CITY OF PORT ALBERNI

CLERK'S DEPARTMENT
REPORT TO COUNCIL

TO: Tim Pley, CAO

FROM: Davina Hartwell, City Clerk

COPIES TO: Mayor and Council

DATE: January 22, 2019

I concur, forward to next Regular Council Meeting for Consideration

Tim Pley, CAO

SUBJECT: McLean Mill and Tourism Rail
Jan. 21, 2019 Committee of the Whole Minutes and Reference Materials

Issue:

Committee of the Whole meeting minutes held January 21, 2019 and additional reference materials and public input received compiled in order to assist Council in their decision-making process moving forward.

Background:

A Committee of the Whole meeting was held on January 21, 2019 at 3:30 p.m. focused on the current and future operations of the McLean Mill and Port Alberni's tourism rail service.

The draft Committee of the Whole minutes are attached along with the reference materials that were included in the agenda package. Also attached are additional reference materials provided, copies of presentations provided by the McLean Mill Society and Industrial Heritage Society, correspondence and input received from the public via the City's social media platforms. This information is provided in order to assist Council in making decisions regarding the future of the McLean Mill and rail operations.

Documents attached:

- Committee of the Whole minutes of January 21, 2019 meeting
- Presentation provided by McLean Mill Society (Sheena Falconer)
- Presentation provided by Industrial Heritage Society (Kevin Hunter)
- Documentation provided by Dr. Jamie Morton:
    - Draft Business Plan – Alberni Pacific Railway, January 2019
    - Draft Alberni Pacific Railway Budget, January 2019
    - McLean Mill National Historic Site – Operational Considerations
- McLean Mill Society Strategic Priorities and Operational Plan 2017-2022

- Correspondence and Public Input:

    - Jim del Rio (newspaper article)
    - Roland Smith, January 14, 2019 letter
    - Susan Roth, January 18, 2019 email and attachment – contamination issues
    - Jorge Barandarian, January 18, 2019 email and attachment – Port Alberni Track to Train Conversion
    - Ron Merk, January 18, 2019 email
    - Lyman Jardin, January 21, 2019 email
    - Pat and Barry Miller, January 21, 2019 email
    - Mike Wright, January 21, 2019 email
    - Wayne Oliver, information presented at Committee of the Whole meeting

- Comments provided via City's Lets Connect Platform

- Reference Materials:

    - Cost Sharing Agreement for McLean Mill National Historic Site (outlining City's obligations) dated July 23, 1996

    - McLean Mill Society (MMS) Constitution dated December 8, 2016

    - Operation and Management Agreement between City and MMS dated January 1, 2017

    - McLean Mill Site Assessment prepared by John Dam & Associates Inc. dated July 3, 2018

Recommendation:

That the report from the City Clerk dated January 22, 2019 be received.

Council to provide further direction.

Respectfully submitted,

Davina Hartwell
City Clerk

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MINUTES OF THE COMMITTEE OF THE WHOLE MEETING OF COUNCIL
HELD MONDAY, JANUARY 21, 2018 AT 3:30 PM
IN THE CITY HALL COUNCIL CHAMBERS

PRESENT: Mayor Minions; Councillors Corbeil, Haggard, Paulson, Solda and Washington

LATE: Councillor Poon (3:55 pm)

A. CALL TO ORDER AND APPROVAL OF AGENDA

It was moved and seconded.

That the agenda be approved as circulated.

CARRIED

B. ADOPTION OF MINUTES

It was moved and seconded.

That the minutes of the Committee of the Whole Meeting held at 4:00 pm December 17, 2018, be adopted.

CARRIED

C. CAO - INTRODUCTION

The City's CAO provided context to the meeting which will focus on the current and future operations of the McLean Mill and Port Alberni's tourism rail service. He also outlined the following documents attached for reference also noting that presentation materials and written public input received will form part of a larger report to be provided to an upcoming regular meeting of Council.

Documents provided for reference:

- Cost Sharing Agreement for McLean Mill National Historic Site (outlining City's obligations) dated July 23, 1996
- McLean Mill Society (MMS) Constitution dated December 8, 2016
- Operation and Management Agreement between City and MMS dated January 1, 2017
- McLean Mill Site Assessment prepared by John Dam & Associates Inc. dated July 3, 2018

D. CORRESPONDENCE

1. Jim Del Rio
Copy of a newspaper article from 'The Canadian Press" regarding the Tumbler Ridge dinosaur museum facing closure after funding denial.

2. Roland Smith
Letter dated January 14, 2019 including questions regarding McLean Mill and Alberni Pacific Railway operations and budget for 2019.

It was moved and seconded:

That the correspondence items be received.

CARRIED

E. DELEGATIONS/PUBLIC INPUT

1. **McLean Mill Society (MMS)**

Sheena Falconer provided an overview of MMS and its initiatives and their recommendation that the current structure be reviewed. A copy of the presentation provided is attached hereto.

2. **Industrial Heritage Society**

Kevin Hunter, President**,** presented background regarding the Western Vancouver Island Industrial Heritage Society (WVIIHS) which was formed in 1984 and their involvement in the formation of the McLean Mill National Historic Site. He outlined the IHS commitment to continuing to restore Port Alberni's heritage equipment and operating trains and to continuing their efforts at McLean Mill working with their partners, the MM and the City. A copy of the presentation provided is attached hereto.

The Mayor invited input from the JJ Logging Demonstration group as well as from Dr Jamie Morton prior to hearing from the public.

3. Dave Hooper spoke on behalf of Jack James Old Time Steam Logging demonstration noting that this type of logging is unique to Port Alberni. He provided background noting that in 2009 steam logging was taking place at the Mill for the first time in 50 years. Mr. Hooper commented on the then twice weekly demos for the public and school groups and the Swedish group that now comes annually. He indicated they follow stringent safety plans and outlined their willingness to continue and work with whomever in 2019.

4. Dr. Jamie Morton outlined the history of the McLean Mill designation as a National Historic Site and the obligations of the City to maintain the commemorative integrity of the site in accordance with the agreement with Canada. He outlined the options that were considered at the time and the one chosen which was a full-on working historic sawmill village because of the potential to generate significant revenue. Revenues were never realized and in 2012 operations were contracted out to the IHS and most recently to the MMS. Dr. Morton endorsed the special events held at the Mill which generate the most money (as long as they not impact the commemorative integrity of the site). He also noted the Alberni Pacific Railway as an attraction and potential revenue generator.

   In response to a question from Council, Dr. Morton suggested that the City's object inventory does need to be looked at with a view to what does have local significance; what story does it tell.

   He also indicated that the initial financial projections were made via an extensive community consultative process with stakeholders outlined in the Management Agreement.

   Additional reference materials provided by Dr. Morton are attached hereto.

Ellie Hadley, office manager currently employed at the Mill provided some feedback from tourists visiting from all over the world noting most prefer their own transport (train too expensive).

Jim del Rio commended the many volunteers and supported the Mill as a static attraction rather than an operating mill. He noted the 'older' volunteers and expressed concern about who will continue when they are gone.

Rochelle Collette, Events Coordinator at McLean Mill, outlined 13 weddings are booked for 2019 and are booking into 2020. She expects all events to be fully subscribed.

Susan Roth provided excerpts from her correspondence (attached hereto) expressing her concern regarding contaminants from the Mill Pond and requesting the City undertake more detailed testing.

Ken McRae, former Mayor and Director of the Island Corridor Foundation, commented that the people who will come by rail/passenger trains in the future will want to see something. He cautioned Council about being careful about what they get rid of as once it's gone it will never come back. He recommended pursuing funding through the federal government.

Bill Collette, Executive Director, Chamber of Commerce and initial President of the MMS commented that was started by the MMS in 2017 has been successful – the deck, clean up of the main hall, kitchen facilities – the ability to host large event. He urged Council to stay the course noting that McLean Mill is "a national historic site with profound importance to Canada" as identified by Parks Canada.

Sharon Adams, a neighbor to the Mill, expressed her concerns about the increasing health issues suffered by herself and her animals and the inadequate testing she feels has been done.

John Adams, neighbor to the Mill, commended the volunteers but suggested the City doesn't have enough money to take care of the contamination issues.

Manager of Communications, Alicia Puusepp, provided comments that have been received through the City's social media platforms (summary attached hereto).

Sheena Falconer indicated that the water quality testing that was undertaken on the Adams property was done by West Coast Aquatic on a fisheries basis.

Jeff Cook urged Council to think about what you want the place to look like 20, 30 50 years from now. Think about children, grandchildren – will it benefit them; how.

Rod Gladhill, Railway Engineer, Alberni Pacific Railway stated he is both a volunteer and an employee of APR. He commented on the many good things that have been done but that there is also a lot of old stock. He said there is a selection of people looking at preserving the history for the future. He commented on steps taken by Duncan Forest Museum which is generating revenue and who are looking outside the box for events. He stated there are many opportunities for events and also felt that the environmental aspects need to be studied and that everyone needs to work in harmony for a collective purpose.

The CAO was asked to comment on water testing which the City is taking very seriously. He noted the City is working with Environment Canada; Fisheries; Health and Worksafe BC – he indicated that a Stage 1 Preliminary Site Investigation for the entire site is being undertaken in early 2019 which involves a historical review of the site and its current operations.

Wayne Oliver stated "if you don't know where you've come from, it's hard to figure out where you're going". Preserving our past is important. He commented on the potential of the Mill and said what is needed is more involvement with the community to tie in events. He said that steam trains are a huge draw. (Correspondence submitted attached hereto).

Nathan Brownridge, new to town, volunteer at the Heritage Centre and train. He commented on the passion on the faces of kids when they can climb up into the train. He said if we don't continue to preserve the assets of the past we won't find people to be interested in it. He did comment on issues of transparency, unanswered questions and confusion. He also suggested perhaps the federal government may have some responsibility in regards to contaminants as they existed pre-City ownership.

Mel Francoeur, Beaufort Gang Leader, noted the Gang has filled the train on many occasions (capacity 182). She stated many out of town people are interested in the train operation.

Soup Campbell, provided history of his involvement at the Mill since 1951 and the comments from the community about the millions of dollars that have been spent on the mill but nothing is ever said about the amount of money that is retained in the community.

Jack James, JJ Logging – set up the JJ Logging show which has now being passed on to others. He said McLean Mill is one of the greatest things there is, it was a great experience to be a BC Logger. He urged Council to support the Mill.

Joe Larson, local Business Owner, commented on the poster boards in Council Chambers which present information on our heritage and culture. He indicated he is a volunteer at the Heritage Centre and has a great passion for the vehicles there. He is a supporter of events and stated we need to embrace our heritage.

Hugh Grist, volunteer with IHS since its inception commented that two-thirds of train riders are from out of town. He referenced the presentations he made to Council on an annual basis and commented on the dollars that are being left in town.

Bob East has been involved with IHS for many years. He suggested that the IHS members love to play but don't really know how to market. He commented on the opportunities we have and also referenced the truck shows in the US that they take City artefacts to where they are ambassadors for the City.

F. ADJOURNMENT

It was moved and seconded.

That the meeting adjourn at 5:41 pm.

CARRIED

CERTIFIED CORRECT

_____ _____

Mayor City Clerk

Committee of the Whole Presentation – McLean Mill Society

Overview:

The McLean Mill Society created a five-year business plan and has just completed the second year of the plan. The plan is available for anyone who wishes to see it and was presented to the previous council prior to commencement of activities. The business plan called for evaluation of assets while conducting operations and seeking ways to increase revenue streams.

- It is important to note that there are many volunteer community members utilizing the site for various reasons. The IHS has a membership of over 100 people and the mandate of the IHS is to preserve the historic assets of the city. The steam donkey crew consists of another 40 people and they operate a real time logging show that attracts hundreds of attendees each year, from as far away as Sweden! The AVEA has a membership of over 50 people devoted to fisheries enhancement projects that benefit the community. The Five Acre Shaker provides funding for young musicians to achieve their dreams.
- The MMS currently provides employment for community members through site operations and management, rail maintenance, locomotive operation, site management, event planning, site support, and youth employment in the summer.
- In terms of site infrastructure, the city applied for and received a grant to evaluate the historic site buildings. This report will be available shortly and has already been used to apply for a Parks Canada grant to address some of the critical building issues. Work has been done to stabilize buildings for the winter with a view to addressing issues in a prioritized and logical manner.
- The City/MMS/IHS conducted evaluations of the rail along with Southern Rail. Safety issues have been identified and are in the process of being addressed. Ties were replaced in both years both through contractors and staff. Rail was x rayed and found to be in excellent condition. Vegetation management is planned for the upcoming year.
- The three locomotives (#7 – steam, Alco – diesel, and #11 – diesel) have all been evaluated by a qualified locomotive inspector. The #7 Steam train was taken out of service this year due to breakdowns. Current estimates and timeframes indicate that the #7 will be out of service for the upcoming year. The Alco was taken out of service after failing a safety inspection, but can be repaired, painted and operational for the upcoming year for a cost of approximately $30 – 40,000. The #11 has been used in the past and there are some concerns with the gearboxes but can run on a very limited basis. Safety issues with all locomotives and rolling stock have been identified and rectified.
- In the first year of operations, a functioning kitchen was created in the visitor centre. The visitor centre was updated to provide a functional meeting space that includes audio and the ability to host medium size events. There have been numerous comments on the functionality and beauty of the weddings that have taken place at the site. There are 17 weddings booked for the upcoming year and reservations for 2020 are already being taken. This was done to provide a revenue stream and has proved successful.
- The courtyard was updated with a deck, lighting and functionality changes to the gift shop and office space. This space has become popular with visitors as they enter and leave the site as a spot to sit and talk or listen to music on the deck.
- Popular community events include Jeepers Creepers and Breakfast with Santa. These two events could be expanded to create a visitor season from October through December. These events have proved to be very successful and provide another revenue stream that complements and extends the summer season.
- In the second year a campground was created to provide accommodation for visitors and many guests book it in tandem with events or weddings. This has provided a further revenue stream.

- The plan for the upcoming three years was to focus on infrastructure and visitor experience. As the MMS now has a good understanding of the infrastructure needs, a long-term plan was being developed to implement repairs in an orderly fashion (site, rail, locomotives) now that safety concerns have been addressed. Visitor experience enhancements would have included live interpretation along with signage to provide a lively, interactive and engaging experience for visitors. As basic requirements for site safety and infrastructure are met, the focus becomes more on providing increased revenue streams through events and visitor experiences.
- Another focus was the development of a trout pond to provide an added attractive feature
- An excellent working relationship with the IHS has been created.

Current Update:

- Historic Site – buildings have been winterized. Two staff members remain on site during the off season, as well as the grounds caretaker. Jamie Morton has been brought on board to assist with site management and act as the temporary APR Manager. He has proved to be a great asset with his tremendous expertise. The report detailing repairs to the building has been received and will be released shortly. The City Parks Department has applied for a grant to conduct work on the high priority items at the site. Danger trees have been removed by an arborist.
- Mill Pond and Environmental considerations – the City is responsible for the millpond and is looking into environmental considerations. Questions can be directed to Ken Watson or Tim Pley.
- Rail – last year saw almost 400 ties installed throughout the course of the year using two trackmen. The rail was x-rayed and found to be in excellent condition with only one small defect. Ties continue to be a problem and require replacement as per the 10-year agreement. Lights and signals experience sporadic malfunctions due to rust on the rail. Southern Rail has provided excellent service that includes track and signal inspections.
- Locomotives - #7 is undergoing inspection, however, unfortunately it is going to be costlier to repair than predicted. It is unlikely that the #7 will be operational for this season. The Alco could potentially be brought online for approximately $30,000. The #11 can be used on a sporadic basis but can not maintain regularly scheduled runs to the mill.

Points to Consider:

- The McLean Mill Historic Site is truly a national historic treasure. This beautiful spot tells the story of Port Alberni. It is a microcosm of the development of our community and we should tell the story of who we are. The site lies within the traditional territory of the Hupacasath First Nation. The site is home to a fisheries hatchery. This site celebrates the ingenuity of those who immigrated to this land many years ago, had families, and now call this valley home. The site seeks to preserve forestry history. This site is an important part of what we are all about in this community. We are very lucky to have such an impressive site and we should use this site to tell the many stories of the valley, ranging from the First Nations, foresters, and fisheries.
- The McLean Mill Society (MMS) was formed two years ago to operate the Mclean Mill Historic Site. This eventually encompassed the site, railway and operation of the locomotives along with the Industrial Heritage Society (WVIIHS)
- The MMS consists of a **volunteer** board and has only one member (City of Port Alberni),

- It is the view of the MMS that the personal liability and responsibility for the operation of the site should be borne by the owner (City of Port Alberni). We liken the situation to that of a house – the city is the owner and the societies are the leaseholders. There are certain obligations required of owners that are not generally borne by leaseholders.

Recommendations:

The McLean Mill Society would like to recommend that the City review the current structure with a view to defining the following roles:

- City of Port Alberni: The City should operate the McLean Mill Historic Site/railway/train station via a contractor or City Staff (Jamie Morton is recommended). The City should provide the following services (accounting, booking, payment services, garbage collection, site servicing, etc.) to provide cost savings and ensure that the site is maintained in a safe operating condition. The site should operate as a park and event site with live interpretation providing benefit to the city and residents.
- Industrial Heritage Society: The City and Industrial Heritage Society should discuss the operation of the railroad if desired by both parties. The railway can function as an independent entity.
- Steam Donkey: the operators of the Steam Donkey should collaborate with the City to discuss operation of the steam donkey
- Historic Society: The Historic Society should play a prominent role in operation of the site regarding preservation of the historic assets
- Mclean Mill Society: The MMS should review the constitution and bylaws and create a “Friends of society” that can provide tax receipts for donations, as well as provide support for fundraising for specific projects/costs. The city should not appoint Directors, but rather members should hold elections.
- Hatchery: the AVEA should work with the city regarding hatchery/water management

Committee of the Whole – Western Vancouver Island Industrial Heritage Society

The Past

For everyone's benefit, I would like to give you a bit of background about our Society. The Western Vancouver Island Industrial Heritage Society (IHS) is a non-profit, all volunteer Society formed in 1984. Our long-standing mandate is to restore, maintain and operate the City of Port Alberni's historical industrial artifacts, like trains or trucks.

The absolute key to our success is our exceptionally talented and utterly passionate volunteers. Since 1980, our volunteers have given their heart and souls to restore the Alberni Valley's proud and unique heritage. The IHS currently has 147 members.

In 1984 a group of model railway enthusiasts, with the blessing of the Provincial Railway Inspector, stared restoring Port Alberni favorite locomotive, the 1912 2-Spot Shay steam locomotive. Four years later, in 1984, they started a short tourist run along Port Alberni's industrial waterfront. Soon after, they incorporated our own railway and we were officially known as the Alberni Pacific Railway (APR).

It didn't take us long to realize the popularity of steam trains, so we decided our prime objective was to power our trains with steam locomotives. Starting with the 2-Spot and now the 1929 #7 steam locomotive, we have run steam trains 31 of the last 35 years. There are actually 7 locomotives that we look after. Six are owned by the city and one locomotive is ours.

We are not just trains. Equally impressive is our award-winning restored truck collection. Most of these trucks are restored, maintained and stored in Port Alberni's former ice arena, in what we call the Industrial Heritage Center. The volunteers from the IHC also have traditionally assisted with the operation of the McLean Mill.

In the last 35 years, the APR has conservatively carried over 250,000 passengers on our trains, wowed tens of thousands of people in parades or shows in the Pacific Northwest and welcomed over 200,000 visitors to the McLean Mill National Historic Site. Through our restoration efforts, we have inadvertently become unofficial ambassadors for the City of Port Alberni.

In the late 1980's, our Society was very involved in the formation of the McLean Mill National Historic Site. From 2000 to 2016 we also operated the McLean Mill National Historic Site. A year after the Mill opened, starting in 2001, we started running the # 7 steam locomotive to the McLean Mill. A phenomenal number of our volunteers have either assisted with the operation of the Mill, the maintenance of the Mill or running the steam train to the Mill.

Another key pillar of our success is the support of the city. This has either come from the Alberni Valley Museum (City of Port Alberni) or directly from the city. The Alberni Valley Museum have been instrumental in assisting us as we restore and showcase the city's remarkable industrial heritage collection. The Alberni Valley Museum has been an exceptional partner and their professional and historical expertise has been invaluable to our success.

The city's support has been traditionally from past Mayors and City Councils, with some overall guidance from the City Manager. We are restoring historical city assets, so the city should and must have necessary input for their historical collection.

Two years ago, the City formed the McLean Mill Society (MMS), managed by volunteers, and gave them full control of the Mill and train. In the last two years, but more so in the last six months, the IHS has developed an excellent working rapport with the MMS. Both societies now work cooperatively together, as equal partners. We are fully supportive of MMS initiatives, in ultimately whatever is deemed appropriate for the McLean Mill.

The Present

As I have mentioned, the IHS did operate the McLean Mill. What became readily apparent is that the Mill has to be run with full support of the city, with a realistic budget, by a talented and qualified professional or professionals, and as many enthusiastic volunteers as possible. These are the basic fundamentals that will ensure the success of the Mill.

We are now also completely convinced that the administrative success of the McLean Mill and the APR ultimately depends on equal and respectful participation of the City of Port Alberni, the MMS and the IHS. All three groups have to co-operatively and actively support each other and fully utilize everyone's valuable talents and professional skills. We are totally convinced that the Mill can be successful, as long as there is an eager and noticeable willingness, by all three parties, to commit to its success.

We recently determined that it is virtually impossible for volunteers to operate the McLean Mill because of the ever-increasing regulatory policies from many provincial and federal agencies, the overwhelming administrative responsibilities of operating the Mill and more so the train, all coupled with a minimal budget. As talented and dedicated as any volunteers may be, such as the present-day MMS, it is clearly unfair for any volunteers to even attempt to fully operate the McLean Mill and the train. We are convinced the City has to get more involved with the Mill. How involved we are unsure but hopefully that will be determined relatively soon, by all three parties.

The Future

In the past, the phenomenal number of talented IHS volunteers have successfully operated a tourist railway, and willingly assisted with almost every aspect of the operation of the Mill,

including the world-famous steam logging demonstration at the back of the Mill. The IHS is more than willing to continue our remarkable record of supporting the Mill, as long as there is obvious evidence that all three parties are fully committed to the success of the Mill and train. This tripartite agreement, either official or unofficial, is critical to the Mill's success. Without full participation from each party, it will be extremely difficult to operate, let alone expand, this world class tourist attraction.

So, our plans this year and into the future, for the city's industrial heritage artifacts is no different than the last 39 years. Our volunteers are more than willing to continue restoring Port Alberni's heritage equipment and operating trains, preferably steam, to the McLean Mill.

Our future plans for the McLean Mill are no different than the last 18 years. Volunteers from our Society have spent an inordinate amount of time volunteering their talents to maintain and improve the McLean Mill. We will, in whatever way is practical and reasonable, continue our efforts at the McLean Mill.

We are also fully committed to working with our partners, the MMS and the City of Port Alberni to help create a high-quality tourist attraction at the McLean Mill.

I would like to conclude with a fact to ponder. In 1989, Parks Canada granted the City of Port Alberni the privilege of operating a National Historic Site at the McLean Mil. Most of us realized it was truly that, a privilege. As a city it is our obligation to continue to commit to fulfilling this privilege and it's a privilege this community should not squander.

Thank-you.

Respectively yours;

Kevin Hunter – President of the Western Vancouver Island Industrial Heritage Society
January 21, 2019

DRAFT Business Plan – Alberni Pacific Railway – January 2019

1. Background:

The Alberni Pacific Railway (APR) is registered in British Columbia as a heritage railway. Since 2001 it has run historic rail equipment for passenger use on a 6.1 mile (9.76 km) rail line between the historic 1912 train station in the City of Port Alberni (CPA), and the CPA-owned McLean Mill National Historic Site. The APR provincial licence to operate a heritage railway is held by the Western Vancouver Island Industrial Heritage Society (WVIIHS). Operations, including running trains, maintenance of the rolling stock, and maintenance of way, are under the direction of the WVIIHS. Since 2017 financial control has rested with the McLean Mill Society (MMS), a one-member society with the City of Port Alberni as its sole member, created to operate McLean Mill NHS and the Alberni Pacific Railway. Day to day operations of the APR have been managed by a combination of WVIIHS volunteers and the paid Manager of McLean Mill NHS. Until 2016 the Manager was employed by McLean Mill/WVIIHS, and in 2017-2018 the Executive Director of the MMS acted as Manager of the APR.

The APR runs within a regulatory framework administered by Technical Safety British Columbia (TSBC), which ensures that all aspects conform to the standards required of a passenger-carrying heritage railway. This includes the condition of the track, the condition of the locomotives and rolling stock, and the certification of the paid staff and volunteers in safety-critical positions. Additionally, in the case of steam locomotives, there is oversight from the boiler inspection department of TSBC.

Principally in the summer months, the APR operates scheduled trains comprised of a locomotive typically pulling three to five rail cars, and occasionally in periods of higher fire risk a water tank car. Currently these trains make one round trip per day to McLean Mill NHS, usually on three or four days of the week in the summer, and for special events and on weekends at other times of the year.

2. APR Rolling Stock:

A. Locomotives:

The City of Port Alberni/Alberni Valley Museum (CPA/AVM) Industrial Collection includes six locomotives. One is the historically important #2 1912 Shay "Two-Spot," which was taken out of service in the early 1990s, and is now brought out for special events as a display object. Two are small gasoline-powered industrial engines: #1, 1928 Westminster Iron Works Buda 14-ton; and #107, 1927 Plymouth DL 7-ton. The Buda is a key component of the McLean Mill collection.

The WVIIHS owns a non-operational1923 Baldwin steam locomotive, acquired in 2014 and subject to a long-term restoration project as of January 2019. The APR operates using three locomotives, all part of the CPA/AVM Industrial Collection. They pull trains comprising three to five passenger cars – three of these are owned by the City of Port Alberni, and two by the WVIIHS. In the past two years, 2017-2018, there has been a somewhat diminished operating schedule compared to previous years. Two of the locomotives, the #7 Baldwin and the #8427 Alco, are out of operation as of January 2019, due to mechanical deficiencies. At this time they are being assessed and plans are being developed for their repair. The three locomotives operated in 2018 were:

1. APR #7: 1929 Baldwin "Mikado" 90 ton saddletank 2-8-2 steam locomotive – CPA.

    a. This was the primary locomotive in 2016 and earlier years, but it was not operated in 2017, and for a limited schedule of approximately 12 round trips to McLean Mill in 2018, due to mechanical issues.

    b. As of January 15, 2019, the boiler of #7 is deconstructed, has been through non-destructive testing, and has had an internal inspection by the Technical Safety BC (TSBC) boiler inspector in support of a proposed boiler repair plan.

    c. Assuming TSBC approves the repair plan, the repairs will take some months, and even with a great deal of skilled volunteer labour from the Boilermaker's Union, will cost an estimated $100,000-$125,000.

2. APR #8427: 1954 Alco RS-3 120 ton diesel-electric locomotive – CPA.

   a. Due to the issues with the #7 Baldwin steam locomotive, this became the primary locomotive in 2018, until it was taken out of service in September due to a running gear deficiency.

   b. As of January 15, 2019, this locomotive has been taken out of service due to undersized wheels on one axle; there are also some less significant deficiencies that should be addressed.

   c. Performed under the direction of a certified rail engineer/mechanic, these repairs could be completed within a matter of days, once parts are obtained. The cost of these repairs, including parts, labour, and crane or jack services, are estimated at some $25,000-30,000.

   d. If #8427 is to be the primary locomotive on this tourist railway, it is strongly recommended that it be cosmetically restored and repainted to present more attractively to visitors. This would cost an estimated $10,000-$12,000.

3. APR #11: 1942 General Electric 45- ton diesel-electric switching engine – CPA.

   a. Due to the issues with the other two locomotives, this became the locomotive for the limited number of special event runs in October-December 2018. This much lighter switching engine is normally limited to three rail cars on the run to McLean Mill.

   b. As of January 15, 2019, this locomotive is certified for use on the APR. It was last inspected and certified in November 2018. Although it has no safety-critical issues, there is some question about increased noise in the bevel gears and housings; with light use this will not be an immediate problem, but precludes this engine serving as the primary locomotive for the run to McLean Mill NHS.

B. Rail Cars/Passenger Coaches:

The five passenger coaches utilized by the APR – two closed and three open – are converted Canadian National Railway transfer cabooses. Four were converted in 1993 and one in 1998. They are named for WVIIHS/APR volunteers who have passed away.

The passenger coaches are in good serviceable condition, requiring only regular mechanical and cosmetic maintenance.

1. Coach No.: IHSX76529: CPA/AVM-owned; Coach Name: Richard H. Grandy: 1978 Canadian National transfer caboose converted to a closed coach in 1993. Seating Capacity: 32 standard seats

2. Coach No.: IHSX76593: CPA/AVM-owned; Coach Name: Mark F. Mosher. 1978 Canadian National transfer caboose converted to an open coach in 1993. Seating Capacity: 38 standard seats

3. Coach No.: IHSX76617: WVIIHS-owned; Coach Name: K.D. (Doug) Wilson. 1978 Canadian National transfer caboose converted to an open coach in 1998. Seating Capacity: 38 standard seats

4. Coach No.: IHSX76656: CPA/AVM-owned; Coach Name: Edward H. Sharpe. 1978 Canadian National transfer caboose converted to an closed coach in 1993. Seating Capacity 26 standard seats; 1 conductor's seat; 1 wheelchair spot (this coach is equipped with an electric hydraulic wheelchair lift)

5. Coach No.: IHSX76666: WVIIHS-owned; Coach Name: W. (Bill) McNichol. 1978 Canadian National transfer caboose converted to an open coach in 1998. Seating Capacity: 45 standard seats

6. Speeder #102: CPA/AVM-owned; "Big Yellow Speeder"(ex Comox Logging #104); 22-passenger enclosed speeder; gasoline powered. Operational, although in need of some maintenance; has been used for occasional runs to McLean Mill NHS, and for special events. The trailer to accompany this speeder has been acquired recently – it is in very poor condition, and would require full restoration before it could be used.

3. Facilities:

A. The Roundhouse:

This building and the property it is located on were acquired by the City of Port Alberni in 2015; previously they were occupied under a lease agreement. It provides the mechanical shop and storage area for the rolling stock used by the APR, including maintenance of way equipment, power tools, and hand tools. It has been occupied by the WVIIHS and APR since the APR operation began.

The property surrounding the Roundhouse includes a number of spur tracks that are used for storing rail equipment and assembling trains. There is a variety of heritage rail cars and machinery stored in this area. The intent of the WVIIHS/APR has been to eventually restore and operate more of this equipment, which includes log cars, steam cranes, tank cars, etc. The majority of these objects are in the CPA/AVM collection.

The Roundhouse is a very basic industrial structure, built and maintained by WVIIHS volunteers. It lacks weather sealing or an effective heat source, making it difficult to work in during the winter; this also means that industrial artifacts such as locomotives and other rolling stock, and tools, are subject to degradation from moisture. Electrical service and lighting has been improved on an ongoing and limited basis.

B. The Train Station:

Owned by the City of Port Alberni; until 2016 leased to the WVIIHS, and since 2017 to the MMS. Built by the E&N/CPR in 1911 as the terminus of the Port Alberni line. It served this role until passenger trains stopped running in 1957. The second floor of the Station was removed and the truck bay addition was added as CPR converted its freight operation to road transport. By 1990 this had ended also, and the Station became run down. The WVIIHS, already operating a steam train, approached the City of Port Alberni to purchase the building from CPR. The second floor “station raising” and exterior renovations were completed on one long weekend in 1990, with tremendous community involvement and 85 volunteers. It has since been the headquarters of the WVIIHS and is the first and only federally-designated heritage building in Port Alberni.

Since 1990 the Station has acted as the base, ticket office and waiting room for the APR rail operations, consistent with its historic role.

It is recommended that if the APR heritage railway continues to operate, that this prominent and function-specific building be included in some way in its operation.

There have been a number of attempts to use the structure for other purposes, following the direction of several City Councils to generate revenue, but to date these have not succeeded.

Due to its federal heritage status, it is imperative that the exterior envelope of this building retain its current/historic appearance, and that it reflect its role in the community, including its location near the harbor and business district, and its proximity to the rail line. These factors must be considered in any potential revenue-generating use of the structure.

4. Maintenance of Way Equipment:

A. A6 Speeder – WVIIHS

B. Ford F-350 One Ton Hi-Rail Truck – WVIIHS

C. International two-wheel drive diesel Tractor with enclosed cab & flail mower – WVIIHS

D. Track Mower ("Lobster") – WVIIHS

E. Tie changing machine – WVIIHS

F. Diesel trailer compressor – WVIIHS

G. Speeder trailer – WVIIHS

H. Weed eater – WVIIHS

I. Hand tools – WVIIHS

J. Portable power tools – WVIIHS

K. Water tank car – CPA

5. Miscellaneous Equipment:

A. Radio communications system – WVIIHS

B. all portable and stationary power tools, equipment and machines in Roundhouse – WVIIHS

C. all hand tools in Roundhouse – WVIIHS

6. Track:

The APR operates principally from Mileage 33.3 (McLean Mill) to Mileage 38.8 (Port Alberni Station) of the Port Alberni Subdivision. The agreement to run on the Island Corridor Foundation-owned track – the majority of the line – is held by the City of Port Alberni. A short section of the line is owned by Catalyst Paper.

Until the 1990s the Port Alberni Subdivision – then operated by the CPR – was used by industrial trains of up to 30 cars. Maintenance was carried out in accordance with this industrial use. Since the APR started its heritage railway runs to McLean Mill NHS, under its agreements with the City of Port Alberni/Island Corridor Foundation and Catalyst Paper, maintenance has been carried out primarily by the volunteers and employees of the Western Vancouver Island Industrial Heritage Society.

In 2016-2017, deficiencies in the track and bridges resulted in the temporary closure of the track, followed by weight restrictions in 2017. This meant that trains to McLean Mill were limited to the smallest of the three operational locomotives, the 45-ton #11. Addressing these track issues included the production of three studies providing direction on track maintenance. The first was a 2016 condition assessment of the three bridges on the run to McLean Mill. The second, “Alberni Pacific Railway Bridge and Track Maintenance Program 2017-2027,” outlined a multi-year program for bridge repair, tie replacement, and right of way maintenance to ensure the long-term viability of the track. The third was a February 2018 assessment of bridge ties that suggested that the bridges were suitable for use by the two heavier (90-ton and 120-ton) APR locomotives.

Under the direction of the MMS, WVIIHS & CPA, weekly track inspections in 2017 and 2018 have been carried out by Southern Railway Vancouver Island (SRVI), to provide a third-party assessment of their fitness for passenger service. This third-party assessment has also helped to direct the efforts of contractors and APR track maintenance staff to resolve track issues. SRVI has also assumed maintenance of signals as a safety-critical aspect of operations. A significant block of ties were replaced in 2017, and more in 2018. Rail was x-rayed and found to be in excellent condition. Vegetation management and other right of way maintenance is planned for 2019. SRVI personnel have pointed out the benefits of intensive programs of vegetation control, drainage, and ballast maintenance in providing the longest possible service from ties and track.

The 2017-2027 Track Maintenance Program recommends an annual budget of some $100,000, to include tie replacement (400 ties as the suggested annual quantity) and maintenance of way work, including ballast, clearing, vegetation control, etc. This Track Maintenance Program recommends periodic capital programs with significantly higher budgets for bridge repair. There is a question of whether 400 ties replaced per year is adequate for sustainable operation of the railway; for full replacement within a 25-year cycle, roughly double that number would be necessary.

7. Personnel:

Since 2001 day to day operations of the APR have been managed by a combination of WVIIHS volunteers and the paid Manager of McLean Mill NHS. Until 2016 the Manager was employed by McLean Mill/WVIIHS, and in 2017-2018 the Executive Director of the MMS acted as Manager of the APR. Until recently, the APR employed a part-time Rail Mechanic as a paid position. A small track crew has been employed; at times this has been staffed in conjunction with the Mill Crew employed by McLean Mill NHS. Under the MMS, this has comprised a two person crew, employed as required. Locomotive Engineers are paid for their service, but the rest of the train crew, including Firemen and Conductors are volunteers. In periods of high fire risk, a Fire Watch crew is employed. Since 2017, these positions are considered MMS staff, and report to the Executive Director of the MMS.

Many of these positions are considered safety critical, so the staff or volunteers require certification to perform their duties; this is overseen by Technical Safety BC. In the past, the majority of the training and certification has been done internally by the WVIIHS volunteers and the APR Manager, but there is now more direction to have this done by third-party trainers and certifiers, to ensure full compliance with regulations.

Scheduling train crews has become more challenging; as of August 2018 there were three certified locomotive engineers and eight certified conductors available. Ideally, a coherent effort toward succession planning should be made – to attract, train, and retain train crews. One option may involve having the safety critical positions become staff, rather than volunteer positions, to offer additional incentive.

A decision should be made concerning the hiring and retention of a track crew, or alternately firm contractual arrangements put in place to perform regular and emergency track maintenance. The same situation applies to recruiting a certified rail mechanic – someone who is acceptable to Technical Safety BC, and can oversee the regular maintenance of the rolling stock, as well as managing the Roundhouse. Such a position is essential to the safe and predictable operation of the APR, to ensure that the rolling stock is reliable as well as meeting the standards of Technical Safety BC.

There is also a need for ancillary staff or volunteers, for instance to take bookings and sell tickets. Historically this has been done by the APR Manager, with assistance from the seasonal staff employed by McLean Mill NHS. Under the MMS, in 2017-2018, more of the ticket sales have been done online. While this streamlines some of the actual sales, visitors still require some assistance to fully enjoy the heritage railway experience, so ticket, greeting, or boarding staff or volunteers are required.

2. **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 from the Port Alberni Station to McLean Mill NHS. Please use this narrative discussion, based on the assets and operations discussed above, 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:

1. Number of Runs Per Year:

An arbitrary figure of 45 full runs per year is used – this is to balance potential ticket sales/revenue, sustainability of the rolling stock and track, and the logistics of train crew/staffing, as discussed below:

A. Ticket sales/revenue – In 2018, approximately 55 full runs were made to McLean Mill, generating gross revenues of $71,200, and carrying 2,600 riders. (This excludes the shorter Santa Run event, which had gross revenues of $11,635 and carried 1,790 passengers in 10 runs.)

B. Due to different ticket prices for adults, children, and family passes, the average gross revenue per rider was approximately $25.

C. A five-car train – only realistic for the full run with the #7 or #8427 locomotives – offers 180 seats. The fall and winter 2018 runs using the #11 locomotive (other than the shorter Santa Run) were limited to three cars, with 100 seats. The average ridership per run in 2018 was under 50 passengers (under 30% occupancy), generating gross revenue of about $1,250 per run.

D. Regardless of the number of riders per run, the other costs are essentially fixed – either $700 (#7) or $250 (#8427) for fuel, $200 or more for engineer (currently the only paid train crew), and maintenance costs for locomotive and cars. There is also the logistical issue of mustering the necessary volunteer train crew. The track needs to be inspected weekly before passenger-carrying runs, at a cost of $750 per inspection.

E. By dropping the number of runs to 45 per year, scheduling them in periods of previous higher demand, enhancing promotion, and increasing predictability, it should be possible to double the occupancy per run to the 60% range, increasing revenue per run without increasing the fixed costs.

F. With an estimated $25 revenue per round-trip ticket (based on a $40 adult round-trip ticket cost) and 60% occupancy, for 45 runs per year, the revenue will rise to over $120,000, with a great deal of scope for further increases.

G. 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.

2. Locomotive Choice:

As previously noted, the two primary locomotives, the #7 Baldwin steam locomotive and the #8427 Alco RS3, both require significant repairs before again entering service. The #11 GE switching engine is certified for operation as of January 2019, but it is less suitable for use in a five-car, 180-seat tourist train.

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

A. #7 Baldwin steam locomotive:

i. Boiler rebuild is in process – although there are still pending inspections required, as of January 2019, it is likely that the repairs will take between 6 and 12 months, and will cost, at a rough estimate, $100,000.

ii. In 2018 this locomotive consumed an average of 1,128 litres of bunker C fuel per run, at an approximate cost of $700.

B. #8427 Alco RS3:

i. 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.

ii. 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.

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

C. #11 GE Switching Engine:

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

ii. In 2018 this locomotive consumed an average of 82 litres of diesel fuel per run, at an approximate cost of $105.

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

i. To repair and operate the #8427 Alco locomotive for use in 2019; this is achievable both in terms of time and cost. The cost projections in the five-year budget are based on #8427 being the primary engine in 2019, and continuing in a lead role following that, due to its much lower fuel consumption and lower maintenance requirements than the #7 Baldwin steam locomotive.

ii. To emphasize the boiler rebuild of the #7 Baldwin steam locomotive as a project extending into 2020. Because of the cachet of a steam locomotive, this should permit the development of a fundraising & sponsorship program to assist in covering the costs of the work. There is a remarkable amount of specialized and skilled volunteer labour already committed to this project through the Boilermakers' Union and the coordinating steam engineer. Once the project is complete, this locomotive would go into limited service, for special events, etc. Following the model of other heritage railways, a premium should be charged for tickets on these steam trains. Limited use will decrease the maintenance requirements of this locomotive, which are calculated on running days, will make its operation more of an event, and will cost the overall cost of operation, due to the lower fuel consumption of the #8427 RS3.

iii. 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.

iv. The budget costs are predicated on the above model – high repair costs for the #8427 in 2019, for the #7 in 2020 – followed by strategic use of the two primary engines in subsequent years, as reflected in predicted fuel costs.

v. The five passenger coaches are in good serviceable condition. They require regular maintenance and inspection.

3. Facilities:

A. The Roundhouse and the property surrounding it are essential to the operation of the APR.

i. 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 a number of spur tracks that are used for storing rail equipment and assembling trains.

ii. 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.

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

B. 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.

i. It is recommended that this prominent and function-specific building be included in the ongoing operations of the APR.

ii. The budget reflects this, with seasonal staffing, repair and maintenance budgets, 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.

4. Track, ROW, & Bridge Maintenance:

A. 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.

i. 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 currently certified for use by all APR locomotives, longer-term work will be required on the three bridges in the run to McLean Mill NHS.

ii. 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. SRVI also assists with signals and other safety-critical aspects of track maintenance.

iii. It is recommended that a comprehensive program of track maintenance be initiated starting in 2019, based on the "Alberni Pacific Railway Bridge and Track Maintenance Program 2017-2027." This recommends an annual budget of $100,000, to replace 400 ties per year, with periodic capital programs with much higher budgets for bridge repair. It is suggested that this be adjusted by increasing the annual number of ties replaced, to shorten the full replacement cycle, but also to reflect the other bridge studies that suggest their condition is better than previously understood. The basic annual budget should reflect this, with $125,000 as the baseline, increased to $200,000 when bridge work is anticipated.

iv. This maintenance could be performed either by contract – in 2017 400 ties were replaced this way at a cost of $45,000 – or through employing an APR track crew. It may be best to combine both – to bring in rail contractors to repair blocks of rail quickly, and to maintain a small crew to respond quickly to identified deficiencies. The cost per tie replaced of both options seems to be similar, and is contained within the track, ROW, & bridge segment of the proposed budget.

5. Personnel:

A. 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.

i. It is suggested that a APR Manager position be established at a 0.3 FTE level – that is three days per fortnight. More time may be required at first, but this should maintain enough continuity and oversight to permit the duties required

ii. 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 0.8 FTE level – four 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.

iii. 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.

iv. 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.

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

vi. 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.

vii. 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.

DRAFT APR Budget - January 2019	Column2	Column3	Column4	Column5	Column6	Column7
		2019	2020	2021	2022	2023
REVENUE						
Fundraising, Donations, Sponsorships		20,000.00	100,000.00	25,000.00	30,000.00	30,000.00
GRANTS-City of Port Alberni		192,000.00	177,400.00	189,350.00	102,950.00	165,300.00
Capital						
Grants - Canada Summer Student, etc.		11,000.00	22,000.00	25,000.00	25,000.00	28,500.00
Ticket Sales		100,000.00	125,000.00	150,000.00	165,000.00	175,000.00
Total Revenue		323,000.00	424,400.00	389,350.00	322,950.00	398,800.00
EXPENSE						
0.3 APR Manager includes MERCS		21,000.00	21,400.00	21,800.00	22,300.00	22,800.00
0.8 Railway Mechanic includes MERCS		48,000.00	48,800.00	49,700.00	50,700.00	51,800.00
Staffing - train station/ancillary		11,000.00	17,000.00	17,500.00	18,000.00	18,500.00
Annual Track, ROW & Bridge Maintenance		125,000.00	125,000.00	200,000.00	125,000.00	200,000.00
Fire Watch		7,000.00	7,200.00	7,400.00	7,900.00	8,200.00
Train Crew		9,000.00	9,000.00	9,500.00	9,500.00	10,000.00
Locomotive Repair & Maintenance		40,000.00	125,000.00	10,000.00	15,000.00	12,000.00
Reserve for scheduled major locomotive repair		5,000.00	5,000.00	7,500.00	7,500.00	7,500.00
Janitorial - Station & Hilton		5,000.00	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		10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
Bank Charges & Interest		1,500.00	1,500.00	1,500.00	1,500.00	1,500.00
Fuel - Diesel & Gasoline		13,000.00	8,000.00	8,500.00	8,500.00	9,000.00
Fuel - Bunker C		700.00	14,000.00	14,000.00	14,500.00	14,500.00
Insurance - APR/Director		1,800.00	2,000.00	3,000.00	3,000.00	3,000.00
Licences, Fees & Dues		2,000.00	2,000.00	2,200.00	2,200.00	2,400.00
Repairs and Maintenance - Station		5,000.00	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		3,500.00	3,500.00	3,500.00	3,600.00	3,600.00
Telephone/Utilities		6,500.00	7,000.00	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		323,000.00	424,400.00	389,350.00	322,950.00	398,800.00

NET INCOME		0.00	0.00	0.00	0.00	0.00

McLean Mill National Historic Site – Operational Considerations:

1. **Recognition as a National Historic Site:**
    a. In 1989 the Historic Sites and Monuments Board of Canada designated McLean Mill a national historic site of Canada in 1989 to commemorate: "its collection of extant resources related to logging, sawmilling, transportation and labour; and, its close association to significant aspects of the forest industry." The text of the commemorative plaque summarizes the site's national significance:
        i. A legacy of the early British Columbia forest industry, this steam-powered sawmill is typical of many operations that flourished in the province from the 1880s to the 1940s. Although small in scale, it contains many elements of larger coastal mills including the log haul and double circular saws. Completed in 1927 by the R.B. McLean Lumber Company, a family business, the mill is enriched by associated resources that tell the story of logging, transportation and labour. Together, they commemorate an industry that has dominated economic and social life in British Columbia.

2. **Commemorative Integrity:**
    a. In order to ensure the continued status of McLean Mill as a National Historic Site, and fulfil the terms of the July 23, 1996 Cost Sharing Agreement for McLean Mill NHS between the Minister of Canadian Heritage and the Corporation of the City of Port Alberni, it is essential to maintain the **Commemorative Integrity** of the site.
    b. In the Cost Sharing Agreement Commemorative Integrity was defined as "the health or wholeness of a national historic site. A national historic site possesses commemorative integrity when:
        i. the resources that symbolize or represent its importance are not impaired or under threat,

ii. when the reasons for the site's national historic significance are effectively communicated to the public, and
iii. when the site's heritage values are respected by all whose decisions or actions affect the site."

c. In other words, the physical resources and character of the site must be preserved and remain uncompromised; the site and its resources must be used to present the key messages of its significance; and the heritage values of the site must remain paramount.

3. Description of Historic Place:

a. The "Historic Place" is the overall physical resource that represents the **commemorative intent** of McLean Mill NHS. As stated by Parks Canada, it is "a former sawmill and logging operation located on 13 hectares of forested land in the Alberni Valley of Vancouver Island. The formal recognition consists of some 35 structures and the land surrounding them. Built resources include an operational steam operated sawmill, and ancillary structures including a wide variety of wooden garages, storage structures and outbuildings, a cluster of wooden residences and administrative buildings, and a rail line. Landscape features include outdoor areas for processing and storage of lumber, and a mill pond."

4. Heritage Value:

a. This Commemorative Integrity Statement is taken from the Minutes of the Historic Sites and Monuments Board, June 1989:
McLean Mill is a rare, surviving example of an early- to mid-20th-century logging and lumber operation in British Columbia. Established in 1925 by Robert Bartlett McLean, his wife Cora and their three sons, it continued as a family-run operation until 1965. Built resources at the site were constructed of local materials by the McLean family and their workers. The deliberate creation of zones of activity is still plainly visible. The site

includes a steam-powered sawmill and original machinery representative of the range of activities undertaken in the forest industry. Built resources and machinery span the 40 years of mill operation, demonstrating the typical components of a British Columbia sawmill and logging operation and their evolution over that period. The site also includes transportation facilities for a steam-powered locomotive.

5. Character-Defining Elements

a. Key elements that relate to the heritage character and so commemorative intent of McLean Mill include:

i. the location of the site within a forested area, close to Port Alberni;

ii. the utilitarian design and materials of structures at the site as illustrated in the wood construction of buildings, including heavy timber construction, light frame construction, vertical and horizontal weather-board siding, and wood-shingle and corrugated-metal roofing;

iii. the use of local, unfinished red cedar and Douglas fir in building construction;

iv. the rough plank boards of early buildings and the more refined timber of later buildings;

v. the division of the site into zones of activity, including the cleared area east of the mill pond, containing a collection of garages, sheds and log dumps associated with the mill's logging operations, the main sawmill and its outbuildings at the northwest part of the site, the village-like cluster of residential and administrative buildings at the southern part of the site, and the shipping area at the westernmost part of the site, containing the rail line and related structures;

vi. the relationship of built structures at the site to each other and to landscape features;

vii. buildings and structures related to the logging operation, including the donkey boom, the log dump, the gas and oil building, the main garage, and the jill poke;
viii. buildings and structures related to the sawmill operation, including the main sawmill building and its component equipment, the power house, comprised of the Boiler Building and the adjoining Sawdust Bin, the green chain or lumber pile deck, the planer mill, the jack ladder, the log carriage, the yard office, the local office, the burning pit, the conveyor, the sawdust storage, the dam, the transformer platform, and the lumber piling yard;
ix. surviving workers' housing and related facilities, including the bunkhouse, the middle cabin, the workers' housing, the workers' cabin, the bookkeepers' cabin, the main house, the cookhouse, and the local office garage;
x. buildings and structures related to transportation, including the loading dock, the rail bed, and the locomotive shed;
xi. the mill pond used for floating and sorting lumber, including, the dam across the Kitsukis Creek, the stone retaining wall, and the lumber fish ladder for salmon.

6. The Assets Representing the Site's Commemorative Intent:

a. All City of Port Alberni-owned – including the property itself, the built environment/structures (35 historic structures and the culturally-modified landscape) and the McLean Mill collection of industrial objects (including 20-25 large machines & trucks, as well as countless smaller objects with McLean Mill provenance).
b. Of primary importance are the Class 1 historical resources in the historic zone; those which contribute directly to the **commemorative integrity** of the site.

c. Of secondary importance [to commemorative integrity] are the contemporary resources, including the Visitor Centre, and the spar tree/logging display area.
d. In addition, the site provides abundant opportunity for presenting information about the natural history of the area. This is enhanced by the presence of the AVEA hatchery, and the 2014 Kitsuksis Creek fishway project, which provides enhanced viewing of the creek.
e. The site also provides opportunity for presenting the story of Nuu chah nulth use of forest and other terrestrial resources, as a complement to the narrative of the post-contact capitalist forest industry on the coast of British Columbia.

7. Operational Obligation:

a. Under the 1996 cost-sharing agreement with Parks Canada, the City of Port Alberni agreed to "operate, maintain, conserve and present McLean Mill in the same condition as its conserved state, for a period of forty-two (42) years," ending in 2038. In other words, the expectation is that the City will ensure the preservation and presentation of the site, as it was left in 2000, after the initial phase of restoration/cost-sharing expenditure.

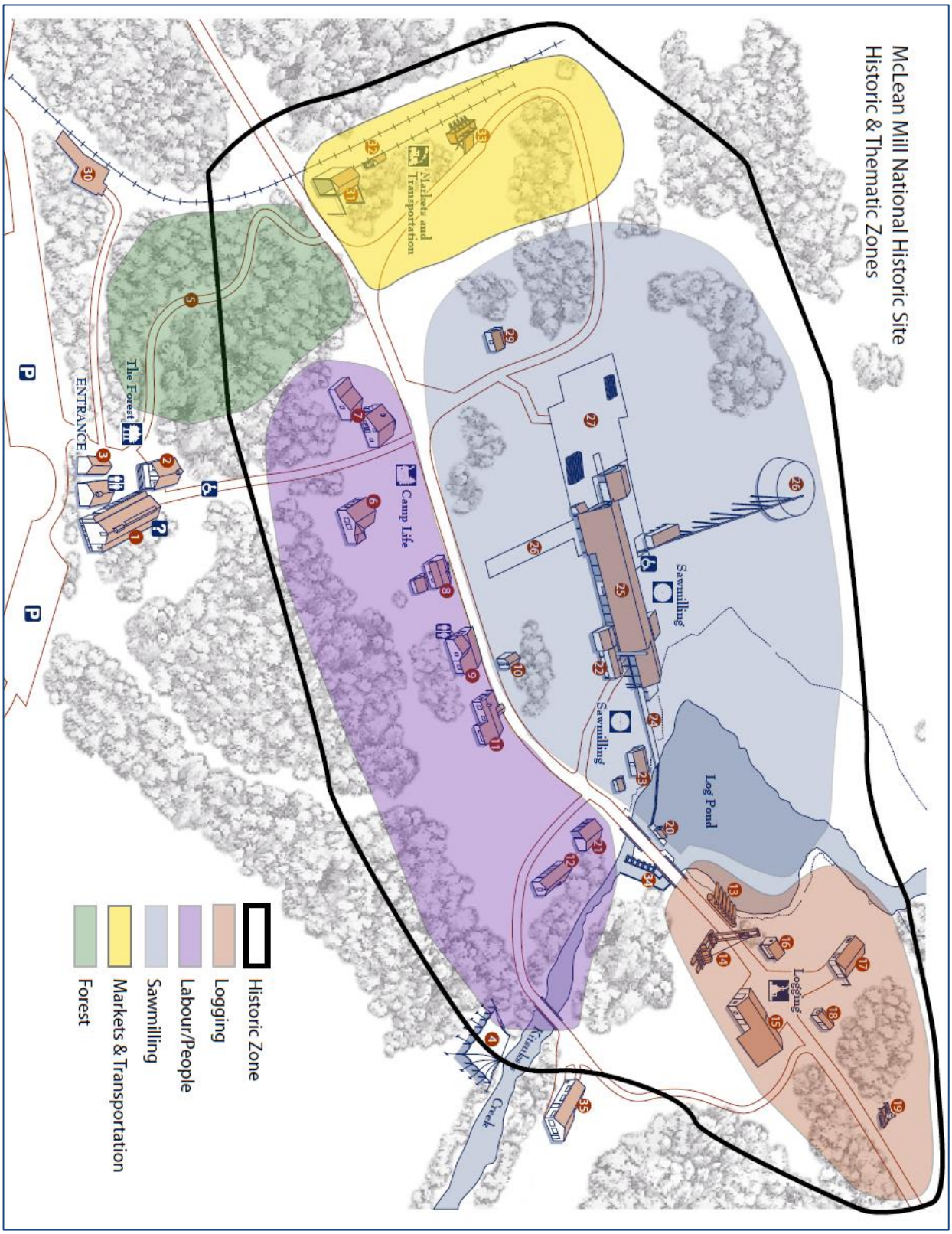
8. Implementation – 2000 – 2018:

a. The template for the preservation and presentation of the site was the 1993/1996 document, "A Management Plan for the McLean Mill National Historic Site," prepared by Commonwealth Historic Resource Management Ltd. In consultation with community stakeholders, this document recommended a relatively ambitious "**Working Sawmill Community**" strategy [**Option 3A** in the Management Plan]. It was felt that this approach, with higher levels of restoration and machine operation, could become financially self-sustaining, with anticipated visitation of 114,600 people in the first year of operation.

b. This "**Option 3A**" is the model that has been generally followed since 2000 in the operation of the site. Although the most expensive, it was felt to be the only option that had the "potential to become financially self-sustaining," assuming visitation reached projected levels.
c. Option 3A was anticipated to require 15 site employees, and a payroll of $500,000 per year, in 1993 dollars.
d. It was specified that as well as a 5,000 square foot visitor centre, a 7,500 square foot facility for collections management and storage was required – these current-use structures were to be included in the development.
e. Option 3A, in round figures, was anticipated to attract 143,000 visitors per year by its tenth year of operations, which with other sales and donations was to generate nearly $900,000 in revenue, supplemented by just under $300,000 in public sector/government support, which would exceed by some $200,000 the expected annual operating cost of the facility.

9. The Historic Zone:

a. To ensure the Commemorative Integrity of the National Historic Site, the parties involved in the preservation and presentation of the site, led by the Alberni Valley Museum, defined a "Historic Zone." The majority of the character-defining elements of the site were contained within the boundaries of this zone. On the following pages are a plan of the Historic Zone, as well as a sample of the Level 1 McLean Mill movable objects in the AV Museum Industrial Collection.
b. The totality of the designated Historic Zone is key – the whole has greater value than the individual structures, machines, features, and other extant resources of the site. The consideration of all resources in the historic zone is central to any decisions concerning site use.
c. Defining the Historic Zone permitted contemporary-use facilities (visitor services, contemporary interpretation, etc.) to be developed outside the Historic Zone, where it would not compromise the commemorative integrity of the key Level 1 resources.



McLean Mill NHS – Historic Zone, including structures and thematic zones.

Resource Key for Historic Zone Plan (NB - some changes were made since 2016)

1. Food Services
2. Gift Shop/ Admission
3. Administration
4. Interpretive Area
5. Forest Walk
6. Worker's House
7. Arnold McLean House
8. Office
9. R. B. McLean House
10. Root House
11. Cookhouse
12. Bunkhouse
13. Log Dump
14. A Frame
15. Garage
16. Gasoline and Oil Shed
17. Machine Shop
18. Parts Shed
19. Steam Donkey/ Spar Tree
20. Boom Shack
21. Blacksmith Shop
22. Boiler House
23. Millwright's Shed
24. Log Haul
25. Mill
26. Green Chain
27. Lumber Deck
28. Waste Burner
29. Teacherage/ Yard Office
30. Train Platform
31. Loci Shed
32. Rail Siding
33. Dip Tank
34. Fish Ladder
35. Salmon Hatchery

Examples of Level I Objects in the McLean Mill Collection, AV Museum:

1981.7.1 Steam Donkey
[2015 Information Sheet Attached Below]

1991.7.1 1948 Fargo Truck
[2015 Information Sheet Attached Below]

1992.4.1 1951 Maple Leaf Truck
[2015 Information Sheet Attached Below]

1992.26.1 1917 Wehr Grader
[2015 Information Sheet Attached Below]

1994.1.1 1917 Farquhar Steam Tractor
[2015 Information Sheet Attached Below]

1999.3.1 1939 International Truck
[2015 Information Sheet Attached Below]

2994.1.1a-b 1945 Hayes Truck & Trailer
[2015 Information Sheet Attached Below]

2994.1.2a-b 1948 Hayes Truck & Trailer
[2015 Information Sheet Attached Below]

2994.1.3 NC 1939 White Logging Truck
[2015 Information Sheet Attached Below]

2994.1.4 1937 Grader
[2015 Information Sheet Attached Below]

2994.1.5 1939 Ross Lumber Carrier

2994.1.6 MC 1928 Buda Locomotive
[2015 Information Sheet Attached Below]

No Number 1928 Ross Lumber Carrier

No Number 1930s [?] Lumber Carrier

No Number 1955 GMC 3 Ton Truck

No Number Tracked Logging Arch

10. The Alberni Pacific Railway:

a. In 2001 the decision was made to integrate the operations of the recently-formed Alberni Pacific Railway, a heritage railway using City of Port Alberni/Alberni Valley Museum owned equipment, with the operation of the National Historic Site. It was believed that the synergy between the two heritage attractions would provide a stronger attraction for visitors, and so enhance both operations.

b. The Alberni Pacific Railway does not form part of the National Historic Site Designation, so its operations lie outside the NHS Statement of Commemorative Intent. This permits a wider range of activity and modification of resources than would be possible within the Historic Zone.

c. This also means that the operation of the Alberni Pacific Railway does not form part of the 1996 cost-sharing agreement with Parks Canada, so the City of Port Alberni does not have the same obligation to preserve and present the APR until 2038; it may be treated as a separate heritage resource and tourist attraction, rather than as part of a National Historic Site.

11. Other Options Considered:

a. On the following pages are summaries of the two other options for preservation and presentation that were considered in the course of developing the Management Plan for McLean Mill NHS. These are copied directly from the 1993 Draft Management Plan prepared by Commonwealth Historic Resource Management Ltd.

b. They demonstrate lower levels of restoration and operation than was intended in the chosen Option 3A – “Working Sawmill Community.” They were not chosen in the 1990s because they were felt to have lower potential revenue as operating historic sites. However, they also had lower development costs and costs of operation. Option 3A was chosen on the assumption of high visitation, and so high income, which was never

realized. Peak visitation, in the last decade, was roughly 10% of the projected visitation.

c. Perhaps these lower-intervention, lower-activity options would be worth revisiting in 2019?

Option 1: 'Preserved Sawmill Community'

This option called for a relatively passive interpretation of the resources and limited programming, emphasizing preservation. With respect to resource protection, over the *short term,* this option would provide the highest level of protection for the physical resource, since all buildings and structures remaining standing would be stabilized and relatively few would be in active use. Over the *long term,* however, the main threat to the physical resource is from natural causes: deterioration to the wood materials caused by the moist, temperate climate. This would require an ongoing program of maintenance and stabilization, which would surely ultimately involve the replacement of most, if not all, wood structural and non-structural members. The long-term rate of deterioration might be highest with Option 1, since most structures would not be used, heated, or maintained on a day-to-day basis. Although the historic *fabric* would change in the long term, the historic *design* would not, since this option would entail the least amount of intervention to design features for the purpose of accommodating interpretation and circulation needs.

This option would provide the highest level of protection for landscape resources. *In situ* archaeological resources would benefit from fewer people, but might suffer from relative lack of supervision. Machinery and large artifacts, like buildings and structures, would be well protected over the short term, but might deteriorate more over the long term from disuse and lack of maintenance. The option would provide the least opportunity for preservation of historical technologies.

With respect to presentation strategy, Option 1 provided a good opportunity to present the commemorative intent, but its effectiveness would be limited, because of the relatively little opportunity for visitor interaction or for sensory experiences. The operational aspects would be the least complex of the three options.

This option had the lowest capital cost ($4.4 million), the lowest visitor forecast (38,900 in the first full year of operation), and little potential to become financially self-sustaining.

Option 2: 'Evolution of the Lumber Industry'

This provided for the demonstration of machinery with a relatively low level of intervention to the structures. Over the *short term,* this option would provide a reasonably high level of protection for the physical resource; less than Option 1, but more than Option 3. The interventions would be similar to those for Option 1, although a few structures would be restored and operated and a few missing structures would be reconstructed. Over the *long term,* deterioration would require the same ongoing program of maintenance as for the other options, and the structures' limited use might encourage deterioration.

Option 2 would provide somewhat less protection for landscape and archaeological resources than Option 1. With respect to machinery and large artifacts, it would provide the best balance between protection from wear and tear and day-to-day maintenance. Historical technologies would be preserved, since historical machinery would be operated.

With respect to presentation strategy, this option provided the best opportunity to present all of the commemorative themes, since it would interpret the historical evolution of the industry. It would also provide excellent opportunities for variation in interpretive products. Operation would be more complex than Option 1, because of the requirement to conform to health and safety regulations for operating machinery.

The capital costs were estimated to be $5.8 million and the visitor forecast was 62,700. This option had the least potential to become financially self-sustaining.

Option 3: Operating Sawmill and Community

With respect to resource protection, over the *short term* this option would provide a very good level of protection for buildings and structures, although less so than either of Options 1 or 2. In many cases the level of intervention would be highest. Most extant structures would be restored or rehabilitated, rather than stabilized; and some would be reconstructed (as in Option 2). The mill would be operated more intensively than in Option 2, possibly requiring additional structural reinforcement.

Over the *long term,* deterioration would require the same ongoing program of maintenance (and replacement of fabric) as for the other options. Long-term deterioration would, in fact, be less than in Option 1, because more buildings would be used and therefore would be heated and would benefit from housekeeping and maintenance on a day-to-day basis.

This option would provide somewhat less protection for landscape resources than Options 1 or 2, since it would have a higher visitation level. Furthermore, it would be necessary to provide broader and more durable circulation routes than in the other options. The higher visitation level would also yield somewhat less protection for *in situ* archaeological resources. The use of the field by many picnickers might threaten the remains of the Japanese Village more than in the other options.

Machinery and vehicles would be operated on a regular basis. This would provide the most wear and tear; however it would also lead to day-to-day maintenance. The machinery would therefore remain in a good state of preservation, although with the continual replacement of moving parts. With respect to small artifacts, there would be little, if any, difference among the three options.

This option would provide the best opportunity for the preservation of historical technologies, since historical machinery would be operated and under conditions that approximate those of the working mill.

With respect to presentation strategy, the site and its activities would be presented as they were in the 1950s. This would provide an excellent opportunity to interpret the commemorative themes as they relate to the third (final) period of operation of the McLean Mill. However, the appearance, activities, and technologies associated with the first and second periods of operation would not be presented directly. They would be interpreted passively, both on site and at the VRC. As with the other options, the VRC would be available for the interpretation of thematic issues in which the site may be deficient.

This option would provide the best opportunities for animated and interactive communications products, and would offer the best sensory experiences. Historical machinery and vehicles would be operated on a continual basis, and there would be a high-quality program of personal interpretation. However, this option would offer fewer opportunities than the other options for static exhibits, which would therefore likely require that the VRC be used to a greater extent to interpret aspects of site development and operation.

As for operations, this option would be the most complex to administer and operate. The milling, logging, and transportation operations and schedules would have to conform to both the mill's requirements and the site's interpretation and programming requirements, requiring a considerable amount of co-operation between the site superintendent and the mill manager. Furthermore, the health and safety requirements would likely be more stringent than with Option 2, because of the more extensive use of machinery and the larger number of visitors on site.

The capital costs were estimated to be approximately $7.4 million, and visitor forecasts during the first full year would be about 114,600. This option is the only one of the three to have the potential to become financially self-sustaining.

The Selected Plan Concept: Working Sawmill Community

The present Plan Concept (dubbed 'Option 3A') was selected by the Client Group, after consultation with their respective colleagues and constituencies. It resembles Option 3 in most respects. The changes include some variations in the periods to which some buildings will be restored, the first priority of the operating sawmill being visitor and interpretive needs (and not production needs), and removal of the operating railway from the core site. Following is a detailed description of the Plan Concept:

[To be found in the 1993 Draft Management Plan]

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

Foundation

The McLean Mill Society Vision

To operate a world class unique visitor attraction with 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 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	Activites	Indicators
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
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

Outcomes	Outputs	Activites	Indicators
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
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	• Revenue from events and ancillary attractions meets budgetary allotment

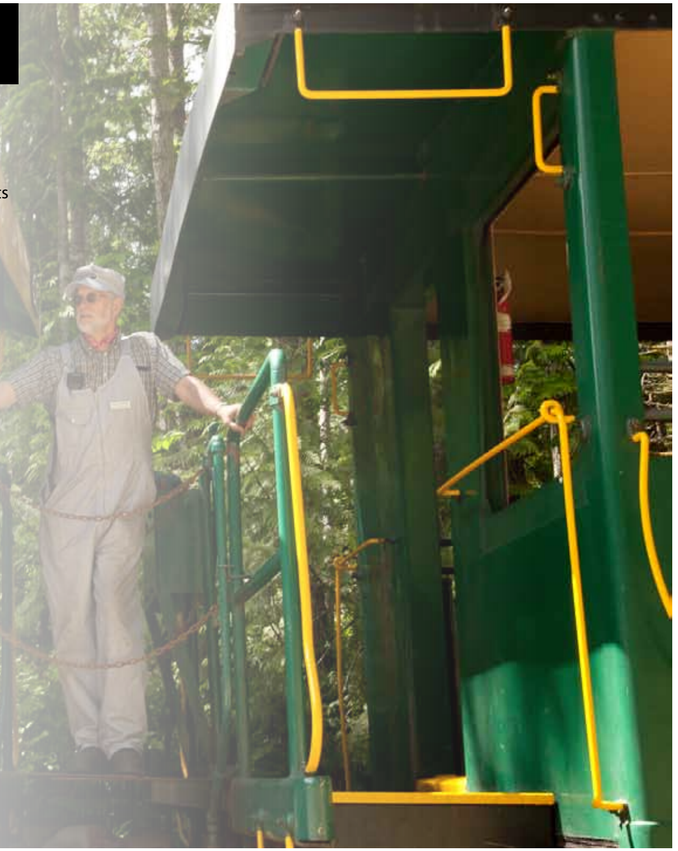
Outcomes	Outputs	Activites	Indicators
To actively fundraise on an ongoing basis to acquire funds for operations and future growth			
• Fundraising activity contributes to operational costss	• Core operating budget • Program funds	• Review fundraising strategy on an ongoing basis	• Implement fundraising strategy on an annual basist
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	Activites	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	Activites	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 attainment of the foregoing purposes and the exercise of the powers of the Society.

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.

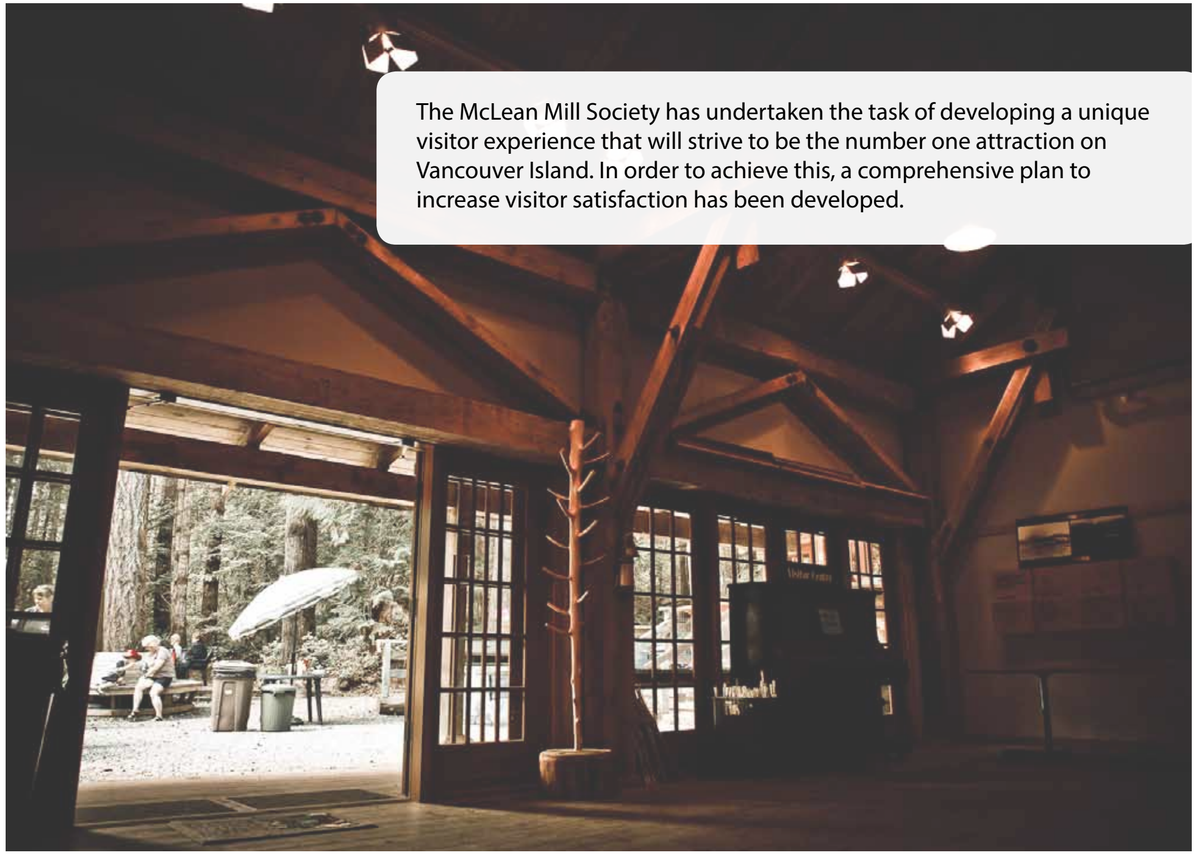
Japanese Garden – a Japanese garden will be developed to honour the Japanese folks that lived at the site

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

- **Grounds 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	Activites	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.

Capital Budget

McLean Mill & AV Museum Industrial Collections Capital Plan 2017 - 2021

Revenue (Capital)	2016	2017	2018	2019	2020	2021
Regional District of Alberni/Clayoquot	$29,900.00	$29,900.00	$29,900.00	$29,900.00	$29,900.00	$29,900.00
City of Port Alberni - 2016 contribution may be much higher, depending on how much of restaurant/entry redevelopment funding is included	$20,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00
City of Port Alberni - Fire Suppression System Replacement & Rental of Temporary System	$140,000.00					
City of Port Alberni - contribution to WVIIHS & Parks Canada cost-sharing program for Mill Complex repairs & restoration	$13,694.00	?	?	?	?	?
Parks Canada	$13,694.00	?	?	?	?	?
Duncan, Sabine & Collier sponsorship - for Office - started in 2014 [?]	$1,000.00	$1,000.00	$1,000.00			
Roc-Star Enterprises sponsorship - for Blacksmith Shop - started in 2014 [?]	$1,000.00	$1,000.00	$1,000.00			
	$217,288.00	**$41,900.00**	**$41,900.00**	**$39,900.00**	**$39,900.00**	**$39,900.00**

Capital Budget cont.

McLean Mill & AV Museum Industrial Collections Capital Plan 2017 - 2021

Expenses (Capital)	2016	2017	2018	2019	2020	2021
McLean Mill Infrastructure						
Mill Complex Restoration - ongoing WVIIHS & Parks Canada cost-sharing program, with matching funds supplied by the City of Port Alberni	$33,788.00	?	?	?	?	?
Mill Boiler [from 2011-2015 capital plan]		$1,200 - valves	$5,000 - feedwater pump	$8,000 - economizer		
Sawmill Boiler & Machinery - repair & replacement		$5,000	$5,000	$5,000	$10,000	$5,000
Fire Suppression System Replacement & Rental of Temporary System	$140,000.00					
Arnold McLean House Garage Restoration [on the verge of collapse] - would provide machinery storage		$40,000.00				
Truck Shed/Garage re-roofing & restoration - would provide machinery storage			$25,000.00			
Remediation of dam, sluice gate & dredging of pond [deferred from 2014]		$50,000.00				
Repair of roof, eaves & rafters of Machine Shop			$20,000.00			
Window repair & painting - Bunkhouse		$5,000.00				

Capital Budget cont.

	2016	2017	2018	2019	2020	2021
Reconstruction of historic porches and back room on Bunkhouse, Cookhouse, Office					$20,000	
Ongoing program of appropriate repair and maintenance of historic structures for preservation - all buildings		$15,000.00	$12,000	$10,000	$10,000	$10,000
McLean & other houses - hazardous materials remediation				$10,000		
Return Blacksmith Shop to historical configuration - dirt floor, etc.						$12,000
Develop dry & secure storage/display facilities for McLean Mill-specific trucks & machines			$50,000.00		$50,000.00	
Ongoing maintenance of Farquhar Steam Tractor [restored 2012], McLean Steam Donkey [restored 2014], and Millwright's Shed machinery [restored 2016]		$2,500.00	$2,500	$2,500	$2,500	$2,500
Rail Rolling Stock						
Baldwin 2-8-2 Locomotive #7 - annual repairs, preparation for inspection, and eventual boiler repair/replacement		$15,000.00	$10,000	$70,000	$15,000	$10,000
Alco RS-3 No.8427 Locomotive - annual repairs, radiator replacement, cosmetic restoration, eventual engine rebuild		$10,000.00	$3,000	$10,000	$3,000	$40,000
Two-Spot Shay Locomotive - development of dry & secure storage & display space			$30,000.00	$50,000.00		
	$173,788.00	**$193,700.00**	**$162,500.00**	**$175,500.00**	**$105,500.00**	**$84,500.00**

5 Year Budget

Revenue	current	2017	2018	2019	2020	2021
Fundraising, Donations, Sponsorships	20,889.03	20,000.00	20,000.00	25,000.00	25,000.00	30,000.00
Grant - ACRD	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
GRANTS-City of Port Alberni	225,000.00	225,000.00	175,000.00	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	**529,733.49**	**694,500.00**	**670,000.00**	**685,000.00**	**680,000.00**	**690,000.00**

Expenses	current	2017	2018	2019	2020	2021
Mill Manager/Executive Director includes MERCS	55,813.18	60,000.00	62,500.00	65,000.00	65,000.00	65,000.00
Executive Director 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.

Expenses cont.	current	2017	2018	2019	2020	2021
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	0.00	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	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
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	15,000.00	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.

Expenses cont.	current	2017	2018	2019	2020	2021
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
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 Horourarium		25,000.00	25,000.00	25,000.00	25,000.00	25,000.00
Misc/Contingency	3,611.90	2,400.00	7,450.00	10,050.00	9,350.00	7,750.00
Total Expenses	565,374.27	694,500.00	670,000.00	685,000.00	680,000.00	690,000.00
NET INCOME	-35,640.78	0.00	0.00	0.00	0.00	0.00

Cash Flow Analysis 2017

Revenue	2017	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17	
Fundraising, Donations, Sponsorships	20,000.00			2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	20,000.00
Grant - ACRD	30,000.00								30,000.00					30,000.00
GRANTS-City of Port Alberni	225,000.00	50,000.00			175,000.00									225,000.00
Capital	100,000.00				100,000.00									100,000.00
Grants - Canada Summer Student/NETP	20,000.00					15,000.00			5,000.00					20,000.00
Admissions (Train/Station/Online)	187,500.00				3,000.00	15,000.00	22,000.00	46,000.00	45,500.00	15,000.00	20,000.00	6,000.00	15,000.00	187,500.00
Food Sales (from all sites)	25,000.00				500.00	3,000.00	3,000.00	7,500.00	7,500.00	1,500.00	500.00	500.00	1,000.00	25,000.00
Gift Sales (from all sites)	32,000.00				5,000.00	3,000.00	3,000.00	9,500.00	9,500.00	1,500.00	1,000.00	1,000.00	3,000.00	32,000.00
Rental Income (site)	10,000.00					1,000.00	1,000.00	2,000.00	2,500.00	2,000.00	500.00	500.00	500.00	10,000.00
Total Revenue	**694,500.00**	**50,000.00**	**0.00**	**2,000.00**	**281,000.00**	**39,000.00**	**31,000.00**	**67,000.00**	**102,000.00**	**22,000.00**	**24,000.00**	**10,000.00**	**21,500.00**	**649,500.00**
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	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	60,000.00
Executive Director Assistant includes MERCS	25,000.00			2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	25,000.00
Staffing - train station/kitchen/gift shop	40,000.00				1,500.00	5,000.00	7,500.00	10,000.00	10,000.00	1,000.00	1,000.00	1,000.00	3,000.00	40,000.00
Staffing - Interpretation - CSS/NETP	20,000.00					5,000.00	5,000.00	5,000.00	5,000.00					20,000.00
Fire Watch	7,000.00						1,000.00	2,000.00	2,000.00	2,000.00				7,000.00
Train Crew	50,000.00				500.00	2,500.00	5,500.00	12,500.00	12,500.00	6,000.00	4,000.00	2,000.00	4,500.00	50,000.00
Track R & M crew	0.00													0.00
Sawmill Crew	10,000.00					4,000.00		4,000.00		2,000.00				10,000.00
Janitorial	10,000.00			1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	10,000.00
Caretaker Expense	10,000.00				10,000.00									10,000.00

Cash Flow Analysis 2017 cont.

Expenses cont.	2017	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sept '17	Oct '17	Nov '17	Dec '17	
Accounting and legal	10,000.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	650.00	2,850.00	10,000.00
Advertising	25,000.00		2,000.00	3,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	3,000.00	3,000.00	2,000.00	25,000.00
Bank Charges & Interest	0.00													0.00
Capital	100,000.00				100,000.00									100,000.00
Food Costs (from all sites)	8,250.00				165.00	990.00	990.00	2,475.00	2,4750.00	495.00	165.00	165.00	330.00	8,250.00
Fundraising	3,000.00			300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	3,000.00
Fuel - Non Train	3,000.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00
Fuel - Train	40,000.00				420.00	2,100.00	4,620.00	11,440.00	10080.00	4,200.00	2,520.00	1,260.00	3,360.00	40,000.00
Gift Costs (from all sites)	16,000.00				250.00	1,500.00	1,500.00	4,750.00	4,750.00	750.00	500.00	500.00	1,500.00	16,000.00
Insurance - WVIIHS/Director	30,000.00				30,000.00									30,000.00
Licences, Fees & Dues	15,000.00				15,000.00									15,000.00
Office Expenses	5,000.00		1,000.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00			5,000.00
Programming/Special Events	21,000.00				10,000.00	5000.00	5000.00	1,000.00						21,000.00
Propane	15,000.00	1,000.00	1,000.00	1,000.00	1,000.00	2,000.00	1,000.00	2,000.00	1,000.00	2,000.00	1,000.00	1,000.00	1,000.00	57,500.00
Repairs and Maintenance - Site	5,000.00				3,000.00	500.00	500.00	500.00	500.00					5,000.00
Repairs and Maintenance - Tracks	25,000.00				25,000.00									25,000.00
Repairs and Maintenance - Train	15,000.00				15,000.00									15,000.00
Repairs and Maintenance - Station	5,000.00				3,000.00	500.00	500.00	500.00	500.00					5,000.00
Repairs and Maintenance - Historic Site Buildings	5,000.00				3,000.00	500.00	500.00	500.00	500.00					5,000.00
Repairs and Maintenance - Historic Site Buildings	2,500.00				1,500.00	250.00	250.00	250.00	250.00					2,500.00
Security	5,000.00	410.00	410.00	410.00	410.00	410.00	410.00	410.00	410.00	410.00	410.00	410.00	490.00	5,000.00
Supplies	7,800.00	500.00	500.00	500.00	1,800.00	1,000.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	7,800.00

Cash Flow Analysis 2017 cont.

Expenses cont.	2017	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sept '17	Oct '17	Nov '17	Dec '17	
Telephone/Utilities	25,000.00	2,000.00	3,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	25,000.00
Travel Expenses	5,000.00	500.00	500.00	500.00	500.00	500.00	200.00	200.00	200.00	400.00	500.00	500.00	500.00	5000.00
Volunteer Appreciation	900.00				450.00					450.00				900.00
IHS Horourarium	25,000.00				250.00	1,250.00	2,750.00	6,750.00	7,000.00	2,500.00	1,500.00	1000.00	2000.00	25,000.00
Misc	50.00				50.00									50.00
Total Expenses	649,500.00	10,310.00	14,310.00	17,610.00	236,995.00	4,7200.00	5,1920.00	78,975.00	71,865.00	36,905.00	27,295.00	23,035.00	33,080.00	649,500.00
NET INCOME	0.00	39,690.00	-14,3100.00	-15,610.00	44,005.00	-8,200.00	-20,920.00	-11,975.00	30,135.00	-14,905.00	-3,295.00	-13,035.00	-11,580.00	0.00
Cumulative Cash Flow		39,690.00	-25,380.00	9,770.00	53,775.00	45,575.00	24,655.00	12,680.00	42,815.00	27,910.00	24,615.00	11,580.00	0.00	0.00

Davina Hartwell

Subject: FW: Committee of the Whole Invites Input on McLean Mill - Jan 21, 2019
Attachments: McLean_Mill_Pond_History.pdf

From: Susan Roth <s.roth61@gmail.com>
Sent: Friday, January 18, 2019 12:24 PM
To: Alicia Puusepp <alicia_puusepp@portalberni.ca>
Subject: Re: Committee of the Whole Invites Input on McLean Mill - Jan 21, 2019

Hi Alicia

The following is what I would like to contribute to the discussion (also note the pdf attached as well):

I have reviewed the report about the contamination problems at McLean Mill and think the City needs to undertake further assessment as recommended by Dave Clough, Biologist and TerraWest Environmental (both authors of the report).

Note that I copied John McNabb in this email as he represents Beaver Creek resident's best interests which should be considered in handling the matter. As well, Beaufort and Cherry Creek residents should be considered. All three areas are in close proximity of McLean Mill.

A newsletter posted on the City's website says in response to TerraWest Environmental's report, the City of Port Alberni has directed their consultants to do the following:

- Undertaking additional sampling in McLean Mill Log Pond to determine if sediment and surface water impacts extend beyond the initial sample locations;
- Conducting a full review of all historical reports and records for comparison;
- Working with BC Dam Safety and other agencies/consulting firms to determine the project scope for upgrading the current McLean Mill Log Pond dam; and
- Continuing to keep affected residents and stakeholders informed throughout the process.

The City of Port Alberni failed to include a very important part of TerraWest's recommendations in their direction to their consultants. The biologist and agrologist also recommended "an assessment of the wider mill property and historical uses to attempt to identify the source of the contaminants currently identified in the pond." Why has the City leave this out? Is it because of costs? If so, the report also noted that provincial government funds may be available to assist in investigations, sampling, and possible remediation. Surely, the regional district can assist in acquiring funds?

Good reasons exists to conduct further assessments of the mill site. From what I have learned from former workers, McLean Mill treated lumber before shipping it out on the trains. A lift truck dipped each load of lumber in a tank filled with a chemical solution located next to the train tracks (please see photograph below). The chemical solution could have easily contained PCBs and other potentially harmful chemicals. Current test results in TerraWest's report show that the sediment in and around the pond contained Chromium, Mercury, Arsenic, Acenaphthylene, polychlorinated dioxins and

furans, and more. Research shows polychlorinated dioxins and furans are extremely toxic even at very low concentrations. The source needs to be located and immediately addressed.

This is where I found the information that says polychlorinated dioxins and furans are extremely toxic even at very low concentrations: https://www.sciencedirect.com/topics/pharmacology-toxicology-and-pharmaceutical-science/polychlorinated-dibenzodioxins

The day following the release of contaminated water from the pond, I took a walk around the mill site. I saw reddish brown water being pumped from the mill pond into a stream flowing in the direction of my property in Beaver Creek. Who is to say that the chemicals used in the dip tank haven't migrated into the pond? And if so, perhaps the chemicals have gone in other directions as well. I know a young family that lives close to McLean Mill that uses well water in the everyday lives. It's not fair to expose them to such a risk. People that live close to and downstream from McLean Mill need reassurance that everything possible has been done to ensure contaminants at the mill site are either removed or properly contained.

Please include all of the recommendations in your direction to the consultants that are investigating the matters.

NOTE: Terrawest Environmental made the following recommendations (copied and pasted from the report):

4.0 Conclusions & Recommendations

Laboratory analytical results indicated exceedances of applicable standards in both sediment and surface water samples obtained from the mill pond. Based on the findings of this sampling program, TerraWest recommends further delineation works be conducted to determine if sediment and surface water impacts extend beyond the initial sample locations. Additionally, TerraWest recommends an assessment of the wider mill property and historical uses to attempt to identify the source of the contaminants currently identified in the pond, in addition to full review of all historic reports provided by DR Clough Consulting on October 23, 2018.

Best Regards

Susan E. Roth

6597 Walker Road
Port Alberni, BC V9Y 8W8
T: 250-918-8920
E: sroth61@gmailcom

This photograph was posted on Facebook on January 10, 2019. It shows that the contamination issue could easily extend beyond the current mill pond. Look at the size of the pond when the mill was in operation. It was much larger than it is now.

Davina Hartwell

From: Alicia Puusepp
Sent: Friday, January 18, 2019 11:45 AM
To: Davina Hartwell
Subject: FW: Comments to McLean Mill future as a train business proposition
Attachments: Track to Train Proposal.Aug.2018 (1).docx

Hi Davina,

Please find attached a piece of public input for inclusion in our records of the Jan 21st COW.

Regards,
Alicia

-----Original Message-----
From: jbarandiaran@telus.net <jbarandi@telus.net>
Sent: Friday, January 18, 2019 10:05 AM
To: Alicia Puusepp <alicia_puusepp@portalberni.ca>
Subject: Comments to McLean Mill future as a train business proposition

Hi Alicia, unfortunately, I am away from Canada until the end of March 2019.
However, as a past Director of the McLean Mill Society, I'd like to add a document to be considered as part of the Community input.

These ideas are not new and are known by the current MMS Board, the IHS and some Port Alberni officials such as Tim Pley and Pat Deakin among others.
The document I am attaching - dated August 2018 - outlines my position regarding the railway portion of the MMS business.

In short, I am suggesting that the MMS, IHS and the City of Port Alberni should stop throwing money at an uneconomic, non-feasible, unrealistic and dead end business proposition such as maintaining a railway service in the Alberni Valley.
The costs, finances and market numbers realities show that there is no future for railways - either for transportation or tourism - in Vancouver Island.
Let's redirect our money and resources to other areas at MMS that may have a better outlook.

Best regards,

Jorge Barandiaran
250-723-7127

Port Alberni Track to Train Conversion Draft
August 14, 2018.

General Objectives

- The decommission and conversion of the APR/Island Corridor Foundation railway track to trail between the Port Alberni Train Station and the McLean Mill. The new trail would be a multi-purpose thoroughfare for hiking, biking, non-motorized vehicles and for horse riding near the McLean Mill and Log Train trails.
- In parallel, the City of Port Alberni may decide to relocate all the locomotives – steam, diesel and those in process of upgrading or repair; train wagons and railway stock to a designated area at the McLean Mill. Thus creating the conditions to declare the site a "Historic Steam Park" location.
- If the decision to move all the train stock to the McLean Mill is made, Council may consider to convert the Roundhouse area into Community Gardens with an access or entrance point at the 3rd Street and Bute intersection.

The Why?

1. All over North America trains are becoming uneconomic, railways are being replaced across the board in the transportation market – except for some cargo/long distance services and Rocky Mountaineer type of services – and passenger railway travel is unlikely to return as a model.
2. In Canada, most Provinces and cities are repurposing those tracks (if they can) to tourism and community use. Some examples in BC include the Kettle Valley Railway in the Interior and the Galloping Goose in Victoria. Conversion advances have being made in the Cowichan Valley and Nanaimo which will offer trail connections to Port Alberni in the future.
3. The biggest consideration in retaining the current business model is costs. MMS revenues and expenses are listed at the $515K range for the next 5 years. MMS expects ca. $200K from City grants, a further $125 in Capital grants and assumes ca. $113.8K in train ticket revenue. MMS costs include $150K to be disbursed to IHS for the APR and related operations to service the Mill traffic. One of the key problems is that to August 9, 2018 train tickets sales are just over $47K which is 41.6% approximately of the expected sales – and the season is practically over.
4. It appears conclusive that MMS / APR, either on their own or combined, do not offer a viable business model and do not provide a sustainable revenue model.

Rationale for Staying in the Current Model or Conversion

On the Cons side for Staying in the Current Model:

1. The alternatives considered to date; i.e. to run the McLean Mill with or without steam and with or without trains (either steam or diesel) are uneconomic.
2. Future trains' maintenance will be more expensive than today.
3. Future locomotives' repair will be more expensive than today.
4. Locomotive repairs are not reliable at present and will be less reliable in the future as the stock ages and the costs will be higher.
5. All train and railway operations have the potential of creating liabilities to the City.
6. The use of the current transportation model is seasonal at best; i.e. 68 summer departures between April and September plus sporadic outings the rest of the calendar year. Roughly, 68/365= 18.5% use of the total days available.
7. Average ridership is very low: about 30 passengers on average per train that has a 180 passenger capacity. Roughly 30/180= 16.7% ridership in this 2018 summer season.

On the Pro side for Conversion:

1. All potential railway operational liabilities cease to exist.
2. All capital and operational costs related to APR train operations – currently running at $150K per year – will be eliminated. The potential #7 locomotive repair next year, estimated by some at $40-60K and by others at $100K, will be avoided.
3. Future track maintenance costs – estimated at $1.2 million over the next 10 years period – will be eliminated.
4. All "steam" related operations will be concentrated under one roof, offering economies of scale.
5. Creating a low cost, low maintenance multi-use trail thoroughfare that will be open to all the community in Port Alberni which can be used 365 days per year.
6. Creation of a multi-use 10 Km trail corridor between downtown Port Alberni and the McLean Mill plus the connection to the 20 Km Log Train Trail.
7. Potential future integration with the E&N trail system and becoming part of the Trans Canada Trail that currently extends between Victoria and Nanaimo in Vancouver Island.

Schedule of One-Time Events if Conversion is Approved

1. Making the decision Track to Trail.
2. Obtain permission from ICF to remove track and use right of way for multi-use trail.
3. Move locomotives, train wagons and rail stock to the McLean Mill.
4. Remove tracks in designated route.
5. Create Community Gardens at Roundhouse area.
6. Divert trail to use crossing at Redford St rather than having a crossing at Stamp Ave.
7. Cover sleepers and install side railings at Roger Creek.
8. Build pedestrian and bicycle bridge overpass at Johnson St.
9. Cover sleepers and install side railings at Kitsuksis Creek.
10. Adapt crossing at Compton Rd.
11. Adapt crossing at Kitsuksis Rd.
12. Adapt crossing at Smith Rd.
13. Develop connection to Log Train Trail.
14. Cover all removed tracks with gravel or suitable material for hiking and bike riding.
15. Create several Trail Head Access Points and Parking sites along the track route.
16. Develop signage for the trail system.

What are the One-Time Main Conversion Costs?

1. Existing track removal. (Some savings possible with rails and sleepers salvaging)
2. Covering exposed track bed with gravel or suitable material.
3. Re-designing access to Redford St. crossing to accommodate connecting foot and bicycle traffic moving along the new trail.
4. Floor cover and side railings for Roger Creek bridge.
5. Johnson St/Highway 4 Overpass
6. Floor cover and side railing for Kitsuksis Creek bridge.
7. Costs of building or re-purposing the Roundhouse area for Community Gardens.
8. Adapting crossings at Compton Rd, Kitsuksis Rd and Smith Rd to accommodate increased foot and bicycle traffic.
9. Creating appropriate Trail Heads (with some Parking areas as well).
10. Signage costs.

Davina Hartwell

Subject: FW: McLean's Mill

From: Ron Merk <ron.merk@telus.net>
Sent: Friday, January 18, 2019 2:26 PM
To: Alicia Puusepp <alicia_puusepp@portalberni.ca>
Subject: McLean's Mill

Hi There Alicia:

The Let's Connect App only allowed me a line of two of input.

Here are is my full feedback:

I'm not sold on McLeans's Mill. It's nice alright and in a beautiful place. (Yes, I've been there)

However, it's well outside the jurisdiction of the city. Using funds from city taxpayers for this project should never have been allowed. Now if the Regional District wants to take it on, that's a different matter.

Should the city continue down this road, there should be at least a drop-dead date for the project to show a profit. (and I mean a real legitimate sustainable profit) Say 2020. If it doesn't, it MUST be abandoned.

The rail line is a different issue and as the terminus is in the city, I would support doing something with it. It does NOT however require McLean's Mill as a destination. Lots of trains are just for the ride and many people would utilize it as a round trip experience. IN fact on my last visit to McLean's Mill, most riders were happy to return immediately from McLeans' Mill. A lot of people I talked to enjoyed the train way more than the Mill and certainly would have preferred returning immediately than waiting around for the 2-3 hours to return on the train.

I'm also NOT sold on the idea of the Mill being a conference ctr - It does little for local businesses used in that fashion. There is little or no flow over to restaurants, etc fro Conference visitors to Mcleans Mill. - Build or modify a location within city boundaries as a conference ctr, especial if city tax funds are used.

Ron Merk
4762 Elizabeth St
Port Alberni BC V9Y 6L9
250-731-8627

Davina Hartwell

From: Lyman Jardin <tlyman@shaw.ca>
Sent: Monday, January 21, 2019 9:40 AM
To: CityPa
Cc: Davina Hartwell; Dan Washington; Ron Paulson; Pat Deakin; Timothy Pley; Sharie Minions
Subject: McLean Mill and Steam in the valley

January 21, 2019
9:30 A.M.

People of Port Alberni and council.

McLean Mill, and steam: the steam engine, the steam donkey, and an operating sawmill driven by steam, spells PORT ALBERNI. What is the price tag on our heritage? And what is the price tag on the value of the "volunteers" who have and continue to offer their time to help our history endure? These are considerations, the value of which, you have to decide on.

In hind site, one must ask: was " the 2016 decision" by council to establish the McLean Mill Society, the right decision? Isn't this decision directly linked to responsibility and liability now surrounding the recent log pond problem. Thus the $200,000 expenditure.

A $$$ Solution?
Is there a place for a small " Steam and Mill Maintenance" tax, similar to the "arena tax", residents have paid to fund the Multiplex over the last 20 years. This "arena tax" is coming to an end in 2020. Couldn't this idea be re-jigged, into a source of funding for McLean Mill and steam train maintenance? I believe, if there is a will, it could. And I believe, that there is a silent majority in the community that supports our mill and steam train.

Diversification, cruise ship visits, the talk of Port Alberni that so many visitors take with them, after have visited the mill or taken the train, could all be lost. As a kid, I ran to the window, as the steam engine whistled its approach to the massive trestle over the river in my little town. As a kid, my grandfather took me to the steam driven sawmill where he worked. I saw and hear the growl of a steam powered engine, as the saw moved into a knotty hard maple log. Steam has a personal meaning to me.

All the best in arriving at an intelligent and viable solution. I will be paying attention.

Lyman Jardin

Davina Hartwell

Subject: FW: The future of McLean Mill and tourism rail in Port Alberni

From: Barry Miller <barrymiller_piano@telus.net>
Sent: Monday, January 21, 2019 2:27 PM
To: Alicia Puusepp <alicia_puusepp@portalberni.ca>
Subject: Re: The future of McLean Mill and tourism rail in Port Alberni

To: The City Council Members of Port Alberni

Re: The future of McLean Mill and tourism rail in Port Alberni

An essential part of any city that values itself is the preservation of its heritage. The McLean Mill and the Alberni Pacific Railway represent a unique physical feature of this community's history. The lived-in buildings and the mechanized plant of the McLean Mill reveal distinctive stories telling how Port Alberni came to be. Having an historical railway as a component of the development that enables visitors to be transported to the heritage site itself is unrivaled.

Failure by the city to continue its financial support of the mill and railway will have a punishing, even fatal effect, and will result in their complete demise. Erasing the stories of our past is like saying the people who came before us never existed.

The most important factor of course is the tourism destination side of the equation. It is economically beneficial for businesses when travelers have a reason to stop and extend their stay in a community. Historical places supply that incentive. Unfortunately to date the number of visitors needed to show a profit for the McLean Mill/Railway venture continues to have growing pains. However, heritage tourism is increasing every year and the city needs to stick with the project.

There is also a factor likely overlooked by those who feel that the Mclean Mill and Alberni Pacific Railway should be shuttered forever.The health benefits that volunteering in this unique project provides to the community should also be considered. Volunteering among seniors who make up a substantial percentage of the Industrial Heritage Society membership, benefit immeasurably. Volunteering has been linked to improved quality of life, stronger social networks and increased levels of physical activity. Taxpayers pay for Echo Centre, an arena, a library, an indoor swimming pool. Why not a project that also enhances all of these community benefits?

As Industrial Heritage Society volunteer conductors aboard the Alberni Pacific Railway for many years, both my wife Pat and myself saw these benefits first hand, and were recipients of the positive comments from tourists who raved about their train ride and visit to McLean Mill.

Port Alberni needs to keep this attraction. McLean Mill and the railway add character and beauty to the city. This fosters a sense of community and serves as a reminder that a city's history belongs to all and must be preserved for future generations.

Sincerely

Pat and Barry Miller

8239 Dickson

Port Alberni, BC

From: wolvesbeach
To: CityPa
Subject: Mclean mill
Date: Monday, January 21, 2019 5:55:29 PM

Time to stop feeding it. Needs a total rethink. The train is way way overpriced. Both need a whole new smaller more efficient and accessible venue..routes..tie ins etc.
Thanks mike wright
.poli sci..tourist dev experience.. contact.me ill help make a whole new plan for this thing....

McLean Mill Historic Park & Alberni Pacific Railway

Before getting into this subject I would like give recognition to the work and efforts of Deanna Beaudoin. She and her staff did a marvellous job of changing the main hall from its former use as a storage area and garage for a golf cart to what it is today.

The McLean Mill Historic Park and the related Steam Train excursions are, in my opinion, a treasure which should be of great benefit to Port Alberni and the district. It goes without saying that if this operation was utilized to its full potential it would be a real benefit to Tourism, our Business Community and our citizens.

Until now and the foreseeable future it has not even begun to offset the cost involved in the operation.

We have carried operations in the same manner for almost two decades and the results have remained unchanged. It is like asking the same question repeatedly expecting a different answer. In my view, we cannot carry on as we have in the past, we must come up with new ideas that will be attractive to the real pot of gold, so to speak, Tourism. At the same time we should not discourage the local population.

This can be achieved by offering a reduced rate season pass to local residents. The formula for this is generally, two adult fares for a family of four (2 Adults + 2 Children). This may sound extremely generous, but for the most part a local resident will use the pass when they have out-of-town visitors and they encourage them to take the trip on the train.

Steam locomotive operation is a very expensive and labour intensive operation. In my opinion, a surcharge for Steam Trains should be charged as is the case with the White Pass Railway. Their Steam excursions are almost always fully booked.

The operation of the mill is also a costly endeavour and is the subject of much debate. In my opinion, actual operation is not necessary and installation of safe walkways and signage and/or video stations outlining the function and operation of the many components would serve the same purpose in a more cost effective manner.

There are several examples of Scenic and Tourist Railways throughout North America which have RV Parks and Campgrounds within their operations.

I believe we should seriously consider expansion of that facility focussing on the accommodation of the larger RV's and offering pull-through sites.

With talk of expanded Cruise Ship activity both in Port Alberni, and Nanaimo, Tourist Train activity by the Island Corridor Foundation in conjunction with their contracted operator, Southern Railway Vancouver Island, present many new opportunities which experienced and established operators might well be interested in.

The cost of obtaining reliable motive power and rolling stock which would meet the comfort needs and requirements of potential rider-ship is beyond the financial commitment and apatite of the City and Districts taxpayers.

It is for this reason that I suggest circulating a REQUEST FOR PROPOSALS from operators who could achieve these goals with minimum or no cost to the taxpayer.

I think we might be surprised at how many parties would show interest in such a venture.

Respectfully

Wayne B. Oliver

Port Alberni, B.C.

Date of contribution	Guestbook Entries	Contributor Details	
		Login (Screen name)	Contributor Summary (Signup form Os - Detailed
Jan 18 19 11:23:20 am	We have been talking about the Mclean Mill and the amazing opportunity that a tourism partnership would create. With First Nations and the Historical site we would be able to bring them here locally.	The Owls Path Tourism	The Owls Path Tourism;owlspathtourism@gmail.com;Port Alberni, BC, V9Y 9B4
Jan 18 19 03:15:44 pm	I'm not in favour of the city supporting McLeans's Mill. It's nice alright and in a beautiful place. (Yes, I've been there) - NOT city sponsored.	Ronmerk	Ronmerk;ron.merk@telus.net;Port Alberni, BC, V9Y 6L9
Jan 21 19 06:36:36 am	Im totally against spending another dollar on that pile of rust. We need to be spending the money on paving our streets and beautifying our city.	Stop bleeding cash.	
Jan 21 19 07:13:37 am	My family loves the train and the mill. I really hope you vote to keep it going it’s something fun for kids and adults alike. It’s good for tourism as well.	Ahoskin	
Jan 21 19 09:21:39 am	Mclean's is not located in the city of P.A. It makes no sense for its taxpayers to continue to fund this. Focus on beautifying the entrance to PA and our waterfront - we deserve at least that.	Westporte	
Jan 21 19 11:21:59 am	Let's stop funding a monument to pollution and reckless environmental degradation. Imagine what 200 k could have supported instead, such as hiking trails, community gardens, and reforestation.	jfinley	jfinley;jocelynfinely@gmail.com;Port Alberni, BC, V9Y 0B7
Jan 21 19 04:51:39 pm	Regardless of previous decisions made + money spent, City has a responsibility to address the historic pollution that happened at this Historic Site. To cut + run now isn't a 21st century way forward.	Emily Luce	

Login	Postal Code
The Owls Path Tourism	Port Alberni, BC, V9Y 9B4
Ronmerk	Port Alberni, BC, V9Y 6L9
jfinley	Port Alberni, BC, V9Y 0B7

COST SHARING AGREEMENT FOR MCLEAN MILL NATIONAL HISTORIC SITE

This Agreement consists of 8 pages and Schedule A.

THIS AGREEMENT made this 23rd day of July, 1996.

BETWEEN:

HER MAJESTY THE QUEEN, IN RIGHT OF CANADA,
represented herein by the Minister of Canadian Heritage

("Her Majesty")

OF THE FIRST PART

AND:

THE CORPORATION OF THE CITY OF PORT ALBERNI,
in the Province of British Columbia,

(the "City")

OF THE SECOND PART,

WHEREAS the *Historic Sites and Monuments Act,* RSC 1985 c.H-6, section 1, empowers the Minister to make agreements for marking or commemorating historic places pursuant to the said Act and for the care and preservation of any places so marked or commemorated;

AND WHEREAS the Minister is authorized by Treasury Board Minute TB 818927 of September 17, 1992 to enter into such agreements that provide for federal government contributions towards the cost of acquisition, restoration, preservation and presentation of sites and structures of national historic and/or architectural significance;

AND WHEREAS the Minister had declared McLean Mill, situated in the Regional District of Alberni-Clayoquot, Province of British Columbia, and known as the McLean Mill National Historic Site, to be of national historic significance;

AND WHEREAS the City has agreed to assume responsibility for the conservation and heritage presentation of McLean Mill to ensure its commemorative integrity;

AND WHEREAS the City has requested the Minister to contribute towards the cost of the conservation and heritage presentation of McLean Mill;

AND WHEREAS the City has agreed to operate, maintain, conserve and present McLean Mill in the same condition as its conserved state, for a period of forty-two (42) years, from the date of execution of this Agreement; and

AND WHEREAS Her Majesty has agreed to contribute a sum not exceeding two million and six hundred thousand dollars ($2,600,000.00) towards the total cost of the conservation and heritage presentation of the McLean Mill National Historic Site upon the condition that the City shall contribute or expend an equal or greater sum toward the cost of the conservation and heritage presentation work subject to the terms and conditions hereinafter set forth.

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises, mutual covenants and agreements herein contained, the parties covenant and agree as follows:

1. In this Agreement:

(a) "City" means the Corporation of the City of Port Alberni or any person(s) authorized to act on its behalf;

(b) "Commemorative Integrity" means the health or wholeness of a national historic site. A national historic site possesses commemorative integrity when (1) the resources that symbolize or represent its importance are not impaired or under threat, (2) when the reasons for the site's national historic significance are effectively communicated to the public, and (3) when the site's heritage values are respected by all whose decisions or actions affect the site;

(c) "Conservation" means those activities that are aimed at the safeguarding of a cultural resource so as to retain its historic value and extend its physical life. Conservation does not include the construction, repair, or provision of modern services such as visitor use facilities, electricity, heating and sewage nor complete period reconstructions;

(d) "Heritage Presentation" means those activities, facilities, programs and services, including those related to interpretation and visitor activities, that bring the public into contact, either directly or indirectly, with the national historic site;

(e) "Level I Resources" means those resources or messages directly related to the reasons for the site having been declared of national significance.

(f) "Management Plan" means the document approved by the Minister, attached hereto as Schedule "A", which forms part of this Agreement. The Management Plan

provides strategic direction for the management and operation of the site and provides a framework for subsequent business and work planning;

(g) "McLean Mill" means that site declared by the Minister to be of national historic significance located in the Regional District of Alberni-Clayoquot, Province of British Columbia, known as the McLean Mill National Historic Site;

(h) "Minister" means the Minister of Canadian Heritage, or his/her Deputy Minister or the Assistant Deputy Minister of Parks Canada, or any authorized officer appointed by any of them for the purposes of this Agreement.

2. (a) The Management Plan shall be used as a guide for the conservation and heritage presentation work by the City. Specific conservation and/or heritage presentation projects will be reviewed and approved on an annual basis by the Minister and in accordance with the procedures established in the Management Plan.

(b) Any major deviation from the Management Plan must be agreed to in writing and signed by all parties to this Agreement and shall form part of this Agreement.

(c) In the event that the City does not undertake the conservation and heritage presentation of McLean Mill as identified in the Management Plan, the Minister may terminate this Agreement and any monies advanced by Her Majesty shall become a debt due and payable to Her Majesty.

3. (a) The City shall furnish the Minister, within 90 days of the execution of this agreement, satisfactory evidence that the City is the owner(s) in fee simple of the McLean Mill site subject to a restrictive covenant and option to purchase in favour of MacMillan Bloedel Ltd. and an exception and reservation in favour of Esquimalt and Nanaimo Railway Company.

(b) The City shall, to the satisfaction of the Minister and in accordance with the Management Plan and the terms of this Agreement, undertake the conservation and heritage presentation of McLean Mill subject to payment by Her Majesty of the sums set out in section 4 of this Agreement in accordance with the requirements of that section. The conservation work is to be completed within 4 years of the date of execution of this Agreement.

4. (a) Her Majesty shall pay to the City, as a contribution towards the cost of the conservation and heritage presentation work identified under section 3(b), a sum equal to the amount contributed by the City, such sum not to exceed two million and six hundred thousand dollars ($2,600,000.00) and representing not more than fifty per cent (50%) of the total estimated conservation and heritage presentation costs of McLean Mill, subject to the following conditions:

(i) Her Majesty's contribution will be applied to heritage conservation and heritage presentation initiatives linked to the first two elements of commemorative integrity and the level one resources at McLean Mill;

(ii) The application of Her Majesty's contribution will be prioritized to address threats to the achievement of commemorative integrity; and

(iii) The City shall contribute an equal or greater sum to the conservation and heritage presentation work identified under section 3(b).

(b) Her Majesty shall make payments to the City in amounts not to exceed a total of two million and six hundred thousand dollars ($2,600,000.00) in the following manner:

(i) In the fiscal year 1996/97, an amount not to exceed five hundred thousand dollars ($500,000.00);

(ii) In the fiscal year 1997/98, an amount not to exceed one million dollars ($1,000,000.00);

(iii) In the fiscal year 1998/99, an amount not to exceed one million dollars ($1,000,000.00);

(iv) In the fiscal year 1999/2000, an amount not to exceed one hundred thousand dollars ($100,000.00);

such payments to be based on submission to the Minister by the City of satisfactory proof that expenditures have been incurred and that the conservation and heritage presentation of McLean Mill is progressing in accordance with the Management Plan and the terms of this Agreement.

(c) The financial records and accounts received by the Minister from the City as proof that expenditures have been incurred for the conservation and heritage presentation work identified in the Management Plan shall be reviewed and approved prior to any contribution being made.

(d) Any contribution made by Her Majesty shall be made within thirty (30) days after the City has provided the appropriate financial records and accounts. All amounts not disputed shall be paid in full so that any disputed amounts may be negotiated separately.

(e) Any contribution made by Her Majesty in excess of that required by the City, including any overpayment of non-eligible expenses, shall be reimbursed to Her Majesty by the City. The City hereby acknowledge(s) that any excess contribution aforementioned is a debt due and payable to Her Majesty.

5. It is understood and agreed that the City shall oversee the conservation and heritage presentation work as identified in the Management Plan, and that all contributions made by Her Majesty to the City shall be disbursed exclusively for that work.

6. (a) The City shall ensure that all costs pertaining to the conservation and heritage presentation work are properly incurred and that all invoices in respect thereof are promptly paid.

(b) The Minister may at any reasonable time and at his/her own expense, for verification or audit purposes, inspect the vouchers and other accounting documents concerning expenses incurred by the City in the performance of this Agreement.

7. The City shall give the Minister the right to review the progress of the work at regular intervals, at the Minister's own expense. The review shall be based upon the Management Plan and the terms of this Agreement. The City shall provide the Minister with full information as to what is being done to execute the work and shall give him/her every possible assistance in conducting a progress review. The Minister shall ensure that the review contributes to and does not impede the progress of the City in completing the work within the time frame set out in section 3(b).

8. Her Majesty shall not deduct from any amount to be paid to the City under this Agreement any costs incurred by Her Majesty in connection with the conservation and heritage presentation work of McLean Mill, unless such deduction has first been agreed to by the City in writing.

9. The City shall not move any of the surviving historic buildings or structures, as identified in the Management Plan, or permit them to be moved from their present location without the prior written consent of the Minister.

10. The City shall not construct, nor permit to be constructed, any new buildings or other structures on the property, nor make any alterations or additions to the existing buildings, if such an intervention will have a negative impact upon the commemorative integrity of the site, as outlined in the Management Plan, without prior written consent of the Minister.

11. The City shall implement normal fire detection, suppression and maintenance practices to reduce the risks of fire at the site.

12. (a) The City shall, during the time that Her Majesty contributes funds to the conservation and heritage presentation work, install or erect, or cause to have installed or erected on the project site, a bilingual sign to the effect that the work is being carried out under a cost-sharing agreement with Her Majesty, The form of the sign shall be by mutual agreement of the parties and Her Majesty shall be shown as "The Government of Canada".

(b) The Minister may, install or erect, or cause to have installed or erected, a permanent, visible and prominent bilingual plaque or sign to the Minister's standard design indicating Her Majesty's contribution in the conservation and heritage presentation of the site. The location of the plaque or sign shall be by mutual agreement of the parties.

(c) The City shall give the Minister the right to mark the McLean Mill National Historic Site as place of national significance, by means of a permanent bilingual Historic Sites and Monuments Board of Canada plaque or sign. The location of the plaque or sign shall be by mutual agreement of the parties.

(d) The City shall ensure that the National Flag of Canada shall be flown at the site in recognition of McLean Mill's national significance.

13. The City shall ensure that the use of the McLean Mill will not prejudice of detract from the site's national historic significance and its commemorative integrity, and that its use will be compatible with the Management Plan.

14. (a) The City covenants and agrees to make every reasonable effort to ensure that all activities on the site will comply with the spirit of federal legislation and policies.

(b) The City covenants and agrees to comply with the Canadian Environmental Assessment Act or any successor or similar legislation and regulations made thereunder.

15. (a) The City shall, at its own expense, insure all McLean Mill buildings, structures and associated cultural resources against loss or damage by fire with extended coverage in such amounts as shall, in the opinion of the Minister, represent its full replacement value. Such insurance shall be in effect from the date of execution of this Agreement.

(b) In the event that McLean Mill is damaged by fire, the Minster shall elect to assess the impact of said fire upon the commemorative integrity of the site. If the impact of the fire severely compromises the commemorative integrity of the site, the City and the Minister will enter into negotiations to amend the Management Plan and/or the terms of this Agreement.

(c) If it is determined by the Minister that the impact of the fire does not severely compromise the commemorative integrity of the site, the City shall elect either to repair and restore it fully or to repay the whole or any part of the money received by the City from Her Majesty pursuant to this Agreement, and shall give notice of such election to the Minister within 30 days of the fire. Any obligation of the City under this section is subject to the payment to the City by the insurer of a sufficient insurance proceeds to cover the cost of performing the obligation.

16. The City shall at all times indemnify and save harmless Her Majesty from and against all claims, demands, losses, costs, damages, actions, suits or other proceedings, by whomsoever made, sustained, brought or prosecuted, in any manner based upon, occasioned by, or attributable to, anything done or omitted by the City, its servants or agents in the fulfilment or purported fulfilment of any of the provisions of this Agreement.

17. (a) If the City is at any time in default with respect to any of its obligations hereunder, the Minister may, in writing, notify the City of such default and require the City to remedy such default within a period of ninety (90) days, failing which the Minister may terminate this Agreement forthwith.

(b) If the Minister terminates this Agreement pursuant to subsection (a), the City shall, upon written request by the Minister, repay to Her Majesty the whole or any part of the monies received by the City from Her Majesty pursuant to this Agreement.

(c) If Her Majesty is at any time in default with respect to any of its obligations hereunder, the City may, in writing, notify the Minister of such default and require the Minister to remedy such default within a period of ninety (90) days, failing which the City may terminate this Agreement forthwith.

(d) If the City terminates this Agreement pursuant to subsection (c), the Minister shall, upon written request by the City, repay to the City the whole or any part of the monies expended by the City pursuant to this Agreement.

(e) Notwithstanding anything in this section, if either party is in default with respect to any of its obligations hereunder and such default is the result of events beyond the control of the defaulting party, the defaulting party shall have a period of ninety (90) days from the date that the events causing the default come under the defaulting party's control to remedy the default.

18. Any claim or dispute arising out of or in connection with this Agreement shall be submitted by the parties to binding arbitration pursuant to the *Commercial Arbitration Act,* RSC 1985 c.17, 2nd Supplement. The party requesting such arbitration shall do so by written notice to the other party. The costs of the arbitration and fees of the arbitrator(s) shall be borne equally by the parties. The arbitration shall take place in Port Alberni,

Canada, before a single arbitrator to be chosen jointly by the parties. If the parties cannot agree on the choice of arbitrator within thirty (30) days of written notice to submit to arbitration, then the parties shall each choose an arbitrator who in turn will select a third. The parties may determine the procedure to be followed by the arbitrator(s) in conducting the proceedings, or may request the arbitrator(s) to do so. The arbitrator(s) shall issue a written award within thirty (30) days of completion of the hearing. The award shall be rendered in such form that judgment may be entered thereon in any court having jurisdiction.

19. This Agreement may not be assigned by the City without the prior written approval of the Minister.

20. No member of the House of Commons shall be admitted to any share or part of this Agreement or to any benefit arising therefrom.

21. The parties acknowledge that this Agreement does not constitute an association for the purpose of establishing a partnership or joint venture, and does not create an agency relationship between the Minister and the City.

22. This Agreement inures to the benefit of and is binding upon Her Majesty, Her Heirs and Successors and upon the City, its successors and assigns.

IN WITNESS WHEREOF the Minister of Canadian Heritage, on behalf of HER MAJESTY THE QUEEN IN RIGHT OF CANADA, has hereunto set his/her hand, and the City has caused this Agreement to be executed by its proper officers, duly authorized in that behalf.

SIGNED, SEALED AND DELIVERED)
on behalf of the City of Port Alberni in)
the presence of)
)
Jane MacNaughton)
Witness (as to both signatures))
)

Gillian Trumper, Mayor

Colleen Bawn COLLEEN BAWN DEPUTY CLERK
for George Wiley, Clerk

SIGNED, SEALED AND DELIVERED)
by Minister of Canadian Heritage)
on behalf of Her Majesty, in the)
presence of)
)
Bruce Lindsay)
Witness)

Minister of Canadian Heritage

per Orest M. Kruhlak, Regional Executive
Director, Pacific and Yukon Region,
Department of Canadian Heritage

This AGREEMENT made this 9th day of August, 1996

BETWEEN: HER MAJESTY THE QUEEN in right of Canada, hereinafter called *Her Majesty* represented herein by the Minister of Canadian Heritage

OF THE FIRST PART

AND: THE CORPORATION OF THE CITY OF PORT ALBERNI, in the Province of British Columbia, hereinafter called *The City*

OF THE SECOND PART,

Pursuant to, and in accordance with, Section 4. of the *Cost Sharing Agreement for McLean Mill National Historic Site* between the two said Parties dated the 23rd of July, 1996, the Parties hereto agree and covenant as follows:

1. Her Majesty agrees to make a total contribtuon of $500,000.00 to The City by March 31, 1997, to fund completion of the following components of McLean Mill National Historic Site:

(a)	Mill Building	$309,500.00
(b)	Building Restorations	363,000.00
(c)	Observation Deck	135,000.00
(d)	Mill Electrical	72,500.00
(e)	Steam Boiler & System	90,000.00
(f)	Roads & Parking	35,000.00
(g)	Site Washrooms	20,000.00
(h)	Visitor Reception Centre	20,000.00
(i)	Curatorial Workshop	10,000.00
(j)	Worker's Residence	5,000.00
(k)	Fire Suppression System	10,000.00
(l)	Logging Demonstration Area	35,000.00
(m)	Interpretation Planning	5,000.00

2. The contribution referred to in (1) above will be made by advance and/or progress payments as authorized by the Director, Professional and Technical Services, Pacific and Yukon Region, Department of Canadian Heritage.

3. The City agrees:

   (a) that the funds contributed under this Agreement will be used solely for the projects described in (1) above;

   (b) to keep accounts and records of all expenditures in accordance with Sub-sections 4. (b), (c) and (d), and Section 6. of the *Cost Sharing Agreement for McLean Mill National Historic Site*; and

(c) that any money advanced by Her Majesty under this Agreement which is in excess of the actual expenses incurred by The City shall be an amount due to the Department of Canadian Heritage, and shall be refunded on or before April 15, 1997.

3. The liability of Her Majesty in respect of this Agreement shall in no event whatsoever exceed the expenditure authorized herein.

4. No member of the House of Commons shall be admitted to any share or portion or part of this Agreement or to any benefit arising therefrom.

IN WITNESS WHEREOF the Director, Professional and Technical Services, Pacific and Yukon Region, Department of Canadian Heritage, on behalf of Her Majesty has hereunto set his hand and seal, and the City of Port Alberni has caused this Agreement to be executed by its proper officers, duly authorized in that behalf.

SIGNED, SEALED AND DELIVERED

by

the

James L. Barlow
Director, Professional and Technical Services
Pacific and Yukon Region
Department of Canadian Heritage

Witness

the

Alex Zellermeyer
Director, B.C. Coast/Interior District
Department of Canadian Heritage

SEALED, DELIVERED AND ATTESTED TO
on behalf of the City of Port Alberni

by

the

Donovan R. Walker
City Manager
City of Port Alberni

Witness

the

Eric McCormick
Director of Parks and Recreation
City of Port Alberni

Canadian Heritage / Patrimoine canadien

PACIFIC RIM National Park Reserve

Phone (250) 726-7721; Telefax: (250) 726-4720

Pacific Rim National Park Reserve

Box 280
Ucluelet, BC
V0R 3A0

AGREEMENT FOR McLEAN MILL NATIONAL HISTORIC SITE COST SHARING PROGRAM

This AGREEMENT made this 15th day of September, 1997

BETWEEN: HER MAJESTY THE QUEEN in right of Canada, hereinafter called *Her Majesty* represented herein By the Minister of Canadian Heritage

OF THE FIRST PART

AND: THE CORPORATION OF THE CITY OF PORT ALBERNI, in the Province of British Columbia, hereinafter call *The City*

OF THE SECOND PART,

Pursuant to, and in accordance with, Section 4. of the *Cost Sharing Agreement for McLean Mill National Historic Site* between the two said Parties dated July 23, 1996, the Parties hereto agree and covenant as follows:

1. Her Majesty agrees to make a total contribution of up to $1,000,000.00 to The City by March 31, 1998, to fund completion of the following components of McLean Mill National Historic Site:

(a)	Architectural Fees and Disbursements	$470,070.80
(b)	Construction Management Fees and Disbursements	109,616.38
(c)	Project Management Fees and Disbursements	66,609.04
(d)	Miscellaneous Fees and Insurance	21,720.39
(e)	Archeological Services	17,583.60
(f)	Cultural Resource Management Fees	2,564.30
(g)	Package Steam Boiler	197,158.48
(h)	Mill Building Heavy Timber Time and Materials Work	110,081.25
(i)	Site Services / Utilities	85,284.00
(j)	Mill Roof Material	16,210.71
		$1,096,898.95

2. The contribution referred to in (1) above will be made by advance and/or progress payments as authorized by the Superintendent, Pacific Rim National Park, Department of Canadian Heritage.

3. The City agrees:

   (a) that the funds contributed under this Agreement will be used solely for the projects described in (1) above;

   (b) to keep accounts and records of all expenditures in accordance with Sub-sections 4. (b), (c), and (d), and Section 6. of the *Cost Sharing Agreement for McLean Mill National Historic Site*; and

   (c) that any money advanced by Her Majesty under this Agreement which is in excess of the actual expenses incurred by The City shall be an amount due to the Department of Canadian Heritage, and shall be refunded on or before April 15, 1998.

4. The liability of Her Majesty in respect of this Agreement shall in no event whatsoever exceed the expenditure authorized herein.

5. No member of the House of Commons shall be admitted to any share or portion or part of this Agreement or to any benefit arising therefrom.

IN WITNESS WHEREOF the Superintendent, Pacific Rim National Park, Department of Canadian Heritage, on behalf of Her Majesty has hereunto set his hand and seal, and the City of Port Alberni has caused this Agreement to be executed by its proper officers, duly authorized in that behalf.

SIGNED, SEALED AND DELIVERED
by
the

Superintendent
Pacific Rim National Park
Department of Canadian Heritage

in the presence of

Witness

SEALED, DELIVERED AND ATTESTED TO
on behalf of the City of Port Alberni
by
the MAYOR (ACTING)
and
by
the CLERK,

Jack Thornburgh

Canada

BRITISH COLUMBIA

CERTIFIED COPY
Of a document filed with the Province of British Columbia Registrar of Companies

CAROL PREST

CONSTITUTION

BC Society • Societies Act

NAME OF SOCIETY: **MCLEAN MILL SOCIETY**

Incorporation Number:	S0066490
Business Number:	73914 3295 BC0001
Filed Date and Time:	December 8, 2016 03:59 PM Pacific Time

The name of the Society is MCLEAN MILL SOCIETY

The purposes of the Society are:

1. The name of the Society is McLEAN MILL SOCIETY.

2. The purposes of the Society are:
(a) To undertake operation and management of the McLean Mill National Historic Site, in the Alberni Valley, as agreed to with the site owners and other stakeholders.

(b) To promote heritage tourism in the City of Port Alberni and the Alberni Valley.

(c) To act in an advisory, coordinative and supportive way with the Alberni Valley Museum and the Western Vancouver Island Industrial Heritage Society to ensure the preservation and presentation of industrial heritage resources in the Alberni Valley.

(d) To facilitate the forgoing objectives through marketing, fund raising, project management, and the development of contemporary use assets to provide visitor services.

MCLEAN MILL NATIONAL HISTORIC SITE
OPERATION AND MANAGEMENT AGREEMENT

THIS AGREEMENT dated for reference the 1st day of January, 2017 is

BETWEEN:

CITY OF PORT ALBERNI, 4850 Argyle Street, Port Alberni, British Columbia, V9Y 1V8

(the "**City**")

AND:

MCLEAN MILL SOCIETY (Inc. No. S066490), 5633 Smith Road, Port Alberni, British Columbia, V9Y 8M1

(the "**Society**")

WHEREAS:

A. The City is the registered and beneficial owner of those lands located in Port Alberni, British Columbia, legally described as PID: 018-572-871, Lot A, Loop Farms and District Lot 106, Alberni District, Plan VIP57991 Except that part in Plan VIP 65071 (the "**McLean Mill Site**"), upon which is located a former lumber camp and sawmill complex (the "**McLean Mill**"), which has been named a National Historic Site of Canada and has been restored and rebuilt to operate as it did in the past and has been opened to tourists since 2000;

B. Located on the McLean Mill Site are various buildings, including three visitor centre buildings, a train platform and associated buildings, certain heritage buildings, certain non-historical buildings, and a barn (together, the "**Buildings**"), as well as certain parking areas (the "**Parking Areas**") and various tools and equipment, including a golf cart, power tools, kitchen equipment and sawmilling tools (together, the "**Equipment**"), all used in connection with the restored McLean Mill as shown on the site plan attached as Schedule "A";

C. The Society has offered to operate and manage the McLean Mill Site and the City has agreed to engage the Society to provide these services on the terms and conditions and in consideration for the payments set out herein;

NOW THEREFORE THIS AGREEMENT WITNESSES that, in and for the consideration and other payments hereinafter provided for and the mutual covenants herein contained, the parties hereto covenant and agree with each other as follows:

1.0 Interpretation

1.1 In this agreement, in addition to the terms defined elsewhere:

(a) "**Annual Capital Plan**" means a plan setting out the Society's proposed Capital Expenditures in connection with the operation and management of the McLean

Mill each year, prepared by the Society in consultation with the City's CAO and submitted to Council for its review and approval;

(b) "**Annual Operating Plan**" means a plan for the Society's operation and management of the McLean Mill each year, prepared by the Society in consultation with the City's CAO and submitted to Council for its review and approval;

(c) "**Capital Expenditures**" means expenditures for purchases having a value in excess of $1000, approved restoration projects within the Historic Zone having a value in excess of $5000, and any construction projects approved on the McLean Mill Site having a value in excess of $5000;

(d) "**Contaminants**" means:

(i) as defined in the *Environmental Management Act* (British Columbia), any biomedical waste, contamination, contaminant, effluent, pollution, recyclable material, refuse, hazardous waste or waste;

(ii) matter of any kind which is or may be harmful to human safety or health or to the environment; or

(iii) matter of any kind the storage, manufacture, disposal, emission, discharge, treatment, generation, use, transport, release, remediation, mitigation or removal of which is now or is at any time required, prohibited, controlled, regulated or licensed under any Environmental Laws.

(e) "**Environmental Law**" means any past, present or future common law or principle, enactment, statute, regulation, order, bylaw or permit, and any requirement, standard or guideline of any federal, provincial or local government authority or agency having jurisdiction, relating to the environment, environmental protection, pollution or public or occupational safety or health.

(f) "**Five Year Financial Plan**" means a financial plan setting out the Society's proposed budget for the operation and management of the McLean Mill over the next 5 years, prepared by the Society in consultation with the City's Director of Finance and submitted to Council for its review and approval;

(g) "**Historic Zone**" means that portion of the McLean Mill Site outlined in bold on the site plan attached as Schedule "A";

(h) "**Management Plan**" means that document attached as Schedule A to the 1996 Cost-Sharing Agreement between the City and the Minister of Canadian Heritage, outlining the strategic direction for the management and operation of the McLean Mill and providing a framework for the business and working plan, a copy of which is attached as Schedule "B"; and

(i) "**Operational Services**" includes all services necessary for the operation, maintenance and management of the McLean Mill Site, including the McLean Mill and all associated Buildings, Parking Areas, and Equipment, including site

safety, programming, accounting and financial management, and the implementation of appropriate controls for monitoring expenditures and revenues, which services are further detailed in Schedule "C".

2.0 Agreement to Operate, Maintain and Manage

2.1 The Society will provide the Operational Services throughout the Term in a safe and business-like manner, consistent with the Management Plan and to a standard equivalent to the operation, maintenance, and management of comparable national historic sites, and will use all reasonable efforts to obtain the highest possible profile for and greatest number of tourist visits to the McLean Mill Site in accordance with the terms and conditions of this agreement.

2.2 The term of this agreement (the "**Term**") is five (5) years, commencing January 1, 2017 and expiring on December 31, 2021, subject to the possibilities of extension and earlier termination, as provided for herein.

2.3 This agreement may be extended for a further term of five (5) years on the same or altered terms and conditions with the mutual agreement of the parties, and if either party proposes to extend this agreement, it will give written notice to the other party, no later than June 30, 2021, of the terms and conditions on which it proposes to do so.

3.0 Society's Covenants

3.1 In connection with the provision of the Operational Services, the Society will:

(a) prepare and submit to the City for approval an Annual Operating Plan for the following year, together with a Five Year Financial Plan, containing the information set out in Schedule "D". The Society will provide the first Annual Operating Plan and Five Year Financial Plan no less than thirty (30) days before the commencement of the Term and will provide all subsequent Annual Operating Plans and Five Year Financial Plans no later than December 31 of each year of the Term;

(b) prepare and submit to the City for approval an Annual Capital Plan for the following year. The Society will provide the first Annual Capital Plan no less than thirty (30) days before the commencement of the Term and will provide all subsequent Annual Capital Plans no later than December 31 of each year of the Term;

(c) prepare and submit to the City an annual operational review of the current year no later than December 31 of each year of the Term, which review will include a record of daily, monthly, and seasonal visitor statistics and an outline of the Society's general operations in that year;

(d) employ and provide the services of such staff and personnel as are necessary to promptly and efficiently carry out the Operational Services and the duties and responsibilities required of the Society under this agreement, and take full responsibility for all such staff and personnel including payroll, training, supervision, and implementation of an appropriate occupational health and safety program;

(e) implement a volunteer management program appropriate for the operation and management of the McLean Mill and take full responsibility for all volunteers, including recruitment, training, safety, supervision and recognition;

(f) ensure that its employees and volunteers wear appropriate clothing and name tags that clearly identify them to the public and ensure that they display a positive image as befits a national historic facility owned by the City;

(g) be responsible for paying all charges for motive fuels and propane in connection with the operation, maintenance, and management of the McLean Mill, including the Equipment;

(h) not place or permit the placement of any commercial advertisement on the McLean Mill Site unless the advertisement has been approved by the City, in its sole discretion;

(i) not make any improvements, extensions, installations, alterations, additions or renovations to the McLean Mill Site, or alter the existing state of the McLean Mill Site in any way, without the prior written consent of the City, in its sole discretion;

(j) promptly and fully pay for all work and materials to the McLean Mill Site and will not permit any builder's liens for work, labour, services or material ordered by the Society or the cost of which the Society may be in any way obligated during the term of this agreement, to attach to the McLean Mill Site, and, should such a lien, claim of lien or related judgment or certificate of pending litigation be filed, the Society will, within thirty (30) days of receiving notice from the City to discharge the lien, procure the discharge by payment or by giving security or in such other manner as is or may be required or permitted by law, to the satisfaction of the City; and

(k) comply with all municipal, provincial and federal statutes, regulations, bylaws, and permits including but not limited to regulations arising from the *Railway Safety Act* (British Columbia), the *Workers Compensation Act* (British Columbia), the *Employment Standards Act* (British Columbia), and the *Human Rights Code* (British Columbia).

3.2 The Society represents and warrants that the Society:

(a) is a society validly incorporated under the *Societies Act* (British Columbia) and is in good standing under the laws of British Columbia;

(b) has the power and capacity to enter into and carry out the obligations under this agreement;

(c) has completed all necessary resolutions and other preconditions to the validity of this agreement; and

(d) will abide by its Articles of Incorporation, Bylaws and other constating documents and will file annual reports, financial statements, and other documents required to be filed with the Registrar of Companies to ensure the Society remains in good standing as a society under the *Societies Act* (British Columbia).

4.0 Accounting and Financial Records

4.1 The Society will, throughout the Term, keep books of account, receipts, records, vouchers, cheques, papers and documents in relation to the Society's operation and management of the McLean Mill according to generally accepted accounting standards and in a manner acceptable to the City.

4.2 The Society will ensure that all records of transactions (revenues and expenditures) are kept in such a way as to allow the City to review and compare previous years of operation.

4.3 On or before March 31st of each year of the Term and the year following expiry of the Term, the Society will provide to the City annual financial statements for the immediately preceding calendar year for the management and operation of the McLean Mill and setting out the gross revenue, actual expenses, and profits in relation to the operation, maintenance, and management of the McLean Mill.

4.4 The Society agrees that the City and its auditors, upon request, will have access to the books of account, records, vouchers, cheques, papers and documents of and which may relate to the operations of the McLean Mill.

4.5 The Society may retain all gross revenue collected with respect to the operation of the McLean Mill and will use such revenue for the sole purpose of carrying out its obligations to provide the Operational Services in accordance with the terms and conditions of this agreement.

5.0 City's Covenants

5.1 The City will:

(a) provide the Society with access to such historical research, information, and materials as is in the City's possession, as required by the Society for training and operational planning;

(b) work with the Society to develop programs and annual working plans for capital upgrades, restoration, conservation, exhibits, and interpretation related to the McLean Mill; and

(c) assist with orientation of employees and volunteers regarding the preservation of the McLean Mill and its heritage value.

5.2 As of the date of this agreement, the City advises that the following agreements are in place:

(a) a non-exclusive track license agreement between the City and the Island Corridor Foundation permitting operation of the Alberni Pacific Railway between Mile 33.25 Port Alberni Subdivision (Smith Road Rail Crossing) and Mile 37.9 Port Alberni Subdivision (Stamp Avenue Rail Crossing);

(b) an operating and maintenance agreement between the City and The Western Vancouver Island Industrial Heritage Society (the "WVIIHS") requiring the

WVIIHS to operate and maintain the City-owned railway assets and equipment located on the McLean Mill Site and that property legally described at Lot A, District Lot 1, Alberni District, Plan VIP68454;

(c) a lease agreement between the City and the owner of District Lot 60 Alberni District for the use of land and buildings for storage of logging and railway equipment;

(d) a lease of a right of way on a portion of Lot 1 Loops Farms, Alberni District, Plan VIP65249 containing the rail spur access to the McLean Mill Site,

and the City will notify the Society of any changes to or cancellations or those agreements from time to time throughout the Term.

6.0 Mutual Covenants and Agreements

6.1 The parties agree:

(a) to recognize the overarching importance of protecting the heritage value of the McLean Mill Site;

(b) to cooperate on the preparation of an annual marketing plan for the McLean Mill Site;

(c) that the financial year and the operating season for the McLean Mill will follow the calendar year;

(d) that the context statement outlined in Schedule "E" provides a reasonable explanation of the context for the McLean Mill Site and will be provided to all representatives, agents, staff, volunteers and contractors who will participate in the operation, maintenance, and management of the McLean Mill Site.

6.2 Notwithstanding anything else set out in this agreement, the parties acknowledge that, by way of a separate lease agreement, the City leases a portion of the McLean Mill Site to the Alberni Valley Enhancement Society (the "**AVES**") for the purpose of operating a demonstration fish hatchery. The parties agree that the Society has no responsibility for the operation or maintenance of the fish hatchery facility and the Society will cooperate with the AVES on matters related to site access, water supply for the hatchery, and site programming.

7.0 Payments by City

7.1 In consideration for the Society providing the Operational Services as set out in this agreement, and subject to the Society fulfilling its obligations hereunder, the City will pay the Society the sum set out in the approved Annual Operating Plan, which payment will be paid in 2 equal installments on March 1 and July 1 of each year of the Term.

7.2 The City will pay all costs associated with third party monitoring of security and fire protection systems.

7.3 The City will pay for all Capital Expenditures set out in the approved Annual Capital Plan.

8.0 Insurance

8.1 The City will obtain, at its expense, all-risk insurance for replacement cost on the McLean Mill and all improvements, fixtures, and equipment in connection therewith, including the Buildings, the Parking Areas, and the Equipment, in such amount as is deemed reasonable by the City. Further, the City will obtain comprehensive general liability insurance providing coverage for death, bodily injury, property loss and damage, and all other losses arising out of or in connection with the operation of the McLean Mill, including the Buildings, the Parking Areas, and the Equipment, and the Society's use of and activities on the McLean Mill Site in an amount of not less than two million dollars ($2,000,000.00) per occurrence.

8.2 The City will ensure that the Society is named as an additional insured on the policies of insurance required by section 8.1 above.

8.3 The Society will reimburse the City the deductible amount paid by the City for any insurance claims arising from the acts or omissions of the Society, including its directors, officers, employees, volunteers, contractors and agents.

8.4 The Society will, at its expense, obtain and maintain throughout the Term directors and officers liability insurance and include satisfactory proof of such insurance along with its Annual Operating Plan.

9.0 Environmental Matters

9.1 The Society will not:

(a) use, exercise, or carry on or permit or suffer to be used, exercised, or carried on, in or upon the McLean Mill Site, or any part, any dangerous, noxious, noisome, odorous, or offensive activity, or keep, use, handle or dispose of and goods or things which are objectionable, or by which the McLean Mill Site or any part may be damaged or injuriously affected;

(b) use the McLean Mill Site or permit the McLean Mill Site to be used for the storage, manufacture, disposal, treatment, generation, use, transport, remediation, release into the environment of, or any other dealing with, any Contaminants, and without limiting the generality of the foregoing, the Society will take all reasonable measures to ensure that any effluent or other substance discharged, spilled, emitted, released or permitted to escape, seep, or leak into any ditches, culverts, drains or sewers on or adjacent to the McLean Mill Site does not contain any Contaminants or any other substances harmful to any sewage disposal works or to the bacteriological process of sewage purification.

9.2 The Society will promptly and strictly comply with and conform to the requirements of all Environmental Laws at any time or from time to time in force, together with any requirement of insurers, regarding the proper and lawful storage, manufacture, disposal, treatment, generation, use, transport, remediation, release into the environment of, or other dealing with, Contaminants on, in, under or from the McLean Mill Site.

9.3 The Society will, as may be required by the City from time to time, provide the City will a certificate certifying that the Society is in compliance with all Environmental Laws and that no adverse environmental occurrences have taken place on the McLean Mill Site.

9.4 The Society will provide the City, promptly on request, with such written authorizations as the City may require from time to time in order to make inquiries with any governmental authorities regarding the Society's compliance with Environmental Laws.

9.5 The Society will promptly notify the City in writing of:

(a) the introduction of any Contaminants in, on, or under the McLean Mill Site or any part thereof;

(b) the introduction of any Contaminants, or any occurrence or condition, on the McLean Mill Site or any lands adjoining or in the vicinity of the McLean Mill Site, which could subject the Society, the City, or the McLean Mill Site to any fines, penalties, orders, or proceedings under Environmental Laws;

(c) any enforcement, order, investigation, litigation, or other governmental, regulatory, judicial, or administrative action instituted, contemplated, or threatened against the Society or the McLean Mill Site pursuant to Environmental Laws; and

(d) all claims, actions, orders, and investigations made or threatened by any third party against the Society or the McLean Mill Site relating to damage, contribution, cost-recovery, compensation, loss or injuries resulting from any Contaminants brought onto or created on the McLean Mill Site by the Society or its employees, agents, contractors, licensees, or invitees, or arising from the use or occupation of the McLean Mill Site hereunder or the exercise of the Society's rights or duties hereunder, or any breach of any Environmental Laws arising from any of the foregoing.

9.6 The Society will, promptly and at the City's request from time to time, remove any and all Contaminants from the McLean Mill Site and remediate any contamination of the McLean Mill Site or any other lands, resulting from Contaminants brought onto or created on the McLean Mill Site by the Society or its employees, volunteers, agents, contractors, tenants, licensees, invitees, or caretakers, or arising from the use or occupation of the McLean Mill Site under this agreement, the provision of the Operational Services under this agreement, or the exercise by the Society of any other rights or duties under this agreement. The Society will leave the McLean Mill Site free from any and all Contaminants brought onto or created on the McLean Mill Site by the Society or its employees, volunteers, agents, contractors, tenants, licensees, invitees or caretakers, or resulting from the use or occupation of the McLean Mill Site hereunder, the provision of the Operational Services, or the exercise by the Society of any other rights of duties.

9.7 If the Society brings or created upon the McLean Mill Site any Contaminants, then, notwithstanding any rule of law to the contrary, such Contaminants are and remain the sole exclusive property of the Society and do not become the property of the City, notwithstanding the degree of affixation of the Contaminants or the goods containing the Contaminants to the McLean Mill Site and notwithstanding the expiry or earlier

termination of this agreement. This section supersedes any other provision of this agreement to the contrary.

9.8 Notwithstanding sections 9.1 through 9.7 and section 10.1 of this agreement, the City must indemnify and save harmless the Society and its directors, officers, employees, agents, caretakers, and volunteers from any and all liabilities, actions, damages, claims, losses, costs and expenses (including, without limitation, the full amount of all legal fees, costs, charges, and expenses and the costs of removal, treatment, storage and disposal of Contaminants and remediation of the McLean Mill Site), which may be paid by, incurred by, or asserted against the Society or its directors, officers, employees, agents, caretakers, or volunteers with respect to or as a direct or indirect result of the presence of Contaminants on the McLean Mill Site on or before the reference date of this agreement.

10.0 Mutual Indemnity

10.1 Each party (the "**Indemnifying Party**") will indemnify and save harmless the other party, its elected officials, directors, officers, employees, and volunteers (collectively, the "**Indemnitees**") from and against any losses, claims, damages, awards, penalties, costs, expenses (including legal fees and disbursements), liabilities, actions, causes of action and proceedings made, suffered, incurred, sustained, brought, prosecuted, threatened to be brought or prosecuted, in any manner caused, based upon, occasioned by, or attributable to any personal injury or death, damage to or loss of property, or other loss or damage or any kind, arising from any willful or negligent act or omission or other actionable wrong by the Indemnifying Party or any breach of any term of this agreement by the Indemnifying Party. The Indemnifying Party will have the sole right to defend such claims at its own expense. The Indemnitees will provide, at the Indemnifying Party's expense, such assistance in investigating and defending such claims as the Indemnifying Party may reasonably request. These indemnities will survive the termination of this agreement.

11.0 Default and Termination

11.1 The Society acknowledges that the City, by its authorized representatives, may, but is not obligated to, carry out inspections of the McLean Mill Site for the purpose of determining whether the Society is complying with its obligations under this agreement.

11.2 If the City considers the Society to be in breach of its obligation to operate, maintain and manage the McLean Mill Site in accordance with this agreement, the City may give to the Society a written notice requiring correction of such default within the time specified in the notice.

11.3 The Society must promptly correct its default according to any notice received from the City under section 11.2 and, if the Society fails to do so, the City may, but is not obligated to, cause such default to be corrected at the Society's cost and may cause the City's representatives to enter the McLean Mill Site for such purpose. In the event of an emergency, the City may undertake repairs and maintenance without prior notice to the Society.

11.4 The Society shall pay to the City all such costs as the City may incur on the Society's behalf under this agreement within five (5) business days of receipt of the City's account, and unpaid accounts shall bear interest at the rate of 10% per annum, compounded semi-annually not in advance.

11.5 Notwithstanding that the City may inspect the McLean Mill Site and require repairs and maintenance, the Society agrees that it is responsible for repair and maintenance of the McLean Mill Site as specified in this agreement and it is not relying on the City for determining the need for repair or maintenance.

11.6 The City may terminate this agreement for default by giving written notice of immediate termination to the Society:

(a) in the event of bankruptcy or insolvency or the taking of any proceedings toward dissolution or winding up of the Society or if demand for payment is made upon the Society by its bank or a foreclosure action is commenced against the Society by its bank; or

(b) if the Society fails to abide by any term or obligation of this agreement and fails to rectify the default within the time specified in the written notice from the City requiring rectification of the default.

11.7 The City may terminate this agreement without default upon giving twelve (12) months prior written notice to the Society.

12.0 No Assignment

12.1 The Society may not assign this agreement without the written consent of the City, which consent may be arbitrarily withheld, provided that, if such consent is given, the Society will be relieved of its obligations hereunder except to the extent such obligations arose prior to the giving of such consent.

13.0 Approvals

13.1 The Society hereby acknowledges and agrees that any approvals required from the City hereunder may be arbitrarily withheld by the City, provided such arbitrary withholding of approval by the City is bona fide and based on the merits of the proposed act, course of action, or matter for which approval is required. The City hereby acknowledges and agrees that if, as a result of such an arbitrary withholding of approval by the City, the Society is unable to observe and perform its obligations hereunder, the Society will not be deemed to be in default of such obligations.

13.2 Nothing in this agreement will fetter the discretion or prejudice the rights and powers of the City in the exercise of its functions pursuant to the *Community Charter* (British Columbia) and the *Local Government Act* (British Columbia).

14.0 Delays

14.1 Whenever in this agreement it is provided that anything be done or performed, such provisions are subject to unavoidable delays and neither the Society nor the Society will be regarded as being in default in the performance of any obligation hereunder during

the period of any such unavoidable delays relating hereto and each of them shall notify the other of the commencement, duration, and consequence (so far as is within the knowledge of the party giving such notice) of any unavoidable delays affecting the performance of any of its obligations hereunder.

14.2 In this agreement, "unavoidable delay" means any prevention, delay, stoppage, or interruption in the performance of any obligation of a party hereunder due to a strike, lockout, labour dispute, act of God, inability to obtain labour or materials, laws, ordinances, rules, regulations, or orders of governmental authorities, enemy or hostile, civil commotion, fire or other casualty, and any other condition or cause beyond the reasonable control of the party obligated to perform, but shall not include any inability to perform because of any lack of funds or other financial consideration occasioned by default of the City or the Society performing its obligations hereunder.

14.3 Subject to section 13.0, whenever it is provided herein that a consent, approval, or other action shall be obtained from the City, such expression shall be deemed to include a requirement that such consent, approval, or other action or refusal thereof shall not be unreasonably delayed.

15.0 Notices

15.1 Any notices required to be given hereunder by either party to the other will be deemed to have been well and sufficiently given if mailed by prepaid registered mail, faxed (if applicable), or delivered at the addresses hereinafter set forth:

(a) to the City:

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

Fax # (250) 723-1003
Attention: City Clerk

(b) to the Society:

McLean Mill Society
5633 Smith Road
Port Alberni, BC V9Y 8M1

Attention: Executive Director

or at such other addresses as the parties hereto may from time to time advise in writing, and any such notice will be deemed to have been received, if mailed or faxed (if applicable), forty-eight (48) hours after the date of such mailing or faxing and, if delivered, upon the day of delivery.

16.0 Non-Release

16.1 Upon termination of this agreement by effluxion of time or otherwise, the Society shall not be released from any of its obligations under this agreement existing at the time of such termination and the Society will forthwith deliver to the City all records and other documents in its possession or control reasonably required for the continued operation of the McLean Mill Site.

17.0 Waiver

17.1 No condoning, excusing, or overlooking by the City or the Society of any default, breach or non-observance by the Society or the City respectively at any time or times in respect of any covenant, proviso, or condition herein contained will operate as a waiver of the City's or the Society's rights or duties respectively hereunder in respect of any continuing or subsequent default, breach or non-observance, or so as to defeat or affect in any way the rights of the City or the Society respectively herein in respect of any such continuing or subsequent default or breach, and no waiver will be inferred from or implied by anything done or omitted by the City or the Society respectively, save only express waiver in writing.

18.0 Confidentiality

18.1 The Society will not divulge to any other party at any time any information in its possession or control relating to the McLean Mill or the McLean Mill Site, except as may be reasonably necessary to perform its obligations hereunder or otherwise as may be required by law, and this covenant will survive the termination of this agreement.

19.0 Dispute Resolution

19.1 If a dispute relating to this agreement should arise, and the parties are unable to settle the dispute through negotiation, then the parties may, at their option and mutual agreement, attempt to resolve the dispute through mediation. If mediation is unsuccessful, the parties may, at their option and mutual agreement, submit the dispute to binding arbitration pursuant to the *Arbitration Act* (British Columbia).

19.2 If any dispute is referred to mediation or to an arbitrator appointed under the *Arbitration Act*, the costs of the mediation or arbitration shall be borne equally by the parties involved in the dispute, unless other arrangement is made by agreement of the parties. Unless otherwise agreed, the parties agree that, in the event of an arbitration, a single arbitrator will be appointed in lieu of a panel.

20.0 Relationship Between the Parties

20.1 It is understood and agreed that nothing contained in this agreement nor in any act of the parties hereto will be deemed to create any relationship between the parties hereto other than the relationship of owner and service provider. For certainty, nothing in this agreement makes the City and the Society joint venturers or partners.

As evidence of the mutual intention of the parties to be bound by all the terms of this agreement, the parties hereto have executed this agreement on the dates written below:

CITY OF PORT ALBERNI, by its authorized signatories:

Mayor: MIKE RUTTAN

City Clerk: DAUNA HARTWELL

AUGUST 16, 2017
Date

MCLEAN MILL SOCIETY, by its authorized signatories:

Name: BILL COLLETTE

Name: DEANNA BEAUDOIN

August 4, 2017
Date

SCHEDULE "A"

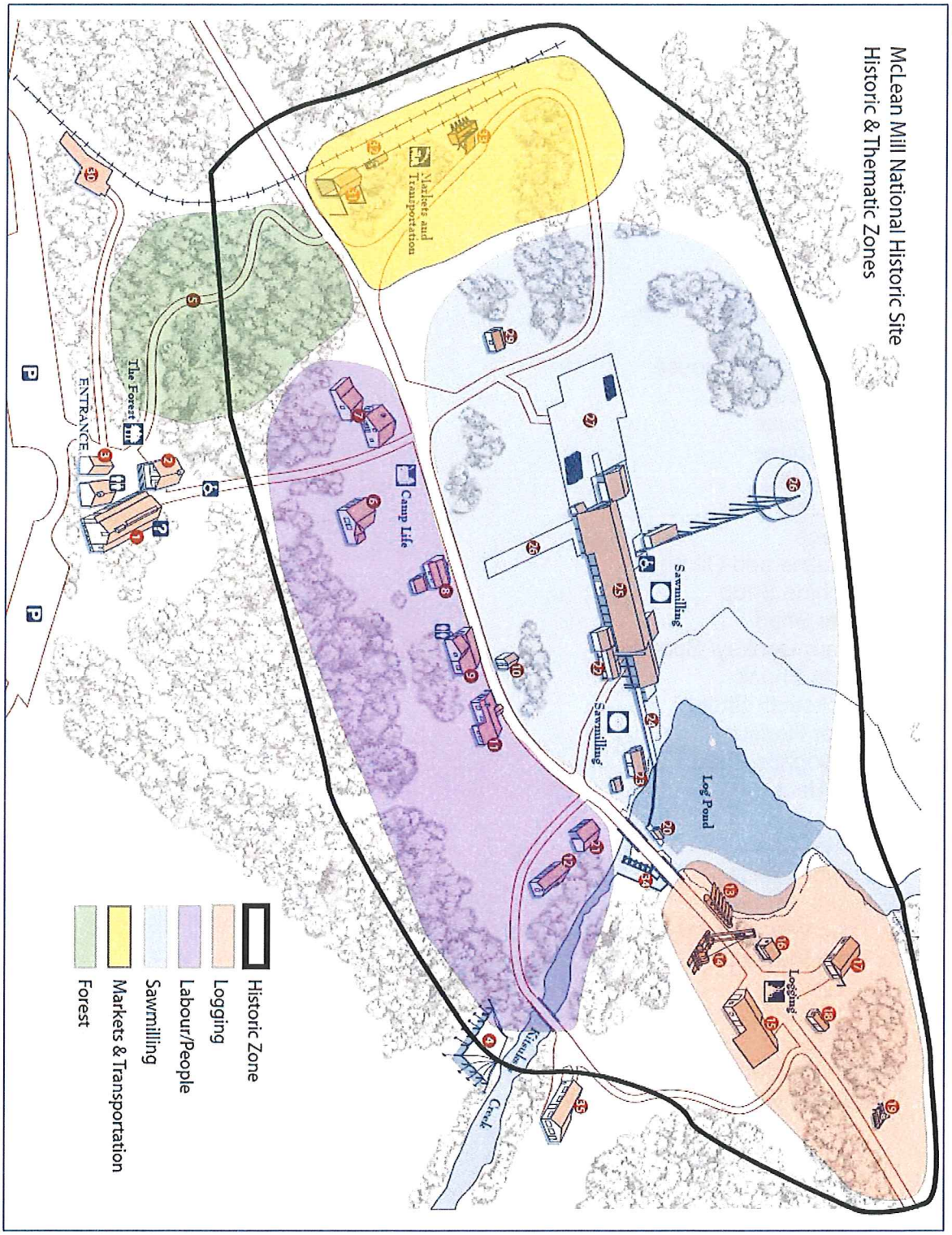
SITE PLAN

Introduction:

The presence of an assemblage of extant cultural resources led the Historic Sites and Monuments Board to designate McLean Mill as a National Historic Site in 1989. All the resources in this McLean Mill assemblage were declared to be "Level I resources directly related to commemorative intent," making it essential to preserve them. To facilitate this, the Historic Zone of McLean Mill NHS, containing these resources, was defined [see plan]. "The formal recognition consists of some 35 structures and the land surrounding them. Built resources include an operational steam operated sawmill, and ancillary structures including a wide variety of wooden garages, storage structures and outbuildings, a cluster of wooden residences and administrative buildings, and a rail line. Landscape features include outdoor areas for processing and storage of lumber, and a mill pond."

The totality of the designated Historic Zone is key – the whole has greater value than the sum of its parts. It is the context of the cultural landscape, the buildings, the machines, the features, and all the extant resources that make the site representative of the British Columbia forest indutry, and so worthy of designation. This inclusion of all resources in the historic zone is central to any management decisions concerning site use.

The plan and associated key provide an outline of the historic zone at McLean Mill NHS, and a list of the key resources included within it. As mentioned, this zone must be considered in its totoality, rather than as atomized buildings or landscape features; the industrial nature of the site and the relationship of its components forms is key to its significance.



See Resource Key for Building Identification

RESOURCE KEY FOR HISTORIC ZONE PLAN:

Contemporary Use Zone:

1. Food Services
2. Gift Shop/ Admission
3. Administration
4. Interpretive Area
5. Forest Walk

Historic Zone:

6. Worker's House
7. Arnold McLean House
8. Office
9. R. B. McLean House
10. Root House
11. Cookhouse
12. Bunkhouse
13. Log Dump
14. A Frame
15. Garage
16. Gasoline and Oil Shed
17. Machine Shop
18. Parts Shed
19. Steam Donkey/ Spar Tree
20. Boom Shack
21. Blacksmith Shop
22. Boiler House
23. Millwright's Shed
24. Log Haul
25. Mill
26. Green Chain
27. Lumber Deck
28. Waste Burner
29. Teacherage/ Yard Office
30. Train Platform
31. Loci Shed
32. Rail Siding
33. Dip Tank
34. Fish Ladder
35. Salmon Hatchery

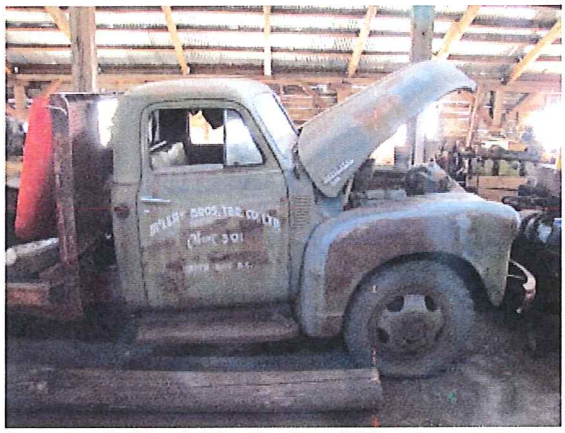
Level I Resources in the McLean Mill Collection, Alberni Valley Museum:

There are a number of artefacts within the Alberni Valley Museum Collection which collectively form the McLean Mill Collection. These objects all have McLean Mill provenance, dating to its 1926-1965 period of operation, and as such, are considered Level I resources, essential to maintaining the commemorative intent of the site. In addition to the listed artefacts, there are others on site which have been anecdotally described as being part of the McLean Mill Collection, and some which have ambiguous ownership; everything listed below is considered to be part of the City of Port Alberni's Alberni Valley Museum Collection. Thumbnail images are provided for the artefacts listed below.

1945 Logging truck & trailer (partially restored) [2994.1.1a-b]
1948 Hayes logging truck and trailer [2994.1.2a-b]
1939 White logging truck [2994.1.3NC]
1939 Ross Carrier (restored) [2994.1.5MC]
1945 Ross Carrier (unrestored)
1928 Ross Carrier
1937 Grader (restored) [2994.1.4MC]
1951 Maple Leaf 3 Ton flatdeck [1992.4.1]
1948 Fargo One Ton Truck [1991.7.1]
1954 GMC 3 Ton Dump Truck
1928 Westminster Iron Works Locomotive (restored) [2994.1.6MC]
1919 Wehr Grader [1992.26.1]
Miscellaneous Logging, locomotive & sawmill parts
1911 Farquahar Tractor (steam) [1994.1.1]
Logging arch
1939 International 2-3 ton flat deck [1999.3.1]
Steam Donkey [1981.7.1]

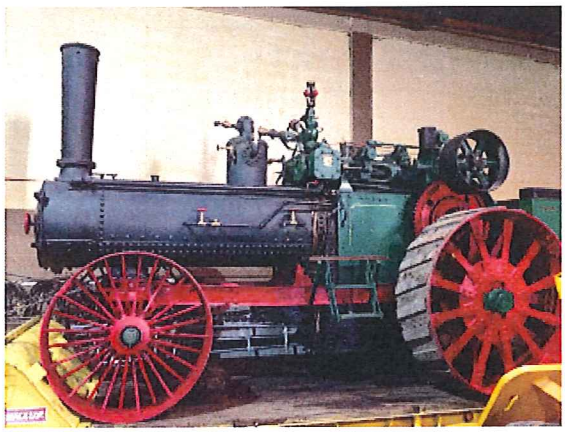
1981.7.1 Steam Donkey

1991.7.1 1948 Fargo Truck



1992.4.1 1951 Maple Leaf Truck

1992.26.1 1917 Wehr Grader



1994.1.1 1917 Farquhar Steam Tractor

1999.3.1 1939 International Truck

2994.1.1a-b 1945 Hayes Truck & Trailer

2994.1.2a-b 1948 Hayes Truck & Trailer

2994.1.3 NC 1939 White Logging Truck

2994.1.4 1937 Grader

2994.1.5 1939 Ross Lumber Carrier

2994.1.6 MC 1928 Buda Locomotive

No Number 1928 Ross Lumber Carrier

No Number 1930s [?] Lumber Carrier

No Number 1955 GMC 3 Ton Truck

No Number Tracked Logging Arch

SCHEDULE "B"

MANAGEMENT PLAN

The McLean Mill Management Plan document is provided to McLean Mill Society separate to this agreement due to the significant size of that document.

The McLean Mill Management Plan is available at any time upon request from City Hall where a hard copy and digital copy of that document reside.

SCHEDULE "C"

OPERATIONAL SERVICES

The Operational Services include the following duties and obligations:

1. McLean Mill Operations

(a) to prepare an Annual Operating Plan and a Five Year Financial Plan, as detailed in Schedule "D", both of which will require approval by the City;

(b) to deliver visitor services in such a way as to uphold the values and intent of the McLean Mill National Historic Site Commemorative Integrity Statement, and to ensure that all contractors and staff receive an orientation to the Statement and to its fundamental importance in relation to the McLean Mill Site;

(c) to provide visitor orientation and information, including maintaining a website and responding to telephone and email communications throughout the Term;

(d) to record and collate daily, monthly, and seasonal visitor statistics, to undertake visitor surveys and provide opportunities for visitor comment, and to bring any serious visitor complaints to the City's attention;

(e) to take a proactive role in ensuring the safety of all visitors, volunteers, and staff at the McLean Mill and to comply with all WorkSafeBC, BC Safety Authority, and *Railway Safety Act* regulations;

(f) to require all staff, contractors, and volunteers who have or may have unsupervised access to children in the regular course of their duties to undergo a Criminal Records Check upon hire and every 5 years if still so employed;

(g) to ensure that all Buildings and grounds at the McLean Mill Site are kept clean and presentable;

(h) to maintain all Equipment in good and working order;

(i) to ensure that foliage at the McLean Mill Site is cut and maintained, and to promptly clear snow and ice from all pedestrian walkways, sidewalks, Parking Areas, and emergency exits;

(j) to make required purchases and payments for supplies and services necessary in order to carry out operations;

2. Programming and Interpretation

(k) to ensure that the messages contained in the McLean Mill National Historic Site Commemorative Integrity Statement are effectively communicated to visitors to ensure their appreciation for and understanding of the McLean Mill Site's historic value and status as a national historic site;

(l) to interpret site themes and objectives through regularly scheduled tours, programs and special events throughout the operation seasons, and to accommodate pre-booked group tours (school, bus, cruise, etc.) and general access year-round;

(m) to develop and present new programs and events as the McLean Mill expands;

(n) to organize or provide for special functions and to rent out space at the McLean Mill Site for such functions, and to develop and implement the policies, rates and conditions of rental that will apply;

(o) to ensure that exhibit areas are kept clean and free of known or apparent hazards;

(p) to encourage and cooperate with film companies interested in filming anywhere on the McLean Mill Site;

3. Volunteer Services

(q) to manage a volunteer program for the McLean Mill Site, including recruiting, training, supervising, evaluating, and recognizing volunteers;

(r) to ensure that staff, contractor, and volunteers receive an orientation to the McLean Mill Site and appropriate training for the activities they will be undertaking, including safety, fire and emergency procedures in compliance with WorkSafeBC and conservation and preservation standards appropriate to the McLean Mill National Historic Site Commemorative Integrity Statement;

4. Marketing and Promotions

(s) to carry out marketing and promotional activities which will lead to an increased awareness of the McLean Mill Site and an increased number of visits;

(t) to cooperate with the Alberni Valley Museum Manager in preparation and implementation of an annual marketing/promotions strategy;

(u) to maintain visual identity guidelines for consistent branding and use of logos at the McLean Mill and to ensure that these guidelines are followed for all advertising, promotional, and onsite material produces for the McLean Mill;

(v) to liaise with Parks Canada staff on cooperative efforts related to heritage tourism and marketing program integration with other national historic sites;

5. Admission Fees and Sales of Goods and Services

(w) to charge fees as set out in the approved Annual Operating Plan;

(x) to collect and keep records of fees charged for the McLean Mill;

(y) to provide for, either directly or through third party contractual agreements, the sale of such goods and services as food and refreshments, merchandise, etc.;

(z) to market and sell lumber and residuals arising from sawmill demonstrations;

6. Donations and Fundraising

(aa) to collect, record, and report to the City all monetary donations for the operation and development of the McLean Mill;

(bb) to carry out fund development activities to raise funds for the operation and development of the McLean Mill.

SCHEDULE "D"

CONTENT OF ANNUAL OPERATING PLAN AND FIVE YEAR FINANCIAL PLAN

The Annual Operating Plan will include details of the following components as proposed for the upcoming season:

1. operating expenditure budget setting forth anticipated revenues and expenses derived from or incurred in respect of the McLean Mill on an accrual basis for the City's next fiscal year, including without limitation details with respect to anticipated expenses for administration, programming, interpretation, marketing and promotion, non-capital repairs and maintenance, materials and supplies, legal and audit fees;

2. contribution amount proposed from the City for the upcoming year;

3. hours of operation for the McLean Mill for the forthcoming season;

4. proposed fees and charges relating to all aspects including services, merchandise, and admissions;

5. staff and volunteer levels, including hiring, training, orientation, supervision, safety and recognition programs;

6. programming and tours;

7. proposed maintenance and non-capital upgrades;

8. proposed inquiry management plan;

9. planned special functions, facility rentals, celebrations and other events;

10. marketing, advertising and promotion;

11. grants, donations and fund-raising activities;

12. merchandize and food services plans.

The Five Year Financial Plan will be developed in consultation with the City's Director of Finance through the City's annual financial plan process, including public consultation. The Five Year Financial Plan will follow the format required of the departments of the City.

SCHEDULE "E"

MCLEAN MILL NATIONAL HISTORIC SITE CONTEXT STATEMENT

The following context statement outlines the factors that will influence the management and operation of the McLean Mill. It is intended to provide a basic outline for the understanding of both parties and their representatives at the McLean Mill.

1. The McLean Mill Site was donated to the City by MacMillan Bloedel for the purpose of a heritage site and related activities. A restrictive covenant (EH1630) was registered on title to the McLean Mill Site to restrict the use of the lands for these purposes.

2. A Cost-Sharing Agreement between the City and the Ministry of Canadian Heritage establishes the responsibility of the City for the conservation and heritage preservation of the McLean Mill Site and sets out an agreement to operate, maintain, conserve and present the McLean Mill Site in the same condition as its conserved state for a period of forty-two years, commencing July 23, 1996. The Ministry of Canadian Heritage agreed to fund up to $2,600,000 for restoration works between 1996 and 2000.

3. The Management Plan for the McLean Mill Site, attached as Schedule A to the Cost-Sharing Agreement between the City and the Ministry of Canadian Heritage, outlines the strategic direction for the management and operation of the McLean Mill Site and provides the framework for the business and working plan upon which the Cost-Sharing Agreement was founded.

4. The City provides an annual financial contribution to the Society to operate, manage, and maintain the McLean Mill, including the Buildings, the Parking Areas, and the Equipment. The Society raises additional revenue through admissions, special events, and sales of merchandise. The Society is responsible for operating and managing the McLean Mill at its own cost and expense.

5. Given the City's obligations to the Department of Canadian Heritage for the historic values of the site, changes to and use of the Buildings and Equipment must meet criteria that the Alberni Valley Museum Manager is responsible for administering.

6. The McLean Mill's success is based on cooperation and collaboration of the City and the Society. Each party respects the role of the other and will work together to achieve what is in the interest of the McLean Mill, a national historic site and key component of the Alberni Valley's Heritage Network.

7. Given the City's obligations to the Department of Canadian Heritage, the City is responsible for ongoing preservation of the McLean Mill Site. Works required to ensure such preservation are intended to be funded through the Annual Capital Plan, as approved by City Council each year.

John Dam & Associates
Building Conservation Engineering

McLean Mill National Historic Site

SITE ASSESSMENT

Prepared for:

City of Port Alberni
c/o Jamie Morton - Manager of Museum, Heritage & Culture, City of Port Alberni
4255 Wallace Street
Port Alberni, British Columbia

Prepared by:

John Dam & Associates Inc.
2884 Gorge View Drive
Victoria, British Columbia

July 3rd, 2018
#1056.001

Synopsis

On behalf of the City of Port Alberni, John Dam & Associates has completed an assessment of the McLean Mill National Historic Site in Port Alberni, British Columbia. The purpose of this assessment is to provide a summary overview of the condition of the extant buildings and ancillary structures along with associated renewal and maintenance recommendations.

A visual review of the historic assemblies was completed over several days by JDA. Background documentations were also reviewed to provide context to the current status of the site and conservation planning. These documents include the Interim Protection Plan Draft Report produced by the Canada Parks Service (Parks Canada) in 1990, a Management Plan for the McLean Mill NHS produced by Commonwealth Historic Resource Management in 1993, and architectural renewal documents produced by Paul Merrick Architects in 1998.

Based on the site assessment, the buildings and associated structures were generally found to be in good condition, especially considering their vintage and exposure. There were limited observations of existing or imminent failure, with a number of buildings noted to be at risk. Several structures and building were also observed to have been restored and appeared to be performing well. Failing roof materials and members as well as the encroachment of organic growth and grade with associated moisture related deterioration at the building perimeters are the most significant detrimental impacts on site. Considering the important context of conserving the site as a whole, the priority recommendation is that all buildings be provided with a functioning roof, either renewing the existing assembly or installing a temporary sheet metal roof, and that all material and debris be sensitively removed from the building perimeters. It is also recommended that the at-risk buildings be stabilized either by addressing the localized deterioration with new material or bracing the building to prevent further movement and relieve compromised load bearing members. Upon completion of this stabilizing work, a plan can then be developed to effectively conserve each of the buildings.

Recommendations have been provided for both maintenance and renewal work with associated frequency and priority ratings.

Sincerely,

John Dam & Associates Inc.

Table of Contents

1.0 Introduction

At the request of Jamie Morton, the Manager of Museum, Heritage & Culture for City of Port Alberni (CPA), John Dam & Associates (JDA) has completed a site assessment of the McLean Mill National Historic Site in Port Alberni, British Columbia. The purpose of this report is to provide a current summary assessment of the site buildings and structures, focusing their general condition. Based on visual observations and an understanding of building durability, maintenance and renewal recommendations are presented with associated frequency and prioritization. With these recommendations, conservation planning for immediate and future works can be accomplished.

2.0 Terms of Reference

The scope of work undertaken to complete this report included:

- briefly reviewing a selection of previous reports to gain a contextual understanding of the site
- completing a preliminary review of the site, noting known problem areas as revealed by site staff
- completing a full review of the identified buildings, noting their current condition and those assemblies and conditions warranting conservation attention
- completing a full review of all provided documentation to gain a full understanding of the various buildings, their history including all noted previous maintenance and renewal work, and all identified demolitions
- summarizing the findings of the review in this condition assessment report and providing associated maintenance and renewals recommendations

The primary documents that were made available for review include the Interim Protection Plan Draft Report produced by the Canadian Parks Service (CPS – now Parks Canada) in 1990, a Management Plan for the McLean Mill NHS produced by Commonwealth Historic Resource Management in 1993, and architectural renewal documents produced by Paul Merrick Architects in 1998. Additional documents provided include the statement of significance, a site resource summary, and a site map. A descriptive summary of the site's current condition as well as previous conservation works was provided by Jamie Morton via email prior to the review of the site.

3.0 Site History

The construction of McLean Mill started on Beaver Creek in April 1926. Financed by Robert Bartlett McLean, his three sons managed the day to day operations beginning in the spring of 1927. Due to its isolated location, some employess would live in bunkhouses and eat in the cookhouse while some of the families would have cabins. Overtime, offices were built as well as a school house for the growing children. The Japanese workers and their families would live in a separate camp on Kitsuksis Creek.

In the early years, the site was dependant on rail transportation. During the Second World War and following, with work at the Mill slowing down, the company would gradually switch from rail to gas powered trucks and refocus on producing and delivering dimensional lumber. A number of big changes came in the '50s with the introduction of electricity and a better road network to the site. Rail transportation came to a stop and the workers moved to town resulting in the decline of camp life.

Photograph 1 – Gas powered logging truck

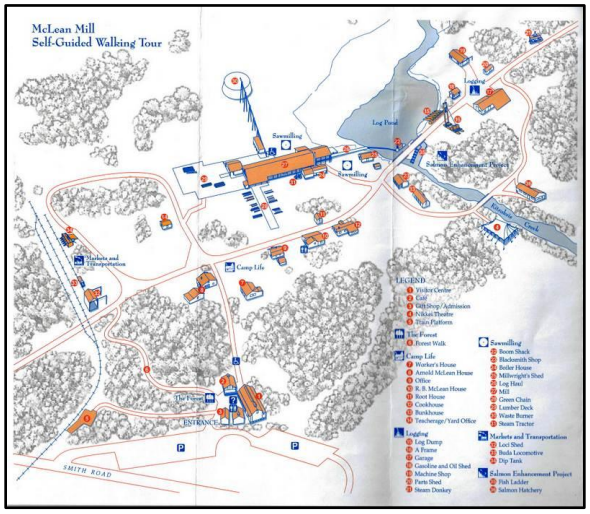
The Mill would continue to operate through to 1965 when the Mclean family would end independent operations and start to working for Macmillan Bloedel. The site would soon cease operation entirely and be donated to the City of Alberni. In 1989, the site was recognized as being national significant and designated as such.

In 1990, Canadian Parks Service commissioned a report identifying the condition of the site, recognizing the importance of the extant buildings and their presentation as a whole while also noting the advanced deterioration that would require immediate attention. In 1993, Commonwealth Historic Resource Management was commissioned to develop a management plan for the renewal of the site. With the plan not fully realized, from 1997 to 2000, the site was partially restored. In 2010, the Province invested in restoring a number of buildings. Site Operations have attempted to complete a number of repairs while Parks Canada focussed on conserving the Mill which remained in operation until 2017.

Photograph 2 – Building deterioration

4.0 Site Description

Located on just under 13 hectares (just over 32 acres), The McLean Mill site forms a self-contained community of residences, offices, and service buildings around the mill and pond. Set in the temperate rainforest that seeded the beginning of operations, a path leads from the contemporary Visitors Centre to a number of residential and administration buildings. Across the main road, running east-west across the site, is the mill and associated operations buildings. To the west of this is the remaining railway track and the buildings/structures linked its' operations. The east end of the site, across the pond and Kitsukis Creek from the mill, is the original logging operations and associated infrastructure. More recently, a salmon hatchery has started operations in this area within its own building. This has resulted in the construction of a bypass water way that allows for the historic preservation of the pond. To the north, the Beaufort Mountain Range provides the natural back drop to the site with the ongoing logging operations altering its landscape over time.



Photograph 3 – Site Map

5.0 Site Assessment

The assessment of the site was visual in nature with areas of particular interest highlighted by personnel associated with the management and maintenance of the site. The review focussed on 28 identified buildings and structures and was an overview in nature, focussing on the general conditions and particular deterioration mechanisms towards developing a stabilization plan for the site. The following sections are a summary of the observations of each building and structures with recommendations for maintenance and renewal work provided where appropriate.

Camp Life

5.1 Worker's House

Originally built in 1929, a porch was added to the east elevation in the '40s while major renovation works including the addition of a front room and bedroom, the enclosing of the porch, and the finishing of the attic space were completed in the '60s. In the '80s, the attic was closed off and a beam was added in the kitchen. Recent conservation works include the stabilization of the foundation by setting the building on concrete blocks, improving perimeter drainage, renewing the roof with contemporary asphalt shingles, and restoring the board and batten siding on the south and north-east elevations. The enclosed porch was removed in 2008.

Currently, the asphalt shingle roof is supporting significant moss growth on both the north and east elevations while moisture ingress through the attic has occurred, deteriorating the ceiling finishes. The discontinuous roof line at the south-east corner would suggest a previous addition on the east elevation has been removed.



Photographs 5 - 7 – (*left to right*) moss growth on the north eaves, ceiling damage associated with building displacement and moisture ingress, damaged and deteriorated east wall

The walls a clad with a variety of finishes that are in fair condition except the south end of the east wall that is in very poor condition with loose pieces of wood, dysfunctional doors, and large holes through the assembly; one partially patched with a sheet of plywood. The former porch opening on the north elevation is infilled with plywood while the other windows appear to be in fair condition with deteriorating details.

The supporting timber structure appears in good condition except at the south end of the east elevation where the outer joist has failed, resulting in differential settlement.

The interior was observed to be haphazardly filled with random materials and debris exacerbating building deterioration and compromising interior air flow and drying.

Photographs 8 - 10 – (*clockwise from top left*) renewed timber foundation structure on concrete pad footings, deteriorated exterior joists resulting in building displacement

The Workers House was generally found to be in fair condition though in need of remediation work. It is recommended that if the roof is found to be currently leaking, it be addressed with the installation of temporary sheet metal or the renewal of the asphalt shingles to eliminate persistent moisture ingress and related deterioration. The east elevation should be repaired to close up the damaged and exposed wall assembly and prevent moisture ingress into the building. The window sills should be restored where signs of moisture ingress into the wall assembly are evident. The damaged floor joists should also be replaced to prevent further building displacement and the possibility of progressive failure. If material is to be stored in this building, it is important that it be organized and well-spaced to facilitate airflow, reduced moisture storage, and allow for the onset of assembly deterioration and displacement to be readily observed.

Table 1 – Workers House - Renewal Recommendations		
1	Renew the roof with sheet metal cladding or asphalt shingles.	High
2	Rebuild the east elevation, installing protective cladding.	High
3	Repair the damaged and deteriorated floor joists.	High
4	Renew the window sills.	Low
5	Organize and reduce interior material storage, removing all accumulated debris. Regularly ventilate the interior air space.	Medium

5.2 Arnold McLean House

Originally built in 1920's as a two room house with a living room / kitchen adjoining a bedroom, a kitchen addition was added in 1927 along with another bedroom and the finishing of the attic. In the 1930's, the new bedroom was converted into a bathroom and the attic was converted into a bedroom. In 1948, the front door was relocated and the living room window was enlarged. Recent conservation works include the replacement of the interior carpet with plywood in 2003 to protect the original wood floor beneath and the replacement of the cross beams and some rafters, the rebuilding of the chimney and repair of the adjacent floor joists in 2010.

Photograph 12 – debris accumulation on the roof and in the gutter

Built adjacent to a couple of large trees, Organic debris and growth is accumulating on the cedar shingle roof and filling the gutter over the front door. At least one branch was observed to be resting on the roof. Despite this, the roof appeared to be performing as required with no observed interior moisture ingress and related deterioration.

The walls are protected with a cedar shingle cladding that flares out at the base. The shingles on the north elevation are noticeably larger in size, possibly identifying assemblies that were added at a later date. These shingles are showing minor, localized deterioration while the east elevation is severely deteriorated at the base. The south elevation is in good condition while a corner of shingles on the west elevation is damaged exposing the framing behind. The windows were all observed to be in fair condition with varying degrees of debris accumulation on the sills and associated deterioration.

The supporting timber structure, beams on posts on concrete blocks, appeared to be in good condition as did the perimeter skirting.

The interior is set up as an exhibit space for visitors to experience as they pass through. Signs of interior moisture ingress and related deterioration were not observed.

Photographs 13 - 16 – (*clockwise from top left*) deteriorated wall cladding, sound building frame and footings, debris on the window sills

Having been formerly used as the site caretakers' house, the A. McLean House is generally in good condition. It is recommended that the roof and gutters be regularly maintained, removing accumulated organic growth and debris, and that the lower hanging tree branches be trimmed up to improve the drying capacity of the cedar shingles. The wall cladding should be repaired where damage and deterioration are exposing the framing assembly behind. The window sills should also be regularly maintained having accumulated debris removed and if necessary, the sills renewed.

Table 2 – Arnold McLean House - Renewal Recommendations		
6	Remove growth and debris from the roof and gutters and cut up all branches in close proximity to the roof.	Medium
7	Repair all damaged and deteriorated cedar shingle cladding.	Low
8	Renew the window trim	Low

5.3 Arnold McLean Garage

Little documentation has been sourced on the history of this garage excepting that the Canada Parks Services report recorded it being in good condition in 1990.

Currently the building is in a state of advanced deterioration and close to structural collapse. The roof structure is exposed to the elements while the south-west corner of the building is submersed in standing water.

The cedar shingle roof over the main garage has been protected with a tarp that is loosely held in place and heavily damaged. With the severe deterioration of the shingles and the damaged tarp, the roof structure is exposed to moisture ingress and the associated deterioration. The lean-to on the west side is protected with sheet metal cladding held down with timber scraps and debris. Given the low-slop and accumulation of debris, the onset of deterioration of the sheet metal is unavoidable with a number of holes already observed.

Photograph 18 - 20 – (*clockwise from top left*) damaged roof tarp, holes through the main, cedar shingle roof and the lean-to, sheet metal roof

The board and batten wall cladding and the windows both appear to be in fair condition with only minor localized deterioration, particularly along the base of the wall. The garage doors to the east bay were observed to be off their hinges, one leaning against the building and the other haphazardly hanging.

The timber footings are set directly on grade with water encroaching on the southwest corner. It appears that a ditch has been excavated along the south and east elevations to divert moisture accumulation but footing failure and associated building settlement are still evident.

The two outer bays have dirt floors with the east bay occupied by a tractor and the west or lean-to bay storing scrap and tables. The centre bay has a wood floor that appeared to be in fair condition. Materials, debris, and artifacts were observed in the centre bay.

Photograph 21 & 22 – (*top to bottom*) the north elevation with a tractor in the east bay and the displaced doors, a ditch along the east elevation

The condition of the A. McLean Garage is critical with potential assembly failure imminent. As with all buildings, it is important that the garage stay dry and have the capacity to dry out to best minimize moisture related deterioration. The primary recommendation is to reset the building on a new foundation assembly, out of the encroaching water, and if necessary, drain the adjacent accumulation of water away from the area. The deteriorated roof assembly must also be addressed with the renewal of the original assembly using new materials or with the installation of temporary, protective cladding. Tarps must only be considered a short term, seasonal measure, understanding that once moisture gains access beneath them, it cannot easily escape and the tarp can actually make conditions worse. Simultaneously with the restoration of the foundation and the roof, the building structure should be reviewed and addressed as necessary to ensure that it remains stable and safe to enter. Following these efforts, conservation works can be completed including the restoration of the original doors and the repair of any localized wall and window deterioration that may be affecting the integrity of the building structure. The open concept of the garage building allows it to constantly vent the interior space.

Table 3 – Arnold McLean Garage - Renewal Recommendations		
9	Renew the roof cladding and address any roof structure deterioration	Critical
10	Reset the building on a new foundation out of accumulating water.	Critical
11	Complete a structural review of the building and address any necessary upgrades	Critical
12	Restore the garage doors	Low

5.4 Office

The Office building was originally constructed in 1929 as a two room cabin. In the '40s or '50s, a rear addition was added. When Canada Parks Service reviewed the site, the Office was found in poor condition with widespread wood rot and a tree undermining the footings. Minor works were completed in 2001 with more extensive restoration work completed on the addition, footings, front porch and interior in 2011.

The main and entrance porch roofs are currently protected with a modified bitumen sheet membrane while the rear addition is covered with sheet metal. Both roofs are supporting organic growth and debris but otherwise appear to be performing as expected. The exposed rafter ends were observed to be deteriorating suggesting that the overhang of the roof is not sufficient to prevent moisture drainage onto them. The chimney appears in fair condition but could be cleaned and repointed to reduced accumulating organic growth and associated deterioration.

Photograph 24 – debris runoff on the rafter tails

The walls and windows all appeared to be in good condition, reflecting the extensive restoration effort put into them in 2011.

The restored foundation posts and concrete footings appeared to be in good condition. Lacking the perimeter skirting, there is positive ventilation beneath the building. Grade is however starting to accumulate at the north-west corner and along the west and north edges of the entrance porch putting the base timber at risk of moisture related deterioration. A large tree is also growing in close proximity to the west elevation, exacerbating the impact of the accumulating grade. Material debris was also observed to be stored beneath the building.

Photograph 25 & 26 – *(left to right)* grade accumulation along the north elevation

The interior, as observed through the windows, appeared to be in good condition with no observed signs of moisture ingress or deterioration.

With the extensive restoration work completed in 2011, the Office generally appears to be in good condition. Organic debris accumulation on the roof and the encroachment of grade at the north-west corner are the only noteworthy items of concern. It is recommended that these two circumstances be addressed and integrated into the regular management of the building to prevent the onset of serious deterioration.

Photograph 27 –grade encroaching on a foundation post.

Table 4 – Office - Renewal Recommendations		
13	Remove organic growth and debris from the roof and repoint the chimney.	Medium
14	Pull back grade from the north-west corner of the building and monitor the encroachment of tree roots	Low

5.5 Robert Barlett McLean House

The building was in such poor condition when reviewed by the Canada Parks Service, being near the point of collapse, that is was recommended it be documented and deconstructed for possible future conservation.

Today, following the recommended reconstruction, the building serves as a site office and public washroom facility.

The cedar roof on the north and south-west elevations appear to be in fair condition though supporting accumulating organic growth. The shallow pitch of the south-west roof, too shallow for cedar shingles, is exacerbating the accumulation of debris. The modified bitumen membrane over the porch and the south-east corner appears to be in good condition. A timber gutter redirects runoff away from the south-west edge of the roof.

The variety of siding profiles protecting the wall assemblies all appear to be in good condition with the only noted damage appearing along the west base of the north elevation. The windows and their perimeter trim also appear to be well maintained.

Concrete foundation walls and a central pony wall on strip footings support the building while a concrete slab finishes the crawlspace floor. Timber skirting maintains the historic appearance on the exterior. The crawlspace is ventilated with several openings. The supporting structure appeared to be in good condition.

Photographs 29 - 31 – (*top to bottom*)
debris accumulation on the low-sloped cedar shingle roof, damaged wood cladding, concrete foundation and crawlspace slab.

The interior, from what could be observed through the windows, appeared to be in good condition with no signs of moisture ingress or deterioration. Being in regular use, it is expected that any signs of interior deterioration would be reported to site management.

Having been reconstructed to form a contemporary office space on site, the R.B. McLean House is in good condition with no signs of serious deterioration. The low-sloped roofs and gutter collect organic debris that should be should be regularly removed. The cedar shingles on the low-sloped roof should also be replaced with the more appropriate modified bitumen membrane. The damaged siding could also be repaired.

Table 5 – Robert Barlett McLean House - Renewal Recommendations		
15	Clean roof of organic debris and replace low-sloped cedar shingles with a modified bitumen membrane.	Medium
16	Repair damaged siding	Low

5.6 Root House

Originally built in 1937, the Root House underwent extensive restoration after the Canada Parks Services found it to be near collapse and supporting a fallen utility pole.

Currently a steeply sloped, sheet metal roof with generous eaves and overhangs protects the wood frame structure. The roof structure supporting the sheet metal appeared to be in good condition.

The wood clad walls appeared in good condition with only a few pieces of siding showing minor edge and end damage and deterioration. The door appeared to be original, at least in design, with dimensional lumber hinges. The building is without any windows.

Creosote blocks at the building corners were observed to be providing foundational support. They appeared to be in good condition from what could be seen. Beyond this, little could be observed of the footings. The building appeared level indicating the footings have not failed. It was noted that the building was constructed over a tree root that will likely, over time, impact its slope and stability.

Photographs 33 - 36 – (*clockwise from top left*) sheet metal roof cladding overhang, deteriorated siding, building base constructed over a tree root, a creosote block footing

The interior space with wood shelves holding a few items of historical interest, appeared in good condition with no signs of moisture related deterioration or other damage.

Having been extensively restored, the Root House appears to be in good condition with no signs of damage or deterioration. It is simply recommended that the building be monitored over time to prevent undue impact from the tree root and the encroachment of grade at the perimeter.

5.7 Cookhouse

The Cookhouse was originally built in 1927 with a dining room, kitchen, bedroom, and an open air pantry on the north side. A few years later, a second bedroom was added. In 1990, the Canada Parks Service found the Cookhouse to be in very poor condition with failing posts and wall framing, a heavily deteriorated roof, and a tree growing into the side of the pantry. Posts, floor beams and the subfloor were replaced, several walls were reframed, the front porch was repaired and a temporary metal roof was installed. Since this conservation effort, the large tree growing into the pantry was removed, the west porch was reconstructed, the floors were restored, the rear walls were reclad, and the temporary roof was replaced with replicated period shingles. In 2010, the interior walls and ceiling of the dining room were finished with donna conna board.

Currently, the asphalt shingle roof is note-worthily deteriorated and protected with haphazardly secured tarps. A large tree remains in close proximity with its lower branches resting on the roof. Roof plank deterioration was observed at the south-east corner while the donna conna ceiling finish of the dining room, and the wood ceiling of the bedroom are supporting organic growth and failing.

Photographs 38 - 40 – (*clockwise from top right*) loose roof tarps, deteriorated wood and donna conna ceilings

The walls are protected to the exterior with board and batten siding that appeared to be in fair condition with a number of loose and missing battens. The plank siding on the north and south additions appeared to be in good condition. A number of windows were observed to be lacking

perimeter trim and sills and in some cases, accumulating organic debris at their base. In general though they appeared to be in fair condition


Photographs 41 - 42 – *(left to right*) missing window trim and debris accumulation at the base, missing batten

The supporting foundation structure is a combination of dimensional and round timbers on dimensional and round posts generally appearing to be set on concrete footings. No signs of deterioration or building settlement were noted though grade was observed to be encroaching on some of the posts and along the north porch.

The interior space, open to allow visitor access, exhibits what the space may have historically looked like. Apart from the deteriorating ceilings and generally appearing unkempt, it appeared to be in fair condition.

It is critical that the roof assembly be addressed to prevent further deterioration of the supporting structure and adjacent assemblies. The asphalt shingle cladding can either be renewed or protected with the installation of a temporary sheet metal roof. With the onset of organic growth in the interior, it is important that all affected materials be removed as such growth can present a health hazard and cannot be effectively stopped or removed from the affected material. All tree branches in close proximity to the roof should be trimmed up and encroaching grade be pulled back from the perimeter building assemblies. Following these efforts, conservation works addressing the deteriorated cladding and window perimeters can be completed and consideration can be made to restore the interior finishes. It is also important to regularly ventilate the interior space to control moisture accumulation and reduce its negative impact.

Table 7 – Cookhouse - Renewal Recommendations		
17	Renew the roof assembly with new cladding, repairing all uncovered deterioration to the supporting structure	High
18	Remove all deteriorated interior materials	High
19	Cut up all branches in close proximity to the roof and pull back grade from the footings and porch perimeter	Medium

5.8 Bunkhouse

Constructed in 1946, the Bunkhouse was found by the Canada Parks Service to be in poor condition in the 1990. The roof and back wall had failed with deteriorated studs, rafters and footings. These failed elements were all replaced in the initial renewal effort and a temporary metal roof was installed. In 2003 and 2007, further restoration work was completed.

The 'temporary' sheet metal roof is now starting to corrode and a number of panels were observed to be loose. Along the back elevation, the sheet metal was installed with excessive overhang and one panel has buckled. An abridged gutter, determined to not be original to the building, has been installed over the front door.

The walls are protected with wood cove siding and trim. The front elevation is painted brown with white trim. The windows on the front and side elevations are hung sash operables while a wood frame door provides passage into the building. Excepting for the boarded over door and window on the back elevation, the wall and window assemblies appear to be in good condition.

The building is supported on a timber structure set on heavy timber footings. A deteriorated and loose footing assembly was observed at the north-east corner.

Photographs 44 - 46 – (*clockwise from top left*) lifting and buckling sheet metal roof, settled and deteriorating timber footing assembly

The interior is set up to exhibit historic living condition, with beds, side tables and artifacts on display. Apart from some minor staining on the donna conna finish, the interior appears dry and in good condition.

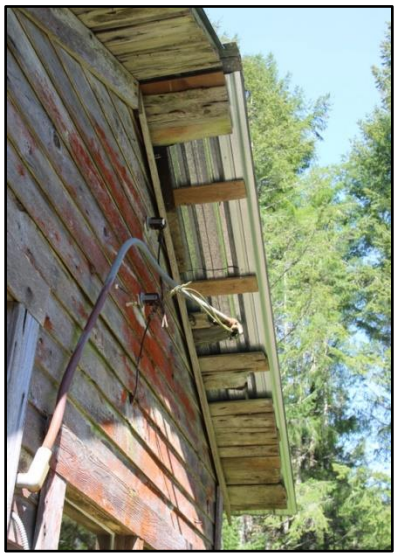
The Bunkhouse is in fair to good condition with observed deterioration limited to the NE footing and a missing back door and window. It is recommended that the roof be fastened down and that the excessive overhang be cut back from the rear elevation. The deteriorating footing should also be renewed or addition material installed to provide the necessary support. At some future time, the rear window and door could be restored.

Table 8 – Bunkhouse - Renewal Recommendations		
20	Fasten down the sheet metal roof and cut back the excessive overhang	Medium
21	Renew the deteriorating NE footing	Medium
22	Restore the rear window and door	Low

5.9 Teacherage

Built in 1924, the Teacherage was initially built with a kitchen and living room up front and a bedroom in the back. In 1934, the interior walls were removed to create a single room. In 1990, the building was found to be in fair condition with restoration works limited to some new posts, beams and joists, new porches and a roof tarp. The roof was later renewed with a contemporary sheet metal assembly while the foundation and porches were renewed in 2011.

The sheet metal roof appeared to be in fair condition with the onset of surface corrosion and some flashing repairs completed along the ridge. The wood structure supporting the roof had some noteworthy deterioration but the interior of the building appeared to be dry and free of moisture related deterioration.



The wood siding appeared to be in good condition accepting along the base of the building, particularly adjacent to the north porch, where deterioration was evident. The window is missing in the west elevation while the east window is supporting moss growth. The east door was found to be off its hinges, inside the building while the north door, adjacent to the porch, is significantly deteriorated along the base.

The building is supported by a timber foundation and treated timber and concrete blocks. The foundation structure appeared to be in good condition though organic growth is not managed along the perimeter. The front porch is in good condition but the side porch appears to be sloping towards the building, exacerbating the deterioration of the adjacent door and siding.

Photographs 48 - 50 – (*clockwise from top right*) deteriorated timber roof structure, north porch with adjacent door and cladding deterioration, perimeter growth

The interior, open to the exterior with the missing window and door, appeared to be in good condition. A central stud wall has been installed to provide additional bracing for the roof structure. The wood ceiling does not appear to be original while deteriorating floor planks, possibly original, are overlaid with new material. Miscellaneous materials are stored in the building including chairs, a bike, and landscaping equipment.

Photographs 51 & 52 – (*left to right*) interior stud wall, overlaid, deteriorating floor planks

Having been relocated at least once, the Teacherage currently appears to be in good condition on a sound foundation with limited, observed deterioration. It is recommended that the north porch be addressed, sloping it away from the building to reduce backsplash against the base of the building. Organic growth around the perimeter should be cut back to allow the base of the building to vent and dry while the east window sill should be cleaned of organic growth to prevent deterioration. Consideration for future conservation works would include the renewal of the doors and windows to reduce moisture ingress into the building, and a further investigation of the roof structure.

Table 9 – Teacherage - Renewal Recommendations		
23	Slope north porch away from building	Medium

Logging

5.10 Log Dump

Restored in 1990, the Log Dump is a timber structure that facilitated the placement of the cut trees into the mill pond. Rough cut, round logs are set on a supporting log and slope into the pond. Given the exposure and abuse this structure likely experienced, it is likely the members were regularly replaced as they deteriorated and broke over time.

There are currently 6 sloping logs set on a notched base log. The sloping logs, despite the accumulation of debris between them, are in fair condition with the expected level of exposure related deterioration. The base log is significantly decayed at the ends and splitting apart.

Given its exposure and positioning into the edge of the pond, the Log Dump is a feature that will continue to deteriorate over time. This will necessitate the eventual and continual, replacement of the timber members. When it was last restored, the slope was reduced to accommodate current concerns pertaining to the fish in the pond. If possible, consideration should be given to restore the original geometry of the structure.

Table 10 – Log Dump - Renewal Recommendations		
24	Monitor the timber members, removing debris and growth between them to reduce the rate of decay and replacing them when they become unstable	Low

5.11 A-Frame

The A-Frame was rebuilt in 2004 with a new log structure supporting the original hardware.

The assembly, set on treated timbers, appeared to generally be in good condition with no significant deterioration observed beyond the ongoing corrosion of the mechanical equipment. The two side roofs, providing protective cover for the operators, are sagging under their own dead load suggesting inadequate structural support. This is likely exacerbated under snow loads conditions.

Photographs 55 & 56 – (*left to right*) The cabin of the A-Frame with the wing roofs

Ongoing use and maintenance of the A-Frame would enhance the durability and life expectancy of this structure. Alternatively, a contemporary roof structure could be erected over the mechanical end to protect it from exposure to the weather and associated corrosion. It is likely that the structure of the wing roofs is original and that the angled position is what they originally looked like. Regular monitoring and maintenance of these roofs will keep them in place while modest structural upgrades would reduce maintenance requirements and possible failure.

Table 11 – A-Frame - Renewal Recommendations		
25	Monitor the mechanical assembly and protective structure, completing maintenance and renewal work when necessary.	Low

5.12 Garage

Built circa 1944/45, the west roof was raised around 1951 to accommodate higher trucks. Shortly after, the maintenance pit was dug deeper. In 1990, the building was found to be in poor condition and near collapse. The posts and foundations were replaced, the walls repaired and a new roof was installed.

The renewed asphalt shingles are now beyond their expected service life with extensive deterioration and organic growth observed. The cedar shingles on the rear lean-to roof are also covered with moss and organic debris. The main roof structure is unconventionally framed with discontinuous members and seemingly random bracing. Moisture ingress is occurring in a number of locations, most notably where the raised roof transitions to the main roof. A number of material and assembly failures were observed including a significant hole in the roof, fraying tension cables, and deteriorating post bases.

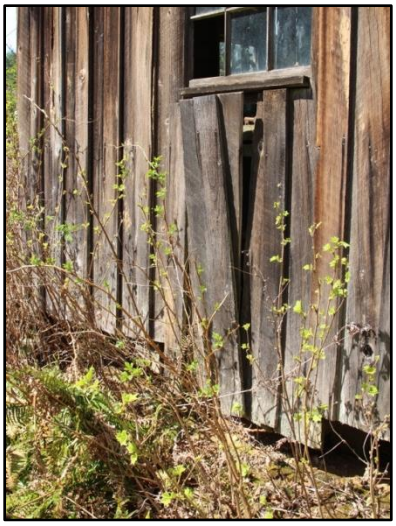
Photographs 58 - 60 – (*clockwise from top left*) deteriorated asphalt shingles, unconventional roof framing, moisture staining on the structural assembly

The wall assemblies, despite the unchecked organic growth occurring around the perimeter, appear to be in fair condition with only localized damage and deterioration observed.

The floor assembly adjacent to and over the pit appears to be failing with loose and displaced floor planks. Further review of the floor could not be completed with the vehicles parked on the assembly. A review of the perimeter grade showed it to be sloping towards the front of the building. This may be contributing the observed post failures.




Photographs 61 - 68 – (*clockwise from top left*) failed roof cladding, frayed tension cable, unabated growth along the east elevation, localized siding failure, displaced and collapsed floor planks, post base failure, overgrown, braced lean-to structure

Despite the renewal work completed in the 90's when the building was found to be near collapse, the Garage is once again in very poor condition with signs of structural settlement, moisture ingress and related deterioration. The unconventional framing and bracing along with the settlement indicates that the building may not be stable. It is recommended that a comprehensive structural review of the building be undertaken to ensure its safety and stability and to determine what structural renewal work may be required. In addition, the roof should be replaced to eliminate moisture ingress into the building and reduce further member deterioration while the surround grade and organic growth should be pulled back from the building to allow the base assemblies to dry out and reduce their rate of deterioration.

Table 12 – Garage - Renewal Recommendations		
26	Complete a structural review of the building to determine any necessary renewal and reinforcing works that may be required	High
27	Renew the roof, replacing the existing shingles or installing a temporary sheet metal roof.	High
28	Pull back grade and organic growth from the building perimeter	Medium

5.13 Gasoline & Oil Shed

When reviewed in 1990, the Gasoline & Oil Shed appeared to be in stable though poor condition.

Currently, the corrugated sheet metal roof appeared to be in fair condition with many of the fasteners observed to be lifting, allowing the sheet metal to move in the wind. The edge of the roof over the front porch appears to have sustained impact damage in the past while the structural framing supporting it appears to have been recently renewed.

The south wall is in good condition, protected by the porch roof while the remaining walls, without this protection, are significantly weathered with localized damage and organic growth and debris encroaching at the base. The windows, without sill plates or trim, allow water to pass in between the sash and wall assembly.

Photographs 70 - 73 – (*clockwise from top left*) Loose corrugated roofing, encroachment of growth and debris, a window pane set in the wall, the front porch with a missing support post

The existing post and beam foundation appears to be in fair condition though perimeter deterioration could not be affirmed with the encroachment of growth and grade. The front porch is missing a support post and is subsequently noticeably sagging.

The interior space appeared to be storing fuel drums. With observations limited to looking through the windows, it was difficult to ascertain the condition of the interior space but no signs of obvious deterioration were observed.

The Gasoline & Oil Shed appears to be in fair condition. The roof, though loose, is in good condition and should simply be refastened down to the roof structure. The deteriorated wall elements could be repaired while the windows, could be discretely trimmed, if historically appropriate, to reduce moisture ingress through the wall assembly. The accumulated debris and organic growth should be removed from the building perimeter to facilitate drying and reduce the rate of deterioration. The support post beneath the front porch should also be reinstated to avoid undue stress on the porch assembly.

Table 13 – Gasoline & Oil Shed - Renewal Recommendations		
29	Refasten the roof to the roof structure	Medium
30	Renew the deteriorated and deficient wall and window assemblies	Low
31	Reinstate the missing porch post	Low

5.14 Machine Shop

The Machine Shop was originally built in 1952. In its report in 1990, the Canadian Parks Service noted that the building was in good condition, already on an unconfirmed concrete foundation.

Today, the corrugated metal roof is in good condition though many of the panels are loose with the fasteners either pulling up or punching through the sheet metal. Some of the rafter tails were also observed to be deteriorated.

The board and batten wall cladding is in fair condition being largely coated with creosote or other petroleum product. Typical base perimeter deterioration is occurring where organic growth and debris are starting to encroach. A number of battens were observed to be loose or missing while horizontal planks are supporting organic growth and starting to deteriorate. Most of the windows are untrimmed, allowing moisture ingress in between the sash and the wall assembly.

Being set on a concrete slab on grade, the building foundation is in good condition.

Photographs 75 - 77 – (*clockwise from top left*) loose corrugated roof sheet, deteriorating cladding at base of wall, untrimmed window opening

It was not possible to review the interior and determine whether or not moisture was getting past the roof and wall assemblies. It is known that the building is still in active use, storing a fire truck and mechanics tools and supplies, and as such interior deterioration would be expected to be reported to the site manager.

The Machine Shop is in good condition with no observed deterioration of significance. The corrugated roof should be refastened to the roof structure and the encroaching organic growth and debris should be pulled back from the wall perimeter. Addition conservation work could include the renewal of the wall assembly, reinstating the loose and missing battens.

Table 14 – Machine Shop - Renewal Recommendations		
32	Fasten down the corrugated roof to the roof structure	Medium
33	Renew the wall cladding, reinstating the loose and missing battens	Low

5.15 Parts Shed

The Canada Parks Service found the Parts shed to be in fair and stable condition when it was reviewed in 1990.

Today, the corrugated metal roof is heavily corroded, loose, and missing a number of fasteners.

The board and batten siding appears to be in fair condition while the west window is missing a trim board at the head.

The skidding timbers on which the shed is set are themselves supported by heavy logs. Both appeared to be in good condition. Planks set in front of the main door to support miscellaneous parts and machinery are starting to buckle under the load with a failed support post. It is not likely that these planks are original to the shed that was designed to be pulled through the forest. Organic growth around the perimeter is persistent with trees growing up against the east end.

Photographs 79 - 82 – (*clockwise from top left*) corroded and loose corrugated roofing, missing window trim, organic growth and the building perimeter, misc. parts stored on buckling planks

The interior space, from what could be observed through the windows, appeared to be in good condition with no observed evidence of moisture ingress and associated material deterioration.

The Parts Shed is in fair condition with limited deterioration. It is recommended that the roof cladding be renewed, restoring the original assembly or reinstating the corrugated metal cladding. The existing assembly may have a few serviceable years remaining if it is refastened to the roof structure. The organic growth around the perimeter should also be removed to reduce base deterioration and allow the building assembly to dry more effectively.

Table 15 – Parts Shed - Renewal Recommendations		
34	Renew the roof cladding restoring the original material or reinstating the existing corrugated metal.	Medium

5.16 Boom Shack

The Boom Shack provided a station from which the dumped logs could be organized and aligned to be brought up the log haul.

The Boom Shack building no longer exists, with only a piece of mechanical equipment on a floating dock identifying where it was once located. The mechanical equipment and dock are both deteriorating with the onset of corrosion and wood decay.

Photographs 84 & 85 – *(left to right)* Deteriorating wood planks, corroding piece of mechanical equipment

Given the exposure and position within the pond, what is remaining of the former Boom Shack will continue to deteriorate over time. It is recommended that the planks of the wooden dock be replaced to retain the sense of location of the former building. The deterioration of the mechanical equipment could be addressed by installing a protective cover on the dock or should the opportunity arise, restoring the original Boom Shack.

Table 16 – Boom Shack - Renewal Recommendations		
35	Renew the deteriorating planks on the wood dock	Medium

5.17 Blacksmith Shop

Built in 1926, the building is essentially unchanged from when it was first constructed excepting for the dirt floor lean to that was added in the 1930's. By 1990, the building was in very poor condition, storing debris and supporting a fallen tree. One corner was near collapse.

The corrugated sheet metal roof, screwed down to the roof structure, appears to be in good condition with no apparent leaks observed. The lean to roof is still clad with cedar shingles, possibly original, beneath the sheet metal. Given the low-sloped pitch of the lean-to roof, organic debris can and is accumulating on the sheet metal. Due to previous deterioration, a number of rafters over the lean –to have been twinned to provide adequate structural support.

The building is an open air structure with a braced post front wall and a partial height rear wall. The gapped planks on the side and rear walls provides modest protection against the elements. The wall cladding and timber support structure appeared to be in good condition with limited deterioration observed at the north west corner. The unsympathetic repairs to the bases of the front posts suggest that deterioration was an issue in the past. Loosely installed, sliding sash fill in two wall openings on the south elevation.

Photographs 87 & 88 – (*left to right*) organic debris accumulation on the sheet metal roof, unsympathetic post repair and sliding sash

The beams and posts supporting the structure are set on concrete pads and protected with sheet rubber to reduce moisture migration and associated decay. Wood skirting protects the foundation supporting the lean-to. Debris accumulation and organic growth around the building was observed to be limited.

Photographs 89 & 90 – (*left to right*) protective sheet rubber between the timber structure and concrete footings

The interior is set up to demonstrate what the original blacksmith environment would have looked like while the mill was in operation. The equipment, tools and benches all appeared to be in good condition suggesting the building is providing functioning, protective cover.

Having been previously restored and recently in operation, the Blacksmith Shop was observed to be in good condition. It is simply recommended at this time that the roof assembly be regularly maintained removing the accumulating debris and cutting up the adjacent tree branches. Perimeter growth and debris, although modest at this building, should also be constantly maintained. Consideration can also be given to future conservation works, restoring the appearance of the original post structure on the front elevation.

Table 17 – Blacksmith Shop - Renewal Recommendations		
36	Maintain the roof assembly removing debris and low hanging branches	Low

5.18 Boiler House

The Boiler House or Power House as it has been formerly named, is a two building complex. It was observed to be in critical condition when reviewed by Canada Parks Service in 1990. The east building appeared stable, protected with loose, corrugated sheet metal panels. The west building, constructed of laminated timber walls, had a failed roof assembly and was precariously supported by timber piles.

Both buildings are currently protected with a corrugated sheet metal roof assembly, the one on the east building being double layered. The roof assemblies appeared to be in fair condition showing minor surface corrosion. The chimney openings through the roofs are rough cut and unsealed, potentially allowing moisture into the buildings. The roofs rely on sheet rubber lined, wood frame gutters to direct moisture away from the building and prevent it from entering the adjacent Mill.

Photographs 92 - 94 – (*clockwise from top left)* Double layer roof assembly over the east building, gaps between the roof cladding and chimney, sheet rubber lined, wood frame gutters

The upper walls of the east building are a braced, round timber assembly extending down to grade and protected with vertical corrugated sheet metal panels while the lower foundation walls, supporting the floor assembly and boiler above, appeared to be a lime or cementitious brick. The vertical, corrugated sheets appeared to be unrestored, looking in similar condition to what was captured on the Canadian Parks Service photographic record. The brick foundation, held in place with corroding structural steel members including rails, is deteriorating with many of the bricks spalling and eroding. This may be associated with the age of the assembly but also likely

exacerbated with the use of cementitious repointing mortar. Despite the condition, the upper walls appear to be largely preventing moisture ingress into the building while access is not possible to the lower level containing the 'fire pit'.

The upper walls of the west building are constructed of stained, laminated timbers set on a heavy timber floor structure that is supported on a concrete foundation and concrete piers. The concrete foundation is partially clad with wood siding to maintain a historic appearance. With no signs of exterior deterioration but having no access to either interior space, it is assumed that the wall assemblies are performing as expected. As a building in active use, it is expected that it would be reported to the site manager if otherwise.

Photographs 95 - 98 – (*clockwise from top left*) corroding sheet metal wall cladding, spalling and eroding brick foundation, laminated timber walls

Knowing that the Boiler House has been in operation until last year, generally serviced, and without signs of significant deterioration, it is simply recommended that the brick foundation walls be repointed with a lime mortar and that the corrugated sheet metal wall is maintained in place. Reviewing the roof assembly during a rain event can determine if there is moisture ingress and if the gutter assemblies are performing as expected. Restoring the operation of the Mill would significantly benefit the maintenance and durability of the Boiler House.

Table 18 – Boiler House - Renewal Recommendations		
37	Repoint the brick foundation	Medium

5.19 Millwright's Shed

When reviewed in 1990, the Millwrights Shed, or the Bearing Shop as it was then identified, was in poor but stable condition. The roof was covered with moss, the windows were boarded over, and the door was simply an opening. Significant work was put into restoring this building including relocating it closer to the Mill.

The corrugated roof, screwed down to the roof structure, appeared to be in good condition with limited surface corrosion. Without access to the interior, it was not possible to determine if there were signs of moisture ingress or related deterioration but from what could be observed through the windows, the roof appeared to be performing as expected.

The walls assemblies generally appeared to be in good condition. Some of the shiplap plank siding appeared to be benefitting from the protection of a petroleum stain while a number of planks on the east elevation are starting to curl. The north elevation has material stored against it and organic growth encroaching the base. The windows are without sills and trim which allow moisture to pass in between the sash and wall assembly. The glazing putty on the window sash was also observed to be deteriorating.

Photographs 100 - 102 – (*clockwise from top left*) material debris and organic growth against the north elevation, deteriorating glazing putty and gap between the sash and cladding, timber post set on rubber pad on concrete footing

The timber foundation is set on rubber pads on concrete footings. Despite the material storage and organic growth on the north elevation, the foundation appeared to be in good condition.

The interior space, from what could be observed through the windows, appeared to be in good condition with no observation of moisture ingress or material deterioration.

The Millwright's Shed appeared to be in good condition with no observed significant, deterioration. Consideration could be given to installing perimeter trim around the windows, if historically correct, to reduce moisture ingress into the wall assembly and building. Both the material storage and organic growth against the north foundation should be removed.

Table 19 – Millwright's Shed - Renewal Recommendations		
38	Remove material storage and organic growth from north elevation	Low

5.20 Log Haul

The Log Haul is used to facilitate retrieving the raw logs from the log pond and bringing them up into the Mill. It is a heavy timber structure clad with a steel plate on the hauling surface

The steel plate is showing signs of surface corrosion. This would be expected given its exposure to the weather. Many of the exposed heavy timbers adjacent to the steel plate and the walking plank up the south side are severely deteriorated with plant growth and the proximity of the pond at the lower end exacerbating this.

Photographs 104 - 107 – (*clockwise from top left*) corroding steel plate and deteriorating side timber, deteriorating side timbers with encroaching organic growth, deteriorating side timber and organic growth over walkway, severely deteriorated walkway

The heavy timber support structure appeared to be in fair condition with no observation of significant deterioration. The timber posts are set on grade and as such will remain vulnerable to moisture related decay.


Photographs 108 & 109 – (*left to right*) timber footings set on grade being overgrown and deteriorating

Given its exposure and positioning into the edge of the pond, the unchecked organic growth around it, and the ceasing of mill operations, the Log Haul is in fair condition though it will continue to deteriorate over time. This will necessitate the ongoing maintenance of the exposed timbers. Without regular use, the steel plate itself will also start to deteriorate more rapidly. It is recommended that the severely deteriorated heavy timbers and adjacent walkway be renewed immediately to preserve the integrity of the Log Haul and minimize the impact of deterioration on those members less affected. The timber footings should be regularly monitored to ensure structural stability.

Table 20 – Log Haul - Renewal Recommendations		
39	Replaced deteriorated timbers and renew the deteriorated walkway	High

5.21 Mill

The centrepiece building of the site, the Mill signified the start of the site and as of last year was the last building to be in active use. Given this, it has also received the most conservation attention to maintain both its operability and appearance.

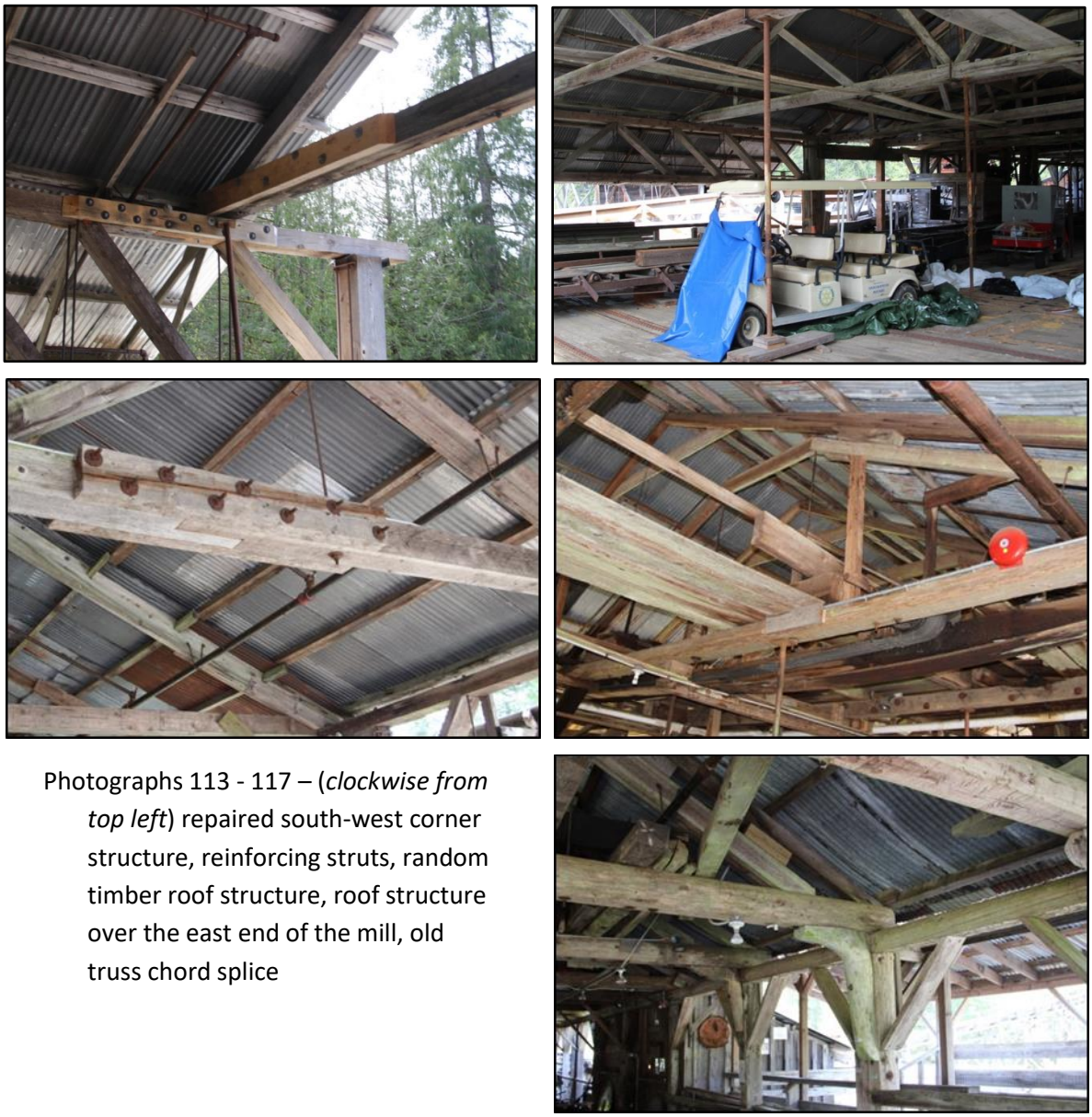
In 1927, the basic structure of the Mill as it exists today was constructed. This included the primary saws and the steam engines. Over the following two decades, the planer was built at the south end of the Mill while a crane was installed over the lumber deck to assist with loading timber onto railcars and trucks. In the late 40s, a Cranemobile replaced the overhead crane. Shortly after, the foundations were rebuilt. The green chain was added in 1959 leading to the reorientation of the Mill and the adjacent rail line. Following 35 years of neglect since the 1965 closure, the Mill was restored to operational condition for the grand opening of the historic site in 2000.

The roof over the Mill comprises corrugated sheet metal panels on a timber frame. The panels were further corroded at the east end of the Mill suggesting the west end was more recently renewed. The roof over the planer building also incorporates corrugated metal panels but utilizes a double layer assembly much like the Boiler House. The purpose of this assembly may be to control rising temperatures in the summer time.

Photographs 111 & 112 – (*left to right*) renewed west roof, double roof over the planer

The Mill roof is held up with a variety of timber truss assemblies, those over the west end of the building appearing to be prefabricated or at least pre-designed. The south-west corner, not fully protected by the sheet metal roof, was repaired in the past with new timber members spliced into the existing trusses. At the time of review, the trusses were being supported by steel struts, installed to assist with carrying any potential snow loading over the winter season. The remaining roof structure is more typically a series of beams and braces supported on posts with no obvious

load path through the assemblies. Many of the individual pieces had splice repairs addressing previous deterioration. The structural performance of some of these splices is of concern. A series of heavy trusses and additional shoring posts were noted over the main saw. Other than past repairs including the splicing, there were no signs of significant deterioration or potential failure. However, the random framing and splicing makes the performance of the roof structure indeterminate. It is recommended that a review of the roof be considered to determine where upgrading and additional permanent support would enhance the safety and durability of the structure.



Photographs 113 - 117 – (*clockwise from top left*) repaired south-west corner structure, reinforcing struts, random timber roof structure, roof structure over the east end of the mill, old truss chord splice

The wall assemblies are simply a series of braced posts with no wall cladding protecting the interior of the mill. A number of supporting posts were observed to not be lining up with the load path of

the roof structure. The posts and beams appeared to be in fair to good condition exhibiting the same frequency of splicing as the roof structure as well as the same indeterminate load capacity.

A heavy timber structure, typically on concrete footings, supports the building below the main floor. Most of the beams appeared to be simple spans with no observed splice repairs. A number of interior members appeared to be stained with a petroleum product, quite likely as a result of being adjacent to machinery. In addition, the interior of the foundation structure exists in a cool and damp environment. Despite the typical concrete footings, a number of posts did appear to be set on grade or have grade encroaching at their bases. It is recommended that the ventilation potential of the Mill foundation be maximized and any debris associated with operations or otherwise be regularly removed from accumulating against the timber members.

Photographs 118 & 119 – *(top to bottom)* repaired wall post, deteriorating foundation post base

The Mill is a complex structure that has evolved over the years of its operation and has been renewed with a variety of repair materials and methods. While understanding this multilayer evolution is a natural progression of this historic building and possibly in itself historically significant, some circumstances warrant further review and possible member renewal to ensure the safety and durability of the building while being mindful of its complex story.

It is recommended that consideration be given to complete a structural review of the building to address possible safety/durability concerns and potentially eliminate the need for seasonal reinforcement. The foundation should be cleaned of detrimental debris and ventilated as well as naturally possible. The continued operation and conservation of this building has prevented the onset of significant deterioration in the recent past and it is essential that these circumstances be maintained to ensure the continued existence and long term durability of the Mill.

Table 21 – Mill - Renewal Recommendations		
40	Complete a review of the Mill structure	Medium
41	Remove deleterious debris from the foundation members	Medium
42	Continue the ongoing review and renewal of the building assemblies of the Mill	Medium

5.22 Green Chain

Following the review of the Canada Parks Services that found it to be in a state of severe deterioration, the Green Chain was fully restored and, until just recently, operational.

Despite the complete renewal of the timber structure, its exposure combined its' with numerous horizontal joints and posts being set on grade make it vulnerable to moisture related deterioration.

Currently however, the timber structure and steel mechanisms appeared to be in fair to good condition with a limited number of posts and timber joints observed to have decayed and failed. The steel workings of the assembly are starting to deteriorate with the lack of use increasing the rate.

Photographs 122 & 123 – (*left to right*) failed timber joints

Given the exposure and design of the Green Chain, it is particularly vulnerable to moisture related deterioration and will have to be regularly maintained with the continual replacement of the timber members. It is recommended that the failed members be replaced to prevent collateral decay and progressive structural failure. It would be of significant benefit to the assembly as a whole to renew operations, reducing the rate of deterioration on the mechanical assemblies while continuously maintaining the overall structure.

Table 22 – Green Chain - Renewal Recommendations		
43	Renew the failed timber joints	High

5.23 Lumber Deck

The Lumber Deck was continuously evolving over the course of Mill operations, accommodating the increasing volume of production and the means of transporting the material off site. At its largest, the deck extended from the Mill into the currently adjacent forest. When it was restored in the '90s, the project was only able to realise the renewal of 30% of the deck area in its effort to maintain the character of the Mill operation.

Today, the Lumber Deck was observed to be aging but there were no observed signs of deterioration or failure. The supporting timber structure beneath the deck is set primarily on concrete pad footings though some timber footings were observed. A number of the beam joints were observed to be protected with a sheet membrane while a number of original beams that were retained were observed to be supporting minor organic growth. Some of the timber footings were observed to be decaying at their bases. The environment beneath the deck was noted to be quite cool and damp. This condition, combined with the accumulation of sawdust on the grade and around the footings, exacerbates moisture related deterioration of the timber members

Photographs 125 - 128 – (*clockwise from top left*) renewed timber deck structure, organic growth on original timber beam, deteriorating post base, , deteriorating timber footing

The Lumber Deck appeared to be in good condition despite some localized deterioration. It is recommended that the deck and support structure be regularly reviewed and that the deteriorating posts and footings be renewed. In addition, accumulating sawdust and grade should be pulled back from any timber members that might be negatively affected by them.

Table 23 – Lumber Deck - Renewal Recommendations		
44	Renew deteriorating timber posts and footings	Medium
45	Pull accumulated sawdust away from vulnerable timber elements	Medium

5.24 Waste Burner

The Waste Burner comprises three structures; the elevated Waste Sheds, the Conveyer Belt, and the fenced 'Burn' Pile.

The elevated Waste Sheds appeared to be in good condition with a number of chute gates still operational. The corrugated roof was observed to be in fair condition with general extensive surface corrosion. One panel was however observed to have flipped over exposing the roof structure. The timber support structure of the sheds, now set on concrete footings and protected with membrane pads, had been renewed in the past with new materials simply spliced on the end of the posts. Possibly suitable for gravity loads, the structural repairs appeared vulnerable to lateral loading.

Photographs 130 - 132 – (*clockwise from top left*) Corroded, corrugated metal roof with flipped panel, spliced posts supporting the Waste Sheds

The timber Conveyor Belt frame has also been set on concrete footings. Apart from the deterioration of the frame bases despite the appearance of chemical treatment, the support frames generally appeared to be in good condition. The steel terminus of the frame adjacent to the Burn Pile appeared in fair condition with observed deterioration limited to the surface corrosion.

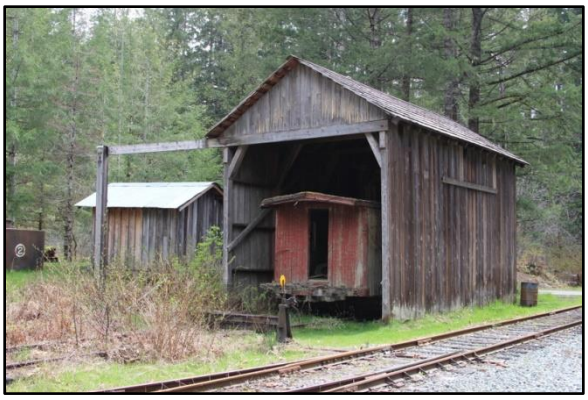
Photographs 133 - 135 – (*clockwise from top left*) treated and deteriorated timber post base of a Conveyor Belt frame, corroded steel frame, corroded and dilapidated Burn Pile structure

The Burn Pile is contained with corrugated sheet metal panels set on end and supported by a dilapidated steel post frame. The construction of the enclosure was simply intended to contain the debris and the spread of flame without utilizing design or construction elegance. Many of the corrugated panels and support posts were observed to be displaced. The current condition of the enclosure, aside from the possibility of some unstable members, adequately demonstrates its purpose.

The Waste Burner is generally in good condition. It is recommended that all of the assemblies be regularly monitored for deterioration and member failure. The posts supporting the Waste Sheds should be renewed with full length members or reviewed to ensure adequate structural capacity while the displaced corrugated roof panel should be reinstated and fastened down. The Conveyor Belt frame posts will require renewal in the near future either splicing on new ends or replacing the entire post. The public should also be prevented from getting within close proximity of the Burn Pile enclosure.

Table 24 – Waste Burner - Renewal Recommendations		
46	Renew Waste Shed post with new, full length posts	Low
47	Reinstate corrugated sheet metal roof	Medium

5.25 Locomotive Shed



The Locomotive Shed was found to be in fair condition when reviewed by the Canada Parks Service with noteworthy deterioration limited to displaced timber footings. Recent conservation works include the installation of new roof shingles in 2010.

The cedar shingle roof appeared to still be in good condition with no signs of moisture passing through the assembly. The timber frame trusses supporting the shingles also appeared sound with no signs of deterioration observed.

The two cross braced, post and beam walls are protected with vertical planks. Deterioration of these walls appeared to be limited to the ends of the planks where evidence of moisture uptake and associated organic growth was observed.

Photographs 137 - 139 – (*clockwise from top left*) timber roof structure, deteriorated wall planks, organic growth along the east wall

Timber beams set on grade comprise the existing wall footings. Aside from the onset of minor rotation, the beams appeared to be fine at the time of review. However, being set on grade and covered with organic growth, they are vulnerable to moisture related deterioration.

The Locomotive Shed is in good condition with limited deterioration localized to the base of the walls and the timber footings. It is recommended that the footings be renewed with concrete assemblies and that the perimeter organic growth be pulled back from the walls.

Table 25 – Locomotive Shed - Renewal Recommendations		
48	Renew the timber footings with concrete assemblies	Medium

5.26 Dip Tank

Previously located at the north-west corner of the mill in the 1930's, the Dip Tank was moved to its current location around the 1960's.

The Dip Tank is a heavy timber structure set on timber footings adjacent to the railway tracks. The deck leading to the tank and the tank itself are both severely deteriorated with numerous timber failures and extensive organic growth and accumulation in and about the tank. Given the exposure and current condition of this structure, total failure appears imminent.

Photographs 141 - 144 – (*clockwise from top left*)
Overgrown and deteriorated tank wall and adjacent deck, completely deteriorated and failed support beams

It is recommended that if there is an interest to conserve this structure, all organic growth and debris be removed from within and around it, all deteriorated timber elements be replaced with new timbers, and, if necessary, the support structure be set on new concrete footings. Once the conservation work is complete, the deck and tank should be regularly maintained, eliminating organic growth and debris accumulation.

Table 26 – Dip Tank - Renewal Recommendations		
49	Removal of all organic growth and debris and fully restore the entire structure	Critical

5.27 Fish Ladder

The current Fish Ladder was built in the '90s as a reconstruction of the original fish ladder.

Constructed of heavy timber posts, beams, and planks, the ladder is a two phase water way with the north side providing the ladder and the south side providing an overflow channel.

As with all of the exposed timber structures, the constant wetting and accumulation of organic debris makes the ladder vulnerable to accelerated decay. Many of the side planks, support posts, and cross beams were observed to be failing. Though not at imminent risk, without conservation work, failure of the side walls and ladder structure could occur over the next few years.

Photographs 146 & 147 – (*left to right*) structural deterioration of the planks and timbers

Given its current condition and potential for exponential increase in deterioration, it is recommended that the Fish Ladder be fully restored, replacing all damaged and deteriorating timber members. Regular review of the structure should then be completed, removing all accumulated and encroaching organic debris and growth.

Table 27 – Fish Ladder - Renewal Recommendations		
50	Removal of all organic growth and debris and fully restore the entire structure	High

5.28 First Aid Shack

When reviewed by Canada Parks Services in 1990, the First Aid Shack appeared to be in stable condition. At the time, it was located nearer the main Mill and had a heavy timber enclosure behind it. Since then, the building has been haphazardly relocated nearer to the Locomotive Shed in the Markets & Transportation zone. Without a foundation or footings, the building structure appeared unstable with the floor structure heavily deteriorated.

The nailed in place corrugated roof appeared to be in fair condition with a panel bent down at the eaves and buckled mid-span. It would appear that an object fell against the edge of the roof to create this condition. Many of the roofing nails also appeared to be popping leaving a number of the panels loosely held in place. Half of the trim at both roof gables was noted to be missing.

Photographs 149 - 151 – (*clockwise from top left*) buckled corrugated roof panel, damaged wall siding, missing trim on the north window

The cove profile, cedar siding protecting the walls generally appeared to be in good condition with some observed damage at the base of the east wall. A number of siding lengths on the north elevation were observed to be curling out of position while a piece at the peak is missing. The door and west window appeared to be in good condition while the north window is missing its perimeter trim. There is also an opening with an unknown purpose at the lower east corner of the north wall.

With the haphazard relocation of the building, it is not currently set on footings. This is contributing to its instability and exacerbated deterioration of the floor structure.

The First Aid Shack, despite its relocation without a proper foundation or footing, appeared to be in fair condition.[1] Setting the building on a new concrete foundation and floor structure in a suitable location within the context of the site as a whole is the primary recommendation for this building. It is also recommended that the damaged roofing panel and east wall siding be renewed. Consideration could also be given to renewing the fascia and north window trim.

Table 28 – First Aid Shack - Renewal Recommendations		
51	Rebuild the wood frame floor structure and set the building on a sensibly located concrete foundation	Critical
52	Repair the buckled roof panel and reset the fasteners	Medium
53	Renew the east siding	Medium
54	Restore the north window trim	Low

[1] It is noted that at the time of writing, the First Aid Shack was report to have been demolished.

5.29 Sand Shed

The Sand Shed, at least a substantial reproduction of the original building, appeared to be in very good condition.

The corrugated sheet metal roof is set on a rafter assembly supported by a pair of king post timber trusses and the end walls. Excepting a crack in one of the truss cords, the roof appeared to be in good condition.

Board and batten wood siding protects the braced frame wall structure. No damage or deterioration of the siding or structure was observed. A window opening is set in the south elevation while a door opening provides access on the east side. Both openings are without associated assemblies.

The wood frame floor structure supporting the building is set on round logs on concrete 'sonotube' footings. The foundation assembly appeared to be in good condition with only minor encroachment of organic growth.

Photographs 153 - 155 – (*clockwise from top left*) Cracked truss chord, braced frame wall structure, log timber on concrete footings

The Sand Shed and its current condition requires no recommendations beyond consideration for a window and door to fill their respective openings (if in the original building), to reduce moisture ingress into the building.

Table 29 – Sand Shed - Renewal Recommendations		
55	Reconstruct a window and door for the building openings	Low

5.30 Further Considerations

Despite the work of the Canada Parks Service / Parks Canada conserving the site as a whole and restoring many building that were in critical condition, a number of other buildings have disappeared since the writing of their condition assessment. Though a record has been made and their reconstruction at some future time possible, this assessment has highlighted another number of buildings that are at risk of the same fate. It is recommended that these at-risk buildings, if they cannot be conserved due to budgetary constraints, be measured and documented for potential reconstruction based on these records.

At this time the conservation focus for this site is stabilization and reduction of further deterioration. Should these recommendations be fully addressed, plans can be developed towards more detailed renewal work, restoring both the existing buildings and eventually the buildings that have been lost over time. Such conservation plans depend significantly on the amount of revenue that can be made available for capital works. Due to the magnitude of the site, budget planning for long term renewals is not recommended.

Right now, it is fundamentally important that the buildings stay dry with adequate roof protection and the ability to become dry if made wet. Accumulated and encroaching debris should be regularly removed from the building roofs, gutters, and other horizontal surfaces including the window sills. Tree branches must be trimmed up if they come in close proximity to the building and its roof. Building perimeters and footings should remain free of grade and growth with removal measures carefully executed so as to have no impact on the fabric of the building. Building interiors should not be storing unnecessary material or debris and they should be regularly monitored for elevated humidity level and vented as necessary. Any tarps installed to prevent moisture ingress through the roof assembly must be considered short term, seasonal measures as they can contain moisture that does get by them and make the deterioration conditions even worse than if they were not installed in the first place.

It is recommended that all conservation work on site be undertaken with a uniform approach and that all those with vested interest in such work be included in the review of proposed projects to ensure the site is not renewed based on the ideas and interest of individual groups.

6.0 Recommendations

Renewal recommendations have been provided for all identified buildings with the goal of ensuring the conservation of the site as a whole.

6.1 Recommended Maintenance & Renewal Summary

The recommendations summarized in Table 30 would enhance the performance and long term durability of the building and structural assemblies, and in turn extend their expected service life.

Table 30 – Recommended Maintenance	
Clean roof assemblies and gutters of accumulating organic debris and growth	Annually
Clean windows sills and horizontal trim of organic debris and growth	Monthly
Pull back encroaching grade and organic growth from building perimeter	Monthly
Trim up tree branches	Annually
Ventilate interior space	Weekly

It is important to note that the Recommended Maintenance summarized above would simply maximize the durability and expected performance of the existing structures without improving their current condition or that of the associated materials or the building. The various ages, exposures, and life expectancy of the assemblies and components determine the expected times of renewal.

The recommendations summarized in Table 31 would address current areas of material / assembly deterioration and deficiencies that are compromising the performance, durability and safety of the building.

Table 31 – Recommended Renewals		
Workers House	Renew the roof with sheet metal cladding or asphalt shingles.	High
Workers House	Rebuild the east elevation, installing protective cladding.	High
Workers House	Repair the damaged and deteriorated floor joists.	High
Workers House	Renew the window sills.	Low
Workers House	Organize and reduce interior material storage, removing all accumulated debris. Regularly ventilate the interior air space.	Medium
A.McLean House	Remove growth and debris from the roof and gutters and cut up all branches in close proximity to the roof.	Medium
A.McLean House	Repair all damaged and deteriorated cedar shingle cladding.	Low
A.McLean House	Renew the window trim	Low

A.Mclean Garage	Renew the roof cladding and address any roof structure deterioration	Critical
A.Mclean Garage	Reset the building on a new foundation out of accumulating water.	Critical
A.Mclean Garage	Complete a structural review of the building and address any necessary upgrades	Critical
A.Mclean Garage	Restore the garage doors	Low
Office	Remove organic growth and debris from the roof and repoint the chimney.	Medium
Office	Pull back grade from the north-west corner of the building and monitor the encroachment of tree roots	Low
R.B.McLean House	Clean roof of organic debris and replace low-sloped cedar shingles with a modified bitumen membrane.	Medium
R.B.McLean House	Repair damaged siding	Low
Cookhouse	Renew the roof assembly with new cladding, repairing all uncovered deterioration to the supporting structure	High
Cookhouse	Remove all deteriorated interior materials	High
Cookhouse	Cut up all branches in close proximity to the roof and pull back grade from the footings and porch perimeter	Medium
Bunkhouse	Fasten down the sheet metal roof and cut back the excessive overhang	Medium
Bunkhouse	Renew the deteriorating NE footing	Medium
Bunkhouse	Restore the rear window and door	Low
Teacherage	Slope north porch away from building	Medium
Log Dump	Monitor the timber members, removing debris and growth between them to reduce the rate of decay and replacing them when they become unstable	Low
A-Frame	Monitor the mechanical assembly and protective structure, completing maintenance and renewal work when necessary.	Low
Garage	Complete a structural review of the building to determine any necessary renewal and reinforcing works that may be required	High
Garage	Renew the roof, replacing the existing shingles or installing a temporary sheet metal roof.	High
Garage	Pull back grade and organic growth from the building perimeter	Medium

Gasoline & Oil Shed	Refasten the roof to the roof structure	Medium
Gasoline & Oil Shed	Renew the deteriorated and deficient wall and window assemblies	Low
Gasoline & Oil Shed	Reinstate the missing porch post	Low
Machine Shop	Fasten down the corrugated roof to the roof structure	Medium
Machine Shop	Renew the wall cladding, reinstating the loose and missing battens	Low
Parts Shed	Renew the roof cladding restoring the original material or reinstating the existing corrugated metal.	Medium
Boom Shack	Renew the deteriorating planks on the wood dock	Medium
Blacksmith Shop	Maintain the roof assembly removing debris and low hanging branches	Low
Boiler House	Repoint the brick foundation	Medium
Millwrights Shed	Remove material storage and organic growth from north elevation	Low
Log Haul	Replaced deteriorated timbers and renew the deteriorated walkway	High
Mill	Complete a review of the Mill structure	Medium
Mill	Remove deleterious debris from the foundation members	Medium
Mill	Continue the ongoing review and renewal of the building assemblies of the Mill	Medium
Green Chain	Renew the failed timber joints	High
Lumber Deck	Renew deteriorating timber posts and footings	Medium
Lumber Deck	Pull accumulated sawdust away from vulnerable timber elements	Medium
Waste Burner	Renew Waste Shed post with new, full length posts	Low
Waste Burner	Reinstate corrugated sheet metal roof	Medium
Locomotive Shed	Renew the timber footings with concrete assemblies	Medium
Dip Tank	Removal of all organic growth and debris and fully restore the entire structure	Critical
Fish Ladder	Removal of all organic growth and debris and fully restore the entire structure	High

First Aid Shack	Rebuild the wood frame floor structure and set the building on a sensibly located concrete foundation	Critical
First Aid Shack	Repair the buckled roof panel and reset the fasteners	Medium
First Aid Shack	Renew the east siding	Medium
First Aid Shack	Restore the north window trim	Low
Sand Shed	Reconstruct a window and door for the building openings	Low

The performance of the assemblies and associated durability of the building would be enhanced once the items of this table are fully addressed.

7.0 Conclusion

The McLean Mill National Historic Site is generally in good condition given the history, environment and magnitude of the site. In addition to the recommended overall mainatnenace that should be performed on site, the most significant deterioration and associated urgent recommendation is to address the structures near a state of collapse including the A. McLean Garage and the Dip Tank. Following this, it is recommended that the failed roof assemblies be addressed including the Cookhouse and the Workers House and to that those buildings with uncertain stability be further investigated including the Garage and Mill. Once these buildings have been addressed, further conservation measures can be undertaken to restore the remaining structures and enhance their durability over the long term.

8.0 Disclaimers

This report identifies the current general condition of the site at the time of its review by JDA and has been prepared in accordance with generally accepted engineering practices. No warranties, either impressed or implied, are made as to the professional services provided under the terms of the scope of work included in this report.

The findings presented in this report are based upon the visual observation of the site and structure while the recommendations are based upon the observations and generally accepted building restoration and conservation practice. These findings and recommendations cannot extend to portions of the building that were not, or could not, be reviewed.

The intent of this report is to assess the current condition of the site. Comments pertaining to the structure and surrounding landscaping are provided where they could be observed and where they pertain to the condition of the buildings and the assemblies themselves. Structural analysis of any structure was not completed and no claims to the structural integrity of any structure under vertical or lateral load conditions can be implied from this report.

It must be recognized that the act of performing a condition assessment cannot ensure that all and every condition of the building, its materials, assemblies and systems be expected to be identified and that some conditions may go undetected. As a professional organization, JDA endeavours to provide an assessment that is thorough and an associated condition report that the client can base its maintenance and renewals budget on for the near future. Those conditions that remained hidden during the review may arise at a future time necessitating an adjustment to the findings, recommendations and opinions of probable costs presented in the report.

JDA does not provide services normally performed by other consultants including the identification of mould, fungus, mildew, asbestos, or other pollutants and contaminants. Our policy has the industry standard exclusions relating to these substances. The Client agrees that JDA shall have no liability for any cause of action relating to them.

This report was prepared for the City of Port Alberni and Jamie Morton, Manager of Museum, Heritage& Culture. Excepting the McLean Mill Society, it is not for the use or benefit of, nor may it be relied upon, by any person or entity without written permission of JDA and the City of Port Alberni.

It is trusted that the information in this report satisfies your expectations and requirements. Please do not hesitate to contact us should you have any questions or comments pertaining to this report and its associated recommendations.

Sincerely,

John Dam, Principal
Building Conservation Engineer
B.A.Sc., M.Sc., P.Eng., CAHP

APPENDIX A – GLOSSARY

Appendix A - Glossary

The following glossary is intended to assist with the understanding of technical terms used in this report that may be unclear or unknown.

Air Barrier: A material/component that controls the flow of air through an assembly, limiting the potential for heat loss and condensation.

Alligatoring: A condition of paint or aged asphalt brought about by the loss of volatile oils and oxidation due to exposure to solar radiation. Ultimately the result of the limited tolerance of such paint or asphalt to thermal expansion or contraction, a pattern of cracks is produced resembling an alligator hide.

Assembly: a grouping of components and materials which when organized together form a product that, in the case of a building, functions to prevent the unwanted transfer of environmental conditions.

Belt Course: An ornamental projecting band or continuous moulding along a wall. Often set in line with window sills to help make them more visually prominent.

Building Envelope: A collection of assemblies that contain an enclosed space, providing separation between the conditioned and unconditioned environments. The basic assemblies of the building envelope control the movement of air, moisture and heat.

Building Paper: Organic sheet material saturated with asphalt to create a moisture resistant barrier.

Butt Joint: A joint formed by to surfaces connecting perpendicular to each other with no overlap.

Cladding: A component of the building envelope that protects the building from its exposure to weather, primarily controlling the infiltration of moisture.

Control Joint: A joint in a material component/assembly directing the location where movement occurs in the component/assembly. This movement may occur due to thermal or moisture related expansion or shrinkage.

Cornice: Any horizontal decorative moulding that crowns a building (or furniture element). The function of a projecting cornice on a building is to throw rainwater free of the building's walls. A cornice can be considered synonymous with eaves if the eaves are finished with decorative moulding.

Delamination: The separation of a material into layers. In the case of masonry material, this is typically manifested by the separation of the outer, exposed layer from the main body of the material.

Deleterious: Causing harm or damage. In the case of moisture transport, the result would be the deterioration of the material/assembly through which the moisture is passing.

Face-Seal: A building envelope assembly that depends on the outer surface to control the infiltration of moisture and air from the unconditioned environment providing no allowance for the failure of the control in the system.

Finial: An element marking the top or end of some object, often formed to be a decorative feature. It is often employed to emphasize the apex of a dome, spire, tower, roof or gable or any of various distinctive ornaments at the top, end, or corner of a building or structure. Where there are several such elements they may be called pinnacles.

Flashing: sheet material, typically metal, used to control to movement of moisture over or behind the cladding of the building envelope.

Glass:

- **Float:** Glass made by allowing it to solidify on molten metal.

Hygrothermal: Pertaining to the movement of heat and moisture.

Italianate (architectural style): Typically a two-story building with six basic categories - box with a hip roof; box with a centered gable; L or U plan; L plan with a tower, and a front gable. Often identifiable by their wide projecting cornices with heavy brackets and richly ornamented windows, porches, and doorways. Brick and wood clapboard were the most common building materials used with brick being more expensive. The ornamentation was typically wood. Roofs were low pitched, often with a square cupola on top. Projecting eaves with large brackets in a variety of shapes and spacing dominated the cornice. Arranged singly or in pairs, the brackets were usually underscored with wide decorative bands and sometimes further elaborated with panel moldings. Window sashes typically had one-over-one or two-over-two glazing and trimmed with exuberant variations. Doors occurred in as much variety as windows. Paired and single doors were both common, often announcing themselves with a large, elaborate hood supported by brackets. Italianate doors were the first to have large panes of glass in the door itself in lieu of sidelights with small panes. Porches were restrained in their size and decoration, compared to other Victorian styles, and often only one story. The most common type of porch column was a square post, usually 6” square with beveled or chamfered corners.

Lite: A piece or pane of glass.

Membrane: A layer of material that serves as a barrier between two environments. It can be designed to be selectively permeable to specific particles.

Modified Bitumen: A product created by adding polymers to asphalt to improve its flexibility, flatten its temperature susceptibility curve (i.e. more flexible at lower temperatures, more stable at higher temperatures) and provide greater toughness.

Mortice: An opening cut in a member to receive the projected end of an adjoining member, often used to connect the stiles and rails of a window sash. The opening can be stubbed or cut through, closed at the bottom or open.

Mullion: A horizontal or vertical member that supports and/or separates panel items such as glass panes.

Pilaster: An architectural element providing the appearance of a supporting column, articulating an extent of wall but remaining ornamental in function.

Purlin: A horizontal structural member spanning between beams or trusses to support a roof deck.

Rafter: A sloping roof member that supports the roof covering and extends from the eaves to the ridge or the apex of the roof. A common rafter is one which runs square with the wall plate and extends to the apex. A hip rafter extends from the outside angle of the wall plate towards the apex of the roof while a valley rafter extends from the inside angle of the wall plate towards the apex of the roof.

Re-point: To renew the pointing or the external part of the mortar joint in a masonry wall.

Riven: To divide into pieces.

Sash: The window frame, including mullions if used, to receive a pane(s) of glass.

Scupper: An opening through a building wall allowing for the movement of moisture off of a horizontal roof surface.

Service Life: The period of time in which a material can be expected to perform its function without undue or unforeseen maintenance or renewal.

Soffit: The underside of a horizontal surface, typically referring to the area beneath the roof eaves or a balcony.

Spall: The detachment of a delaminated component from its base material

Tenon: A projection of a member, typically reduced in size, to fit into the opening of adjoining member. Often used to connect the styles and rails of a window sash. A tenon can be stubbed or through.

Truss:

- **Scissor:** A truss with which the bottom chord members cross each other, connecting to the angled top chords at a point intermediate on the top chords' length, creating an appearance similar to an opened pair of scissors. Scissors trusses are used almost entirely to support a pitched roof, where a sloping or raised ceiling surface is desired.

Verandah: A roofed, open-air gallery or porch, often partly enclosed by a railing and frequently extending across the front and sides of the structure.

Wainscoting: A term originally applied to high quality riven oak boards but now referencing wall coverings constructed from rigid or semi-rigid components; traditionally interlocking wood, but could be of other materials. In previous times it may have served the function of increasing interior comfort though now it is often more decorative in purpose.

Window:

- **Awning:** An operable sash with a hinge(s) along its top edge allowing the bottom to swing out.
- **Casement:** An operable sash with a hinge(s) along one side allowing the opposing side to swing out.
- **Fixed:** A sash that is fixed in place.
- **Hopper:** An operable sash with a hinge(s) along the bottom edge allowing the top to swing in.
- **Hung -Single:** An operable sash that slides up and down within the window frame. Typically the lower of two sash. The sash can be weighted or sprung to ease operation.
- **Hung-Double:** Operable sash within a window where both upper and lower sash can slide up and down within the window frame. The upper sash can have horns on the stiles to prevent dropping below the lower sash. The sash can both be weighted or sprung to ease operation.
- **Slider:** A sash that slides open to one side within a window frame
- **Transom:** The window over a horizontal bar or beam, typically over an opening in the wall beneath.

APPENDIX B – MATERIAL DETERIORATION

Appendix B – Material Deterioration

Building materials all succumb to inevitable deterioration over time, exacerbated by exposure to inclement conditions including prevailing moisture, solar radiation, organic growth and pest infestation. 506 Government Street, constructed of traditional building materials and erected in close proximity to the ocean, is vulnerable to a full variety of these deterioration mechanisms. These mechanisms are briefly described for reference to existing and/or potential conditions that may occur.

Deterioration of Wood

Wood and water are generally compatible with wood being able to effectively absorb and release moisture in equilibrium with its surrounding micro-climate. However, if the exposure to and absorption of moisture are disproportionate over the wood member or the wetting period outpaces the corresponding drying period, problems can set in.

Wood dimensionally adjusts in relation to absorbed moisture levels – as it dries it will shrink and as it is wetted it will expand. This dimensional variance is impacted by the material properties of wood and its' relative exposure. Dimension change of significance is typically associated to both radial and tangential directions relative to the grain pattern, both of which can lead to cracking of the wood member. This cracking can be worse if the wetting pattern is predominantly on a single surface where only a portion of the member is undergoing dimensional stress. Once cracking is initiated, an increased area of wood is exposed to moisture and the protective barrier of wood is breached with moisture being able to pass through the open crack.

The moisture content of wood also has a direct impact on the initiation and sustaining of organic growth. Wood is considered 'dry' with up to 19% moisture content by weight. Under these circumstances, the wood is 'safe' from sustaining organic growth. At 28% moisture content, the wood fibres can be considered fully saturated and dimensional 'growth' will have reached its maximum. Sustained moisture at these levels will result in the onset of organic decay. Once decay has started, the moisture content can then drop to just 19% and still sustain organic decay.

It is important that dry, clean wood does not reach the fibre saturation point in wood construction, but if it does, the wood must be brought below 19% to stave off progressive decay. Even at this point though the organic decay processes may have been established and the wood remains vulnerable to moisture exposure unless the area is repaired and the details addressing the source of moisture exposure have been addressed.

Though cracking of wood members is a mechanism of deterioration, the primary durability hazard with wood is bio-deterioration. Wood in buildings is a food source for a variety of fungi and insects, both having the ability to destroy the cellular structure of wood and correspondingly reduces its' strength and structural ability upon which the building relies. The process of bio-decay follows a series of events initiated with fungal/insect colonization and concluding with cellular consumption and fibre disconnectivity. Fungi spores and insects can be around much of the year – a part of the natural

environment. Once in contact with wood, they can utilize it as a food source but only under favourable moisture and temperature conditions. For much of the year, the North American west coast provides a favourable temperature leaving the only control being the source of moisture.

The sources of moisture include:

- rain water through direct exposure or through leaking drainage systems
- high humidity levels
- retained construction moisture either from the material itself or adjacent materials

Moisture can also be transported in and around wood through:

- liquid flow (bulk moisture transport)
- capillarity flow through the structure of wood
- air movement or vapour pressure differential transporting humidity

Liquid movement and capillarity flow are the most important sources for wood saturation and subsequent triggers for decay in buildings. The focus for moisture control is therefore typically in shedding rainwater and preventing exposure and absorption of ground water.

To effectively combat moisture exposure it is good to consider durability, defection, drainage, and drying.

- Durability is primarily considered at the onset of construction but must also be given attention during conservation. Good quality materials simply perform better and last longer than their poor quality counterparts.
- Deflection must be understood during the design phase though lapses in this consideration must be addressed during any conservation work. If the building does not deflect rain water well, consideration for redesign or the acceptance of continued maintenance must be given.
- Drainage is as simple as directing away all water that impacts the building. Do not let the building or its surrounding environment 'store' water.
- Drying is very important but often overlooked when building comfort is addressed. Air flow and heating contribute significantly to removing moisture by picking it up and transporting it away. If either mechanism is altered in a building, the corresponding positive effects they provided may no longer be present.

Protection of buildings from moisture is an important design criterion if proper, durable construction and restoration is to be assured. The capabilities of wood must be well understood and then articulated in the design, construction and restoration efforts.

Deterioration of Bitumen Roofing

Bitumen as a roof material has been used for centuries in various forms and applications and by many cultures. It is easy to apply and provides the sought after water proofing qualities necessary for protective cover over or on a building. Its' durability has been its biggest challenge however, particularly under exposure to the sun and its ultraviolet rays.

Bitumen roofing, either asphalt shingles or modified bitumen sheet membrane, deteriorates over time like all materials with the most significant aging factor being exposure to the sun. The sun's radiation will initiate the deterioration process of asphalt roofing the day it is applied. The asphalt will soften and dimensionally adjust which can lead to the migration and possible thinning of the material and displacement of the protective granule surface. When this protective granule surface deteriorates, the waterproofing asphalt material is increasingly exposed resulting in an increasing rate of deterioration. Exposure to the sun also accelerates the dissipation of the asphalt volatiles, resulting in a drying product that becomes increasingly susceptible to cracking. This cracking opens up the surface of the membrane and once again increases the rate of deterioration. With asphalt shingles, this deterioration will eventually lead to cracking and loss of the shingles themselves. With sheet membranes on low sloped roofs, deterioration will eventually result in membrane displacement and moisture ingress. Unfortunately, these deterioration mechanisms are a part of the material and at best can be modified to improve durability and performance.

Water ponding on a low-sloped roof exacerbates the effect of UV degradation of the membrane accelerating its' deterioration. In addition, ponding water has a greater opportunity to take advantage of weaknesses in the membrane and migrate into the individual layers or past the membrane entirely. In both cases, blistering of the membrane could occur where the top or all of the sheets of a multiple sheet assembly rise(s) off the supporting surface through the expansion of moisture turning into vapour. This debonding results in a loose laid membrane that is more vulnerable to wind uplift and subsequent tearing. If the membrane incurs too many blisters or becomes increasingly debonded, it becomes increasingly vulnerable to bulk moisture ingress into the roof assembly and the building itself.

In addition to deterioration associated with solar radiation and ponding water, the asphalt roof can be degraded by the growth of organic material on its surface. This growth that tenaciously bonds itself to the surface of the shingle or membrane is actually bonding to the protective granules, wrapping itself around and beneath them. Continued unfettered growth will result in the debonding of the granule surface exposing the vulnerable asphalt membrane. The organic growth will then move on to the next granulated area with which to bond itself to. The exposed asphalt is now vulnerable to the mechanisms previously mentioned.

Beyond ensuring the roof is correctly installed by a qualified contractor, the best course of action is to regularly maintain the roof surface, keeping it free of debris and ponding water. This regular visual review and maintenance will ensure the longest possible lifespan of the roof.