	4 000/
70		Gyro Youth Centre Echo '67 Centre	8,454 209,861	18.40% -3.59%	8,000 222,035	-5.37% 5.80%	8,160 226,490	-3.48% 7.92%	8,323 231,032	2.00% 2.01%	8,406 233,342	1.00% 1.00%	8,490 235,676	1.00% 1.00%	8,575 238,033	1.00% 1.00%
71		Glenwood Centre	55,536	27.03%	42,470	-23.53%	42,015	-24.35%	42,817	1.91%	43,245	1.00%	43,678	1.00%	44,115	1.00%
72		Echo Aquatic Centre	40,345	4.25%	39,444	-2.23%	41,142	1.97%	41,925	1.90%	42,344	1.00%	42,768	1.00%	43,195	1.00%
73		AV Multiplex	573,902	4.16%	557,441	-2.87%	494,883	-13.77%	499,832	1.00%	504,830	1.00%	509,878	1.00%	514,977	1.00%
74	14720	Stadium & Athletic Fields	27,146	-26.35%	37,567	38.39%	29,100	7.20%	29,551	1.55%	29,683	0.45%	29,817	0.45%	29,952	0.45%
75			-													
76 77		RECREATION PROGRAMS														
78		SPORT PROGRAMS	-													
80	14730	Glenwood Centre	1,236	-75.28%	4,272	245.63%	3,020	144.34%	3,055	1.16%	3,091	1.18%	3,127	1.16%	3,158	0.99%
81		Echo Aquatic Centre	260,073	2.65%	258,417	-0.64%	242,198	-6.87%	247,042	2.00%	251,982	2.00%	257,022	2.00%	262,162	2.00%
82		AV Multiplex	33,400	50.08%	22,063	-33.94%	25,260	-24.37%	27,033	7.02%	27,510	1.76%	28,060	2.00%	28,621	2.00%
84																
85		LEISURE DIVISION PROGRAMS											2. 222			
86 87		Children's Programs	46,926 889	-37.43% -40.71%	76,500	63.02% 387.45%	58,000 4,422	23.60% 397.23%	59,160	2.00% 1.99%	60,343	2.00%	61,550	2.00%	62,781	2.00%
88		Youth Programs & Services Adult Programs	74,655	-40.71% -12.17%	4,335 66,300	-11.19%	67,626	-9.42%	4,510 68,979	2.00%	4,600 70,358	2.00% 2.00%	4,692 71,765	2.00% 2.00%	4,786 73,201	2.00%
89		Special Events	1,652	65.19%	1,326	-19.73%	1,353	-18.09%	1,380	2.00%	1,407	1.96%	1,435	1.99%	1,464	2.02%
90		Openia Evenia	-	0011070	1,020	1011 070	1,000	1010070	1,000	2.0070	1,101	1.0070	1,100	1.0070	1,101	2.0270
91		COMMUNITY SERVICES	-													
92		Community Services Misc Revenue	8,705	148.72%	3,500	-59.79%	3,500	-59.79%	3,550	1.43%	3,601	1.44%	3,653	1.44%	3,706	1.45%
94	14770	Contributions & Grants	139,249	-10.10% _	159,117	14.27% _	163,380	17.33% _	167,688	2.64% _	169,045	0.81%	170,415	0.81%	171,795	0.81%
95 96		RECREATION SERVICES	1,482,031	-0.97%	1,502,787	1.40%	1,410,549	-4.82%	1,435,877	1.80%	1,453,787	1.25%	1,472,026	1.25%	1,490,521	1.26%
97		CULTURAL SERVICES														
98		ODETOTAL GENVIOLO														
99		MUSEUM SERVICES														
100		Museum-Sales & Service	57,686	137.88%	32,550	-43.57%	32,100	-44.35%	32,300	0.62%	34,300	6.19%	37,300	8.75%	37,300	0.00%
101		Museum-Federal Grants	15,000	349.10%	3,400	-77.33%	3,400	-77.33%	3,400	0.00%	3,400	0.00%	3,400	0.00%	3,400	0.00%
102 104	14830	Museum-Provincial Grants	76,700	18.00% _	80,000	4.30% _	65,000	-15.25% _	65,000	0.00% _	65,000	0.00%	65,000	0.00%	65,000	0.00%
104		CULTURAL SERVICES	149,386	61.34%	115,950	-22.38%	100,500	-32.72%	100,700	0.20%	102,700	1.99%	105,700	2.92%	105,700	0.00%
106		SALES OF SERVICES	3,643,567	10.97%	3,446,969	-5.40%	3,802,504	4.36%	3,524,542	-7.31%	3,491,883	-0.93%	3,537,650	1.31%	3,590,971	1.51%
107		The second secon	5,5.5,007		5, 5,550		5,552,551		-102 110 12		-,,	0.00.0	-100.1000		-,000,0.1	
108		OTHER REVENUE OWN SOURCES														
109					بتتامين		322.227	40	105		100					
110		Business Licence Fees	159,395	32.83%	130,000	-18.44%	130,000	-18.44%	130,000	0.00%	130,000	0.00%	130,000	0.00%	130,000	0.00%
112 113		Dog Licence Fees Building & Plumbing Permit Fees	28,705 74,902	187.05% -2.72%	10,000 78,000	-65.16% 4.14%	10,000 79,000	-65.16% 5.47%	10,000 80,000	0.00% 1.27%	10,000 82,000	0.00% 2.50%	10,000 84,000	0.00% 2.44%	10,000 84,000	0.00% 0.00%
114		Other Const/Demolition Permit Fees	40	-71.43%	140	250.00%	140	250.00%	140	0.00%	140	0.00%	140	0.00%	140	0.00%
115		Vacant Bldg Registration Permit Fees	-	-100.00%	1,000	#DIV/0!	1,000	#DIV/0!	1,000	0.00%	1,000	0.00%	1,000	0.00%	1,000	0.00%
116		LICENCES & PERMITS	263,042	26.38%	219,140	-16.69%	220,140	-16.31%	221,140	0.45%	223,140	0.90%	225,140	0.90%	225,140	0.00%
117							2				_					
118	15210	FINES & PARKING TICKETS	46,473	389.19%	9,500	-79.56%	17,000	-63.42%	17,000	0.00%	17,000	0.00%	17,000	0.00%	17,000	0.00%
119 120	15000	DENTALS	145 440	2 120/	142 200	1 220/	144 200	0.569/	145 500	0.030/	146 700	0.020/	147 000	0.020/	147.000	0.000/
120	15320	RENTALS	145,112	2.12%	143,200	-1.32%	144,300	-0.56%	145,500	0.83%	146,700	0.82%	147,900	0.82%	147,900	0.00%
121 122 123	15510	Interest On Investments	396,667	72.46%	235,000	-40.76%	240,000	-39.50%	240,000	0.00%	240,000	0.00%	240,000	0.00%	240,000	0.00%
123		Other Interest	70,967	183.87%	28,000	-60.54%	28,000	-60.54%	28,000	0.00%	28,000	0.00%	28,000	0.00%	28,000	0.00%
124 125 126		RETURN ON INVESTMENTS	467,634	83.39%	263,000	-43.76%	268,000	-42.69%	268,000	0.00%	268,000	0.00%	268,000	0.00%	268,000	0.00%
125																
126		Current Tax Penalties	147,332	23.81%	118,000	-19.91%	118,000	-19.91%	118,000	0.00%	118,000	0.00%	118,000	0.00%	118,000	0.00%
127 128		Arrears & Delinquent Tax Interest	48,785	8.89%	45,100	-7.55% 16.02%	45,100	-7.55% 16.02%	45,100	0.00%	45,100	0.00%	45,100	0.00%	45,100	0.00%
128	15625	Residential Garbage Penalties	9,750	-2.50%	11,400	16.92%	11,400	16.92%	11,400	0.00%	11,400	0.00%	11,400	0.00%	11,400	0.00%

	Α	В	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD	BE	BF
1		CITY OF PORT ALBERNI														
2 3 4 5 6 7 129 130		GENERAL REVENUE FUND - 5 YEAR P	LAN													
4	AN BOA															
5	(50-1-50)		2019		2019		2020		2021		2022		2023		2024	- 1
6			Actual (unaudited)		Budget											- 1
7			, ,		3											- 1
129		PENALTIES & INTEREST	205,867	18.45%	174,500	-15.24%	174,500	-15.24%	174,500	0.00%	174,500	0.00%	174,500	0.00%	174,500	0.00%
130																
131		Miscellaneous Revenue	117,570	-52.88%	94,500	-19.62%	94,500	-19.62%	192,700	103.92%	192,700	0.00%	192,700	0.00%	192,700	0.00%
132	15940	Miscellaneous Revenue-IT Services	28,275	18.80%	23,800	-15.83% _	28,275	0.00%	28,275	0.00%	28,275	0.00%	28,275	0.00%	28,275	0.00%
132 133 134 135 136 137 138 139		MISCELLANEOUS REVENUE	145,845		118,300		122,775		220,975	79.98%	220,975	0.00%	220,975	0.00%	220,975	0.00%
135		OTHER REVENUE OWN SOURCES	1,273,973	19.98%	927,640	-27.19%	946,715	-25.69%	1,047,115	10.61%	1,050,315	0.31%	1,053,515	0.30%	1,053,515	0.00%
136		OTHER REVERSE OVIN GOORGES	1,210,010	10.0070	027,010		0 10,7 10		1,017,110	10.0170	1,000,010	0.0170	1,000,010	-	1,000,010	0.0070
137		UNCONDITIONAL TRANSFERS OTHER	GOV'T													
138																
139		PROVINCIAL GOVERNMENT		Table Control of the				The Control of the Co								
140		Small Community Protection Grant	280,144	8.16%	288,700	3.05%	288,700	3.05%	288,700	0.00%	288,700	0.00%	288,700	0.00%	288,700	0.00%
141 142		Revenue Sharing - Traffic Fines Community Gaming Revenue	312,700 445,840	11.40% 0.00%	302,800 445,840	-3.17% 0.00%	302,800 445,840	-3.17% 0.00%	302,800 445,840	0.00%	302,800 445,840	0.00%	302,800 445,840	0.00%	302,800 445,840	0.00%
143	16215	UNCOND TFRS OTHER GOV'T	1.038.684	5.39%	1,037,340	-0.13%	1,037,340	-0.13%	1,037,340	0.00%	1,037,340	0.00%	1,037,340	0.00% —	1,037,340	0.00%
144		UNCOND TERS OTHER GOV I	1,000,004	3.3370	1,037,340	-0.1370	1,037,340	-0.1370	1,037,340	0.0070	1,037,340	0.0070	1,037,340	0.0070	1,037,340	0.0070
145		CONDITIONAL TRANSFERS OTHER														
146	18120	Grants/Contributions UBCM/FCM			-		~		12							
147	18121	Grants/Contributions Other	81,740	16.77%	70,000	-14.36%	70,000	-14.36% _	70,000	0.00%	70,000	0.00%	70,000	0.00%	70,000	0.00%
148		CONDITIONAL TRANSFERS OTHER	81,740		70,000		70,000		70,000		70,000		70,000		70,000	
149																
150 151		OTHER TRANSFERS & COLLECTIONS														
152		OTHER TRANSPERS & COLLECTIONS														
153	19110	Cemetery Trust Fund	2,000	-26.25%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%
156		Operating Funds From Prior Years	507,069	27.03%	507,069	0.00%	594,209	17.19%	400,000	-32.68%	400,000	0.00%	400,000	0.00%	400,000	0.00%
157	19115	Transfer from RCMP Surplus Reserve		0_	=	0_	286,061	0_	291,282	1.83%	296,607	1.83%	302,040	1.83%	307,581	1.83%
158		TRANSFERS FROM OWN RESERVES	509,069	26.67%	509,069	0.00%	882,270	73.31%	693,282	-21.42%	402,000	-42.01%	402,000	0.00%	402,000	0.00%
159																
160 161		COLLECTIONS FOR OTHER GOV'T														
162	10811	Non-Residential School Tax	1,792,267	-14.65%	2,100,000	17.17%	1,800,000	0.43%	1,800,000	0.00%	1,800,000	0.00%	1,800,000	0.00%	1,800,000	0.00%
163		Residential School Tax	3,785,950	26.20%	3,000,000	-20.76%	3,000,000	-20.76%	3,000,000	0.00%	3,000,000	0.00%	3,000,000	0.00%	3,000,000	0.00%
164			5,578,217	9.38%	5,100,000	-8.57%	4,800,000	-13.95%	4,800,000	0.00%	4,800,000	0.00%	4,800,000	0.00%	4,800,000	0.00%
165																
166		REGIONAL GOVERNMENT														
167		Parcel Tax	134,857	0.64%	134,000	-0.64%	134,000	-0.64%	700.000	-100.00%	700 000	#DIV/0!	700.000	#DIV/0!	700 000	#DIV/0!
168 169		Alberni-Clayoquot Regional Hosp Dist Alberni-Clayoquot Regional District	692,174 1,329,467	-2.18% 24.25%	760,000 1,170,000	9.80% -11.99%	760,000 1,170,000	9.80% -11.99%	760,000 1,170,000	0.00%	760,000 1,170,000	0.00%	760,000 1,170,000	0.00% 0.00%	760,000 1,170,000	0.00%
170	19021	Alberni-Ciayoquot Regional District	2.156.498	12.81%	2,064,000	-4.29%	2,064,000	-4.29%	1.930.000	-6.49%	1,930,000	0.00%	1,930,000	0.00%	1,930,000	0.00%
171			2,130,490	12.0170	2,004,000	-4.23/0	2,004,000	-4.23/0	1,850,000	-0.4370	1,930,000	0.00 /0	1,930,000	0.0078	1,000,000	0.0070
172		JOINT BOARDS AND COMMISSIONS														
173	19830	Municipal Finance Authority	1,186	137.12%	500	-57.83%	500	-57.83%	500	0.00%	500	0.00%	500	0.00%	500	0.00%
174	19831	BC Assessment	166,967	4.35%	160,000	-4.17%	160,000	-4.17% _	160,000	0.00%	160,000	0.00%	160,000	0.00%	160,000	0.00%
175			168,153	4.77%	160,500	-4.55%	160,500	-4.55%	160,500	0.00%	160,500	0.00%	160,500	0.00%	160,500	0.00%
176		OTHER TRANSFERS COLLECTIONS	7.000.000	40.400′	7 004 500	7.000/	7 004 500	44.440/	0.000.500	4.0404	0.000.500	0.0001	0.000 500	0.000/	0 000 500	0.000/
177		OTHER TRANSFERS, COLLECTIONS	7,902,868	10.19%	7,324,500	-7.32%	7,024,500	-11.11% _	6,890,500	-1.91% _	6,890,500	0.00% _	6,890,500	0.00%	6,890,500	0.00%
178 179		GENERAL FUND REVENUE	38,577,467	5.83%	38,938,638	0.94%	39,174,508	1.55%	40,343,285	2.98%	41,051,558	1.76%	41,904,716	2.08%	42,786,353	2.10%
180		GLINERAL FUND REVENUE	30,377,407	J.03% =	30,330,036	0.3470	39,114,000	1.33%	40,040,200	2.80%	+1,001,000	1.70% =	41,304,710	2.00%	72,100,000	2.1070
100																

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	CITY OF PORT ALBERNI							L		1							/
2	GENERAL REVENUE FUND - 5 YEAR PLAN					,	** Highlight	ed Items are	e Strategic F	Priorities							
3	**************************************																
4	W Company	2040		2040		2020		2024		2022		2022		2024		Aggregate	
6	•	2019 Actual (unaudited)		2019 Budget		2020		2021		2022		2023		2024		Change 2020-2024	
7 8		rictus (andaonod)		Dauge.												2020 202 1	
8	GENERAL GOVERNMENT SERVICE																
9	21110 Mayor-Stipends	50,914	14.02%	45,546	-10.54%	46,456 123,540	-8.76%	47,386	2.00%	48,333	2.00% 2.00%	49,300	2.00% 2.00%	50,286	2.00% 2.00%	-0.75%	
10 11	21130 Councillors-Stipends 21190 Receptions and Other Services	132,549 20,380	11.63% -47.74%	121,118 39,000	-8.62% 91.36%	39,000	-6.80% 91.36%	126,011 39,000	2.00% 0.00%	128,532 39,000	0.00%	131,103 39,000	0.00%	133,725 39,000	0.00%	1.20% 91.36%	
12	LEGISLATIVE	203,843	0.72%	205,664	0.89%	208,996	2.53%	212,397	1.63%	215,865	1.63%	219,403	1.64%	223,011	1.64%	9.07%	
13																	
14	GENERAL ADMINISTRATION ADMINISTRATIVE																
16	21211 City Manager	208.421	3.01%	206.362	-0.99%	210,479	0.99%	214.679	2.00%	218.962	2.00%	223,331	2.00%	227,798	2.00%	8.97%	:
17	21212 Municipal Clerk	487,396	18.55%	418,995	-14.03%	553,660	13,60%	559,290	1.02%	570,133	1.94%	581,192	1.94%	592,816	2.00%	20.49%	
18	21215 Legal Services	65,641	64.10%	40,000	-39.06%	41,600	-36.62%	43,264	4.00%	44,995	4.00%	46,794	4.00%	48,666	4.00%	-20.62%	
1,,	2424C P.J F-f	244 000	19,56%	336,554	6.90%	357,075	13.42%	378.806	6.09%	391,172	3.26%	398.786	1.95%	406,761	2.00%	06 700/	Strategic Intlative- increase to Bylaw enforcement
20	21216 Bylaw Enforcement 21217 Bylaw Enforcement Vehicles	314,828 17,156,58	128.60%	14,106	-17.78%	14,452	-15,76%	14,756	2.10%	15,070	2,13%	15,394	2.15%	15,702	2.00%	-7.38%	Bylaw Billorcelliell
21	21217 Dylaw Emoleciment Vehicles	17,136.36	120.0070	14,100	-17.7070	14,452	-13,7070	14,750	2.1070	15,070	2.1070	10,004	2.1070	15,702	2.00/0	-7.5070	
22																	
23 24	FINANCIAL MANAGEMENT	000 017	44.040′	700 744	4.400/	800 000	2 2004	040.000	0.0007	004.000	4.0007	050.000	0.0401	070 000	0.0401	0.4007	
24	21221 Financial Management Administration 21225 External Audit	820,017 53.994	11.94% 74.74%	783,744 31,200	-4.42% -42.22%	802,000 31,000	-2.20% -42.59%	818,000 27,300	2.00% -11.94%	834,300 28,700	1.99% 5.13%	853,600 29,900	2.31% 4.18%	870,800 31,500	2.01% 5.35%	6.12% -39.86%	
26	21226 Purchasing Administration	144,368	-31.58%	122,500	-15.15%	124,000	-14.11%	126,400	1.94%	128,400	1.58%	131,000	2.02%	133,100	1.60%	-6.96%	
27	21229 Other Financial Management	5,289	-76.17%	20,000	278.12%	22,250	320.65%	3,250	-85.39%	3,250	0.00%	3,250	0.00%	3,250	0.00%	235.26%	
26 27 28 29 30 31 32	COMMON SERVICES																
30	21222 Administration Vehicle	7.962	-1.89%	9.377	17.78%	9.643	21.12%	9.913	2.80%	10.086	1.75%	10,214	1,27%	10.344	1.27%	28.20%	
31	21252 City Hall	115,369	-26.04%	156,700	35.82%	133,342	15.58%	135,313	1.48%	137,316	1.48%	139,353	1.48%	219,696	57.65%	77.67%	
32	21253 Other City Buildings	12,419	336.52%	12,419	0.00%	2,564	-79.35%	2,609	1.76%	2,654	1.72%	2,700	1.73%	2,739	1.44%	-72.70%	
	04050 016 0	000 400	04.400/	404.000	05 700/	440.004	22.400/	440.000	4 2007	455.000	4 4507	100 117	4.440/	400 400	-5.57%		Strategic Intiative-
35	21259 Other Common Services 21260 Carbon Offsets	666,122 49,125	94.40% -12.59%	494,382 56,200	-25.78% 14.40%	443,031 56,200	-33.49% 14.40%	449,203 56,200	1,39%	455,698 56,200	1.45% 0.00%	462,117 56,200	0.00%	436,400 56,200	0.00%	-34.81% 14.40%	Reconciliation
37	21200 Galboli Oliseis	49,123	-12.5576	30,200	14,4070	30,200	14.4076	30,200	0.0076	30,200	0.0076	30,200	0.0078	30,200	0.0078	14.4070	
38	INFORMATION SERVICES																
39	21261 Information Services	756,748	14.78%	674,591	-10.86%	696,957	-7.90%	682,039	-2.14%	710,587	4.19%	724,903	2.01%	739,561	2.02%	-1.82%	
40	OTHER ADMINISTRATIVE SERVICES																
42	21282 Appraisals	24,250		24,250				-		25,000		-		-			
43	21283 Personnel (Human Resources)	261,431	-4.65%	277,688	6.22%	284,632	8.87%	304,200	6.87%	293,350	-3.57%	298,864	1.88%	305,542	2.23%	16.30%	
44	21285 Employee Wellness (EFAP)	14,118	-7.73%	15,318	8.50%	15,336	8.63%	15,354	0.12%	15,372	0.12%	15,390	0.12%	15,698	2.00%	10.98%	
36 37 38 39 40 41 42 43 44 45 46	RECOVERIES																i
47	21290 Administration Services Recovered	(489,000)	7.24%	(465,000)	-4.91%	(474,000)	-3.07%	(483,500)	2.00%	(493,200)	2.01%	(503,000)	1.99%	(503,000)	0.00%	2.93%	
48	GENERAL ADMINISTRATION	3,535,655	18.67%	3,229,386	-8.66%	3,324,221	-5.98%	3,357,076	0.99%	3,448,045	2.71%	3,489,988	1.22%	3,613,573	3.54%	2.48%	
48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63	21011 Floriton Evponto	3,110	-94.12%		-100.00%		191,798			57,162			-100.00%		#DIV/0!	#DIV/0!	
50	21911 Election Expense 21920 Training and Development	3,110 106.391	-94.12% -29.52%	147.865	-100.00% 38.98%	163.378	191,798 53.56%	162,714	-0.41%	57,162 162.915	0.12%	162,181	-100.00% -0.45%	168,434	#DIV/0! 3.86%	#DIV/U! 56.69%	
52	21925 Council Travel and Development	62,769	24.30%	51,005	-18.74%	51,515	-17.93%	52,030	1.00%	52,551	1.00%	53,076	1.00%	53,607	1.00%	-13.93%	
53	21930 Insurance	291,243	11.97%	264,950	-9.03%	483,041	65.86%	492,702	2.00%	502,556	2.00%	512,607	2.00%	520,296	1.50%	73.36%	
54	21931 Damage Claims 21950 Grants In Aid	6,383 27,890	-69.33% 153.55%	21,224 36,350	232.53% 30.33%	21,649 11,000	239.18% -60.56%	22,082 11,000	2.00% 0.00%	22,523 11,000	2.00% 0.00%	22,974 11,000	2.00% 0.00%	23,433 11,000	2.00%	247.18% -60.56%	
56	21990 Other General Services	27,090	-100.00%	2,000	#DIV/0!	11,000	-60.56% #DIV/0!	11,000	#DIV/0!	11,000	#DIV/0!	11,000	#DIV/0!	11,000	#DIV/0!	#DIV/0!	
57	OTHER GENERAL GOV'T SERVICES	497,785	-9.21%	523,394	5.14%	730,583	46,77%	740,528	1.36%	808,707	9.21%	761,838	-5.80%	776,770	1.96%	53.50%	
58			_		_		–				—						
59	GENERAL GOVERNMENT SERVICE	4,237,283	13.60%	3,958,444	-6.58%	4,263,800	0.63%	4,310,001	1.08%	4,472,617	3.77%	4,471,229	-0.03%	4,613,354	3.18%	8.63%	
60	PROTECTIVE SERVICES																
62	22121 Police Services Contract	4,863,405	-9.15%	5,606,456	15.28%	5,550,410	14.13%	5,670,390	2.16%	5,830,904	2.83%	5,997,664	2.86%	6,164,576	2.78%	24.76%	
63	22122 Police Services Administration	1,058,389	19.53%	901,653	-14.81%	919,183	-13.15%	937,056	1.94%	955,757	2.00%	974,872	2.00%	994,369	2.00%	-5.21%	
64	22123 Police Services Consulting	29,991	24.96%	24,480	-18.37%	24,970	-16.74%	25,469	2.00%	25,978	2.00%	26,498	2.00%	27,028	2.00%	-8.74%	Strategic Intiative- Community
65	22130 Community Policing	18,717	-28.04%	83,530	346.28%	286,061	1428.34%	291,282	1.83%	296.607	1.83%	302,040	1,83%	307,581	1.83%	1435.66%	
66	22140 Commissionaire Services	31.536	26.15%	25,000	-20.73%	25,000	-20.73%	25,000	0.00%	25,000	0.00%	25,000	0.00%	25,000	0.00%	-20,73%	
67	22160 Police Building Maintenance	177,429	15.47%	167,500	-5.60%	159,815	-9.93%	162,168	1.47%	164,560	1.48%	166,990	1.48%	170,330	2.00%	-3.50%	
68 69 70	22180 Detention & Custody of Prisoners	506,437	-0.16%	517,375	2.16%	527,722	4.20%	538,277	2.00%	549,042	2.00%	560,023	2.00%	571,223	2.00%	12.20%	
69	POLICE PROTECTION	6,685,904	-4.14%	7,325,994	9.57%	7,493,161	12.07%	7,649,642	2.09%	7,847,848	2.59%	8,053,087	2.62%	8,260,107	2.57%	21.94%	
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1	CITY OF PORT ALBERNI		AI I	AU .		AVV	^^]	AI	ML	DA	90	ВС	עם	DE.	or	טמ	חט
2							*** Lichlich	ad Itama ar	Stratagic F	Priorition							
2	GENERAL REVENUE FUND - 5 YEAR PLAN						*** Highlight	eu nems are	s otrategic F	TIOTILIES							
13	(m. (m.)																
3 4 5		2019		2019		2020		2024		2022		2023		2024		Aggregate	
5	_	2019 Actual (unaudited)		2019 Budget		2020		2021		2022		2023		2024		Change 2020-2024	
6 7		Actual (utlaudited)		Dauger											•	2020-2024	
71	22411 Fire Protection Administration	306,248	-9.61%	338,772	10.62%	345,347	12.77%	352,056	1.94%	358,898	1.94%	365,879	1.95%	373,077	1.97%	20.57%	
71 72	22421 Fire Crew	3,133,599	19.95%	2,683,920	-14.35%	2,732,025	-12.82%	2,806,841	2.74%	2,883,526	2.73%	2,955,555	2.50%	3,029,425	2.50%	-2.35%	
73	22422 Personnel Expense	34,709	-27.36%	48,257	39.03%	56,740	63,47%	57,307	1.00%	57,880	1.00%	58,457	1.00%	59,626	2.00%	68.47%	
74	22431 Communication System	5,978	-48,48%	11,720	96.04%	11,837	98.00%	11,956	1.01%	12,075	1.00%	12,301	1.87%	12,547	2.00%	103.87%	
75	22440 Fire Investigation		-100.00%	995	#DIV/0!	1,005	#DIV/0!	1,015	1.00%	1,025	0.99%	1,036	1.07%	1,057	2.03%	#DIV/0!	
76	22441 Fire Prevention	157,801	3.63%	155,834	-1.25%	159,473	1.06%	163,205	2.34%	167,025	2.34%	171,161	2.48%	175,426	2.49%	10.71%	
77	22471 Fire Building Maintenance	41,799	-30.52%	65,760	57.33%	61,367	46.82%	61,981	1.00%	62,601	1.00%	63,226	1.00%	64,491	2.00%	51.82%	
79	22473 External Regional Training		-100.00%	1,656	#DIV/0!	1,674	#DIV/0!	1,690	0.96%	1,707	1.01%	1,706	-0.06%	1,740	1.99%	#DIV/0!	
80	22480 Vehicle Repair & Maintenance	195,581	-12.68%	228,767	16.97%	233,912	19.60%	239,391	2.34%	272,503	13.83%	279,618	2.61%	285,210	2.00%	40.38%	
81	22481 Sundry Equipment Repair & Mtce	20,742	-20.05%	26,204	26.33%	26,467	27.60%	26,732	1.00%	26,999	1.00%	27,269	1.00%	27,814	2.00%	32.60%	
82	22482 Fire Fighting Tools/Supplies Purchases	19,810	-26.89% _	27,368	38.15% _	27,642	39.54% _	27,918	1.00% _	28,197	1.00%	28,478	1.00%	29,048	2.00%	44.53%	
83	FIRE PROTECTION	3,916,399	11.81%	3,589,253	-8.35%	3,657,489	-6.61%	3,750,092	2.53%	3,872,436	3.26%	3,964,686	2.38%	4,059,461	2.39%	3.96%	
84	205/25																
85	22510 Emergency Program (Tsunami Warning)	571	14.18% _	500	-12.42% _	500	-12.42% _	500	0.00% _	500	0.00% _	500	0.00% _	500	0.00%	-12.42%	
86 87	EMERGENCY MEASURES	571	14.18%	500	-12.42%	500	-12.42%	500	0.00%	500	0.00%	500	0.00%	500	0.00%	-12.42%	
87	22024 Building & Blumbing Incoming	405.000	1.050/	105.000	0.0007	107 440	0.040/	100.050	4.070/	114 000	4.000/	440 547	4.0007	445.040	0.000/	0.070	
88	22921 Building & Plumbing Inspection 22926 Building Inspector Vehicle	105,030	1.95% 1.00%	105,030	0.00% 0.00%	107,140	2.01% 3.77%	109,250	1.97%	111,360	1.93%	113,547	1.96%	115,818	2.00%	9.87%	
89 90	22931 Animal Control Services Contract	3,633 160,054	5.85%	3,633 151,250	-5.50%	3,770 151,289	-5.48%	3,808 151,328	1.01% 0.03%	3,847 151,367	1.02% 0.03%	4,112 151,408	6.89% 0.03%	4,210 151,448	2.38% 0.03%	15.07% -5.37%	
91	OTHER PROTECTION	268,717	4,22%	259,913	-3.28%	262,199	-2.43%	264,386	0.03%	266,574	0.83% —	269,067	0.03% _	271,476	0.03%	-5.37% 1.07%	
91	OTHER FROTEGION	∠00,111	4.2270	208,813	~J.Z070	202,188	-2.43%	204,300	0.03%	200,074	0.03%	209,007	0.94%	211,410	0.90%	1.07%	
93	PROTECTIVE SERVICES	10,871,591	1.27%	11,175,660	2.80%	11,413,349	4.98%	11,664,620	2.20%	11,987,358	2.77%	12,287,340	2.50%	12,591,544	2.48%	14.93%	
94	I NOTECTIVE SERVICES	10,011,091	1.2170	11,175,000	2.0070	11,413,349	4.30%	11,004,020	2.20%	11,807,308	2.1170	12,201,340	2.50%	12,391,344	2.40%	14.93%	
95	TRANSPORTATION SERVICE																
95 96	COMMON SERVICES																
m					r		×							************************		1	Strategic Intlative-
97	23110 Engineering Administration	565,488	-6.53%	593,113	4.89%	590,948	4.50%	603,110	2.06%	615,515	2.06%	629,503	2.27%	642,488	2.06%		Engineering Technician
98	23121 Engineering Consulting Services	44,679	39.62%	31,000	-30.62%	30,000	-32.85%	30,000	0.00%	30,000	0.00%	30,000	0.00%	30,000	0.00%	-32.85%	ang
99	20121 Engineering Consuming Cervices	44,018	00.0270	01,000	-50,0276	50,000	-52.0570	30,000	0.0076	50,000	0.0076	30,000	0.0070	30,000	0.0070	-52,05%	
100	PUBLIC WORKS ADMINISTRATION																
101	23129 Clerical & Reception-Operation	108,733	0.17%	110,824	1.92%	113,647	4.52%	116,017	2.09%	118,438	2.09%	121,159	2.30%	123.688	2.09%	13.08%	
102	23130 Supervision Operations	502,733	35.02%	379,785	-24.46%	322,732	-35.80%	330,801	2.50%	339,071	2.50%	347,548	2.50%	356,236	2.50%	-25.80%	
103	23134 Small Tools/Equipment/Supplies	43,953	-4.18%	46,643	6.12%	44,478	1.19%	45,328	1.91%	46,174	1.87%	47,090	1.98%	47,981	1.89%	8.85%	
104	23136 Works Yard Maintenance	81,454	25.27%	59,000	-27.57%	61,000	-25.11%	62,258	2.06%	63,542	2.06%	64,971	2.25%	66,431	2.25%	-16.49%	
105	23137 Main Building Maintenance	105,257	-31.22%	103,720	-1.46%	96,921	-7.92%	98,707	1.84%	100,527	1.84%	102,491	1.95%	104,385	1.85%	-0.43%	
106	23138 Shop Overhead	105,254	15.07%	93,540	-11.13%	95,307	-9.45%	96,498	1.25%	97,713	1.26%	99,104	1.42%	100,371	1.28%	-4.24%	
107	•											•		•			
108	GENERAL EQUIPMENT																
109	23160 General Equipment Maintenance	736,981	2.10%	704,729	-4.38%	717,731	-2.61%	731,230	1.88%	744,797	1.86%	759,408	1.96%	773,541	1.86%	4.95%	
110	23161 Vehicle Maintenance & Replacement	12,861	19.81%	10,909	-15.18%	14,071	9.41%	14,242	1.22%	14,418	1.24%	14,604	1.29%	14,789	1.27%	14.42%	
111	23162 Supv Vehicle Mtce & Replacement	25,934	-19.51% _	29,629	14.25% _	27,535	6.17% _	30,514	10.82%	30,428	-0.28%	30,944	1.70% _	31,460	1.67%	20.07%	
112 113	COMMON SERVICES	2,333,324	4.26%	2,162,892	-7.30%	2,114,370	-9.38%	2,158,705	2.10%	2,200,623	1.94%	2,246,822	2.10%	2,291,370	1.98%	-1.26%	
113	DOAD TOANGROOT TO																
114 115	ROAD TRANSPORTATION																
115	ROADS AND STREETS	20.270	40.000/	40 447	60 660/	22.700	45 2201	22 270	2.0007	24.050	2.0664	24 027	2.200/	25 554	0.000/	02.0007	
117	23205 Customer Service Requests-Streets	28,379	-40.26% 356.20%	48,147 3,907	69.66% -77.79%	32,700 9,700	15.23% -44.86%	33,372 9,886	2.06% 1.92%	34,058 10,076	2.06% 1.92%	34,837	2.29%	35,554	2.06%	23.68% -36.96%	
118	23210 Small Tools/Supplies-Streets 23220 Streets Inspections	17,591 80,252	46.65%	3,907 55,748	-77.79%	9,700 69,600	-44.86% -13.27%	71,035	2.06%	72,500	2.06%	10,290 74,165	2.12% 2.30%	10,489 75,695	1.93% 2.06%	-36,96% -4,79%	
120	23220 Streets inspections 23231 Roadway Surfaces Maintenance	352,976	-43.02%	624,018	-30.53% 76.79%	630,248	-13.27% 78.55%	636,620	1.01%	643,136	1.02%	650,407	1.13%	75,695 657,234	1.05%	-4.79% 82.77%	
121	23231 Roadway Surfaces Maintenance 23233 Road Allowance Maintenance	279,642	8.95%	259,954	-7.04%	273,293	-2.27%	278,499	1.90%	283,827	1.02%	289,723	2.08%	295,313	1.05%	82.77% 5.55%	
122	23234 New Driveway Crossings	34,414	61.39%	21,600	-37.23%	21,882	-36,42%	22,170	1.32%	22,464	1.33%	22,800	1.50%	23,106	1.34%	-30.94%	
	23236 Street Sweeping	202,189	42.86%	144,366	-28.60%	152,940	-24.36%	156,423	2.28%	159,991	2.28%	163,905	2.45%	167,654	2.29%	-15.07%	
123 124	23237 Snow & Ice Removal	106,810	-45.92%	199,545	86.82%	187,231	75.29%	192,977	3.07%	198,933	3.09%	205,387	3.24%	211,798	3.12%	87.81%	
125		.55,510		,		,201			5.5.70	,	5,5576	200,001	٠ ٠.٠٠	211,100	0.1270	07.0.70	
126	BRIDGES AND RETAINING WALLS																
127	23241 Bridges & Retaining Walls	1,829	-95.79%	43,529	2280.14%	43,592	2283,59%	43,655	0.14%	43,721	0.15%	43,795	0.17%	43,863	0.16%	2284.21%	
127 128 129	•	,	_		-			•	_	•	-			, -	-	***	
129	STREET LIGHTING																
130	23250 Overhead & Decorative Lighting	330,678	10.79%	302,400	-8.55%	306,412	-7.34%	311,035	1.51%	315,742	1.51%	320,538	1.52%	325,416	1.52%	-1.28%	
131	23261 Signs & Traffic Marking	242,318	20.41%	220,795	-8.88%	223,151	-7.91%	225,557	1.08%	228,013	1.09%	230,799	1.22%	233,366	1.11%	-3.41%	
132	23264 Traffic & Railroad Signals	8,922	-28.66%	12,557	40.74%	12,671	42,02%	12,748	0.61%	12,826	0.61%	12,913	0.68%	12,994	0.63%	44.55%	
133																	
134 135	PARKING																
135	23272 Off-Street Parking	7,895	-4.83%	7,881	-0.17%	11,759	48.95%	11,948	1.61%	12,142	1.62%	12,352	1.73%	12,556	1.65%	55.56%	
136 137																	
137	OTHER	*** ***	00.0001	000 212	44 4404	001111	40 0007	000 007	0.0707	000 150	0.5404	040	0.000	046 :	0.0		
138 139	23291 Gravel	236,842	32.96% _	202,648	-14.44%	204,441	-13.68%	206,227	0.87% —	208,158	0.94%	210,223	0.99%	212,199	0.94%	-9.94%	
139	ROADS & STREETS	1,930,735	-7.39%	2,147,095	11.21%	2,179,620	12.89%	2,212,152	1.49%	2,245,587	1.51%	2,282,134	1.63%	2,317,237	1.54%	19.06%	
140	STORM DRAWAGE																
141	STORM DRAINAGE OPEN DRAINAGE																
142 143	OPEN DRAINAGE 23311 Ditch. Creek & Dyke Maintenance	70.600	-31.71%	118,222	48.35%	99,000	24.23%	100.880	1.90%	102,802	1.040/	104.050	2.009/	100.004	1.000/	20.040/	
143	20011 DITCH, Creek & Dyke Maintenance	/9,690	-31./7%	116,222	40.35%	99,000	24.23%	100,880	1.90%	102,802	1.91%	104,950	2.09%	106,964	1.92%	32.04%	

A	В	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD	BE	BF BF	BG	BH
1	CITY OF PORT ALBERNI																
2 _	GENERAL REVENUE FUND - 5 YEAR PLAN						*** Highligh	ited Items ar	e Strategic F	riorities							
3 (48)	.)								•								
4 (45 14	₩)															Aggregate	
5 😎	/	2019		2019		2020		2021		2022		2023		2024		Change	
6		Actual (unaudited)		Budget											- 2	2020-2024	
7.																	
44	0705110511550																
45	STORM SEWERS																
<u>46</u> 2333	31 Storm Sewer Maintenance	145,947	8.11%	115,500	-20.86%	114,840	-21.31%	116,722	1.64%	118,648	1.65%	120,790	1.81%	122,808	1.67%	-14.55%	
47 2333	33 Storm Sewer Pump Station	9,450	-23.17%	10,520	11.329	8,814	-6.73%	8,970	1.77%	9,129	1.77%	9,297	1.84%	9,462	1.77%	0.42%	
48 2333	35 Storm Sewer Connections	120,715	114.89%	63,000	-47.819	88,000	-27.10%	89,360	1.55%	90,751	1.56%	92,303	1.71%	93,760	1.58%	-20.71%	
49	STORM DRAINAGE	355,803	11.13%	307.242	-13.65%	310,654	-12.69%	315,932	1.70%	321,330	1,71%	327,340	1.87%	332,994	1.73%	-5.68%	

	А В	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD	BE	BF	BG	ВН
1 2	CITY OF PORT ALBERNI																
3	GENERAL REVENUE FUND - 5 YEAR PLAN					•	** Highlighte	eu items are	otrategic F	riorities							
4	(** <u>*</u> **)	2242		0040												Aggregate	
5		2019 Actual (unaudited)		2019 Budget		2020		2021		2022		2023		2024		Change 2020-2024	
7 151 153	OTHER COMMON SERVICES																
153	23881 Training Program	36,791	-51.77%	64,933	76.49%	39,120	6.33%	39,944	2.11%	40,785	2.11%	41,735	2.33%	42,615	2.11%	14.98%	
154 156	23882 Safety 23884 Special Streets Work Orders	36,220 264	7.89% -96.70%	41,300 8,100	14.03% 2966.09%	41,959 8,012	15.85% 2932.78%	42,376 8,178	0.99% 2.07%	42,802 8,348	1.01% 2.08%	43,289 8,535	1.14%	43,734 8,713	1.03%	20.01%	
157	OTHER COMMON SERVICES	73,274	-37.83%	114,333	56.03%	89,091	21.59%	90,498	1.58%	91,935	1.59%	93,559	2.24% — 1.77% —	95,062	2.09% 1.61%	2941.26% 28.13%	
158 159	OTHER																
160 161	23510 PUBLIC TRANSIT	1,093,646	-0.21%	1,093,646	0.00%	1,090,133	-0.32%	1,232,442	13.05%	1,331,147	8.01%	1,331,147	0.00%	1,331,147	0.00%	20.74%	
161 162	RECOVERIES																
163	23951 General Overhead Recovery	(716,016)	-13.21%	(841,500)	17.53%	(858,000)	19.83%	(875,000)	1.98%	(893,000)	2.06%	(910,800)	1.99%	(929,000)	2.00%	27.86%	
164 165	23952 Main Building Expense Recovery 23953 Shop Overhead Recovery	(24,000) (88,288)	2.13% -11.36%	(24,000) (101,600)	0.00% 15.08%	(24,400) (103,600)	1.67% 17.34%	(24,900) (105,700)	2.05% 2.03%	(25,400) (107,800)	2.01% 1.99%	(25,900) (109,900)	1.97% 1.95%	(26,400) (112,100)	1.93% 2.00%	9.62% 25.31%	
166	23958 Equipment Charges Recovery	(439,311)	-19.10%	(554,000)	26.11%	(565,000)	28.61%	(576,300)	2.00%	(587,800)	2.00%	(599,500)	1.99%	(611,500)	2.00%	36.60%	
167 168	23959 Gravel Cost Recovery RECOVERIES	(145,931)	40.32% _ -11.38%	(106,000)	-27.36% 15.11%	(108,000)	-25.99% <u> </u>	(110,000)	1.85% <u>—</u> 1.98% —	(112,000)	1.82% <u> </u>	(114,200)	1.96% 1.99%	(116,500) (1,795,500)	2.01%	-18.34% 25.35%	
169	2004-1000-00-00-00-00-00-00-00-00-00-00-00-0	10-10-00-00-00-00-00-00-00-00-00-00-00-0	_	•					1				_				
170 171	TRANSPORTATION SERVICE	4,373,238	2.62%	4,198,108	-4.00%	4,124,868	-5.68%	4,317,829	4.68%	4,464,622	3.40%	4,520,702	1.26%	4,572,310	1.14%	4.80%	
172	ENVIRONMENTAL HEALTH SERVICES																
173 174	SOLID WASTE COLLECTION 24320 Residential Waste Collection	524,039	21.56%	437,549	-16.50%	475,983	-9.17%	487,351	2.39%	487,351	0.00%	502,009	3.01%	527,117	5.00%	1.23%	
176	24322 Solid Waste Containers Purchase & Mtce	5,726	54.76%	3,720	-35.04%	7,706	34.57%	7,812	1.38%	7,921	1.40%	8,044	1.55%	8,157	1.40%	40.30%	1
177 178	24323 Solid Waste Disposal Fees 24324 City Facility Solid Waste Collection	380,397 10,831	50.65% -76.31%	255,025 46,374	-32.96% 328.18%	390,370 47,431	2.62% 337.94%	394,274 48,514	1.00% 2.28%	398,216 49,622	1.00% 2.28%	402,199 50,845	1.00% 2.46%	406,221 52,008	1.00% 2.29%	6.62% 347.26%	
179 180	ENVIRONMENTAL HEALTH	920,993	25.64%	742,668	-19.36%	921,490	0.05%	937,951	1.79%	943,110	0.55%	963,097	2.12%	993,503	3.16%	7.67%	
180 181	PUBLIC HEALTH																
182	25161 Cemetery Maintenance	11,249	-26.37%	15,432	37.18%	15,690	39.48%	15,938	1.58%	16,190	1.58%	16,475	1.76%	26,870	63.10%	107.49%	
183	25162 Interments 25163 Memorial Marker Installation	36,581 27,794	17.76% 94.62%	31,574 14,537	-13.69% -47.70%	39,345 14,828	7.56% -46.65%	37,577 15,125	-4.49% 2.00%	38,325 15,428	1.99% 2.00%	39,167 15,772	2.20% 2.23%	39,949 16,088	2.00%	9.25% -38.41%	
183 184 185	CEMETERIES	75,624	24.75%	61,543	-18.62%	69,863	-7.62%	68,640	-1.75%	69,943	1.90% —	71,414	2.23% —	82,907	16.09%	-38.41% 10.73%	
188 189 190 191	PUBLIC HEALTH	75,624	24.75%	61,543	-18.62%	69,863	-7.62%	68,640	-1.75%	69,943	1.90%	71,414	2.10%	82,907	16.09%	10.73%	
190		70,024	24.1070	01,040	10.0270		-1.02/0	00,040	-1.7570	03,343	1.5070	71,717	2.1070	02,507	10.03/0	10.7370	
191	ENVIRONMENTAL DEVELOPMENT				Г	109,292											Strategic Intlative- Additional
192	26129 Planning Administration	259,998	-0.90%	267,080	2.72%	369,290	42.04%	383,260	3.78%	387,809	1.19%	392,763	1.28%	400,618	2.00%	50.28%	planning staff
193	26132 Consulting Services	_				80,000											Strategic Intlative- OCP Project
194	RESEARCH AND PLANNING	259,998	-0.90%	267,080	2.72%	449,290	72.81%	383,260	-14.70%	387,809	1.19%	392,763	1.28%	400,618	2.00%	62.57%	
194 195 196 197	26234 Business Development	136,111	74.50%	80,000	-41.22%	80,000	-41.22%	80,000	0.00%	80,000	0.00%	80,000	0.00%	80,000	0.00%	-41.22%	
197	26235 Economic Development	637,265	50.86%	751,525	17.93%	902,604	41.64%	526,635	-41.65%	404,482	-23.20%	412,796	2.06%	418,189	1.31%	-19.85%	
199 200	26237 Community Serv-Community Inv Program 26238 Community Serv-Community Engagement	43,693	1.14%	39,200 500	-10.28% #DIV/0!	37,200 500	-14.86% #DIV/0!	33,200 500	-10.75% 0.00%	33,200 500	0.00%	33,200 500	0.00%	33,200 500	0.00%	-25.61% #DIV/0!	
203 204	COMMUNITY DEVELOPMENT	817,069	50.16%	871,225	6.63%	1,020,304	24.87%	640,335	-37.24%	518,182	-19.08%	526,496	1.60%	531,889	1.02%	-28.81%	
204	26701 Alberni Harbour Quay Overhead	17,920	-8.67%	19,741	10.16%	19,864	10.85%	20,127	1.32%	20,395	1.33%	20,666	1.33%	20,943	1.34%	16.17%	
206	26770 Harbour Quay - Buildings Maintenance	81,039	-14.38%	104,856	29.39%	91,324	12.69%	92,244	1.01%	93,166	1.00%	94,118	1.02%	124,890	32.70%	48.41%	
207 208	ALBERNI HARBOUR QUAY	98,959	-13.40%	124,597	25.91%	111,188	12.36%	112,371	1.06%	113,561	1.06%	114,784	1.08%	145,833	27.05%	42.61%	
209	OTHER ENVIRONMENTAL DEVELOPMENT																
210	26800 Green Home Renovation Program 26810 Security Lighting Incentive Program	13,321		25,000		-		-									
212	26911 Chamber of Commerce Visitor Centre	85,688	0.00%	86,545	1.00%	87,411	2.01%	88,285	1.00%	89,167	1.00%	90,059	1.00%	90,900	0.93%	5.94%	
213	26917 Promotion of Tourism OTHER	99,009	-10.55%	111,545	12.66%	87,411	-11.71%	88,285	1.00%	89,167	1.00%	90,059	#DIV/0! 1.00%	90,900	#DIV/0! 0.93%	#DIV/0! -7.78%	
215			-			-					_		2004 1002	200000			
216 217	ENVIRONMENTAL DEVELOPMENT	1,275,035	23.62%	1,374,447	7.80%	1,668,193	30.84%	1,224,251	-26.61%	1,108,719	-9.44%	1,124,102	1.39%	1,169,240	4.02%	0.19%	
218	PARKS, RECREATION & HERITAGE																
219 220	RECREATION FACILITIES ADMINISTRATION																
221	27110 Parks, Recreation & Heritage Mgmt Serv	508,828	-1.40%	555,459	9.16%	565,046	11.05%	574,833	1.73%	584,385	1.66%	594,128	1.67%	604,068	1.67%	17.78%	
222 223	COMMUNITY CENTRES AND HALLS																
224 225	27120 Gyro Youth Centre Maintenance	78,700	125.86%	43,872	-44.25%	162,339	106.28%	165,122	1.71%	167,957	1.72%	171,148	1.90%		27.01%	138.62%	
225 226	27124 Glenwood Concessions 27126 Glenwood Skate Shop	3,326 1,482	-45.29% -56.94%	4,072 3,362	22.43% 126.81%	4,127 3,399	24.09% 129.31%	4,183 3,467	1.36% 2.00%	4,240 3,537	1.36% 2.02%	4,297 3,607	1.34% 1.98%	4,355 3,679	1.35%	29.50% 137.31%	
227	27128 Glenwood Centre Maintenance	46,803	-42.18%	75,923	62.22%	77,044	64.61%	74,452	-3.36%	73,887	-0.76%	73,073	-1.10%	80,404	10.03%	69.42%	
228	27129 Bob Dailey Stadium	13,869	36.65%	9,369	-32.44%	9,523	-31.33%	9,619	1.01%	9,715	1.00%	9,813	1.01%	11,996	22.25%	-6.07%	

AS AT AU AV AW	AX AY AZ	BA BB BC BD	BE BF BG	ВН
1 CITY OF PORT ALBERNI	7 / N / N	<i>bh</i> <i>bb</i> <i>bb</i> <i>bb</i>	, 50 51 50	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
GENERAL REVENUE FUND - 5 YEAR PLAN	*** Highlighted Items are Strategic	Priorities		
3				
2019 2019 2020	2021	2022 2023	Aggregati 2024 Change	1
2019 2019 2020 6 Actual (unaudited) Budget 7	2021	2022 2023	2024 Change 2020-2024	
7				
229 27130 Echo Activity Centre Maintenance 378,191 -1.65% 388,351 2.69% 401,793		392,992 1.03% 397,268 1.09		
231 27134 Echo Aquatic Maintenance 464,342 -11.71% 540,087 16.31% 546,149 232 27140 AV Multiplex Concessions 127,984 -20.01% 155,122 21.20% 157,038		557,142 1.01% 562,907 1.03° 160,964 1.24% 162,976 1.25°		
232 27140 AV Mulliplex Concessions 127,984 -20.01% 155,122 21.20% 157,038 233 27142 AV Multiplex Skate Shop 5,749 -43.56% 11,040 92.05% 8,798		160,964 1.24% 162,976 1.25 9,122 1.82% 9,289 1.83'		
234 27144 AV Multiplex Maintenance 1 036 729 34 32% 784 103 -24 37% 796 960		813,060 1.01% 821,298 1.01		
235 27146 Parks Building & Fieldhouses 116,439 24.56% 95,606 -17.89% 96,913		98,856 1.01% 99,741 0.90		
2316 27148 Echo Park Complex 66,573 30.30% 47,853 -28.12% 63,407	7 -4.76% 43,632 -31.19%	44,067 1.00% 44,511 1.01	% 73,828 65.86% 31.93	%
235 27146 Parks Building & Fieldhouses 116,439 24,56% 95,606 -17.89% 96,913 236 27148 Echo Park Complex 66,573 30.30% 47,853 -28.12% 63,407 237 238 RECREATION PROGRAMS 239 SPORT PROGRAMS				
239 SPORT PROGRAMS				
242 27156 Glenwood Centre Programs 2,207 -75.96% 1,724 -21.89% 1,748	3 -20.80% 1,773 1.43%	1,798 1.41% 1,824 1.45	% 1,860 1.97% -14.54	%
243 27160 Echo Aquatic Programs 741,235 -5.06% 772,930 4.28% 803,850		838,178 1.52% 838,178 0.00		
244 27163 AV Mulliplex Programs 215,111 16.51% 186,223 -13.43% 188,866	5 -12.20% 191,550 1.42%	194,277 1.42% 196,996 1.40	% 200,822 1.94% -6.01	%
242 27156 Glenwood Centre Programs 2,207 -75.96% 1,724 -21.89% 1,748 243 27160 Echo Aquatic Programs 741,235 -5.06% 772,930 4.28% 803,850 244 27163 AV Multiplex Programs 215,111 16.51% 186,223 -13.43% 188,866 245 LEISURE PROGRAMS				
247 27166 Leisure Service Programs 253,577 -11.00% 291,810 15.08% 297,625		309,604 1.99% 315,774 1.99	% 322,066 1.99% 25.34	%
248 27170 Youth Services and Programs 23,227 -6.34% 23,565 1.46% 23,971		24,804 1.72% 25,233 1.73		
249 27173 Children's Programs 82,158 -25,98% 132,500 61,27% 135,049		140,298 1.93% 143,000 1.93°		
250 27180 Adult Programs 63,868 -8.76% 70,700 10.70% 71,407	7 11.80% 72,121 1.00%	72,842 1.00% 73,571 1.00	% 74,306 1.00% 15.80	70
247 27/166 Leisure Service Programs 253,577 -11.00% 291,810 15.06% 297,625 248 27/17 Voulth Services and Programs 23,227 -8.34% 23,565 1.46% 23,971 249 27/13 Children's Programs 82,158 -25,98% 132,500 61.27% 135,049 250 27/180 Adult Programs 63,868 -8.76% 70,700 10.70% 71,407 251 SPECIAL EVENTS 253 27/190 Special Events 2,666 -85.22% 18,081 578.15% 17,103 255 7/198 Vehicle Maintenance & Repair 7,639 -64.81% 10,581 38.52% 10,779 256 RECREATION FACILITIES & PROGRAMS 4,705,044 13.41% 4,222,333 -10.26% 4,442,934 257 PARKS AND PLAYGROUNDS 258 27210 Parks & Facility Management Services 307,050 21.20% 257,056 -16.28% 261,889				
253 27190 Special Events 2,666 -85.22% 18,081 578.15% 17,103		17,147 0.13% 17,170 0.13		
255 27198 Vehicle Maintenance & Repair 7,639 -54.81% 10,581 38.52% 10,779		11,748 7.98% 11,771 0.20°		
256 RECREATION FACILITIES & PROGRAMS 4,705,044 13.41% 4,222,333 -10.26% 4,442,934	-5.57% 4,471,252 0.64%	4,530,620 1.33% 4,577,573 1.04	% 4,898,095 7.00% 4.43	⁷⁶
258 PARKS AND PLAYGROUNDS				
259 27210 Parks & Facility Management Services 307,050 21.20% 257,056 -16.28% 261,889	-14.71%266,8201.88%	271,852 1.89% 276,985 1.899	% 282,221 1.89% -7.16	%
				Strategic Intlative- Tree
260 27215 Parks Maintenance 609,210 -3,96% 643,628 5,65% 720,202 261 27220 Horticultural Services 300,446 5,35% 306,679 2,07% 301,688 262 27225 Vehicles & Equipment Mtce & Repair 141,690 -15.81% 169,977 19.96% 172,717		1,186,937 15.24% 1,267,105 6.75		// Planting/ Trail Maintenance
261 27220 Horticultural Services 300,446 5.35% 306,679 2.07% 301,688 262 27225 Vehicles & Equipment Mice & Repair 141,690 -15.81% 169,977 19.96% 172,717		307,674 0.98% 310,702 0.98° 176,166 0.99% 177,907 0.99°		
27225 Venicies a Equipment wice a Repair	21.30%	170,100 0,3370 177,307 0,33	103,334 3.4070 20.20	Strategic Intlative- Trail
263 27230 Parks Upgrading 35,278 -59.80% 87,014 146.65% 88,333	150.39% 114,218 29.30%	95,101 -16.74% 95,976 0.929	6 112,499 17.22% 181.10	Wayfinding Signage
264 27499 Equipment Recovery (69,656) -17.95% (86,595) 24.32% (88,326	i) 26.80% (90,093) 2.00%	(91,895) 2.00% (93,733) 2.00	% (95,608) 2.00% 34.81	%
265 PARKS & PLAYGROUNDS 1,324,019 -1.49% 1,377,759 4.06% 1,456,503	10.01% 1,800,046 23.59%	1,945,835 8.10% 2,034,942 4.589	6 2,043,698 0.43% 46.70	%
266 CULTURAL SERVICES				1
268 27510 Museum Services 283,435 -15.20% 313,596 10.64% 270,458	-4.58% 275,548 1.88%	280,740 1.88% 286,546 2.079	6 291,822 1.84% 3.10	/6
269 27515 Museum Programs-Curatorial 22,312 27.10% 17,876 -19.88% 18,183		18,818 1.73% 19,144 1.739		
270 27516 Museum Programs-Permanent Exhibits 355 -94.50% 6,618 1762.13% 6,724		6,944 1.62% 7,057 1.639		
27t1 27517 Museum Programs-Temporary Exhibits 26,533 -27.54% 38,566 45.35% 37,397 272 27530 Industrial Collections 46.367 52.70% 34,935 -24.66% 30,935		37,821 0.50% 38,013 0.519 30,935 0.00% 30,935 0.009		
272 27530 Industrial Collections 46,367 52.70% 34,935 -24.66% 30,935 273 27550 Museum Maintenance 68,132 11.96% 61,702 -9.44% 62,874		30,935 0.00% 30,935 0.009 65,287 1.90% 66,529 1.909		
275 27600 Vancouver Island Regional Library 703,212 -3.27% 703,211 0.00% 792,460		844,316 3.15% 865,424 2.50%		
276 McLean Mill City Agreement 50,271 40,000	40,800 2.00%	41,616 2.00% 42,448 2.00%	6 43,297 2.00% -12.43	%
2770 McLean Mill Operator Agreement 150,000 -35.06% 126,300 -15.80% 150,000		150,000 0.00% 150,000 0.00%		
278 CULTURAL SERVICES 1,350,617 -6.47% 1,302,804 -3.54% 1,409,031	4.33% 1,442,847 2.40%	1,476,477 2.33% 1,506,096 2.019	6 1,531,180 1.67% 12.73	⁷⁰
280 RECREATION & CULTURAL 7,379,679 6.38% 6,902,896 -6.46% 7,308,468	-0.96% 7,714,145 5.55%	7,952,932 8,118,611 2.089	6 8,472,973 4.36% 14.13°	6 l
281				
282 TOTAL OPERATIONS EXPENSES 29,133,443 5.98% 28,413,766 -2.47% 29,770,031	2.19% 30,237,437 1.57%	30,999,301 31,556,495 1.809	6 32,495,831 2.98% 11.05	6
283 27230 Parks Upgrading 35,278 -59,80% 87,014 146,65% 88,333 264 27499 Equipment Recovery (69,656) -17,95% (86,595) 24,32% (88,326) 265 PARKS & PLAYGROUNDS 1,324,019 -1,49% 1,377,759 4,06% 1,456,503 266 CULTURAL SERVICES 283,435 -15,20% 313,596 10,64% 270,458 269 27516 Museum Programs-Curatorial 22,312 27,10% 11,7876 -19,88% 18,183 270 27516 Museum Programs-Cermanent Exhibits 35,55 94,50% 6,618 1762,13% 6,724 271 27517 Museum Programs-Temporary Exhibits 26,533 27,54% 38,566 45,33% 37,397 272 27530 Industrial Collections 46,367 52,70% 34,935 24,66% 30,935 275 27600 Vancouver Island Regional Library 703,212 -3,27% 703,211 0,00% 72,460 276 <t< td=""><td></td><td></td><td></td><td></td></t<>				
285 INTEREST & DEBT SERVICING				
287 28115 Interest on Prepaid Taxes 17,118 1041.21% 1,500 -91.24% 1,500	-91.24% 1,500 0.00%	1,500 0.00% 1,500 0.00%	6 1,500 0.00% -91.24	6
288 28121 Interest Payments on Debentures 91,203 0.00% 91,203 0.00% 91,203		91,203 0.00% 91,203 0.00%		
289 28131 Principal Payments on Debentures 120,468 0.00% 120,468 0.00% 120,468 291 28193 Banking Service Charges 8,168 25.67% 6,500 -20.42% 6,500		120,468 0.00% 120,468 0.00% 6,500 0.00% 6,500 0.00%		
291 28193 Banking Service Charges 6,166 25.67% 6,300 -20.42% 6,300 292 236,957 7.87% 219,671 -7.29% 219,671		219,671 0.00% 219,671 0.00%		·
293	1,21.2 2,557. 0,5070		. 2.0,0 0.00%	-
292 236,957 7.87% 219,671 -7.29% 219,671 293 294				
	0 440/ 00 457 400 4 700/	24 040 070 0 5000 04 770 400 1 700	/ 30.745.500 0.000/ ** 0.000	,
295 TOTAL OPERATIONS AND DEBT SERVICING 29,370,400 6.00% 28,633,437 -2.51% 29,989,702	2.11% 30,457,108 1.56%	31,218,972 2.50% 31,776,166 1.78%	6 32,715,502 2.96% 10.91°	′°
297 TRANSFERS TO RESERVES				
298 28910 Debt Reserve Fund Transfer 15,000 0.00% 15,000 0.00% 15,000		15,000 0.00% 15,000 0.00%		
299 28222 Transfer to Equipment Replacement 64,000 0.00% 64,000 0.00% 64,000		34,000 0.00% 34,000 0.00%		
300 28230 Transfer to Capital Works Reserve 70,000 0.00% 70,000 0.00% 70,000	0.00% 70,000 0.00%		6 70,000 0.00% 0.00°	'o
200 0 000 0 000 0 000 0 000 0 000 0 000 0		70,000 0.00% 70,000 0.00%		
295 TOTAL OPERATIONS AND DEBT SERVICING 29,370,400 6.00% 28,633,437 -2.51% 29,989,702		119,000 0.00% 70,000 0.00% 119,000 0.00% 119,000 0.00%		

\Box	A	В	AS	ΑT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD	BE	BF	BG	BH
1		CITY OF PORT ALBERNI						·	·									
2		GENERAL REVENUE FUND - 5 YEAR PLAN						*** Highligh	ted Items are	Strategic	Priorities							
17/	象	CENTER OF THE PARTY OF THE PART							tou itoino un	o ot. atog.o								
1	***																Aggregate	
17/			2019		2019		2020		2021		2022		2023		2024		Change	
무			Actual (unaudited)		Budget		2020		2021		2022		2023		2024		2020-2024	
1			Actual (unavolted)		buogei												2020-2024	
1001		TRANSFERS TO CAPITAL FUNDS																
304	20220	Transfers to General Capital Fund:																
305	20220	Projects TBD Council Direction							(661,222)		126,586		1,260,550		2,148,351			
307		Administration	-		-		-		(001,222)		250.000		1,200,550		2,140,331			
308		Fire Department	55,937		55,000		69,857		218,400		80,000		50,000		•			
309			55,937		55,000		09,007		210,400		60,000		50,000		-			
310		Transportation Services Paving and Road Construction	400,000		160,000		580,000		525,000		590,000		-		-			
311			160,000										24.000		22.000			
312		Traffic Upgrades	20,000		20,000		31,000		27,000		29,000		31,000		33,000			
313		Storm Drains	50,000		50,000		200,000		175,000		432,500		702,500		-			
314		Other Public Works Projects	262,466 55,000		136,888 55,000		100,000		200,000		200,000		175.000		-			
315		Parks					25,000		1,212,000		115,000		175,000		20.000			
316		Cultural Services	30,100 250.800		30,100		30,000		279,500		30,000 370,000		30,000 270.000		30,000			
2 3 4 5 6 7 304 305 307 308 309 311 312 313 314 315 316 317 318 320 321 322 323 324		Parks, Recreation and Heritage		7.00	250,800	44.040: -	141,240	00.4:	301,000					40.045; =	250,000	0.0001	105 (00)	
318		TOTAL GENERAL CAPITAL TRANSFERS	884,303	7.38%	757,788	-14.31%	1,177,097	33.11%	2,276,678	93.41%	2,223,086	-2.35%	2,519,050	13.31%	2,461,351	-2.29%	135.19%	
319																		
320		OTHER SERVICES																
321		OTHER BUDGET CONSIDERATIONS																
322	29911	Contingency Funds	20,752	-89.62%		1175.52%	300,000	1345.62%	200,000	-33.33% _	200,000	0.00% _	200,000	0.00%	200,000	0.00%	1312.28%	
323		OTHER BUDGET CONSIDERATIONS	20,752	-89.62%	264,700	1175.52%	300,000	1345.62%	200,000	-33.33%	200,000	0.00%	200,000	0.00%	200,000	0.00%	1312.28%	
324																		
		TOTAL OPERATIONS, DEBT SERVICING,																
1 1		RESERVE AND CAPITAL TRANSFERS,																
325		CONTINGENCY	30,424,455	5.34%	29,804,925	-2.04% _	31,615,799	3.92%	33,052,785	4.55% _	33,761,058	2.14% _	34,614,216	2.53% _	35,495,853	2.55%	15.68%	
326																		
327																		
328		TRANSFERS TO RESERVE ALLOWANCES																
326 327 328 329 330	28211	Transfers to Reserve Allowances	457,000	14.25%	432,750	-5.31% _	534,209	16.89% _	400,000	-25.12% _	400,000	0.00% _	400,000	0.00% _	400,000	0.00%	-8.23%	
330																		
331																		
332		TAXES COLLECTED FOR OTHERS																
333 334		REGIONAL DISTRICT																
	28410	Alberni-Clayoquot Regional District	1,464,497	21.64%	1,304,000	-10.96%	1,304,000	-10.96%	1,170,000	-10.28%	1,170,000	0.00%	1,170,000	0.00%	1,170,000	0.00%	-21.24%	
335																		
336		SCHOOL DISTRICTS							*									
337		Non-Residential School Tax	2,273,081	8.24%	2,100,000	-7.61%	1,800,000	-20.81%	1,800,000	0.00%	1,800,000	0.00%	1,800,000	0.00%	1,800,000	0.00%	-20.81%	
	28812	Residential School Tax	3,097,999	3.27%	3,000,000	-3.16%	3,000,000	-3.16%	3,000,000	0.00%	3,000,000	0.00%	3,000,000	0.00%	3,000,000	0.00%	-3.16%	
339																		
340		REGIONAL GOVERNMENTS																
	28820	Alberni-Clayoquot Regional Hosp District	692,282	-2.16%	760,000	9.78%	760,000	9.78%	760,000	0.00%	760,000	0.00%	760,000	0.00%	760,000	0.00%	9.78%	
		· - · ·	*		-										•			
343		JOINT BOARDS AND COMMISSIONS																
344	28830	Municipal Finance Authority	1,186	137.12%	500	-57.83%	500	-57.83%	500	0.00%	500	0.00%	500	0.00%	500	0.00%	-57.83%	
345		BC Assessment	166,967	4.35%	160,000	-4.17%	160,000	-4.17%	160,000	0.00%	160,000	0.00%	160,000	0.00%	160,000	0.00%	-4.17%	
346		TAXES COLLECTED FOR OTHERS	7,696,012	7.30%	7,324,500	-4.83%	7,024,500	-8.73%	6,890,500	-1.91%	6,890,500	0.00%	6,890,500	0.00%	6,890,500	0.00%	-10.63%	
342 343 344 345 346 347 348 349			., ,			·-								-				
348																		
349																		
350		GENERAL FUND EXPENDITURE	38,577,467	5.83%	37,562,175	-2.63%	39,174,508	1.55%	40,343,285	2.98%	41,051,558	1.76%	41,904,716	2.08%	42,786,353	2.10%	10.47%	
			,,		,,													

	Α	В	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD
1		CITY OF PORT ALBERNI														
2	*	SEWER REVENUE FUND - 5 YEAR PLAN														
3	13 14		2019		2019		2020		2021		2022		2023		2024	
4	*															
5			Actual (unaudited)		Amended											1
6		-1.00														
7 8		SALES OF SERVICE														
9	04421	Sewer Fees	2,749,393	-6.56%	2,997,544	9.03%	3,053,793	11.07%	3,111,167	1.88%	3,169,689	1.88%	3,236,785	2.12%	3,305,405	2.12%
10		Sewer Connections	2,749,393	-100.00%	38,497	#DIV/0!	39,267	#DIV/0!	40,052	2.00%	40,853	2.00%	41,670	2.00%	42,503	2.00%
11		Service Charges Sundry	_	-100.00%	3,822	#DIV/0!	3,898	#DIV/0!	3,976	2.00%	4,056	2.01%	4,137	2.00%	4,220	2.00%
12		User Charges	43,531	152.53%	17,583	-59.61%	17,934	-58.80%	18,293	2.00%	18,659	2.00%	19,032	2.00%	19,413	2.00%
13	10.0		-			2 000 0 000	(20000 2 400	1000 1000000		5000 # 3000000		500 J 100 0000		2021 B 202	5
14		OTHER SERVICES	-													
15	94441	Sewage Disposal Fees	48,425	295.88%	12,477	-74.23%	12,726	-73.72% _	12,981	2.00%	13,241	2.00%	13,506	2.00%	13,776	2.00%
16		SALES OF SERVICE	2,841,349	-5.71%	3,069,923	8.04%	3,127,618	10.08%	3,186,469	1.88%	3,246,498	1.88%	3,315,130	2.11%	3,385,317	2.12%
17																
18		OTHER REVENUE FROM OWN SOURCE														
19	05500	Interest Income	60.004	400 E20/	10.000	90 000/	10.000	90 000/	10.000	0.000/	10 000	0.000/	10.000	0.000/	12 000	0.000/
20		Interest Income Sewer Penalty	60,064 32,472	400.53% 62.36%	12,000 20.000	-80.02% -38.41%	12,000 20,000	-80.02% -38.41%	12,000 20,000	0.00% 0.00%	12,000 20,000	0.00% 0.00%	12,000 20,000	0.00% 0.00%	12,000 20,000	0.00%
22		Sewer Local Improvement Charges	52,472	-100.00%	3,200	#DIV/0!	3,200	#DIV/0!	3,200	0.00%	3,200	0.00%	3,200	0.00%	3,200	0.00%
23		OTHER REVENUE	92,536	162.89%	35,200	-61.96%	35,200	-61.96%	35,200	0.00%	35,200	0.00%	35,200	0.00%	35,200	0.00%
23 24		OTHER REVENUE	02,000	102.0070	00,200	01.0070	00,200	01.0070	00,200	0.0070	00,200	0.0070	00,200	0.0070	00,200	0.0070
29		OTHER TRANSFERS														
30		Transfer from Capital Reserve-Gas Tax		-100.00%	6,000	#DIV/0!	46,000	#DIV/0!	46,000	0.00%	46,000	0.00%	46,000	0.00%	46,000	0.00%
31	99111	Transfers from Reserves & Allowances			-		660,000		50,000				-		-	
32		Operating Funds from Prior Year	-				-		:-		-		-		-	
33	99211	Contribution (To) From General Revenue	-			565			-		-		-			
						_		_		_		-		-		
34		CEMED FUND DEVENUE	2 022 005	12.060/	2 444 422	6.049/	2 000 040	21.070/	2 247 660	14.259/	2 227 600	0.200/	2 206 220	2.06%	2 466 547	2.079/
35		SEWER FUND REVENUE	2,933,885	-13.06%	3,111,123	6.04%	3,868,818	31.87%	3,317,669	-14.25% ₌	3,327,698	0.30%	3,396,330	2.06% _	3,466,517	2.07%
35 36			2,933,885	-13.06%	3,111,123	6.04% ₌	3,868,818	31.87% ₌	3,317,669	-14.25% =	3,327,698	0.30%	3,396,330	2.06%=	3,466,517	2.07%
35 36 37		SEWER FUND REVENUE SEWER SYSTEM	2,933,885	-13.06%	3,111,123	6.04% _	3,868,818	31.87%	3,317,669	-14.25% ₌	3,327,698	0.30%	3,396,330	2.06% _	3,466,517	2.07%
35 36 37 38			2,933,885	-13.06%	3,111,123	6.04% _	3,868,818	31.87%	3,317,669	-14.25% =	3,327,698	0.30% _	3,396,330	2.06% _	3,466,517	2.07%
35 36 37		SEWER SYSTEM	2,933,885 329,527	-13.06% ·	3,111,123 291,900	6.04% _	3,868,818 373,811	31.87% <u>=</u> 13.44%	3,317,669 375,037	-14.25% ₌	3,327,698 376,295	0.30% ₌	3,396,330 377,583	2.06% _	3,466,517 378,904	2.07%
35 36 37 38 39 40		SEWER SYSTEM ADMINISTRATION	, ,			=		=		=		=		=		
35 36 37 38 39 40 41	104210	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES	329,527	12.89%	291,900	-11.42%	373,811	13.44%	375,037	0.33%	376,295	0.34%	377,583	0.34%	378,904	0.35%
35 36 37 38 39 40 41 42 43	104210	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other	329,527			=		=		=		=		=		
35 36 37 38 39 40 41 42 43	104210 104221	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services	329,527	12.89%	291,900	-11.42%	373,811	13.44%	375,037	0.33%	376,295	0.34%	377,583	0.34%	378,904	0.35%
35 36 37 38 39 40 41 42 43 44 45	104210 104221	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION	329,527	12.89%	291,900 31,000	-11.42% #DIV/0!	373,811 31,000	13.44% #DIV/0!	375,037 31,000	0.33%	376,295 31,000	0.34%	377,583 31,000	0.34% 0.00%	378,904	0.35%
35 36 37 38 39 40 41 42 43 44 45	104210 104221 104233	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests	329,527 - 73,535	12.89% -100.00% -40.13%	291,900 31,000 125,281	-11.42% #DIV/0! 70.37%	373,811 31,000 127,840	13.44% #DIV/0! 73.85%	375,037 31,000 130,450	0.33% 0.00% 2.04%	376,295 31,000 133,114	0.34% 0.00% 2.04%	377,583 31,000 136,144	0.34% 0.00% 2.28%	378,904 31,000 138,925	0.35% 0.00% 2.04%
35 36 37 38 39 40 41 42 43 44 45 46 47	104210 104221 104233	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION	329,527	12.89%	291,900 31,000	-11.42% #DIV/0!	373,811 31,000	13.44% #DIV/0!	375,037 31,000	0.33%	376,295 31,000	0.34%	377,583 31,000	0.34% 0.00%	378,904	0.35%
35 36 37 38 39 40 41 42 43 44 45 46 47	104210 104221 104233 104236	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies	329,527 - 73,535	12.89% -100.00% -40.13%	291,900 31,000 125,281	-11.42% #DIV/0! 70.37%	373,811 31,000 127,840	13.44% #DIV/0! 73.85%	375,037 31,000 130,450	0.33% 0.00% 2.04%	376,295 31,000 133,114	0.34% 0.00% 2.04%	377,583 31,000 136,144	0.34% 0.00% 2.28%	378,904 31,000 138,925	0.35% 0.00% 2.04%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49	104210 104221 104233 104236	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM	329,527 - 73,535	12.89% -100.00% -40.13%	291,900 31,000 125,281	-11.42% #DIV/0! 70.37%	373,811 31,000 127,840	13.44% #DIV/0! 73.85%	375,037 31,000 130,450	0.33% 0.00% 2.04%	376,295 31,000 133,114	0.34% 0.00% 2.04%	377,583 31,000 136,144	0.34% 0.00% 2.28%	378,904 31,000 138,925	0.35% 0.00% 2.04%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50	104210 104221 104233 104236	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies	329,527 - 73,535 9,095	12.89% -100.00% -40.13% -34.71%	291,900 31,000 125,281 14,049	-11.42% #DIV/0! 70.37% 54.47%	373,811 31,000 127,840 8,800	13.44% #DIV/0! 73.85% -3.25%	375,037 31,000 130,450 8,899	0.33% 0.00% 2.04% 1.13%	376,295 31,000 133,114 9,000	0.34% 0.00% 2.04% 1.13%	377,583 31,000 136,144 9,115	0.34% 0.00% 2.28% 1.28%	378,904 31,000 138,925 9,221	0.35% 0.00% 2.04% 1.16%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51	104210 104221 104233 104236 104240 104241	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections	329,527 - 73,535 9,095	12.89% -100.00% -40.13% -34.71%	291,900 31,000 125,281 14,049	-11.42% #DIV/0! 70.37% 54.47%	373,811 31,000 127,840 8,800	13.44% #DIV/0! 73.85% -3.25%	375,037 31,000 130,450 8,899 126,772	0.33% 0.00% 2.04% 1.13%	376,295 31,000 133,114 9,000	0.34% 0.00% 2.04% 1.13%	377,583 31,000 136,144 9,115	0.34% 0.00% 2.28% 1.28%	378,904 31,000 138,925 9,221	0.35% 0.00% 2.04% 1.16%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53	104210 104221 104233 104236 104240 104241	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS	329,527 - 73,535 9,095 127,959 223,353	12.89% -100.00% -40.13% -34.71% 11.75% 22.40%	291,900 31,000 125,281 14,049 119,500 195,725	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37%	373,811 31,000 127,840 8,800 124,600 213,020	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63%	375,037 31,000 130,450 8,899 126,772 216,560	0.33% 0.00% 2.04% 1.13% 1.74% 1.66%	376,295 31,000 133,114 9,000 128,993 220,183	0.34% 0.00% 2.04% 1.13% 1.75% 1.67%	377,583 31,000 136,144 9,115 131,476 224,195	0.34% 0.00% 2.28% 1.28% 1.92%	378,904 31,000 138,925 9,221 133,802 227,996	0.35% 0.00% 2.04% 1.16% 1.77% 1.70%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54	104210 104221 104233 104236 104240 104241	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections	329,527 - 73,535 9,095	12.89% -100.00% -40.13% -34.71%	291,900 31,000 125,281 14,049	-11.42% #DIV/0! 70.37% 54.47%	373,811 31,000 127,840 8,800	13.44% #DIV/0! 73.85% -3.25%	375,037 31,000 130,450 8,899 126,772	0.33% 0.00% 2.04% 1.13%	376,295 31,000 133,114 9,000	0.34% 0.00% 2.04% 1.13%	377,583 31,000 136,144 9,115	0.34% 0.00% 2.28% 1.28%	378,904 31,000 138,925 9,221	0.35% 0.00% 2.04% 1.16%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55	104210 104221 104233 104236 104240 104241	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS Sewage Lift Stations	329,527 - 73,535 9,095 127,959 223,353	12.89% -100.00% -40.13% -34.71% 11.75% 22.40%	291,900 31,000 125,281 14,049 119,500 195,725	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37%	373,811 31,000 127,840 8,800 124,600 213,020	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63%	375,037 31,000 130,450 8,899 126,772 216,560	0.33% 0.00% 2.04% 1.13% 1.74% 1.66%	376,295 31,000 133,114 9,000 128,993 220,183	0.34% 0.00% 2.04% 1.13% 1.75% 1.67%	377,583 31,000 136,144 9,115 131,476 224,195	0.34% 0.00% 2.28% 1.28% 1.92%	378,904 31,000 138,925 9,221 133,802 227,996	0.35% 0.00% 2.04% 1.16% 1.77% 1.70%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56	104210 104221 104233 104236 104240 104241 104260	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS Sewage Lift Stations SEWER TREATMENT AND DISPOSAL	329,527 - 73,535 9,095 127,959 223,353 165,329	12.89% -100.00% -40.13% -34.71% 11.75% 22.40% 2.81%	291,900 31,000 125,281 14,049 119,500 195,725 163,987	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37% -0.81%	373,811 31,000 127,840 8,800 124,600 213,020 167,605	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63% 1.38%	375,037 31,000 130,450 8,899 126,772 216,560 170,102	0.33% 0.00% 2.04% 1.13% 1.74% 1.66%	376,295 31,000 133,114 9,000 128,993 220,183 172,651	0.34% 0.00% 2.04% 1.13% 1.75% 1.67%	377,583 31,000 136,144 9,115 131,476 224,195 175,474	0.34% 0.00% 2.28% 1.28% 1.92% 1.82%	378,904 31,000 138,925 9,221 133,802 227,996 178,135	0.35% 0.00% 2.04% 1.16% 1.77% 1.70% 1.52%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57	104210 104221 104233 104236 104240 104241 104260	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS Sewage Lift Stations	329,527 - 73,535 9,095 127,959 223,353	12.89% -100.00% -40.13% -34.71% 11.75% 22.40%	291,900 31,000 125,281 14,049 119,500 195,725	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37%	373,811 31,000 127,840 8,800 124,600 213,020	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63%	375,037 31,000 130,450 8,899 126,772 216,560	0.33% 0.00% 2.04% 1.13% 1.74% 1.66%	376,295 31,000 133,114 9,000 128,993 220,183	0.34% 0.00% 2.04% 1.13% 1.75% 1.67%	377,583 31,000 136,144 9,115 131,476 224,195	0.34% 0.00% 2.28% 1.28% 1.92%	378,904 31,000 138,925 9,221 133,802 227,996	0.35% 0.00% 2.04% 1.16% 1.77% 1.70%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57	104210 104221 104233 104236 104240 104241 104260 104280	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS Sewage Lift Stations SEWER TREATMENT AND DISPOSAL Sewage Treatment	329,527 - 73,535 9,095 127,959 223,353 165,329	12.89% -100.00% -40.13% -34.71% 11.75% 22.40% 2.81%	291,900 31,000 125,281 14,049 119,500 195,725 163,987	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37% -0.81%	373,811 31,000 127,840 8,800 124,600 213,020 167,605	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63% 1.38%	375,037 31,000 130,450 8,899 126,772 216,560 170,102	0.33% 0.00% 2.04% 1.13% 1.74% 1.66%	376,295 31,000 133,114 9,000 128,993 220,183 172,651	0.34% 0.00% 2.04% 1.13% 1.75% 1.67%	377,583 31,000 136,144 9,115 131,476 224,195 175,474	0.34% 0.00% 2.28% 1.28% 1.92% 1.82%	378,904 31,000 138,925 9,221 133,802 227,996 178,135	0.35% 0.00% 2.04% 1.16% 1.77% 1.70% 1.52%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59	104210 104221 104233 104236 104240 104241 104260 104280	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS Sewage Lift Stations SEWER TREATMENT AND DISPOSAL Sewage Treatment OTHER COMMON SERVICES	329,527 73,535 9,095 127,959 223,353 165,329 334,764	12.89% -100.00% -40.13% -34.71% 11.75% 22.40% 2.81% 14.09%	291,900 31,000 125,281 14,049 119,500 195,725 163,987 299,787	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37% -0.81%	373,811 31,000 127,840 8,800 124,600 213,020 167,605 314,000	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63% 1.38%	375,037 31,000 130,450 8,899 126,772 216,560 170,102 319,086	0.33% 0.00% 2.04% 1.13% 1.74% 1.66% 1.49%	376,295 31,000 133,114 9,000 128,993 220,183 172,651 324,271	0.34% 0.00% 2.04% 1.13% 1.75% 1.67% 1.50%	377,583 31,000 136,144 9,115 131,476 224,195 175,474 329,803	0.34% 0.00% 2.28% 1.28% 1.92% 1.82%	378,904 31,000 138,925 9,221 133,802 227,996 178,135 335,196	0.35% 0.00% 2.04% 1.16% 1.77% 1.70% 1.52% 1.64%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60	104210 104221 104233 104236 104240 104241 104260 104280	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS Sewage Lift Stations SEWER TREATMENT AND DISPOSAL Sewage Treatment OTHER COMMON SERVICES Special Work Orders	329,527 - 73,535 9,095 127,959 223,353 165,329 334,764	12.89% -100.00% -40.13% -34.71% 11.75% 22.40% 2.81% 14.09% -93.85%	291,900 31,000 125,281 14,049 119,500 195,725 163,987 299,787	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37% -0.81%	373,811 31,000 127,840 8,800 124,600 213,020 167,605 314,000	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63% 1.38%	375,037 31,000 130,450 8,899 126,772 216,560 170,102	0.33% 0.00% 2.04% 1.13% 1.74% 1.66%	376,295 31,000 133,114 9,000 128,993 220,183 172,651	0.34% 0.00% 2.04% 1.13% 1.75% 1.67%	377,583 31,000 136,144 9,115 131,476 224,195 175,474 329,803 2,000	0.34% 0.00% 2.28% 1.28% 1.92% 1.64% 1.71%	378,904 31,000 138,925 9,221 133,802 227,996 178,135	0.35% 0.00% 2.04% 1.16% 1.77% 1.70% 1.52%
35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58	104210 104221 104233 104236 104240 104241 104260 104280	SEWER SYSTEM ADMINISTRATION Sewer Administration & Other ENGINEERING SERVICES Consulting Services SEWER SYSTEM ADMINISTRATION Customer Service Requests Small Tools/Equipment/Supplies SEWER COLLECTION SYSTEM Sewage Collection System Main Sewer Service Connections SEWER LIFT STATIONS Sewage Lift Stations SEWER TREATMENT AND DISPOSAL Sewage Treatment OTHER COMMON SERVICES	329,527 73,535 9,095 127,959 223,353 165,329 334,764	12.89% -100.00% -40.13% -34.71% 11.75% 22.40% 2.81% 14.09% -93.85%	291,900 31,000 125,281 14,049 119,500 195,725 163,987 299,787	-11.42% #DIV/0! 70.37% 54.47% -6.61% -12.37% -0.81% -10.45%	373,811 31,000 127,840 8,800 124,600 213,020 167,605 314,000	13.44% #DIV/0! 73.85% -3.25% -2.63% -4.63% 1.38% -6.20%	375,037 31,000 130,450 8,899 126,772 216,560 170,102 319,086	0.33% 0.00% 2.04% 1.13% 1.74% 1.66% 1.49% 0.00% 0.00%	376,295 31,000 133,114 9,000 128,993 220,183 172,651 324,271 2,000	0.34% 0.00% 2.04% 1.13% 1.75% 1.67% 1.62% 0.00% 0.00% 1.62%	377,583 31,000 136,144 9,115 131,476 224,195 175,474 329,803	0.34% 0.00% 2.28% 1.28% 1.92% 1.64% 1.71%	378,904 31,000 138,925 9,221 133,802 227,996 178,135 335,196 2,000	0.35% 0.00% 2.04% 1.16% 1.77% 1.70% 1.52% 1.64% 0.00%

	Α	В	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	BC	BD
1		CITY OF PORT ALBERNI	•			·						·				
2	(1)	SEWER REVENUE FUND - 5 YEAR PLAN														
3			2019		2019		2020		2021		2022		2023		2024	
4	3															
5	_		Actual (unaudited)		Amended											
6		-1.00														
63		FISCAL SERVICES														
64		DEBT														
65 66	100120	Interest Payments On Debentures	160.425	-36.57%	252 025	57.66%	244 642	114.81%	244 642	0.000/	244 642	0.000/	244 642	0.000/	244.042	0.000/
67		Principal Payments On Debentures	95,346	-30.57%	252,925 187,932	97.10%	344,613 317,423	232.92%	344,613 317,423	0.00% 0.00%	344,613 317,423	0.00% 0.00%	344,613 317,423	0.00% 0.00%	344,613 317,423	0.00%
68	100100	TOTAL DEBT	255,771	-41.98%	440,857	72.36%	662,036	158.84%	662,036	0.00%	662,036	0.00%	662,036	0.00%	662,036	0.00%
69		TOTAL DEBT	200,771	-41.5076	440,007	72.5076	002,000	130.0476	002,030	0.0076	002,000	0.0078	002,030	0.0078	002,030	0.00 %
68 69 70 71		TRANSFER TO FUNDS AND RESERVES														
71	108220	Transfer To Sewer Capital Fund	815,000	103.75%	815,000	0.00%	1,045,000	28.22%	650,000	-37.80%	560,000	-13.85%	100,000	-82.14%	650,000	550.00%
72 73		Debt Reserve Fund Transfer	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%	2,000	0.00%
73	108211	Transfer to Reserves & Allowances			-											THE COME MADE
74	108920	Transfer to Infrastructure Capital Reserve	597,427	-	610,037	_	797,106		623,727	-21.75%	706,155	13.22%	1,215,504	72.13%	717,302	-40.99%
75		TRANSFERS	1,414,427	-17.81%	1,427,037	0.89%	1,844,106	30.38%	1,275,727	-30.82%	1,268,155	-0.59%	1,317,504	3.89%	1,369,302	3.93%
74 75 76 77																
77		FISCAL SERVICES	1,670,198	-22.74%	1,867,894	11.84%	2,506,142	50.05%	1,937,763	-22.68%	1,930,191	-0.39%	1,979,540	2.56%	2,031,338	2.62%
78																
78 79 80 81		EXCESS OF REVENUE OVER EXPENSE	-	-		_	2.5	_		_		-		_		
80		SEWER FUND EXPENSES	2 022 005	12 060/	2 444 422	6.049/	2 000 040	24 070/	2 247 660	14.050/	2 227 600	0.200/	2 200 220	0.000/	2 400 547	0.070/
82		SEWER FUND EXPENSES	2,933,885	-13.06% =	3,111,123	6.04% =	3,868,818	31.87% =	3,317,669	-14.25% =	3,327,698	0.30% =	3,396,330	2.06% =	3,466,517	2.07%

	A	В	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	вс	BD
	A	the state of the s	AQ	AK	AS	AI	AU	AV	AVV	AX	AY	AZ	BA	BB	BC	BD
1	_	CITY OF PORT ALBERNI														
2	(1) (1) (1) (1) (1) (1) (1) (1) (1) (1)	WATER REVENUE FUND - 5 YEAR PLAN														
3	(A) TO		2019		2019		2020		2021		2022		2023		2024	
5	1		Actual (unaudited)		Amended											
5	\bigcirc															- 1
6																
7		SALES OF SERVICE														
8	54421	Metered Sales	3,223,319	-10.07%	3,763,660	16.76%	3,951,843	22.60%	4,149,435	5.00%	4,232,424	2.00%	4,317,072	2.00%	4,403,414	2.00%
9	54431	Connections	-	-100.00%	40,571	#DIV/0!	42,599	#DIV/0!	44,729	5.00%	45,624	2.00%	46,536	2.00%	47,467	2.00%
10		Turn-On Charges	1,169	221.15%	382	-67.32%	401	-65.70%	421	4.99%	430	2.14%	439	2.09%	447	1.82%
11		Service Charges Sundry	2,078	-78.62%	10,202	391.06%	10,712	415.61%	11,248	5.00%	11,473	2.00%	11,702	2.00%	11,936	2.00%
12	0.100	SALES OF SERVICE	3,226,565	-11.19%	The second second second	18.23%	4,005,555	24.14%	4,205,833	5.00%	4,289,951	2.00%	4,375,749	2.00%	4,463,264	2.00%
12 13		SALES OF SERVICE	3,220,303	-11.1370	3,614,613	10.2370	4,000,000	24.1470	4,205,655	3.00 /6	4,209,901	2.00%	4,373,749	2.00%	4,403,204	2.00%
14		OTHER REVENUE FROM OWN SOURCE														
14		OTHER REVENUE PROMITOWN SOURCE														
15	55500	Oller Informati	00.477	100.000/	40.000	05 400/	40.000	05 4004	10.000	0.000/	40.000	0.000/	40.000	0.000/	40.000	0.000/
16		Other Interest	38,477	189.30%	13,300	-65.43%	13,300	-65.43%	13,300	0.00%	13,300	0.00%	13,300	0.00%	13,300	0.00%
17	55611	Water Penalty	35,228	25.81%	28,000	-20.52%	28,000	-20.52%	28,000	0.00%	28,000	0.00% _	28,000	0.00%	28,000	0.00%
18		OTHER REVENUE	73,705	78.46%	41,300	-43.97%	41,300	-43.97%	41,300	0.00%	41,300	0.00%	41,300	0.00%	41,300	0.00%
19																
20		CONDITIONAL TRANSFERS OTHER GOV'T	-		-		-		-		-		-		-	
20 21																
22		PROVINCIAL GOVERNMENT			-		-		_		-		-		-	
25 26																- 1
26		OTHER TRANSFERS														
27	59111	Reserve For Projects & Purchases							_							
28		Operating Surplus From Prior Years					_				=				- 	
29	33112					-		_		_		-		-		- 1
29		OTHER TRANSFERS	-		-		-		-		-		-		-	- 1
30		WATER SUND REVENUE		10 1001		400404	4 0 40 0 5 5	20.200/	4047400	4.0504		4.0004		4.0004		
31		WATER FUND REVENUE	3,300,270	-10.18%	3,856,115	16.84% =	4,046,855	22.62% =	4,247,133	4.95% =	4,331,251	1.98% =	4,417,049	1.98% =	4,504,564	1.98%
32																
33																- 1
34																- 1
35		WATER SUPPLY SYSTEM														- 1
36																
37		ADMINISTRATION														1
38	64110	Water Administration & Other	285,755	8.13%	264,793	-7.34%	349,147	22.18%	354,997	1.68%	360,968	1.68%	367,122	1.70%	373,344	1.69%
39	01110	Trater / tarrimon and on a cure	200,700	0.1070	20 1,7 00	1.0170	0.10,1.17	22.1070	001,001	11.0070	000,000	1.0070	007,122	1.7070	0.0,0	1.0070
40		ENGINEERING SERVICES														
40 41	64121			-100.00%	30,000	#DIV/0!	30,000	#DIV/0!	30,000	0.00%	30,000	0.00%	30,000	0.00%	30,000	0.00%
42	04121	Engineering Consulting Services	-	-100.00%	30,000	#DIV/0!	30,000	#010/0!	30,000	0.00%	30,000	0.00%	30,000	0.00%	30,000	0.00%
42		WATER OVERTEN ARMINISTRATION														
43		WATER SYSTEM ADMINISTRATION														
44 45		Customer Service Requests	84,309	-8.48%	93,942	11.43%	97,434	15.57%	99,443	2.06%	101,494	2.06%	103,819	2.29%	105,962	2.06%
45	64136	Small Tools/Equipment/Supplies	8,229	-30.76%	12,008	45.92%	12,133	47.43%	12,261	1.05%	12,391	1.06%	12,540	1.20%	12,676	1.08%
46																- 1
47		SERVICE OF SUPPLY														
48	64141	Supply Inspection & Operation	81,667	-31.89%	121,951	49.33%	116,844	43.07%	119,175	1.99%	121,558	2.00%	124,229	2.20%	126,724	2.01%
48		er at son													-	
50		PUMPING														- 1
51	64161	Pumping Inspection & Operation	248,142	-7.98%	272,513	9.82%	292,263	17.78%	295,627	1.15%	299,061	1.16%	302,955	1.30%	306,542	1.18%
52	51101		2.0,.72	00 /0	,0 ,0		,								223,012	
52		TRANSMISSION & DISTRIBUTION														- 1
52 53 54	64104		200 740	-1.61%	262 121	-9.17%	303 036	4.91%	272 422	10.04%	313 030	1/ /00/	203 240	0.520/	333 033	14 050/
54		Transmission/Distribution System	289,710		263,131		303,936		273,433	-10.04%	313,028	14.48%	283,219	-9.52%	323,023	14.05%
55		Connections	327,329	146.07%	144,366	-55.90%	208,000	-36.46%	211,500	1.68%	215,079	1.69%	219,077	1.86%	222,826	1.71%
56		Meters	146,082	-36.18%	187,265	28.19%	216,500	48.20%	219,230	1.26%	222,018	1.27%	225,177	1.42%	228,091	1.29%
57	64187	Hydrants	46,878	19.80%	39,703	-15.31%	44,287	-5.53%	45,003	1.62%	45,734	1.62%	46,559	1.80%	47,324	1.64%
58																- 1
59		OTHER COMMON SERVICES														1
59 60	64194	Special Water Work Orders	-		-		-		:-		-					l l
61		6														
62		WATER SUPPLY SYSTEM	1,518,102	2.34%	1,429,672	-5.83%	1,670,544	10.04%	1,660,669	-0.59%	1,721,331	3.65%	1,714,697	-0.39%	1,776,512	3.61%
63		er en sommermen det domin bestelle trestate	anto community Detail	espain to SG	same reconstant at the		evaluessantiation at 30				12.8000001008Va; 05. 50	names sa sub				

	Α	В	AQ	AR	AS	AT	AU	AV	AW	AX	AY	AZ	BA	BB	ВС	BD
1	teatro o	CITY OF PORT ALBERNI										*				
2	1	WATER REVENUE FUND - 5 YEAR PLAN														
3 ((A) - (A)		2019		2019		2020		2021		2022		2023		2024	- 1
4	1		Actual (unaudited)		Amended											- 1
6	$\overline{}$															- 1
64		FISCAL SERVICES														
65		1 100/12 OEI(VIOEO														- 1
64 65 66 67		DEBT														
67	68120	Interest Payments On Debentures	44,000	0.00%	44,000	0.00%	44,000	0.00%	44,000	0.00%	44,000	0.00%	44,000	0.00%	44,000	0.00%
68	68130	Principal Payments On Debentures	38,743	0.00%	38,743	0.00%	38,743	0.00% _	38,743	0.00% _	38,743	0.00% _	38,743	0.00%	38,743	0.00%
69		DEBT	82,743		82,743	_	82,743	_	82,743	_	82,743	-	82,743		82,743	
70																1
71	00044	TRANSFERS TO FUNDS AND RESERVES														
72		Transfer To Capital Reserves	1 600 425	27 570/	2 240 500	27 700/	025 000	44.000/	4 450 000	00.040/	250,000	CO CO0/	4 000 000	1010 000/	4 050 000	00.050/
74		Transfers To Water Capital Fund Transfer to Infrastructure Capital Reserve	1,699,425	-100.00%	2,340,500 (100)	37.72% #DIV/0!	935,000 1,355,268	-44.98% #DIV/0!	1,152,000 1,348,421	23.21% -0.51%	350,000 2,173,877	-69.62% 61.22%	4,000,000 (1,383,691)		1,350,000	-66.25%
75		Debt Reserve Fund Transfer	-	-100.00%	3,300	#DIV/0! #DIV/0!	3,300	#DIV/0!	3,300	0.00%	3,300	0.00%	3,300	-163.65% 0.00%	1,292,009 3,300	-193.37% 0.00%
76	00010	TRANSFERS	1,699,425		2,343,700	37.91%	2,293,568	34.96%	2,503,721	9.16%	2,527,177	0.94%	2,619,609	3.66%	2,645,309	0.98%
77		THURIST EINE	1,000,120	10.1070	2,040,100	01.0170	2,200,000	04.0070	2,000,721	3.1070	2,021,111	0.5470	2,010,000	0.0070	2,040,000	0.5070
78		FISCAL SERVICES	1,782,168	-18.66%	2,426,443	36.15%	2,376,311	33.34%	2,586,464	8.84%	2,609,920	0.91%	2,702,352	3.54%	2,728,052	0.95%
79																
80		EXCESS OF REVENUE OVER EXPENSE	-			_				_	HI_	_				
68 69 70 71 72 73 74 75 76 77 78 79 80 81					-	-		_		_		_	•	_	_	
82		WATER FUND EXPENSE	3,300,270	-10.18%	3,856,115	16.84% =	4,046,855	22.62%	4,247,133	4.95% _	4,331,251	1.98% _	4,417,049	1.98%	4,504,564	1.98%
83																



CITY OF PORT ALBERNI PARKS AND RECREATION CAPITAL RESERVE

Established:

21-Aug-2000

	2019 Actual	2020	2021	2022	2023	2024
RECEIPTS						
Balance forward (2009)	=	H	=	-	=	=
Investment Income	52,351	35,000	25,000	25,000	25,000	25,000
Recreation Services Surcharge	288,215	127,233	135,000	135,000	135,000	135,000
Other Deposits	-	; -	-	-	-	-
Transfers		=	-	-	-	-
Sale of Property	-	-	-	-	=	=
_	340,566	162,233	160,000	160,000	160,000	160,000
EXPENSES Parks & Recreation Properties and Facilities	-	150,000	-	-	-	-
	-	150,000	-	-		-
REVENUE OVER (UNDER) EXPENSE_	340,566	12,233	160,000	160,000	160,000	160,000
FUND EQUITY - ENDING	2,513,614	2,525,847	2,685,847	2,845,847	3,005,847	3,165,847



CITY OF PORT ALBERNI CAPITAL WORKS RESERVE FUND - 5 YEAR PLAN

Established:

8-Aug-1994

	2019 Actual	2020	2021	2022	2023	2024
RECEIPTS						
Investment Income	51,735	35,000	35,000	35,000	35,000	35,000
New Deal Gas Tax Funds	1,638,361	741,000	741,000	228,500	248,500	252,000
Miscellaneous	80,000	80,000	80,000	80,000	80,000	80,001
	1,770,096	856,000	856,000	343,500	363,500	367,001
EXPENSES Gas Tax - capital projects Gas Tax - operating (capacity bldg) Capital Expenditures - Special Capital Expenditures		1,205,000 46,000 - - 1,254,000	1,246,000 46,000	182,500 46,000	202,500 46,000	46,000
	1,032,510	1,251,000	1,292,000	228,500	248,500	46,000
REVENUE OVER EXPENSES	737,586	(395,000)	(436,000)	115,000	115,000	321,001
FUND EQUITY - ENDING	\$ 1,058,626	\$ 663,626	\$ 227,626	\$ 342,626	\$ 457,626	\$ 778,627



CITY OF PORT ALBERNI

EQUIPMENT REPLACEMENT RESERVE FUND - 5 YEAR PLAN Established:

31-Dec-1973

· · · · · · · · · · · · · · · · · · ·	Actual					2024
Sale of Equipment		-	-	-	-	_
nvestment Income	139,296	100,000	100,000	40,000	30,000	30,000
Transfers from General Revenue	42,000	64,000	34,000	30,000	24,000	18,000
Contributions - ERRF Schedule	827,193	903,442	966,194	1,003,756	1,024,297	1,055,026
	1,008,489	1,067,442	1,100,194	1,073,756	1,078,297	1,103,026
EXPENSES Fransfer to Capital Works Bylaw Equipment Purchases	586,500 586,500	318,955 318,955	2,686,625 2,686,625	2,392,085 2,392,085	848,253 848,253	1,673,725 1,673,725
REVENUE OVER EXPENSES _	421,989	748,487	(1,586,431)	(1,318,329)	230,044	(570,699)
FUND EQUITY - ENDING	6,353,618	7,102,105	5,515,674	4,197,345	4,427,389	3,856,690
	Fransfers from General Revenue Contributions - ERRF Schedule EXPENSES Fransfer to Capital Works Bylaw Equipment Purchases REVENUE OVER EXPENSES	Transfers from General Revenue Contributions - ERRF Schedule 42,000 827,193 1,008,489 EXPENSES Transfer to Capital Works Bylaw Equipment Purchases 586,500 586,500 REVENUE OVER EXPENSES 421,989	Transfers from General Revenue Contributions - ERRF Schedule 42,000 827,193 903,442 EXPENSES 1,008,489 1,067,442 Example of Equipment Purchases 586,500 318,955 586,500 318,955 586,500 318,955 REVENUE OVER EXPENSES 421,989 748,487	Transfers from General Revenue Contributions - ERRF Schedule 42,000 827,193 903,442 966,194 966,194 1,008,489 1,067,442 1,100,194 EXPENSES Transfer to Capital Works Bylaw Equipment Purchases 586,500 318,955 2,686,625 586,500 318,955 2,686,625 REVENUE OVER EXPENSES 421,989 748,487 (1,586,431)	Transfers from General Revenue Contributions - ERRF Schedule 42,000 827,193 903,442 966,194 1,003,756 1,008,489 1,067,442 1,100,194 1,073,756 EXPENSES Transfer to Capital Works Bylaw Equipment Purchases	Transfers from General Revenue Contributions - ERRF Schedule

CITY OF PORT ALBERNI LAND SALE RESERVE FUND - 5 YEAR PLAN

Established: pre 1970

	2019 Actual	2020	2021	2022	2023	2024
RECEIPTS						
Sale of Property	1,000	1,000	1,000	1,000	1,000	1,000
Investment Income	19,812	8,000	8,500	9,500	9,700	10,000
Transfer from RCMP Surplus	_	-	· -	· <u>-</u>	-	-
Transfer from Off Street Parking R	-	-	-	-	-	-
· –	20,812	9,000	9,500	10,500	10,700	11,000
EXPENSES Transfer to Other Funds						
Acquisitions and Expenses	683,000	50,000	50,000	50,000	50,000	50,000
	683,000	50,000	50,000	50,000	50,000	50,000
REVENUE OVER EXPENSES _	(662,188)	(41,000)	(40,500)	(39,500)	(39,300)	(39,000)
FUND EQUITY - ENDING _	185,944	144,944	104,444	64,944	25,644	(13,356)

CITY OF PORT ALBERNI
DEVELOPMENT COST CHARGES RESERVE FUND - 5 YEAR PLA Established:

22-Mar-2010

	2019 Actual	2020	2021	2022	2023	2024
RECEIPTS						
Contributions	671,715	15,000	15,000	15,000	15,000	15,000
Investment Income	3,000	3,500	3,500	3,500	3,500	3,500
	674,715	18,500	18,500	18,500	18,500	18,500
EXPENSES Transfer to Other Funds Acquisitions and Expenses	190,000	100,000	- -	- -	- -	-
	190,000	100,000	:-	-	-	-
REVENUE OVER EXPENSES	484,715	(81,500)	18,500	18,500	18,500	18,500
FUND EQUITY - ENDING	1,331,174	1,249,674	1,268,174	1,286,674	1,305,174	1,323,674
. C. L. L. LINDING	.,	1,2,0,011	1,200,171	1,200,011	1,000,171	1,020,011

CITY OF PORT ALBERNI CEMETERY TRUST FUND - 5 YEAR PLAN

	2019 Actual	2020	2021	2022	2023	2024
RECEIPTS						
Sale Proceeds	6,570	3,000	3,000	3,000	3,000	3,000
Investment Income _	3,600	2,000	2,000	2,000	2,000	2,000
	10,170	5,000	5,000	5,000	5,000	5,000
EXPENSES Transfer to General Revenue	2,000	2,000	2,000	2,000	2,000	2,001
REVENUE OVER EXPENDITURE_	8,170	3,000	3,000	3,000	3,000	2,999
FUND EQUITY - ENDING	170,959	173,959	176,959	179,959	182,959	185,958

CITY OF PORT ALBERNI CARBON TRUST RESERVE FUND - 5 YEAR PLAN

Established:

13-May-2013

	2019 Actual	2020	2021	2022	2023	2024
RECEIPTS						
Contributions	93,700	93,700	93,700	93,700	93,700	93,700
Investment Income	5,926	2,000	3,000	4,000	4,000	4,000
	99,626	95,700	96,700	97,700	97,700	97,700
EXPENSES						
Transfer to Other Funds	-	-	-	-	-	:
Projects and Expenses	376,230	22,600	40,000	_	_	
	376,230	22,600	40,000	-	-	-
REVENUE OVER EXPENSES	(276,604)	73,100	56,700	97,700	97,700	97,700
FUND EQUITY - ENDING	26,104	99,204	155,904	253,604	351,304	449,004

CITY OF PORT ALBERNI ALBERNI VALLEY COMM

ALBERNI VALLEY COMMUNITY FOREST RESERVE - 5 YEAR PLAN - AMENDEI Established:

14-Oct-2014

	2019 Actual	2020	2021	2022	2023	2024
RECEIPTS Dividends Received Donations Received	150,000	-	-	-	_	-
Investment Income	1,500	1,500	1,500	1,500	1,500	1,500
	151,500	1,500	1,500	1,500	1,500	1,500
EXPENSES Transfer to Other Funds Projects and Expenses	10,000 10,000	- 10,000 10,000	- 10,000 10,000	- 10,000 10,000	- 10,000 10,000	10,000 10,000
REVENUE OVER EXPENSES	141,500	(8,500)	(8,500)	(8,500)	(8,500)	(8,500)
FUND EQUITY - ENDING	247,922	239,422	230,922	222,422	213,922	205,422



CITY OF PORT ALBERNI PARKLAND ACQUISITION RESERVE - 5 YEAR PLAN

Established: 12-Jun-2006

	2019 Actual		2020	2021	2022	2023	2	2024
RECEIPTS								
Investment Income	\$ 5,276	\$	2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$	2,500
Sale of Parkland	-		-	=	a	=		-
Parkland Dedication Deposits	-		-	-	-			-
Historical correction	-	18	=	-	_	-		
	5,276		2,500	2,500	2,500	2,500		2,500
EXPENSES								
Acquisition of Parkland	-		_	-	-	-		
	<u>.</u>		-	-	-	_		-
REVENUE OVER (UNDER) EXPENSE	5,276		2,500	2,500	2,500	2,500		2,500
FUND EQUITY - ENDING	\$ 292,895	\$	295,395	\$ 297,895	\$ 300,395	\$ 302,895	\$3	05,395



2020

NET TA	AXABLE	TAX		PERCEN	NT TAX	EFFECTIVE	TAX RATE	CLASS N	IULTIPLE
VA	LUE	s	SHARE		RE	PER TH	HOUSAND		
PRIOR YEAR	CUR YEAR								

RESIDENTIAL UTILITIES MAJOR IND. LIGHT IND. BUSINESS NON-PROFIT FARM

TOTAL

\$	\$	\$	\$	%	%	\$	\$		
2,053,235,500	2,236,980,800	13,708,497	14,530,792	59.75%	59.75%	6.6765	6.4957	1.0000	1.0000
2,023,100	2,174,300	54,588	57,863	0.24%	0.24%	26.9825	26.6121	4.0414	4.0969
91,504,200	93,059,000	5,068,910	5,372,965	22.09%	22.09%	55.3954	57.7372	8.2970	8.8885
2,257,200	2,307,800	125,457	132,983	0.55%	0.55%	55.5810	57.6233	8.3248	8.8710
284,910,946	299,941,553	3,964,826	4,202,654	17.28%	17.28%	13.9160	14.0116	2.0843	2.1570
2,483,500	2,451,700	18,547	19,659	0.08%	0.08%	6.6765	6.4957	1.0000	1.0000
90,784	90,784	719	763	0.00%	0.00%	6.6765	6.4957	1.0000	1.0000
			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,						
2,436,505,230	2,637,005,937	22,941,545	24,317,678.92	100.00%	100.00%				

24,317,678.92

AVERAGE SINGLE FAMILY RESIDENCE

New Single Family homes 19

Business & other classes amount increase 5.9%

PRIC	R YEAR	CURRI	ENT YEAR	CHA	NGE
VALUE	AMOUNT	VALUE	AMOUNT	DIFFERENCE	% CHANGE
\$291,383	\$1,963.38	\$315,381	\$2,048.63	\$85.25	4.3%

Residential single family homes per BCA:
Residential single family home assessment per BCA:

2020	2019	2018
6,373	\$ 6,354	6318
2,009,922,700	1,851,598,600	1,561,415,400

**** NMC represent 1.22% of change

Capital 2020-2024	General R	evenue Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed 8 Assistance	Prov Other	Capital Wks Reserves	Water Operating	Revenue Reserves	Sewer F Operating	Revenue Reserves	Total Project Expenditure
STRATEGIC CAPITAL PROJECTS 2020														
FUNDING SOURCES Community Safety Building - Renovate to Suit 3rd Ave. Upgrades City Welcome Sign	500,000 100,000	150,000				50,000	400,000			400,000		400,000		150,000 1,700,000 150,000
TOTAL EXPENDITURE	600,000	150,000				50,000	400,000	-	-	400,000		400,000		2,000,000
OPERATING CAPITAL PROJECTS 2020 FUNDING SOURCES	General Revenue Operating	Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Prov Assistance	Other	Capital Wks Reserves	Water Revenu Operating	e Reserves	Sewer Revenue Operating		Total Project Expenditure
ADMINISTRATION Computer Equipment Replacement Server Upgrade/Refresh 5 Year ERRF Cycle				66,900										66,900 - -
	-	-		66,900	•	-	-		-	-	-	-		66,900
FIRE DEPARTMENT	-			-										
Self-Contained Breathing Apparatus (SCBA)	69,857 69,857	128,143 128,143		66,655 66,655	_	-	-	-	_	-		-		264,655 264,655
TRANSPORTATION SERVICES Replace 2007 Ford Ranger Pickup #171 Replace 2007 John Deere Backhoe #302		,		33,600 151,800 185,400					4					33,600 151,800 185,400
ROAD CONSTRUCTION & SEWER/STORMWATER PROJECTS 6th Ave-Argyle to Angus 150m (ptp, wtr, st,sani)- Paving & Storm 4th Ave-Bruce to Melrose 240m (ptp,sani,st) Melrose St-6th Ave to 8th (ptp, st, sani)	80,000	ar .				210,000 125,000 480,000		100,000	DCC Reserve	460,000		90,000 125,000	560,000	300,000 330,000 1,040,000 560,000
Burde Street Anderson to 17th Watermain replacement 300mm	80,000	-		-	-	815,000	-	100,000		460,000		215,000	560,000	2,230,000
TRAFFIC UPGRADES 10th Ave/ Roger St. Traffic Signal Controller Replacement	31,000 31,000			_	_	-	-	-			-		-	31,000 31,000
STORM Replacements & Upgrades Sm Capital Storm Replacement Replacement		100,000												100,000
Re-lining Program Re-lining Program (Coal Creek/ 3rd Ave Crossing/ 2nd-3rd, Johnson)	200,000					100,000								300,000
New Main Installs Montrose St. Lane East of 6th Ave 100m new 250mm						60,000								- - 60,000
	200,000	100,000			-	160,000	-	-	-	•	-	-	-	360,000
WORKS-OTHER McLean Mill Dam Repairs Arrowview Hotel Demolition		233,000 650,000				140,000								373,000 650,000
	-	883,000		-	-	140,000		-	-			-		1,023,000

Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	25,000 25,000 30,000 30,000 100,000 6,600 15,000 19,640 141,240	5,000 16,000 21,000	-		-	40,000		15,000 15,000 90,000 90,000 40,000 150,000 290,000	Carbon Reserve		- 100,000			25,000 20,000 16,000 61,000 120,000 120,000 80,000 6,600 15,000 15,000 250,000 571,240
Penny Lane Bridge Replacement Victoria Quay Shelter Johnston Rd Planter Box Installation CULTURAL SERVICES McLean Mill Capital Projects PARKS, RECREATION & HERITAGE Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	30,000 30,000 30,000 100,000 6,600 15,000 19,640	16,000 21,000	-	-	-	40,000		90,000 90,000 90,000 40,000 100,000 150,000	- Carbon Reserve Parks & Rec Re	serve			-	20,000 16,000 61,000 - 120,000 120,000 - 100,000 80,000 15,000 19,640 100,000 250,000
Victoria Quay Shelter Johnston Rd Planter Box Installation CULTURAL SERVICES McLean Mill Capital Projects PARKS, RECREATION & HERITAGE Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	30,000 30,000 30,000 100,000 6,600 15,000 19,640	16,000 21,000	-	-	-	40,000		90,000 90,000 90,000 40,000 100,000 150,000	- Carbon Reserve Parks & Rec Re	serve			-	20,000 16,000 61,000 - 120,000 120,000 - 100,000 80,000 15,000 19,640 100,000 250,000
Johnston Rd Planter Box Installation CULTURAL SERVICES McLean Mill Capital Projects PARKS, RECREATION & HERITAGE Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	30,000 30,000 100,000 6,600 15,000 19,640	16,000 21,000	-	-	-	40,000		90,000 90,000 90,000 40,000 100,000 150,000	- Carbon Reserve Parks & Rec Re	serve			-	16,000 61,000 120,000 120,000 100,000 80,000 15,000 15,000 19,640 100,000 250,000
CULTURAL SERVICES McLean Mill Capital Projects PARKS, RECREATION & HERITAGE Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	30,000 30,000 100,000 6,600 15,000 19,640	21,000	-	-	-	40,000		90,000 90,000 40,000 100,000 150,000	- Carbon Reserve Parks & Rec Re	serve			-	61,000 120,000 120,000 100,000 80,000 6,600 15,000 19,640 100,000 250,000 571,240
McLean Mill Capital Projects PARKS. RECREATION & HERITAGE Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	30,000 30,000 100,000 6,600 15,000 19,640	100,000				40,000		90,000 40,000 100,000 150,000	Carbon Reserve Parks & Rec Re	serve	-			120,000
McLean Mill Capital Projects PARKS, RECREATION & HERITAGE Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	30,000 100,000 6,600 15,000 19,640	100,000				40,000		90,000 40,000 100,000 150,000	Carbon Reserve Parks & Rec Re	serve	-			120,000
PARKS, RECREATION & HERITAGE Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	30,000 100,000 6,600 15,000 19,640	100,000				40,000		90,000 40,000 100,000 150,000	Carbon Reserve Parks & Rec Re	serve	-			120,000
Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	100,000 6,600 15,000 19,640	100,000				40,000		40,000 100,000 150,000	Carbon Reserve Parks & Rec Re	serve	-			100,000 80,000 6,600 15,000 19,640 100,000 250,000
Aquatic Centre Pool Repairs Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	6,600 15,000 19,640			-	-			100,000 150,000	Parks & Rec Re	serve		-		80,000 6,600 15,000 19,640 100,000 250,000 571,240
Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	6,600 15,000 19,640				-			100,000 150,000	Parks & Rec Re	serve		-		80,000 6,600 15,000 19,640 100,000 250,000 571,240
Curling Club Ice Plant Replacement Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	6,600 15,000 19,640			-	-			100,000 150,000	Parks & Rec Re	serve		-		80,000 6,600 15,000 19,640 100,000 250,000 571,240
Echo Park Field House Furnace #2 Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	15,000 19,640			-	-			100,000 150,000	Parks & Rec Re	serve		-		6,600 15,000 19,640 100,000 250,000 571,240
Echo Park Field House Security Cameras Multiplex - Small Equipment Multiplex - Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	19,640			-	-	40,000	-	150,000	Parks & Rec Re	serve		-	-	19,640 100,000 250,000 571,240
Multiplex- Replace Weyerhaeuser Lighting -LED Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	520			-	-	40,000	-	150,000	Parks & Rec Re	serve			•	100,000 250,000 571,240
Clock Tower AHQ TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment. Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	141,240				-	40,000	-	150,000	Parks & Rec Re	serve		-		250,000 571,240
TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	141,240			-	-	40,000	-					•	-	571,240
TOTAL 2020 GENERAL CAPITAL WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline	141,240	100,000	-	-	-	40,000	-	290,000	-	-		-	-	
WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline											100,000			100,000
Main Renewals & Upgrades Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline											100,000			- - 100,000
Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline											100,000			100,000
Dead Ends & Distribution Upgrades Cowichan Reservoir to Burde St. New Twin Main Ph 4 (church St./16th Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline											100,000			100,000
Ave to Montrose St./15th Ave 420m 150mm PVC & 450mm HDPE Treatment, Pumping & Metering Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline							1							
Water Meter Replacement Program 6 yrs. SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline			1								1,000,000			1,000,000
SCADA Software Upgrade TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline			1											-
TOTAL WATER CAPITAL SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline				1						75,000	400,000			400,000 75,000
SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline				-	-	-	-		-	75,000	1,500,000	-		1,575,000
SEWER SYSTEM Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline														
Renewals /Relines Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline														
Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline														
Small Capital Main Replacements Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline				1										
Sewer Main Video Program Johnston Rd Elizabeth to Gertrude 120m 300mm Reline				1	1								100,000	100,000
Johnston Rd Elizabeth to Gertrude 120m 300mm Reline				1								100,000		100,000
												95,000		95,000
Harbour Rd/Bruce St Outfall Reline .				1								100,000		100,000
Montrose St Lane east of 6th Ave 100m 200mm PVC				1								60,000		60,000
Sewer Lagoon Project additional estimates				1	5,680,000								4,300,000	9,980,000
Treatment & Pumping				1										-
SCADA Software Upgrade					5,680,000	_			_		_	75,000 430,000	4,400,000	75,000 10,510,000
TOTAL 2020 CAPITAL 1	,177,097	1,382,143		318,955	5,680,000	1,205,000	400,000	495,000		935,000	1,500,000	1,045,000	4,960,000	18,998,195
STRATEGIC CAPITAL PROJECTS 2021 FUNDING SOURCES Operatin	General R	Pevenue									Revenue	Sewer Re	evenue Reserves	Total Project Expenditure
Quay to Quay Trail system 1	ng	Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Assistance	Prov Other	Capital Wks Reserves	Water I Operating	Reserves	Operating	Reserves	
	-		Land Sale	ERRF	Borrowing						Reserves	Operating	Reserves	1,500,000
TOTAL EXPENDITURE 1	,112,000 762,500		Land Sale	ERRF	Borrowing	Gas Tax 388,000 87,500					Reserves	Operating	Reserves	1,500,000 950,000 - 2,450,000

Capital 2020-2024	General F Operating	Revenue Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Assistance	Prov Other	Capital Wks Reserves	Water Operating	Revenue Reserves	Sewer F Operating	Revenue Reserves	Total Project Expenditure
OPERATING CAPITAL PROJECTS 2021 FUNDING SOURCES	General Revenue Operating	Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Prov Assistance	Other	Capital Wks Reserves	Water Revenue Operating	Reserves	Sewer Revenue Operating	Reserves	Total Project Expenditure
ADMINISTRATION Computer Equipment Replacement			-	68,200 68,200	-	-	-	-	-	-	-	-	-	68,200 68,200
FIRE DEPARTMENT														
Replace 2006 Ford F550 Rescue Truck #8 Replace Holmatro Hydraulic Tools Replace 1991 Pumper Truck #1	35,400 55,000 128,000			89,600 609,643		88,000								125,000
Firehall Structural Prep for Ladder Truck 2 replacement	218,400		-	699,243	-	88,000	-	-	-	-	-	-	-	213,000
TRANSPORTATION Replace 2008 Dodge Ram 2500 PU (Carpenter) #151 Replace 2008 Ford Ranger 4WD PU (STS C/hand) #154 Replace 1996 Triple Axle Tilt Trailer #388 Replace 2012 Int'l Flusher/Vac Truck #435 Replace 2007 Volvo Tandem Dump Truck #265 Replace 1998 GMC 4.5M3 Dump Truck #259 Replace 1999 GMC 4.5M3 Dump Truck #260 Replace 1996 GMC 4.5M3 Dump Prup Trailer #367 Replace 2006 Langfab Dump Pup Trailer #367 Replace 2005 Ford F350 W/Comp Body #520 Replace 2004 Chev Cube Van #616 Replace 2006 Ford FE350 Pass Van #619 Replace 2006 Ford F550 Haul All #613				33,482 32,000 45,700 405,800 217,500 110,400 110,000 45,700 90,000 49,700 59,600 134,600	-			-					-	33,482 32,000 45,700 405,800 217,500 110,400 45,700 90,000 49,700 59,600 134,600
ROAD CONSTRUCTION & SEWER/STORMWATER PROJECTS 6th Ave-Melrose to Bruce 240m (ptp, st, wtr, sani)						150,000		280,000	MFA Surplus		100,000		50,000	- - - 580,000
7th Ave-Redford to Bute 180m (ptp, storm)	105,000 105,000	-	-		-	40,000 190,000	-	280,000			100,000	_	50,000	145,000 725,000
TRAFFIC UPGRADES Traffic Signal controller Replacement	27,000													27,000
STORM Replacements & Upgrades Re-lining Project Margaret St Storm Pump Upgrade Sm Capital Storm Main Replacements	27,000 300,000 112,500 412,500	100,000 100,000		-	-	112,500 112,500	-	-	-	-	-	-	-	27,000 - - - 300,000 225,000 100,000 625,000
WORKS-OTHER Victoria Quay Bridge Deck Rehabilitation Garbage Carts	200,000			570,700	_	_						-	-	200,000 570,700 770,700
PARKS Scott Kenny Trail -4th Bridge Scott Kenny Trail - Stairway to South Gate	100,000		-	570,700	-	-	-	50,000 40,000 90,000	Carbon Tax	-		-	-	150,000 40,000 190,000

Capital 2020-2024	General F	Revenue Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Assistance	Prov Other	Capital Wks Reserves	Water Operating	Revenue Reserves	Sewer F Operating	Revenue Reserves	Total Project Expenditure
CULTURAL SERVICES	540 4000													
McLean Mill Capital Projects	279,500 279,500				-		-	90,000	ACRD Parks Ca	nada Grants	 	-	-	369,500 369,500
	279,500		-	-	-	-	-	30,000	-	· ·	 	 	-	-
PARKS, RECREATION & HERITAGE											1			
Aquatic Centre Pool Repairs			ļ			100,000								100,000
Echo Field House Furnace #3	7,000													7,000
Facilities Upgrade	250,000												1	250,000 44,000
Multiplex Dehumidifier-Desiccant Wheel	44,000			14,000										14,000
Multiplex Floor Scrubber	301,000	-		14,000	-	100,000	-	-	-		-	-		415,000
														<u></u>
TOTAL 2021 GENERAL CAPITAL	1,643,400	100,000		2,686,625		490,500		460,000			100,000		50,000	4,737,882
WATER WORKS Main Renewals & Upgrades Dead Ends & Distribution Upgrades 5th Ave-Morton St to Maitland St 200m 150mm (ptp, wtr) Dunbar St-10th Ave to 11th Ave loop 200mm Maitland St-3rd Ave to 6th Ave 300m 150mm Cl Burde St-7th Ave to 10th Ave 300m 150mm PVC Burde St Regulator Replacement Water Meter Replacement Program 6 yrs.	-									82,000 100,000 120,000 150,000 200,000 400,000				82,000 100,000 120,000 150,000 200,000 400,000
The state of the s	-			-	-	-	-	-	-	1,052,000	-		-	1,052,000
SEWER SYSTEM Renewals /Relines Small Capital Main Replacements 10th Ave-Dry Creek to Argyle St 250m 250mm Harbour Rd Trunk Sewer Replacement Coal Creek to Argyle Sewer Main Video Program	-	-	-	-	-	-	-		-	-	-	200,000 350,000 100,000 650,000	-	200,000 350,000 100,000 650,000
						(1)		100,000		1070000	100.000	050 000	50,000	- C 420 000
TOTAL CAPITAL 2021	1,643,400	100,000		2,686,625		490,500	•	460,000		1,052,000	100,000	650,000	50,000	6,439,882
STRATEGIC CAPITAL PROJECTS 2022	General F	Revenue	Maria San				Fed &	Prov	Capital Wks	Water	Revenue	Sewer R	Revenue	Total Project
FUNDING SOURCES	Operating	Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Assistance	Other	Reserves	Operating	Reserves	Operating	Reserves	Expenditure
Argyle St-Kingsway to Harbour Quay Fountain	200,000													200,000
Algyle of funganay to flandour quay from the														Legit for the c
TOTAL EXPENDITURE	200,000	-	-	-	-			-	-	-	-	-		200,000
OPERATING CAPITAL PROJECTS 2022 FUNDING SOURCES	General Revenue Operating	Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Prov Assistance	Other	Capital Wks Reserves	Water Revenu Operating	Reserves	Sewer Revenue Operating	Reserves	Total Project Expenditure
ADMINISTRATION														
ADMINISTRATION Computer Equipment Replacement				69,600										69,600
ERP Replacement	250,000			250,000			1	1						500,000
Replace #721 2007 Dodge Caliber				23,300				22,600	Carbon Tax					45,900
	250,000	-	-	342,900		-		22,600	-		-	-		615,500
FIRE DEPARTMENT Confined Space Equipment Replacement Replace Garage Door Openers (7) 2007 Dodge Dakota Replace 1998 Jordair Compressor Replace Ladder Truck 2	30,000 50,000 14,000			31,000 59,700 1,250,000										30,000 50,000 45,000 59,700 1,250,000
	94,000	-	-	1,340,700	•		-	-		-		-	-	1,434,700

Capital 2020-2024	General F		L I C-I	ERRF	Porrowing	0	Fed & Prov Assistance Other		Capital Wks		Revenue	Sewer	Total Project	
	Operating	Reserves	Land Sale	EKKF	Borrowing	Gas Tax	Assistance	Utner	Reserves	Operating	Reserves	Operating	Reserves	Expenditure
TRANSPORTATION SERVICES														
									1					24 A 4 1 1 2 4
Replace 2009 Case 580 Sm Backhoe #303 Replace 1997 Big 40 Diesel Miller Welder #393				137,100 18,500							1			137,10 18,50
Replace 2007 Ford F350 Pickup (Carpenter) #622			1	37,500									1	37,50
Replace 2007 GMC C5500 Utility Dump Trk #240				110,000										110,000
Replace 2005 Volvo Tandem Gravel #264			1	185,000										185,000
Replace 2007 GMC 5500 W/Service Box #140			1	93,100										93,100 85,000
Replace 2009 Dodge 5500 Service Truck #141 Replace 2007 Dodge Caliber #721			1	85,000 23,285										23,28
Neplace 2007 Bodge Guilber #721		-		689,485	-	-	-		-		-		-	689,48
PAVING & ROAD CONSTRUCTION	400,000					100,000				350,000				940,000
Burde St-11th Ave to Estevan 650m (ptp, water) Maitland St-6th Ave to 8th Ave 100m (ptp, storm)	490,000 200,000		1			100,000				350,000				200,000
manually strong Ave to our Ave room (ptp, storm)	690,000	-	-	-	-	100,000	-	-	-	350,000	-	-	-	1,140,000
TRAFFIC UPGRADES			1	1										-
Traffic Light Controller 10th & Roger	29,000 29,000	-	-	-	-	-		-	_	-	-	-		29,000
	29,000		<u> </u>	 	 	-	<u> </u>	-	<u> </u>	 	 	+	 	29,000
STORM				1				1	1					-
Replacements & Upgrades								1						-
Re-lining Project	300,000													300,000
Anderson Ave-Maitland St to Wallace St 200m (ptp, san, storm)	32,500 332,500				-	32,500 32,500			_	_		-		65,000 365,000
	002,000					02,000								-
WORKS-OTHER														
Total Survey Station Instrument				50,000										50,000
		-	-	50,000	-	-	-	-	-	-	-	-	-	50,000
<u>PARKS</u>														
				1										
Esso Beach Development				1	1	50,000		50,000						100,000
Victoria Quay Millstone Park Connector Foot Bridge	115,000 115,000		<u> </u>		-	50,000		50,000	_		_	-	-	115,000 215,000
	115,000	<u> </u>	-	-	-	50,000	-	50,000	-	-	-	 	-	215,000
CULTURAL SERVICES				1										
McLean Mill Capital Projects	30,000							90,000						120,000
	30,000		-	-	-	-	-	90,000	-	-	-		-	120,000
PARKS, RECREATION & HERITAGE														
Aquatic Centre Fitness Studio Flooring & Paint	35,000											1		35,000
Facilities Upgrade	250,000													250,000
Glenwood Centre Generator	25,000			1	1							1		25,000
Recreation Park Stadium Paint Recreation Park Grandstand Cameras	50,000 10,000											1		50,000 10,000
Recreation Park Grandstand Cameras	370,000		-	-	-	-	-	-	-	-	-	-	1-	370,000
TOTAL GENERAL CAPITAL 2022	1,910,500			2,423,085	FE C. LINE	182,500		162,600		350,000				5,228,685
WATER WORKS														
Main Renewals & Upgrades														
SEWER SYSTEM														:
Renewals /Relines														•
Maitland St-Wood Ave to Kendall St 225m 250mm PVC (ptp st, sani)												160,000		160,000
Sewer Main Video Program												100,000 300,000		100,000 300,000
Harbour Road Trunk Sewer Replacement	-		-	-	-	-	-		-	-	 	560,000		560,000
														-
TOTAL CAPITAL 2022	1,910,500			2,423,085		182,500		162,600		350,000		560,000		5,788,685

Capital 2020-2024	General Revenue Operating Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed 8 Assistance	Prov Other	Capital Wks Reserves	Water Operating	Revenue Reserves	Sewer Operating	Revenue Reserves	Total Project Expenditure
STRATEGIC CAPITAL PROJECTS 2023	General Revenue	Land Sale	ERRF	Derrawina	Gas Tax	Fed 8	Prov Other	Capital Wks Reserves	Water	Revenue Reserves	Sewer Operating	Revenue Reserves	Total Project Expenditure
FUNDING SOURCES	Operating Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Assistance	Other	Reserves	Operating	Reserves	Operating	Reserves	Experialiture -
TOTAL EXPENDITURE	-	-	-	-	-	-			-				-
OPERATING CAPITAL PROJECTS 2023 FUNDING SOURCES	General Revenue Operating Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Prov Assistance	Other	Capital Wks Reserves	Water Reven Operating	ue Reserves	Sewer Revenu Operating	e Reserves	Total Project Expenditure
A <u>DMINISTRATION</u> Server Upgrade/Refresh 5 Year ERRF Cycle Computer Equipment Replacement			170,000 71,000										71,00
omputer Equipment Replacement		-	241,000	-		-	-	-	-		-	-	241,0
FIRE DEPARTMENT Fire Pump Test Pit	50,000												50,0
	50,000 -	-	· ·	-	-	-	-	-	<u> </u>	-	-	-	50,0
TRANSPORTATION SERVICES Replace 2004 Ford F450 w/Utility Dump Box #263 Replace 1990 Britco Office Trailer #369 Replace 1996 Wells Cargo Trailer (Swr) #389 Replace 2008 Dodge Ram 3500 Flatdeck (shop) #150 Replace 2011 Freightliner Asphalt Patch Truck #266 Replace 2005 Ford F250 4X4 Pickup #610 Replace 2005 GMC TC5500 152" WB (Hort) #614 Replace 2005 GMC TC5500 128" WB (Util) #615			70,000 26,258 14,100 46,200 193,200 47,500 85,800 87,874						ii				70,00 26,22 14,10 46,20 193,20 47,50 85,88 87,81
Replace 2008 Ford Ranger 4X4 Pickup #627		-	36,321 607,253			-	-	-	-	-	-	-	607,2
FRAFFIC UPGRADES Fraffic Signal Controller Replacement	31,000												31,0
	31,000 -				-	-	-	-	-	-	-	-	31,0
<u>STORM</u> Replacements & Upgrades Anderson Ave-Maitland to Wallace 200m (ptp, st, san) New Main Installs	32,500				32,500								65,00 - -
Bute St-4th Ave to 10th Ave 500m 600mm Maitland St-Wood Ave to Kendall St 225m 250mm PVC (san, storm) 6th Ave-Athol St to Dunbar St 270m (st, wtr)	500,000 80,000 90,000				80,000 90,000								500,0 160,0 180,0
out the same of a same of	702,500 -	-	-	-	202,500			7-	-	-	-	-	905,0
VORKS-OTHER	-												
P <u>ARKS</u> Canal Waterfront Park Pier Paper Mill Dam Playground	100,000 75,000						_	-			_	-	100,0 75,0 175,0
	175,000 -	-	-		-	-	<u> </u>	-	<u> </u>	<u> </u>	<u> </u>	<u> </u>	
<u>CULTURAL SERVICES</u> McLean Mill Capital Projects	30,000 30,000 -		_	_			90,000	_	ļ .		-	-	120,00 120,00
PARKS, RECREATION & HERITAGE Echo Door Access Hardware Facilities Upgrade	20,000		-				55,000						20,0
aumines opgrade	270,000 -	-				-		-					270,0
TOTAL GENERAL CAPITAL 2023	1,228,500 -	To the same of the	241,000		202,500		2-01-02						2,399,2

Capital 2020-2024	General Operating	Revenue Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed &	Prov Other	Capital Wks Reserves	Water Operating	Revenue Reserves	Sewer F Operating	Revenue Reserves	Total Project Expenditure
WATER WORKS														
Main Renewals & Upgrades River Road Main 2,400m 350AC										2,000,000	0.000.000			2,000,000 7,000,000
Bainbridge Plant to Cowichan Reservoir Supply Main Replacement	_	-	-		3,000,000 3,000,000		-	-	-	2,000,000 4,000,000	2,000,000 2,000,000	-	-	9,000,000
SEWER SYSTEM														
Renewals /Relines Sewer Main Video Program												100,000		100,000
	-	-		-		-	-	-		-	-	100,000	-	100,000
TOTAL CAPITAL 2023	1,228,50			241,000	3,000,000	202,500				4,000,000	2,000,000	100,000	By Park	11,499,253
							Fed & Prov		Capital Wks	Water Revenu		Sewer Revenue		Total Project
STRATEGIC CAPITAL PROJECTS 2024 FUNDING SOURCES	General Operating	Revenue Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Assistance	Other	Reserves	Operating	Reserves	Operating	Reserves	Expenditure
TOTAL EXPENDITURE	_		-	-		-	-	-	-			_		-
OPERATING CAPITAL PROJECTS 2024 FUNDING SOURCES	General Revenu Operating	e Reserves	Land Sale	ERRF	Borrowing	Gas Tax	Fed & Prov Assistance	Other	Capital Wks Reserves	Water Revenu Operating	e Reserves	Sewer Revenue Operating	Reserves	Total Project Expenditure
ADMINISTRATION Computer Equipment Replacement				72,400										72,400
Computer Equipment Replacement		-22.	-	72,400		~	-	-	-	-		-		72,400
TRANSPORTATION SERVICES Replace 1992 Ingersoll Rand Compressor/Trailer #377 Replace 2018 Freightliner Garbage Truck #401 Replace 2018 Freightliner Garbage Truck #402 Replace 2018 Freightliner Garbage Truck #403 Replace 2012 Chev 3500 Service Truck #521 Replace 2014 Toyota Tacoma #522 2011 Chev Silverado 4x4 #13				29,600 443,060 443,060 443,060 77,681 50,500 60,564										29,600 443,060 443,060 443,060 77,681 50,500 60,564
		-	-	1,547,525	-	-	-	-	-	-	J=0	-	-	1,547,525
TRAFFIC UPGRADES Traffic Signal Controller Replacement	33,00													33,000
	33,00	-	-	-				-			-		-	33,000
WORKS-OTHER Total Station Survey Instrument				53,800										53,800
	-		-	53,800	-	-	-	-	-	*	-	-	-	53,800
CULTURAL SERVICES McLean Mill Capital Projects	30,00							90,000						120,000
PARKS, RECREATION & HERITAGE	30,00	J	-	-	-	-	-	90,000	-		-		-	120,000
Facilities Upgrade	250,00													250,000 250,000
	250,00)	-	-	-	-	-	-	-	-	-	-	•	250,000
TOTAL GENERAL CAPITAL 2024	313,00)		1,673,725	Marian.			90,000						2,076,725

Capital 2020-2024	General Revenue Operating Reserves La		Land Sale	ERRF	Borrowing	Gas Tax	Fed & Assistance	Prov Other	Capital Wks Reserves	Water I	Water Revenue Operating Reserves		levenue Reserves	Total Project Expenditure
Main Renewals & Upgrades Dead Ends & Distribution Upgrades						*				800,000				800,000 - -
<u>Installations</u>										350,000				350,000 -
Treatment, Pumping & Metering	1.050.000	1.050.000	4 050 000	4 250 000	4 250 000	4 350 000	4 350 000	4 350 000	1,350,000	200,000 1,350,000	1,350,000	1,350,000	1,350,000	200,000 1,350,000
	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000	1,350,000
SEWER SYSTEM Maitland St-3rd Ave to 6th Ave												400,000		400,000
Renewals /Relines Small Capital Main Replacements												250,000		250,000
	,	-		-		-			-	-	-	650,000	-	650,000
TOTAL CAPITAL 2024	1,663,000	1,350,000	1,350,000	3,023,725	1,350,000	1,350,000	1,350,000	1,440,000	1,350,000	1,350,000	1,350,000	2,000,000	1,350,000	4,076,725



CITY OF PORT ALBERNI RESERVE BALANCES UNAUDITED AS OF DECEMBER 31, 2019

	Year		2018	2019	2020	2021	2022	2023	2024
STATUTORY RESERVES	Etablished	ł	Actual	*Actual					
PARKLAND ACQUISITION	2006	\$	287,619	\$ 292,895	\$ 295,395	\$ 297,895	\$ 300,395	\$ 302,895	\$ 305,395
CAPITAL WORKS	1994	\$	321,040	\$ 1,058,626	\$ 583,626	\$ 187,626	\$ 302,626	\$ 417,626	\$ 738,627
LAND SALE **	1970	\$	848,132	\$ 185,944	\$ 194,944	\$ 154,444	\$ 114,944	\$ 75,644	\$ 36,644
DEVELOPMENT COST CHARGES	2010	\$	846,459	\$ 1,331,174	\$ 1,349,674	\$ 1,368,174	\$ 1,386,674	\$ 1,405,174	\$ 1,423,674
CEMETERY TRUST	2004	\$	162,788	\$ 170,959	\$ 173,959	\$ 176,959	\$ 179,959	\$ 182,959	\$ 185,958
NON- STATUTORY RESERVES									
EQUIPMENT REPLACEMENT RESERVE	1973	\$	5,931,629	\$ 6,353,618	\$ 7,102,105	\$ 5,515,674	\$ 4,197,345	\$ 4,427,389	\$ 3,856,690
CARBON FUND	2013	\$	302,708	\$ 26,104	\$ 99,204	\$ 155,904	\$ 253,604	\$ 351,304	\$ 449,004
PARKS & RECRATION CAPITAL	2000	\$	2,173,049	\$ 2,513,614	\$ 2,542,260	\$ 2,702,260	\$ 2,862,260	\$ 3,022,260	\$ 3,182,260
ALBERNI VALLEY COMM. FOREST CORE	2014	\$	106,422	\$ 247,922	\$ 239,422	\$ 230,922	\$ 222,422	\$ 213,922	\$ 205,422
TOTAL RESERVE BALANCES		\$	10,979,845	\$ 12,180,855	\$ 12,580,588	\$ 10,789,857	\$ 9,820,228	\$ 10,399,172	\$ 10,383,674

^{*} Unaudited balances as of Dec 31st, 2019, amounts are subject to change with year end adjustments.

^{** 2018} vs. 2019 = Approximately \$650,000 allocated to Arrowview Hotel demolition