

A G E N D A

SPECIAL MEETING OF COUNCIL WEDNESDAY, MARCH 1, 2017 AT 3:00 PM IN THE CITY HALL COUNCIL CHAMBERS

A. APPROVAL OF AGENDA

1. Call to Order and Recognition of Traditional Territories.
2. Adoption of Agenda

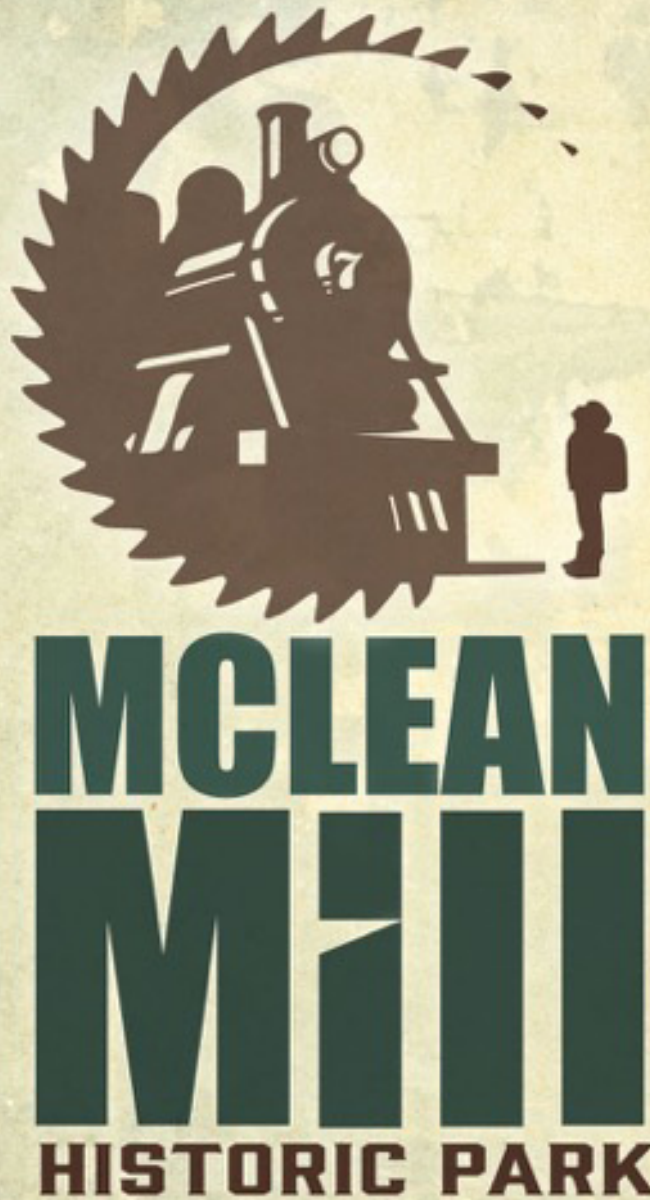
B. DELEGATION

1. McLean Mill Society

In attendance to present the 2017 - 2022 Strategic Priorities and Operational Plan for the Mclean Mill.

C. ADJOURNMENT

That the meeting adjourn at pm.



McLean Mill Society

Strategic Priorities
and Operational Plan
2017-2022

Background

MCLEAN MILL HISTORIC SITE

A rare, surviving example of an early 20th-century sawmill and logging operation, located on a forested 13-hectare (32-acre) site in the Alberni Valley of Vancouver Island.

The mill was operated by R.B. McLean and his three sons from 1926 to 1965. It is a showcase of pioneering get-it-done attitude and inventiveness. The mill is typical of the remote coastal lumber camp and sawmill complex from the middle of the last century and has been named a National Historic Site (1989) to commemorate the history of logging and saw milling in British Columbia. The site is a very complete collection of industrial and personal memories of the people that lived and worked there.

Since 1995 and continuing to the present, the site has been restored with funds from Heritage Canada, Forest Renewal BC, the BC Heritage Trust, BC Community Futures, the Regional District of Alberni-Clayoquot and the City of Port Alberni. MacMillan Bloedel donated the land. The sawmill has been rebuilt to operate as it did in 1965, including a replica of a 1928 log carriage. The camp buildings are in the process of been restored and furnished as they were at particular times in their history.

MISSION STATEMENT

“McLean’s Mill is an open, accessible place where the community and tourists can access other value added services to enhance their experience. The park will encourage and support special and regular events that will bring revenue to support the mill’s operations. The park exists to build community pride, to tell our story to guests, and as a symbol of our heritage and identity”



OUR VISION

To create a unique visitor experience that will provide benefits for the community and the region that will lead to becoming the number one tourist destination on Vancouver Island while retaining the National Historic designation

To this effort, we:

- Will be a recognized leader in developing a comprehensive tourist destination
- Will provide the community with a space that is relevant and provides value for investment
- Will work collaboratively with all other groups to ensure the site offers the best experience possible
- Will achieve financial sustainability through revenue sourcing, grants and contributions from donors

GOALS OF THE SOCIETY

- To provide a unique “back in time” experience for visitors to the site
- Increase tourist visits to the site through directing marketing campaigns
- Ensure that local community members are receiving value for taxation dollars invested



SUMMARY OF STRATEGIC PLAN

This Strategic Priorities and Operational Plan represents implementation actions that will be led by the McLean Mill Society, a non profit society that was registered in 2016. This plan was developed through the guidance of the McLean Mill Society Board and staff. It is consistent with the mission statement, philosophies and beliefs of the society. In 2017-2021, the society will focus on the three following areas: operations, visitor experience and facility.

Operations

FOUNDATION

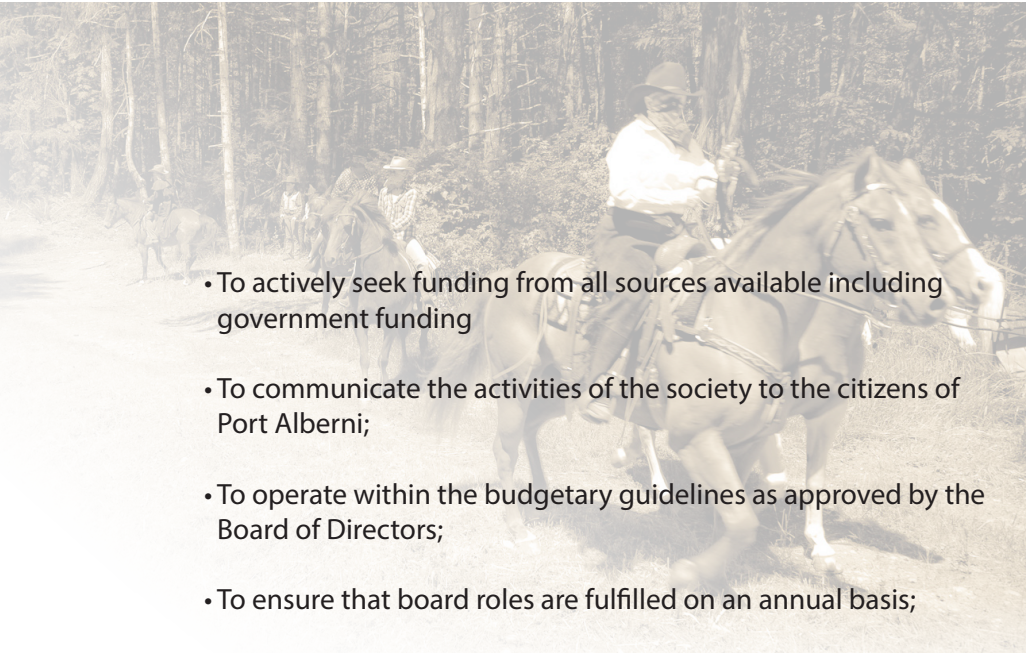
THE MCLEAN MILL SOCIETY VISION

To operate a world class unique visitor attraction in the Alberni Valley that provides a relevant and meaningful experience for both local and distant visitors

To achieve financial sustainability through the development of revenue streams, generosity of the community, fundraising activities and contributions from various sources

To assist in achieving the Vision of the Society, the following are required:

- To preserve and promote the heritage assets associated with McLean Mill National Historic Site.
- To develop new revenue streams and expand existing revenue streams that include event hosting (weddings, corporate events, family events, races, concerts), food services, gift shop services, ancillary attractions (sky high walkway, etc),
- To develop new attractions and expand existing attractions such as train station, children's play areas, picnic tables, walking trails, period costumes and actors, etc.
- To receive bequests, legacies, donations, gifts, funds and property from all sources, including those from other charitable organizations, and to hold and invest such funds and property and to administer and distribute such funds and property for the purposes of the Society;
- To actively fundraise on an ongoing basis to acquire funds for capital and ongoing purposes;

- 
- To actively seek funding from all sources available including government funding
 - To communicate the activities of the society to the citizens of Port Alberni;
 - To operate within the budgetary guidelines as approved by the Board of Directors;
 - To ensure that board roles are fulfilled on an annual basis;
 - To ensure that adequate staffing is in place to provide programs and services;
 - To recruit, train and support volunteers to provide services pertaining to various programs;
 - To establish new relationships and foster existing relationships and support within the associated organizations (Alberni Pacific Railway, Western Industrial Heritage Society of Vancouver Island, Alberni Valley Enhancement Association, Parks Canada, Alberni Clayoquot Regional District and others as determined)
 - To ensure that the integrity of the historic site is maintained to the level required for recognition as a National Historic Site
 - To operate the sawmill on a limited basis ie "Steam Up Weekend"
 - To do all such other things as are incidental and ancillary to the attainment of the foregoing purposes and the exercise of the powers of the Society.

DISCUSSION

Maintaining operations capacity which includes staffing, volunteers and relationships with external agencies is important to the continued success of the society. In order to maintain operational capacity, financial sustainability is required, which includes developing and expanding revenue streams, developing and expanding attractions, receiving donations, bequests and other funding. It also involves active fundraising and grant seeking. Adequate staffing is important for implementation of programs. Adherence to budget is critical for continued financial sustainability. Volunteers play an integral part in the society and are a valued asset. The relationships with IHS, APR, ACRD are paramount and needs to be maintained and developed.

PLAN SUMMARY

The McLean Mill Society will operate through increasing revenue generation, pursuing grant funding, fundraising, and sponsorships. Staffing levels will be determined in order to ensure successful operation of the Society. In terms of operations, the main focus for the next five years will be on developing revenue streams that consist primarily of events such as corporate events, weddings, and others.



Outcomes

Outputs

Activities

Indicators

To preserve and promote the heritage assets associated with McLean Mill National Historic Site.

- Heritage assets and site integrity is consistent with National Historic Site requirements

- Core operating budget
- Capital funds

- Collaboration with City of Port Alberni Museum Staff and Parks Canada to ensure activities are consistent with guidelines

- Heritage assets are preserved
- Site integrity is maintained
- Historic site status is maintained

To develop new revenue streams and expand existing revenue streams that include event hosting (weddings, corporate events, family events, races, concerts), food services, gift shop services, ancillary attractions (sky high walkway, etc),

- Revenue streams provide the bulk of the operating capital for the society, reducing the impact on taxpayers

- Core operating budget

- Develop new revenue streams (corporate events, family events, concerts, races, horse riding, biking, etc)
- Expand existing revenue streams (cruise ships, train rides)

- Revenue from events and ancillary attractions meets budgetary allotment

Outcomes

Outputs

Activities

Indicators

To develop new attractions and expand existing attractions such as train station, children's play areas, picnic tables, walking trails, trout pond, period costumes and actors, etc.

- Site attractions are developed with a view to increasing visitors

- Core operating budget

- Train station repurposing to include revenue stream
- Development of children's play areas to attract families
- Installation of picnic areas to attract families
- Creation of trout pond to attract families
- Develop period costumes and volunteers to provide authentic experience

- Train station produces expected revenue annually
- Children's play areas are complete in 2018
- Picnic tables are installed by 2018
- Trout pond to be installed by 2020
- Period experience to be in place by 2017

To receive bequests, legacies, donations, gifts, funds and property from all sources, including those from other charitable organizations, and to hold and invest such funds and property and to administer and distribute such funds and property for the purposes of the Society;

- Capital and operating funding is acquired

- Core operating budget
- Program funds
- Capital funds

- Maintain high level of financial and operations accountability to attract donors
- Legacy giving and donation strategy developed
- Donor recognition strategy

- Generally accepted accounting principles followed
- Financial statements reviewed at AGM by members
- Legacy giving and donation documents created
- Legacy giving and donation strategy implemented
- Donor recognition strategy is implemented

Outcomes

Outputs

Activities

Indicators

To actively fundraise on an ongoing basis to acquire funds for operations and future growth

- Fundraising activity contributes to operational costs

- Core operating budget
- Program funds

- Review fundraising strategy on an ongoing basis

- Implement fundraising strategy on an annual basis

To actively seek funding from all sources available including government funding

- Grants and other funding sources contributes to operational and capital costs

- Core operating budget
- Capital funds
- Program funds

- Develop grant strategy
- Develop other funding strategy

- Implement grant strategies
- Implement other funding strategies

To communicate the activities of the society to people of Alberni Valley

- People of Alberni Valley are aware of how taxpayer money is being spent, and the value offered by the site

- Defined communication strategy for people of Alberni Valley

- Develop communication strategy that incorporates people of Alberni Valley

- Updates to City Council/ACRD quarterly
- Articles in the newspaper
- Chamber of commerce participation
- Mayor's Breakfast participation
- Social media posts

Outcomes

Outputs

Activities

Indicators

To operate within the budgetary guidelines as approved by the Board of Directors;

- Operational costs remain within budgetary guidelines

- Approved budget

- Develop budget on an annual basis

- Monthly reporting of budget provided to Board

To ensure ongoing Board governance

- Engaged Board

- Principled leadership and good governance

- Training of board members is ongoing
- Evaluation of organizational performance (Executive Director) performance
- Evaluation of Board governance processes and performance
- Succession plan developed

- Training opportunities are provided when appropriate
- Convening AGM and providing operations and capital reports
- Annual board self evaluation
- Succession plan implemented

Outcomes

Outputs

Activites

Indicators

To ensure that adequate staffing is in place to provide programs and services;

- Staffing requirements are met

- Appropriate qualified staff for programs

- Staff training plan developed
- Staff performance evaluation plan developed
- Staff allocation plans are developed
- Staff retention plan is developed
- Succession plan developed

- Individualized training plans are implemented when necessary
- Conduct staff performance reviews
- Staff allocation meets the needs of the society and reviewed regularly
- Engaged staff
- Succession plan implemented

To recruit, train and support volunteers to provide services pertaining to various programs;

- Volunteering requirements are met

- Appropriate qualified volunteers for programs

- Volunteer training plan developed
- Volunteer appreciation plan developed
- Volunteer feedback plan developed
- Volunteer allocation plans are developed
- Volunteer retention plan is developed
- Succession plan developed

- Volunteers training plan is implemented
- Volunteer appreciation plan is implemented
- Volunteer feedback plan is implemented
- Volunteer allocation meets the needs of the society and reviewed regularly
- Engaged volunteers
- Succession plan implemented

Outcomes

Outputs

Activities

Indicators

To establish new relationships and foster existing relationships and support within the associated organizations (Alberni Pacific Railway, Western Industrial Heritage Society of Vancouver Island, Alberni Valley Enhancement Association, Parks Canada, Alberni Clayoquot Regional District and others as determined)

- Healthy productive relationship between stakeholders and organizations to ensure excellent visitor experience

- Good communication between organizations
- Consensus decision making

- Liaisons to Board of Directors to include stakeholder groups
- Identify stakeholder groups that are not currently involved that could provide benefit

- Regular communications are maintained between parties as shown by liaison attendance at meetings
- Appearances by the Executive Director at stakeholder meetings

To ensure that the integrity of the historic site is maintained to the level required for recognition as a National Historic Site

- Integrity of site is maintained to preserve National Historic Site designation

- National Historic Site designation is utilized to attract niche visitors and supports period activities

- Confer regularly with historic site advisors
- Implement historic site requirements

- Historic designation is maintained

To operate the mill four times per year on "Steam Up Weekend"

- Sawmill operates on a limited basis per year to demonstrate steam

- Preserve the unique nature of the sawmill in North America as a niche visitor attraction

- Ensure sawmill meets safety requirements as per Worksafe BC
- Implement all activities and personnel necessary for intermittent operations

- Sawmill operates on a limited basis per year

Visitor Experience

FOUNDATION

THE McLEAN MILL SOCIETY VISION

McLean Mill is an open, accessible place where the community and tourists can access other value added services to enhance their experience. The park will encourage and support special and regular events that will bring revenue to support the mill's operations. The park exists to build community pride, to tell our story to guests, and as a symbol of our heritage and identity

GOAL

Develop a unique visitor experience that becomes the number one attraction on Vancouver Island.

DISCUSSION

McLean Mill can be accessed by either rail or road, however, rail is the preferred method of transportation as it provides a much better visitor experience, bringing the visitor back to a unique place in time – a time when loggers utilized steam and ingenuity. The visitor experience will consist of the following:



TRAIN STATION – a revitalized visitor centre will be run by a local non profit in exchange for a place to showcase their wares. Coffee, baked goods, and gifts will tempt the visitor, along with specialty blankets to snuggle in on cold days, and personal hand held cooling fans for the scorchers.

TRAIN RIDE – the majority of visitors to the site will take the train. Trains will run on a schedule to be determined in collaboration with the operators (IHS Society). The train ride may include special foods, wines or other ancillary items to be developed. The schedule will allow visitors to spend an expanded time on site. Trains will consist of steam trains, diesel trains, and speeders and will be utilized according to visitor numbers to maximize revenue.

VISITOR CENTRE – rail and road visitors are greeted in the visitor centre – a complex consisting of a restaurant, gift shop, washrooms and offices. Visitors can stop and get something to eat, purchase gift items, and generally make themselves comfortable. The visitor centre provides information about the site, and provides amenities that include umbrellas, strollers, golf carts for accessibility issues, firewood, information, and other amenities.

TRAILS AND WALKS – Trails and walking paths abound at the site and provide the visitor with hours of getting back to nature. Visitors can marvel at the beautiful trees, exclaim to the site of coho salmon jumping the falls and listen to the sound of birds singing in the woods. There are many photo opportunities on bridges, walkways and forest paths.

SAWMILL –the historic sawmill offers opportunities for exploration and amazement as visitors gather to watch one of the limited live events or marvel at the close up video of logs being milled for special projects. The deck of the sawmill offers picture opportunities for weddings and other events.

HISTORIC BUILDINGS – Visitors will get a chance to relive the past as they wander into historic buildings fitted with period artifacts and listen to volunteers tell them stories of days gone by.

SPAR TREE – the spar tree will be honoured with interpretive signage indicating the purpose of the spar tree. On occasion, there may be a live show depending on Worksafe BC regulations.

CHILD PLAYGROUND – Children’s play area will be developed this year and will provide an attraction for families.

PICNIC AND SEATING AREAS – Picnic and seating areas scattered throughout the site will provide an attraction for families. Barbecue pits will provide a gathering point.

SKY HIGH WALKWAY – rope walkways will be developed throughout the site, as well as ziplines. This ancillary activity will be fee based.

JAPANESE GARDEN – a Japanese garden will be developed to honour the Japanese folks that lived at the site

BARN – the existing barn will be renovated and developed into an event venue

TROUT POND – the mill pond will be stocked with trout and developed into a family attraction

CAMPING – specialty camping sites will be developed

EVENTS – family events will take place on most holidays to attract visitors to the site

The McLean Mill Society has undertaken the task of developing a unique visitor experience that will strive to be the number one attraction on Vancouver Island. In order to achieve this, a comprehensive plan to increase visitor satisfaction has been developed.



Community Programs

Outcomes

Outputs

Activites

Indicators

Develop a unique visitor attraction that becomes the number one attraction on Vancouver Island

- Infrastructure, activities, and events contribute to a world class unique visitor experience.

- Increased visitors result in increased revenue and contribute to the sustainability of the site.

- Implement infrastructure, activities, and events as described above

- Infrastructure goals as detailed above are in place
- Activity goals as detailed above are in place
- Event goals as detailed above are in place

Facility

FOUNDATION

MCLEAN MILL SOCIETY

McLean Mill Society will ensure the integrity of the McLean Mill National Historic site in order to retain the designation. The Society will also undertake the ongoing maintenance, repair, and upgrade of all buildings/roads/associated areas on the site to a high level of professionalism, cleanliness and safety. Further, the Society will develop site infrastructure to create a memorable visitor experience through the “Visitor Experience” goals described above, as well as the implementation of interpretive signage. Finally, to work with the IHS, APR and associated organizations to ensure track maintenance and safety.

MCLEAN MILL SOCIETY GOALS

- to retain the Historic Site designation
- safe and beautiful site
- safe train tracks

DISCUSSION

There is an agreement in place between the City and Parks Canada to maintain the historic site until 2038, thus, the integrity of the historic site must be maintained. This can be done through applying for capital grants from Parks Canada on a regular basis. There are several aspects to the facility:

- **HISTORIC SITE:** this site is detailed in Appendix 1 and consists of the sawmill and historic buildings. These buildings are required to remain in a condition consistent with the time, therefore, any alterations must be approved. The goal is to ensure that the historic site integrity is maintained, conduct building repairs in a timely manner, showcase the buildings using actors and period artifacts, and provide an authentic visitor experience. Opportunities for revenue generation consistent with historic



time frame to be explored. The buildings are currently in various states of disrepair, in some cases this is critical. The sawmill will be operated on a limited basis per year on “Steam Up” days to ensure a good audience for the activity. Maintenance and repairs to the sawmill will be undertaken as needed. The pond also lies within the historic site and requires dredging in order to provide fire protection. There is the possibility of partnerships with the province to create a trout pond and fishing opportunity, while increasing fire protection for the site. Historic site integrity will be maintained in collaboration with the Alberni Valley Museum



- **GROUND OTHER THAN HISTORIC SITE:** includes the caretaker trailer, spar tree, barn, and hatchery site, and visitor centre. The visitor centre will be discussed in a separate section. The caretaker trailer is required to be removed. A solution for caretaking is currently underway. The spar tree is run by JJ Logging. The JJ Logging show are interested in continuing shows on a regular basis. This needs to be discussed due to safety concerns. Liability insurance would need to cover the Directors in the event of an accident, particularly if a member of the public were to be injured. The barn is located on Island Timberlands land, which is leased to the City. The long term plan for the barn is to develop it into a wedding venue. The hatchery site is operated by the AVEA.

- **VISITOR CENTRE:** The visitor centre consists of restaurant, gift shop, washrooms and office. A commercial kitchen is being installed in order to handle the large influx of guests that occurs with successful events, weddings and concerts. The gift shop and office have already been renovated in the past year. The washrooms are in need of renovation.
- **TRAIN TRACKS AND TRAIN:** an integral part of the operations of the McLean Mill, the train tracks and trains require ongoing maintenance and servicing. The IHS will be contracted to provide trains when required as per an agreed upon schedule. Track repair and maintenance will be undertaken in accordance with expertise from the BC Safety Authority.
- **TRAIN STATION:** underutilized at present, the train station requires a refresh, which may be provided by a local non profit group that would occupy the space in return for ticket sales. Change to a revenue generation model and change above as well.

PLAN SUMMARY

McLean Mill Society intends to operate the McLean Mill site as a National Historic site. The goal is to create an accessible park that creates revenue with on site sales and events. The integrity of the National Historic site will be maintained through grants from Parks Canada and a routine maintenance and repair plan will be developed and followed. Grounds other than historic site grounds will be developed with an eye toward attracting visitors and developing revenue streams ie sky high trail walks, camping, picnic tables, children's play areas, etc. The visitor centre will have an installed commercial kitchen within the year. The McLean Mill Society will work with other stakeholders to ensure the trains, tracks and train station are utilized to their highest capacity.

Outcomes

Outputs

Activities

Indicators

Facility

- National historic site integrity is maintained
- Grounds are utilized to maximize visitor experience
- Repairs and maintenance on site are undertaken on schedule
- Repairs and maintenance of tracks and trains are undertaken in collaboration with other stakeholders

- National historic site designation
- Safe, attractive and functional grounds
- Buildings and site are maintained in excellent condition
- Tracks and trains are maintained in excellent condition in collaboration with stakeholders

- Ensure compliance with national historic site regulations
- Grounds and buildings are developed and maintained
- Ground and building repairs are undertaken in a timely manner
- Tracks and train repairs and maintenance are undertaken in a timely manner

- Retention of historic site designation
- Excellent safe and attractive grounds and buildings
- Ongoing timely repairs and maintenance to site and buildings
- Ongoing timely repairs and maintenance to track and trains.



5 Year Budget

<u>REVENUE</u>	<u>CURRENT</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Fundraising, Donations, Sponsorships	20,889.03	20,000.00	20,000.00	25,000.00	25,000.00	30,000.00
GRANTS-City of Port Alberni	225,000.00	225,000.00	200,000.00	160,000.00	130,000.00	110,000.00
Capital	66,163.92	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00
Grants - Canada Summer Student/NETP		20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Admissions (Train/Station/Online)	136,834.43	192,500.00	205,000.00	217,500.00	230,000.00	242,500.00
Food Sales (from all sites)	21,374.19	30,000.00	35,000.00	40,000.00	45,000.00	50,000.00
Gift Sales (from all sites)	28,595.74	32,000.00	35,000.00	37,500.00	40,000.00	42,500.00
Events	876.18	20,000.00	25,000.00	30,000.00	35,000.00	40,000.00
Total Revenue	499,733.49	664,500.00	665,000.00	655,000.00	650,000.00	660,000.00

<u>EXPENSES</u>	<u>CURRENT</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Mill Manager/Executive Director includes MERCS	55,813.18	60,000.00	62,500.00	65,000.00	65,000.00	65,000.00
Site Support Assistant includes MERCS	0.00	25,000.00	27,500.00	30,000.00	30,000.00	30,000.00
Staffing - train station/kitchen/gift shop	52,576.29	40,000.00	40,000.00	42,500.00	42,500.00	45,000.00
Staffing - Interpretation - CSS/NETP	19,570.24	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
Fire Watch	3,331.89	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00
Train Crew	47,050.40	50,000.00	52,500.00	55,000.00	57,500.00	60,000.00

5 Year Budget cont.

<u>EXPENSES CONT.</u>	<u>CURRENT</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Track R & M crew	4,915.05	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Sawmill Crew	52,264.06	10,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Janitorial	1,805.64	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Maintenance Expense		5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Caretaker Expense	536.00	10,000.00	5,000.00	0.00	0.00	0.00
Accounting and legal	17,640.78	10,000.00	8,000.00	8,000.00	8,000.00	8,500.00
Advertising	29,163.90	25,000.00	30,000.00	30,000.00	30,000.00	30,000.00
Bank Charges & Interest	3,488.92	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Capital	24,032.51	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00
Food Costs (from all sites)	11,485.61	9,900.00	11,550.00	13,200.00	14,850.00	16,500.00
Fundraising	414.70	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Fuel - Non Train	2,589.69	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Fuel - Train	37,246.43	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
Gift Costs (from all sites)	4,177.14	16,000.00	17,500.00	18,750.00	20,000.00	21,250.00
Insurance - WVIIHS/Director	30,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Licences, Fees & Dues	13,033.63	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Office Expenses	3,369.30	5,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Programming/Special Events	3,208.40	21,000.00	15,000.00	25,000.00	5,000.00	5,000.00
Propane	30,856.97	15,000.00	5,200.00	5,200.00	5,200.00	5,200.00

5 Year Budget cont.

<u>EXPENSES CONT.</u>	<u>CURRENT</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Repairs and Maintenance - Site	3,059.99	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Repairs and Maintenance - Tracks	18,936.52	15,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Repairs and Maintenance - Train	7,319.32	15,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Repairs and Maintenance - Station	3,359.82	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Repairs and Maintenance - Historic Site Buildings	26,155.48	5,000.00	5,500.00	6,000.00	6,500.00	7,000.00
Repairs and Maintenance - Visitor Centre	320.76	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
Security	9,356.95	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Supplies	16,707.30	7,800.00	7,800.00	7,800.00	7,800.00	7,800.00
Telephone/Utilities	24,796.53	25,000.00	18,000.00	18,000.00	18,000.00	18,000.00
Travel Expenses	2,520.32	5,000.00	5,000.00	4,000.00	4,000.00	4,000.00
Volunteer Appreciation	658.65	900.00	1,000.00	1,000.00	1,000.00	1,000.00
IHS Hourarium		25,000.00	26,000.00	27,000.00	28,000.00	30,500.00
Misc/Contingency	3,611.90	5,400.00	10,450.00	11,050.00	11,850.00	7,750.00
Total Expenses	565,374.27	664,500.00	665,000.00	655,000.00	650,000.00	660,000.00
NET INCOME	-65,640.78	0.00	0.00	0.00	0.00	0.00

Cash Flow Analysis 2017

<u>REVENUE</u>	<u>2017</u>	<u>JAN '17</u>	<u>FEB '17</u>	<u>MAR '17</u>	<u>APR '17</u>	<u>MAY '17</u>	<u>JUN '17</u>
Fundraising, Donations, Sponsorships	20,000.00			2,000.00	2,000.00	2,000.00	2,000.00
GRANTS-City of Port Alberni	225,000.00	50,000.00			175,000.00		
Capital	125,000.00				125,000.00		
Grants - Canada Summer Student/NETP	20,000.00					15,000.00	
Admissions (Train/Station/Online)	192,500.00				3,000.00	15,000.00	22,000.00
Food Sales (from all sites)	30,000.00				500.00	3,000.00	4,500.00
Gift Sales (from all sites)	32,000.00				500.00	3,000.00	3,000.00
Rental Income (site)	20,000.00					2,000.00	3,000.00
Total Revenue	664,500.00	50,000.00	0.00	2,000.00	306,000.00	40,000.00	34,500.00

EXPENSES

Mill Manager/Executive Director includes MERCS	60,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Executive Director Assistant includes MERCS	25,000.00			2,500.00	2,500.00	2,500.00	2,500.00
Staffing - train station/kitchen/gift shop	40,000.00				1,500.00	5,000.00	7,500.00
Staffing - Interpretation - CSS/NETP	20,000.00					5,000.00	5,000.00
Fire Watch	7,000.00						1,000.00
Train Crew	50,000.00				500.00	2,500.00	5,500.00
Track R & M crew	10,000.00				10,000.00		
Sawmill Crew	10,000.00					4,000.00	
Janitorial	10,000.00			1,000.00	1,000.00	1,000.00	1,000.00
Maintenance Expense	5,000.00				5,000.00		

<u>JUL '17</u>	<u>AUG '17</u>	<u>SEP '17</u>	<u>OCT '17</u>	<u>NOV '17</u>	<u>DEC '17</u>	
2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	20,000.00
						225,000.00
						125,000.00
	5,000.00					20,000.00
46,000.00	48,000.00	17,500.00	20,000.00	6,000.00	15,000.00	192,500.00
7,500.00	7,500.00	4,000.00	1,500.00	500.00	1,000.00	30,000.00
9,500.00	9,500.00	1,500.00	1,000.00	1,000.00	3,000.00	32,000.00
4,000.00	4,500.00	4,000.00	1,500.00	500.00	500.00	20,000.00
69,000.00	76,500.00	29,000.00	26,000.00	10,000.00	21,500.00	664,500.00
5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	60,000.00
2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	25,000.00
10,000.00	10,000.00	1,000.00	1,000.00	1,000.00	3,000.00	40,000.00
5,000.00	5,000.00					20,000.00
2,000.00	2,000.00	2,000.00				7,000.00
12,500.00	12,500.00	6,000.00	4,000.00	2,000.00	4,500.00	50,000.00
						10,000.00
4,000.00		2,000.00				10,000.00
1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	10,000.00
						5,000.00



Cash Flow Analysis 2017 cont.

<u>EXPENSES CONT.</u>	<u>2017</u>	<u>JAN '17</u>	<u>FEB '17</u>	<u>MAR '17</u>	<u>APR '17</u>	<u>MAY '17</u>	<u>JUN '17</u>
Caretaker Expense	10,000.00				10,000.00		
Accounting and legal	10,000.00	650.00	650.00	650.00	650.00	650.00	650.00
Advertising	25,000.00		2,000.00	3,000.00	2,000.00	2,000.00	2,000.00
Bank Charges & Interest	3,000.00	100.00	100.00	200.00	400.00	400.00	400.00
Capital	125,000.00				125,000.00		
Food Costs (from all sites)	9,900.00				165.00	990.00	1,485.00
Fundraising	3,000.00			300.00	300.00	300.00	300.00
Fuel - Non Train	3,000.00	250.00	250.00	250.00	250.00	250.00	250.00
Fuel - Train	40,000.00				420.00	2,100.00	4,620.00
Gift Costs (from all sites)	16,000.00				250.00	1,500.00	1,500.00
Insurance - WVHHS/Director	8,000.00		2,000.00		3,000.00		
Licences, Fees & Dues	15,000.00				15,000.00		
Office Expenses	5,000.00		1,000.00	500.00	500.00	500.00	500.00
Programming/Special Events	21,000.00				10,000.00	5000.00	5000.00
Propane	15,000.00	1,000.00	1,000.00	1,000.00	1,000.00	2,000.00	1,000.00
Repairs and Maintenance - Site	5,000.00				3,000.00	500.00	500.00
Repairs and Maintenance - Tracks	15,000.00				15,000.00		
Repairs and Maintenance - Train	15,000.00				15,000.00		
Repairs and Maintenance - Station	5,000.00				3,000.00	500.00	500.00
Repairs and Maintenance - Historic Site Buildings	5,000.00				3,000.00	500.00	500.00
Repairs and Maintenance - Historic Site Buildings	2,500.00				1,500.00	250.00	250.00
Security	5,000.00	410.00	410.00	410.00	410.00	410.00	410.00

<u>JUL '17</u>	<u>AUG '17</u>	<u>SEPT '17</u>	<u>OCT '17</u>	<u>NOV '17</u>	<u>DEC '17</u>	
						10,000.00
650.00	650.00	650.00	650.00	650.00	2,850.00	10,000.00
2,000.00	2,000.00	2,000.00	3,000.00	3,000.00	2,000.00	25,000.00
500.00	500.00	100.00	100.00	100.00	100.00	3,000.00
						125,000.00
2,475.00	2,475.00	1,320.00	495.00	165.00	330.00	9,900.00
300.00	300.00	300.00	300.00	300.00	300.00	3,000.00
250.00	250.00	250.00	250.00	250.00	250.00	3,000.00
11,440.00	10,080.00	4,200.00	2,520.00	1,260.00	3,360.00	40,000.00
4,750.00	4,750.00	750.00	500.00	500.00	1,500.00	16,000.00
						5,000.00
						15,000.00
500.00	500.00	500.00	500.00			5,000.00
1,000.00						21,000.00
2,000.00	1,000.00	2,000.00	1,000.00	1,000.00	1,000.00	15,000.00
500.00	500.00					5,000.00
						15,000.00
						15,000.00
500.00	500.00					5,000.00
500.00	500.00					5,000.00
250.00	250.00					2,500.00
410.00	410.00	410.00	410.00	410.00	490.00	5,000.00



Cash Flow Analysis 2017 cont.

<u>EXPENSES CONT.</u>	<u>2017</u>	<u>JAN '17</u>	<u>FEB '17</u>	<u>MAR '17</u>	<u>APR '17</u>	<u>MAY '17</u>	<u>JUN '17</u>
Supplies	7,800.00	500.00	500.00	500.00	1,800.00	1,000.00	500.00
Telephone/Utilities	25,000.00	2,000.00	3,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Travel Expenses	5,000.00	500.00	500.00	500.00	500.00	500.00	200.00
Volunteer Appreciation	900.00				450.00		
IHS Honourarium	25,000.00				250.00	1,250.00	2,750.00
Misc	2,400.00	450.00	450.00	450.00	450.00	450.00	450.00
Total Expenses	664,500.00	10,860.00	16,860.00	18,260.00	240,795.00	48,050.00	53,265.00
NET INCOME	0.00	39,140.00	-16,860.00	-16,260.00	65,205.00	-8,050.00	-18,765.00
Cumulative Cash Flow		39,140.00	22,280.00	6,020.00	71,225.00	63,175.00	44,410.00



<u>JUL '17</u>	<u>AUG '17</u>	<u>SEPT '17</u>	<u>OCT '17</u>	<u>NOV '17</u>	<u>DEC '17</u>	
500.00	500.00	500.00	500.00	500.00	500.00	7,800.00
2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	25,000.00
200.00	200.00	400.00	500.00	500.00	500.00	5000.00
		450.00				900.00
6,750.00	7,000.00	2,500.00	1,500.00	1000.00	2000.00	25,000.00
450.00	450.00	450.00	450.00	450.00	450.00	5,400.00
79,925.00	72,815.00	38,280.00	28,175.00	23,585.00	33,630.00	664,500.00
-10,925.00	3,685.00	-9,280.00	-2,175.00	-13,585.00	-12,130.00	0.00
32,485.00	37,170.00	27,890.00	25,715.00	12,130.00	0.00	0.00

