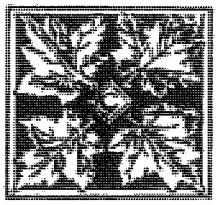

A MANAGEMENT PLAN FOR THE McLEAN MILL NATIONAL HISTORIC SITE PORT ALBERNI, BRITISH COLUMBIA

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

IN ASSOCIATION WITH

BAWLF KEAY ASSOCIATES, ARCHITECTS LTD.

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QUOIN PROJECT AND COST MANAGEMENT LTD.

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NOVEMBER 1993

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EXECUTIVE SUMMARY

Background and Planning Framework

The McLean Mill National Historic Site, located on 32 acres (13 hectares) near Port Alberni, British Columbia, contains more than 35 extant structures, including a steam-powered sawmill. The site operated between 1926 and 1965, and has been donated to the City of Port Alberni by MacMillan Bloedel Limited. The mill and artifacts were donated by the McLean family. It is intended that the site be developed under a three-party agreement among the City of Port Alberni, the British Columbia Heritage Trust, and Parks Canada.

The McLean Mill has been commemorated as a National Historic Site for its close association with the history of the British Columbia Forest Industry. The collective value of the cultural landscape and the individual site resources are both significant. Parks Canada has identified four principal themes (logging, sawmilling, labour / people, and transportation / marketing); and four related themes (technology, camp life, agriculture, and forest). A series of management objectives have been developed by the three partner agencies and the consultants; and a number of policies, including Parks Canada's Cultural Resource Management Policy, will guide development.

Development Concept

The development concept was selected by the partner agencies after having considered three alternatives prepared by the consultants. The three had been analyzed for their impact on the conservation of historic resources; the opportunities they would provide for presentation and operation; and projected capital costs, visitor forecasts, and operating budgets.

The McLean Mill will be developed as a high-quality heritage tourism attraction that will draw visitors and serve as a community amenity. The site's resources will be preserved through careful management and presented to the public by means of a variety of exhibits, activities, and programs. The site will be presented as a working sawmill community, with a moderate degree of animation (including the operation of historical equipment) and a high level of preservation. The presentation will draw on all periods of the McLean operation, and all of the

identified themes will be interpreted on the site and in a new Visitor Reception Centre.

Visitors will go first to the Visitor Reception Centre, where they encounter a multi-media presentation, exhibits, and services. The site tour passes through the logging zone, the milling zone, and the camp zone, which offer a variety of active demonstrations (many using historical machinery), hands-on activities, and static interpretive displays in the open air and within some structures. Costumed interpreters, operators, and uniformed guides will aid in the presentation, their and the activities' numbers depending on the time of year. Opportunities are provided to explore the site beyond the three core zones, including the site of the Japanese-Canadian community near Kitsuksis Creek and paths through the surrounding forest.

Preservation of Resources

The site contains several categories of resources: buildings and structures, archaeological resources, large artifacts, small artifacts, landscape resources, and natural resources. For each category, the Management Plan describes the present situation, states the relevant levels of intervention, and makes recommendations for the appropriate management actions. The following are some of the salient recommendations:

- The program of stabilizing *in-situ* resources should continue.
- A long-term plan for preservation, maintenance, and protection of buildings and structures should be prepared and implemented.
- A structural analysis should be made of all buildings and structures that will be subjected to active use by people and/or operating machinery.
- Work crews should continue to recover and record any archaeological remains found on the site.
- Additional archaeological survey work should be undertaken on the site, particularly in the vicinity of the former Japanese-Canadian community and the mill pond.
- All vehicles, railway equipment, and moveable large machinery should be managed and cared for in a manner that produces the most effective and efficient protection.

- A decision should be made with respect to whether or not operable equipment may be used, on an artifact-by-artifact basis, by assessing the importance of preserving the historical technology *vs.* preserving the historical fabric.
- Safety considerations with respect to operating machinery should be addressed.
- A joint management strategy should be developed for the McLean Lumber Co. collection of artifacts and the Alberni Valley Museum's Forest Industrial Collection.
- The surrounding forest and the configuration of the forest edge should be retained as a key element in the site's landscape character.
- The mill pond, dam, fish ladder, and bridge should all be replaced, in consultation with the Water Management Branch of the Ministry of Environment, Lands and Parks.
- Refilling the mill pond should be done with the intent of enhancing its habitat potential.
- Any excavation within the mill pond or along Kitsuksis Creek should be subject to a hydrological / fisheries study.
- Initiate the Environmental Assessment and Review Process (EARP) to determine the acceptability of the environmental impacts of site development.

A schedule of interventions for all buildings and structures have been provided.

Visitor Services and Use of Resources

A fully developed communications strategy will determine the manner in which the site's themes and resources are presented to the public, both on and off the site. It will determine what the site will interpret and which markets will be reached, and should be developed in tandem with the preservation strategy. It is intended that the personal interpretation program be extensive, and that there also be a parallel program of non-personal interpretation. The presentation of themes and marketing initiatives should be linked to other visitor and educational opportunities in the region, including other visitor attractions in the Port Alberni Heritage Network and the school curricula.

A preliminary schedule of recommended uses for the principal buildings and structures has been provided.

Site development will include the construction of a Visitor Reception Centre (about 5,000 square feet) and a facility for collections maintenance and storage

(about 7,500 square feet). Other facilities will include a parking lot, ticket booth, washrooms, and food services. As well, the site will require water supply, waste water disposal, electrical power, and steam power. Visitors with disabilities should be given the opportunity for liberal access to the site and its interpretive services.

Based on visitor projections, the site should be designed for a capacity of 400 people on the site at one time. Planning and programming will ensure that the visitor load is distributed evenly across the site. If deterioration occurs to site resources, or if visitation rises above projections, either the site design will have to be altered to increase capacity or else visitation will have to be discouraged.

Markets and Marketing Strategies

The McLean Mill site will appeal to all visitor segments. Based on an analysis of current markets and comparable attractions, and assigning capture rates to each segment, it is estimated that 116,000 people will visit the site in the first year of full operation, and that attendance will climb steadily thereafter, to 143,000 in Year 10. An active program of marketing and promotion are essential and should be maintained, as should a high level of community and regional support.

Economic diversification forms a key municipal objective for the development. Consideration should be given to doing an economic impact study of the development, to quantify the benefits of the project to the region.

Local and Regional Integration

Planning for development requires co-ordination among the three partner agencies (the City of Port Alberni, the British Columbia Heritage Trust, and Parks Canada) and the Regional District of Alberni-Clayoquot. Land use falls within the jurisdiction of the Regional District, which is also responsible for the road network around the site. Planning for roads should consider the proposed 'Three Valleys Highway', which will link the Alberni Valley with the Comox and Cowichan Valleys.

Access will be by road, by rail, and by trail. It is suggested that the route to the site be along Beaver Creek and Smith Roads, and that the return to Port Alberni should be along either Kitsuksis Road or Cowley and Cherry Creek Roads. Rail

access, along the E&N tracks, does not form part of the McLean Mill development, but McLean Mill management should encourage the achievement of this objective. The site will also be linked to the Log Train Trail and other trails along the Beaufort Range.

The McLean Mill will be one of many heritage attractions in the Port Alberni Heritage Network. The City should co-ordinate (or manage) joint promotion of these attractions. It should also continue to encourage the interest and support of the community and volunteers.

Administration, Capital Costs, and Operation

It is proposed that the McLean Mill be administered by an autonomous not-for-profit society, operating at arm's length from he City of Port Alberni. It would seek to achieve status as a registered charity with Revenue Canada. Five staff departments will be required, and a preliminary staffing plan recommends about 15 positions at a total annual budget of about $500,000 for salaries and benefits.

It is estimated that the capital cost of development will be approximately $7.4 million (in 1993 dollars), inclusive of planning, design, and project management, but exclusive of GST and off-site railway work.

Cash flow projections have been prepared, taking into consideration both capital and operating cash flow. It is estimated that, in addition to revenues earned on the site, the operation will require core funding commitments of $250,000 per year. If the core funding is maintained at this level, the site will operate with a positive cash flow that would be available for ongoing capital improvements. The cash flow projections allow three years for planning, design, and construction. The construction schedule may be extended, with the main impact being the delay in the flow of revenues.

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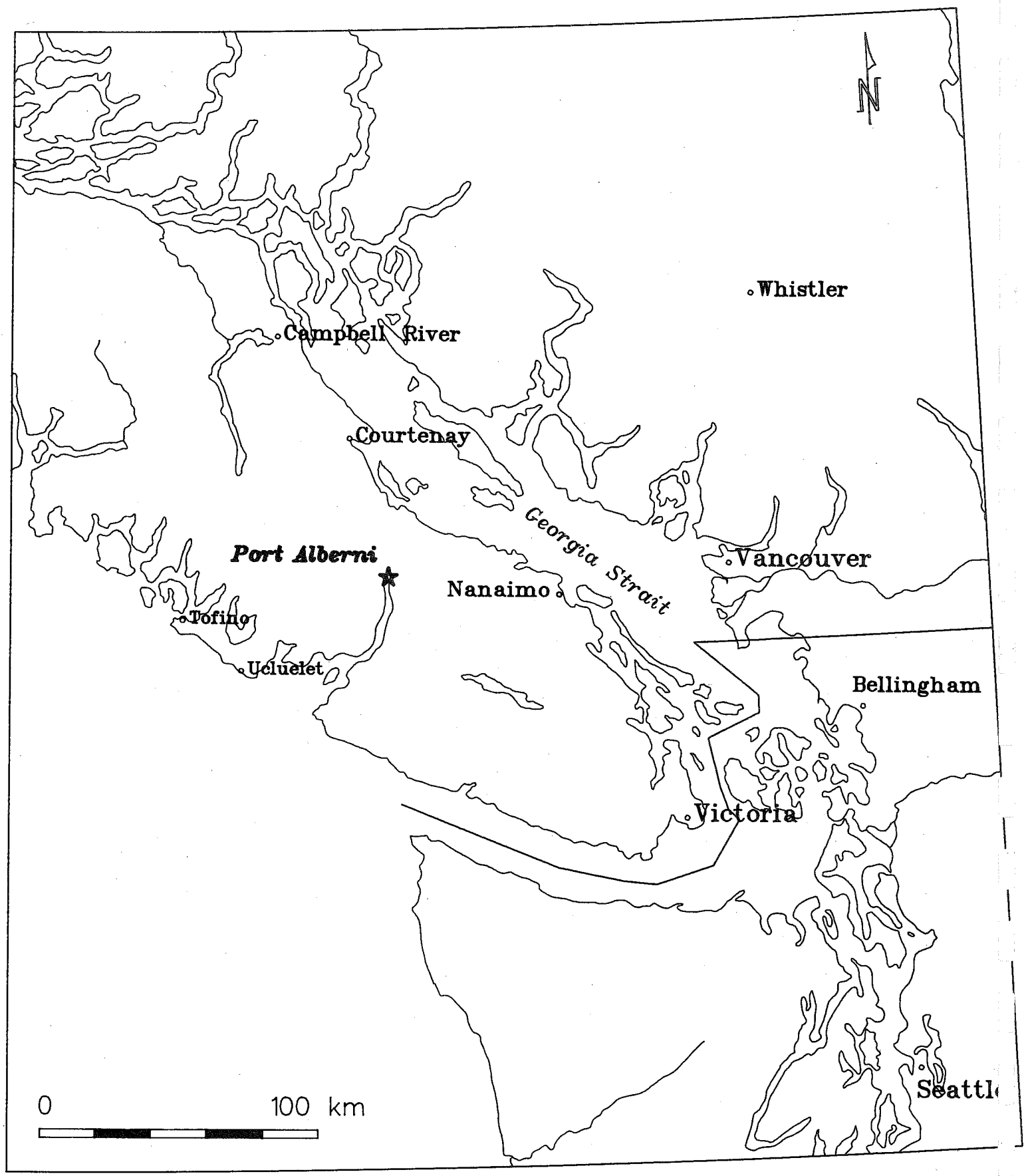
1. INTRODUCTION

1.1 Background

The McLean Mill National Historic Site is a former sawmill camp complex, operated by the R.B. McLean Lumber Co., located on 32 acres (13 hectares) of land, about 6 miles (10 km) from downtown Port Alberni, British Columbia. The site contains more than 35 extant buildings and structures, including a steam-driven sawmill, residential buildings that accommodated the owners, employees, and their families, structures used for servicing equipment, and a drained mill pond. Logging operations occurred near the mill, on the adjacent Beaufort Range. The lumber company was a family-run business whose working history began in 1926 and ended in 1965. The site was donated to the City of Port Alberni by MacMillan Bloedel Limited, and the mill and artifacts were donated by the McLean family.

The Historic Sites and Monuments Board of Canada has recognized the historical significance of the site with respect to both logging and sawmilling on the West Coast. The Minister of the Environment approved the recommendation of the Board in August 1989 and declared it a national historic site. It is intended that the site be developed as a partnership involving the City of Port Alberni (through its Parks and Recreation Department and the Alberni Valley Museum), the Government of British Columbia (through the British Columbia Heritage Trust), and Department of the Secretary of State (through the Parks Canada). The development will come about as a three-party agreement, the details of which are not yet fully defined.

A number of important studies of the site been made over the last five years by the three partners. These address its history, the structures, the archaeological remains, the mechanical equipment, and proposals for development of the site as part of a larger heritage interpretive system in the Alberni Valley. These studies are listed in Appendix A. In addition to this written material, considerable construction work has been undertaken on the site to stabilize the physical resources. The site is currently open to visitors in its pre-development condition during weekdays, with guided tours available two afternoons weekly. The City of Port Alberni has retained a full-time Site Manager since 1991.



Port Alberni in the context of southwestern British Columbia.

1.2 The Planning Process

In November 1991 the City of Port Alberni commissioned Commonwealth Historic Resource Management Limited to undertake a Management Plan for the McLean Mill National Historic Site. (At that time the site was being called the R.B. McLean Lumber Co. National Historic Site.) The planning process began with a planning session in Port Alberni on 21-23 January 1992, attended by ten members of the consulting team and eight members of the three development partners. Subsequent investigation, interviews, analysis, and plan proposals have led to Commonwealth's producing three previous reports:

- *A Management Plan for the R.B. McLean Lumber Co. National Historic Site: Discussion Paper*, March 1992

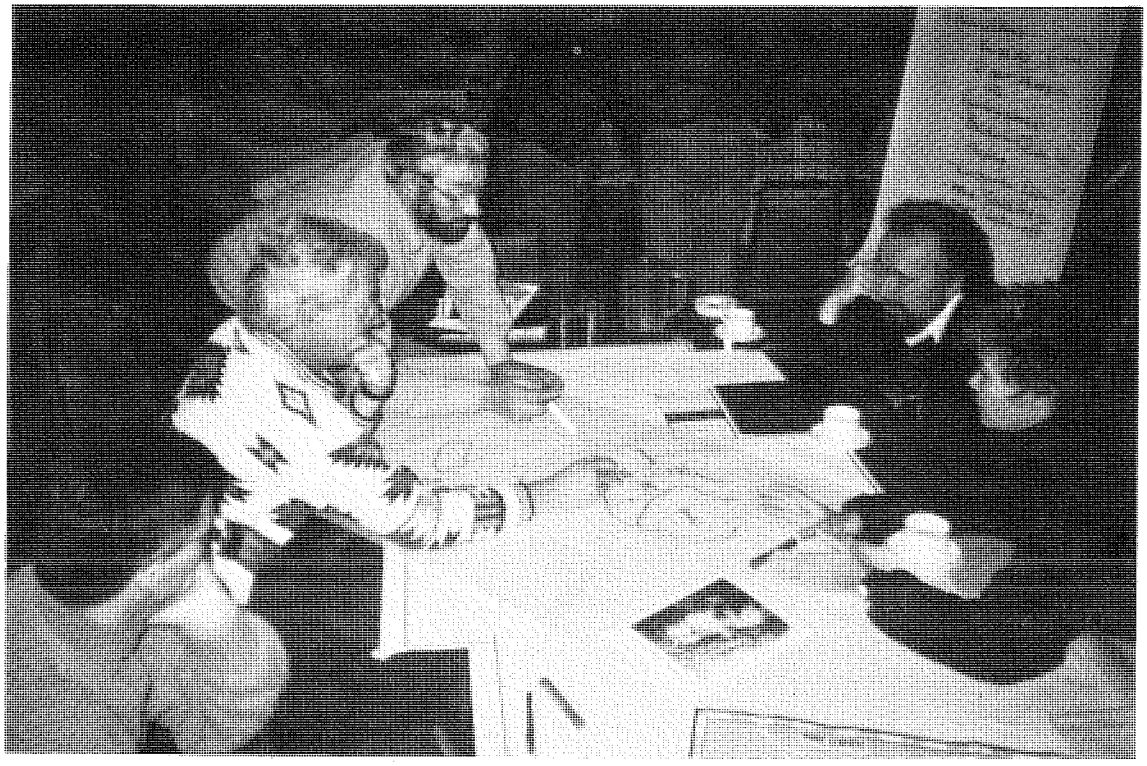
- *A Management Plan for the R.B. McLean Lumber Co. National Historic Site: Interim Report*, July 1992

- 'A Management Plan for the R.B. McLean Lumber Co. National Historic Site: Options Analysis,' January 1993

These reports are referred to repeatedly in the present *Management Plan*, and the material in them includes relevant background information. Their tables of contents are reproduced in Appendix B, and the Options Analysis is reproduced as Appendix C. The four reports together comprise the products of the work by Commonwealth Historic Resource Management Limited and its study team.

The *Discussion Paper* described the process of investigation to date, then provided a management approach for each of the resource types. Those management approaches form the framework for many of the discussions and recommendations in this plan.

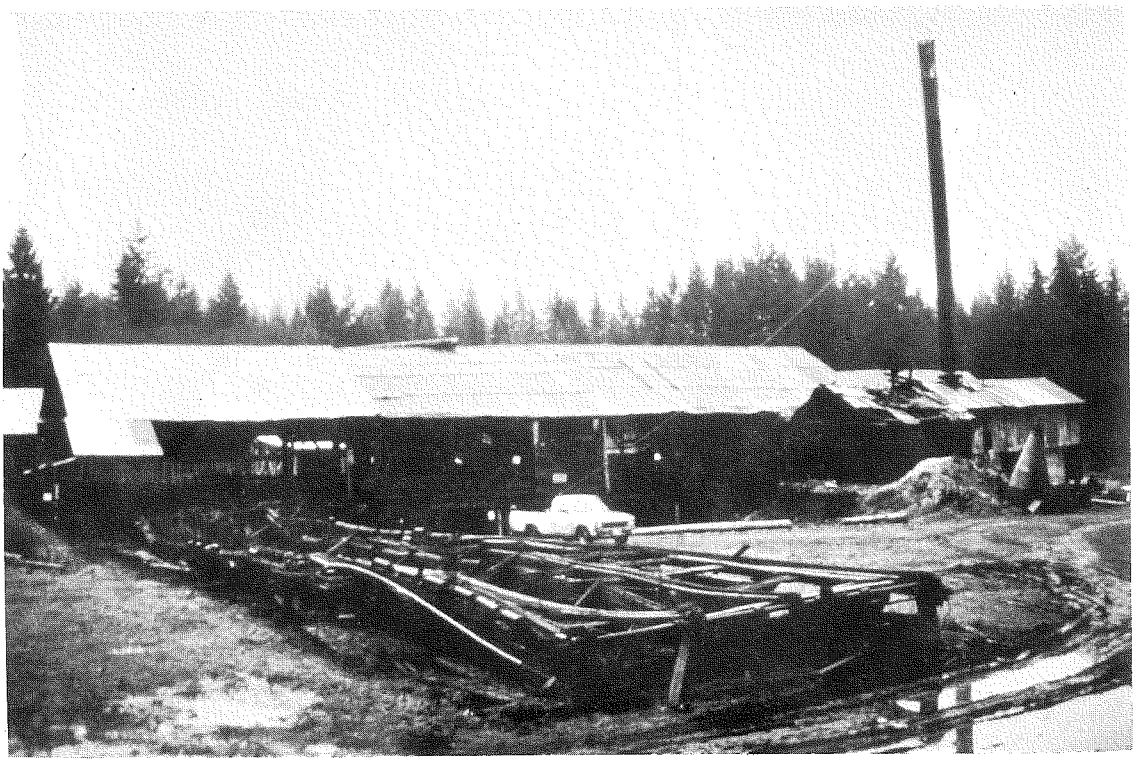
The *Interim Report* presented three alternative management options for site development, providing capital cost and visitor projections for each. The three options were presented in a stakeholders' meeting and at public open houses held on 14-15 October 1992, at the McLean Mill site and the Alberni Valley Museum. Participants were introduced to the plan concepts and asked to respond to questionnaires, the results of which are tabulated in Appendix D. Public opinion



Planning session held January 1992 (top) and public open house at Alberni Valley Museum, October 1992 (bottom).

was also solicited in a large number of interviews held between February and May 1992. The opinions expressed in the interviews and the public open houses have been considered in the selection of the option, and throughout the *Management Plan*.

The 'Options Analysis' summarized the relative advantages and disadvantages of each option with respect to preservation and presentation. It provided an analysis of the impact that each option would have on the conservation of the historic resources, and also the opportunities that each would provide for presentation and operation. It helped the three partner agencies in their selection of a management option. In January 1993 the Client Group announced its selection of an option and instructed the Study Team to begin preparation of the *Management Plan*. Drafts were circulated in April and May 1993. The final *Management Plan* reflects the Client Group's comments to the two drafts.



View of the sawmill, January 1992. The remains of the green chain are in the foreground.

The purpose of a *Management Plan* is defined in the document 'Management Planning Process for National Historic Sites', prepared by Parks Canada in April 1991:

> A Management Plan articulates long range direction for the protection and use of resources of the Site in accordance with the selected and approved Concept. A Management Plan provides the framework within which subsequent implementation and detailed planning will take place.

The Terms of Reference for this plan stressed that 'the management plan will be comprehensive in coverage, but conceptual in content.' Commonwealth's proposal echoed this, stating that the *Management Plan* would be 'first and foremost a conceptual document, providing a framework within which detailed planning and implementation will occur.' This *Management Plan* will be followed by a *Business Development Plan*, which, in the words of the Terms of Reference, will 'refine and detail the specific schedules for development, design requirements for interpretation, visitor facilities, and the operational procedures.'

Many members of the Alberni Valley community have been consulted during the process of this study. They are listed in Appendix F.

This report has been prepared by an interdisciplinary team comprised of eight professional firms, under the direction of Commonwealth. The many members of the Study Team and the Client Group are identified in Appendix G.

2. PLANNING FRAMEWORK

The Management Plan has been guided by a number of statements of themes and objectives, as well as by a series of policy plans adopted by national, provincial, regional, and local authorities. The following is a brief summary of the major sources of direction and information that were considered in preparing this plan.

2.1 Significance of the Site

Commemoration

The national historic significance of the lumber industry in Canada was first recognized in 1943, when the Historic Sites and Monuments Board of Canada (HSMBC) recommended the erection of three regional plaques. The British Columbia plaque emphasized the special lumbering technique arising out of the physical features and the luxuriant growth of timber in the province. The plaque was erected in Port Alberni in 1950, and is at Alberni Harbour Quay.

In June 1976 the HSMBC recommended that the British Columbia forest industry is of such national significance as to merit commemoration beyond the level of a plaque.

In June 1989 the HSMBC recommended that:

> The McLean Mill site, at Port Alberni, British Columbia, with its collection of extant resources relating to logging, sawmilling, transportation and labour in the British Columbia Forest Industry and with its close association with the significant aspects of that Industry, should be declared to be of national significance.

Further, the Board recommended that:

> Without delay, the Program contact the Province of British Columbia, MacMillan Bloedel, the City of Port Alberni and the Alberni Valley Museum in order to determine their interest in co-operating with it in the immediate stabilization of the surviving *in situ* resources at the McLean Mill site and in the future restoration,

> presentation and interpretation of those resources as a major commemoration of the national significance of the British Columbia Forest Industry.

Acting upon this recommendation from the HSMBC, in August 1989 the Minister of the Environment declared the McLean Mill as a National Historic Site for its association with the forest industry in British Columbia.

Significance

The McLean Mill site provides an instance in which the whole certainly has a greater value than the sum of the parts. The *tout ensemble* comprises a uniquely well preserved cultural landscape whose preciousness has been justifiably recognized by the Board. Although the individual resources — the buildings, the equipment, the archaeological remains, and other components — may technically have been commemorated, most would be considered as quite ordinary if taken out of their context. It is the unique combination of 'ordinary' resources that makes the McLean Mill site so representative of the British Columbia forest industry, and so superb a candidate for commemoration.

The 'Establishment Study' for the site has noted this composite value. One conclusion is that

> all of the McLean site resources are important ... because of ... their association with one another and as a group. ... To this end, all the resources, from the beginning, should be considered equally important for protection.

The *collective value of the cultural landscape* should therefore be taken into account in all management decisions.

From the perspective of the *history of technology*, the McLean Lumber Co. milling and logging operations did not contribute in any particularly significant way to the history of the province. What they do superbly, however, is to provide a unique window for interpreting many components of British Columbia's most important industry. They portray not only different aspects of logging and sawmilling technology, but also the integrated nature of the forest industry. They

also reveal the differences between the local, rail, and export trades; changes in technology and organization; and the life and work of the people involved in the sawmill and logging operations.

The McLean Mill site also provides an opportunity to interpret the *importance of the railway to the forest industry* in the Alberni Valley and British Columbia, in both the production and the distribution/marketing processes. The McLean Mill Lumber Co. maintained its own small switching operation, which connected with the Esquimalt & Nanaimo Railway and the wider transportation system of the CPR. The McLean Mill site and the Alberni Valley Museum together have a good selection of equipment with which to represent the different types of technology, to illustrate the themes of logging, lumber-hauling, and labour. There is a strong case, in interpretive terms, for demonstrating how the rail equipment worked. (Associated conservation issues are described below in Section 4.3.)

2.2 Themes

Parks Canada has elaborated on the Board's recommendation, by identifying a number of discrete historical themes for interpretation on the site:

Principal Themes

1. *Logging*. This theme involves the cutting of trees, bucking the tree into logs, yarding the logs, and transporting them to the mill site.

2. *Sawmilling*. This theme involves the cutting of logs into two distinct lumber products. Dressed lumber includes boards and studs for use in house construction and the like. Dimension timber includes railway ties, mine timbers, load bearing beams, or rough timbers intended for re-processing overseas. Related to the actual process of manufacturing lumber are activities of selling and distribution.

3. *Labour/People*. This theme includes working and living conditions in logging, the sawmill, and the camp. Reference can be made to the broader context of labour history in the province, such as the role of government and unions in regulating working conditions. This theme should make

specific reference to the McLean operations, drawing examples about the dangerous conditions in logging and at the mill from the company's own history. The theme also relates to the lives of the many people who lived at the site over the years.

Logs being hauled by 1937 White truck with 1934 Hayes trailer, ca. 1937-41, near the sawmill.

4. *Transportation/Marketing.* This theme relates to the shipping of the product to markets. Lumber manufactured at the McLean site was shipped into town for local markets by truck or by train or delivered by rail to the government wharf for shipment overseas.

Town Related Themes

1. *Technology*. This related theme includes changing methods and equipment used in logging and lumber manufacture. The focal points for this theme would be the logging operation and the sawmill, showing how changing technology affected the structure of these two operations.

2. *Camp Life*. This theme centres on the living conditions and social activities of the people associated with the McLean business. In this theme reference should also be made to the role of women in the camp and of ethnic subdivisions, especially the Japanese who for a time comprised a distinct group within the camp.

3. *Agriculture*. Vegetables were grown in the earliest phase of the camp's history to provide fresh food for the table and to reduce the expenses of the families living there. Later, the McLeans engaged in commercial agriculture, producing potatoes and turnips for market.

4. *Forest*. This theme relates to the growth, harvesting, and regeneration of the surrounding forest. Mention can be made of species, properties of wood, and regenerative cycles.

2.3 Management Objectives

The following objectives will provide direction to site development and programming. They respect the preliminary objectives that were developed by the partners and the consultants at the planning workshop of January 1992 (see *Discussion Paper*, p. 12), and which have been modified as a result of community interviews, the public open house, and discussions by the McLean Mill Steering Committee and staff members of the three partner agencies.

1. To preserve, present, and promote the McLean Mill site as a place of national historic importance and as part of Canada's system of national historic sites, harmonized with the principles and objectives of the participating agencies.

2. Through a tripartite agreement undertake the appropriate research, planning, development, implementation, and operation to maintain and operate the McLean Mill National Historic Site for the purpose of commemorating the British Columbia Forest Industry.

3. To contribute to the economic diversification of the Alberni Valley through the development of new and enlarged tourism markets and by the provision of employment opportunities in the service sectors.

4. To ensure the commemorative integrity of site resources by stabilizing and preserving the historic 'in situ' resources and maintaining the technology associated with early lumbering and manufacturing of the McLean Mill site in keeping with the principles of cultural resource management.

5. To protect the historic resources of national significance, retain the historic qualities of the cultural landscape, and restore the natural environmental features in a manner that is sensitive to the potential impacts on the adjacent land uses and that allows the visiting public the opportunity to understand and appreciate the integrity of the resources.

6. To plan, market, and operate the site in co-operation with other attractions and activities in the Alberni Valley whose themes are related to the broad story of the West Coast forest industry.

7. To present the site history and contemporary issues associated with the lumber industry in a manner that is consistent with the Themes and Sub-Themes, and builds a common understanding of the history and importance of the lumber industry amongst the community and the visitors to the area.

8. To provide opportunities for an enjoyable, educational, and safe on-site experience through the provision of appropriate facilities which respect the integrity of the historic resources.

9. To manage the resources of the site — historic, contemporary, geophysical, and biotic — to the highest standard of environmental responsibility, including the conservation of energy, water, land, and other resources and minimize the synthetic inputs and waste disposal.

10. To involve the community in the development, operation, and management of the site.

11. To manage the site in a cost-effective manner with those who benefit from site operations.

2.4 Relationship to Other Policies and Objectives

Additional direction is provided by policies, plans, and objectives of the three partners who are participating in the development and operation of the McLean Mill site. These statements should guide future planning and development of the site.

Environment Canada

Mission Statement for Parks Canada (formerly Canadian Parks Service)

'Parks Canada will commemorate, protect, and present places which are significant examples of Canada's cultural and natural heritage in ways that encourage public understanding, appreciation, and enjoyment by present and future generations.' (Source: Environment Canada, *The Canadian Parks Service Strategic Plan*, October 1990)

Canada's Green Plan

Canada's *Green Plan for a Healthy Environment* expresses the federal government commitment to work with Canadians to manage our resources prudently and to encourage sensitive environmental decision-making. Under the Green Plan three new initiatives relevant to protecting Canada's historic resources, including the McLean Mill site, have been identified:

- Expanding the protection of artifacts and historic objects
- Developing the nation's archaeological and historic resource conservation capabilities
- Supporting staff training in historical resource protection

Cultural Resource Management Policy

Parks Canada has a new Cultural Resource Management Policy. It is a valuable planning tool that proposes a holistic approach to resource management, one that integrates the protection and presentation of cultural resources. This policy is a necessary complement to policies on national historic sites. The objective of the Policy is 'To manage for public benefit cultural resources administered by the Canadian Parks Service.' Its main principles are principles of value, public benefit, understanding, respect, and integrity.

Environmental Sustainability

Programs of Parks Canada are expected to demonstrate the following values:

- *Environmental Citizenship* is founded on the belief that all people have environmental rights, privileges, and duties.
- *Environmental Stewardship* is that subset of citizenship focused on resources and actions where an individual, community, or agency has direct control.
- *Ecological Integrity* is defined as a state of ecosystem development that is optimized for its geographic location.

British Columbia Heritage Trust

Objectives Statement

The objectives of the British Columbia Heritage Trust are to support, encourage, and facilitate the conservation, preservation, restoration/rehabilitation of heritage properties in the Province.

The British Columbia Heritage Trust has published a series of technical papers that provide principles and guidelines for heritage conservation, restoration, and rehabilitation.

The Technical Papers are:

#9 * *Principles of Heritage Conservation*
#10 * *Restoration Principles and Procedures*
#11 * *Rehabilitation Principles and Guidelines*

The McLean Mill site is not at present designated pursuant to the *Heritage Conservation Act*. Should it be designated in the future, whether by the Province or the City of Port Alberni, it would be subject to the provisions of the Act.

City of Port Alberni

Policy on Heritage Facilities

A current draft report to Council with respect to the management of heritage facilities in Port Alberni states: 'The City should continue, with the financial and technical assistance of federal and provincial government, efforts towards the preservation, restoration and presentation of the McLean Mill National Historic Site, provided that this can be achieved within the financial resources of the City as determined by City Council.

Heritage 1990: Planning for the Future

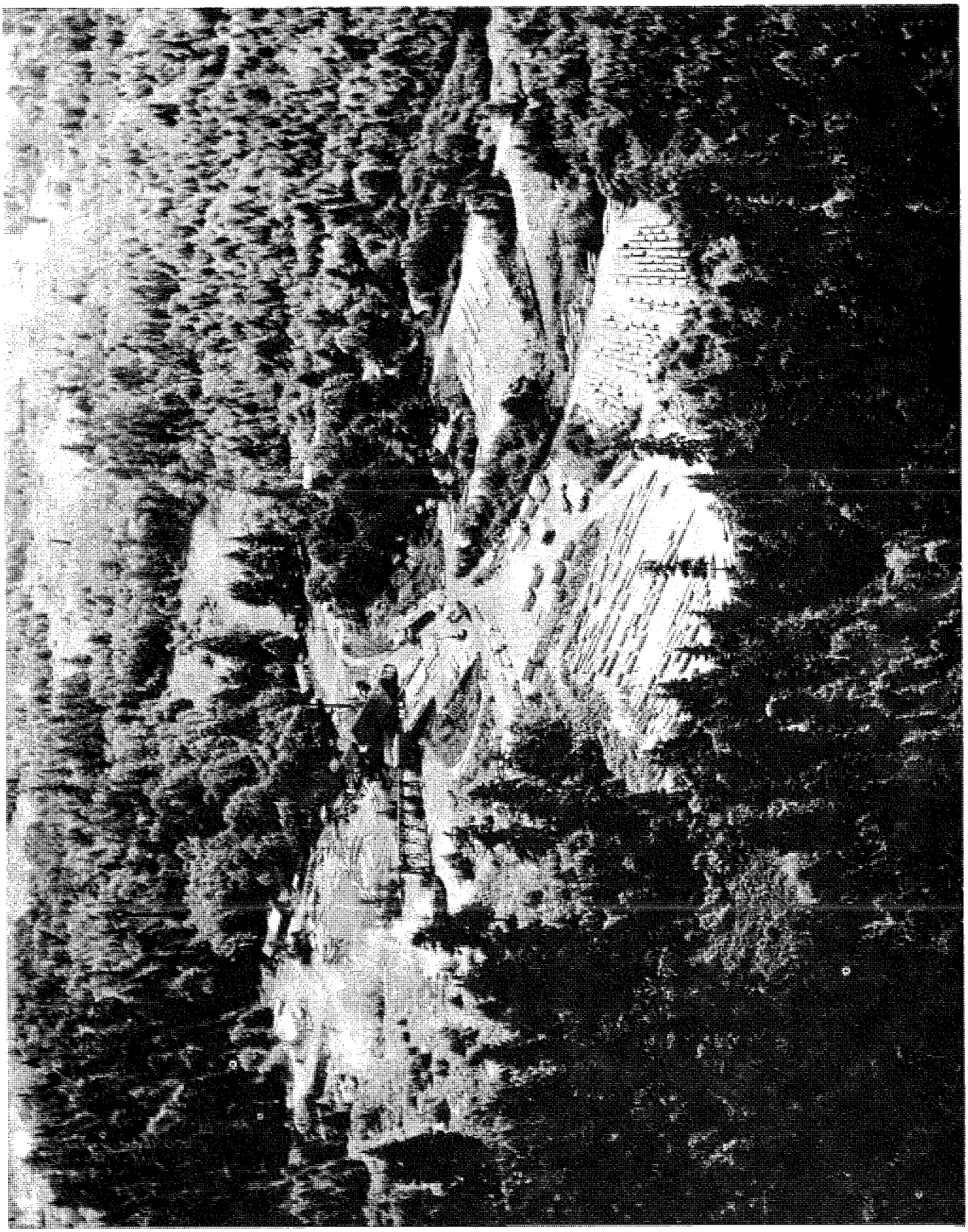
The City of Port Alberni produced a guide to the development of its forest and community heritage, which included participation in the planning and developing the McLean Mill National Historic Site. The report, prepared by former Alberni Valley Museum Director John Mitchell, stressed that the McLean Mill site should be one component of a larger group of attractions, a 'heritage system' that would include waterfront industrial displays and the Echo Centre.

The report proposed two overall reasons for the City to be involved in the McLean Mill site:

- To recognize and celebrate the heritage and social identity of its citizens.
- To encourage economic diversification through development of new tourism markets.

Many people and organizations in the Alberni Valley community have been consulted in preparation of this plan. They are listed in Appendix F.

The Management Plan for the McLean Mill site meets the various policies and objectives of the three partner levels of government.



Aerial view of the McLean Mill site from the west, probably 1937.

3. DEVELOPMENT CONCEPT

3.1 Vision for the Site

The McLean Mill National Historic Site will be developed as a high-quality heritage tourism product that will attract large numbers of visitors to the Alberni Valley while serving as a valued community amenity for residents. The site's priceless cultural and natural resources will receive a high level of protection and preservation through careful management. These resources will be presented to the public by means of enjoyable, educational, and safe exhibits and activities that will interpret themes related to the British Columbia forest industry. These exhibits will range from the passive interpretation of some buildings, archaeological resources, and natural features, to the animated presentation of technical processes by operating historical machinery and equipment. The site will accommodate a flurry of activity, including the words and motion of visitors and interpreters, the sounds and smells of sawing wood, and the noises and movements of steam- and gasoline-powered engines and vehicles.

The development of the McLean Mill site will be the product of a dynamic partnership among the City of Port Alberni (through the establishment of an autonomous society), the Province of British Columbia (through the British Columbia Heritage Trust), and the Government of Canada (through Parks Canada). Additional participation will come from adjacent municipalities, industry, and community support groups. Ongoing management and operation will be the responsibility of a new not-for-profit society formed by the City of Port Alberni.

Port Alberni will bustle with tourists who have come because they have heard exciting reports about the McLean Mill site. As part of their journey, they will also visit other cultural, industrial, and natural attractions in the City and the Alberni Valley. The McLean Mill site will be linked to activities and events around the harbour area by an operating steam railway as well as by roads. The many attractions that make up the Port Alberni Heritage Network will be co-operatively marketed, and will combine to create new job opportunities in the service sector and produce a significant impact on the community's economy.

Visitors will receive their initial orientation at a state-of-the-art Visitor Reception Centre. From there they will tour the core site and its many features. A trail built

through the second-growth forest at the periphery of the core site will provide an opportunity to increase awareness of the challenges of integrated resource management and the need to achieve sustainable long-term levels of resource use and to develop environmental conservation strategies. The facilities will be accessible to visitors with disabilities.

Visitors will leave with a real understanding and appreciation of the character, development, impacts, achievements, and issues relating to the British Columbia forest industry, past and present, as well as with the pleasure of having spent all or part of a delightful day on the McLean Mill site.

3.2 Concept Summary

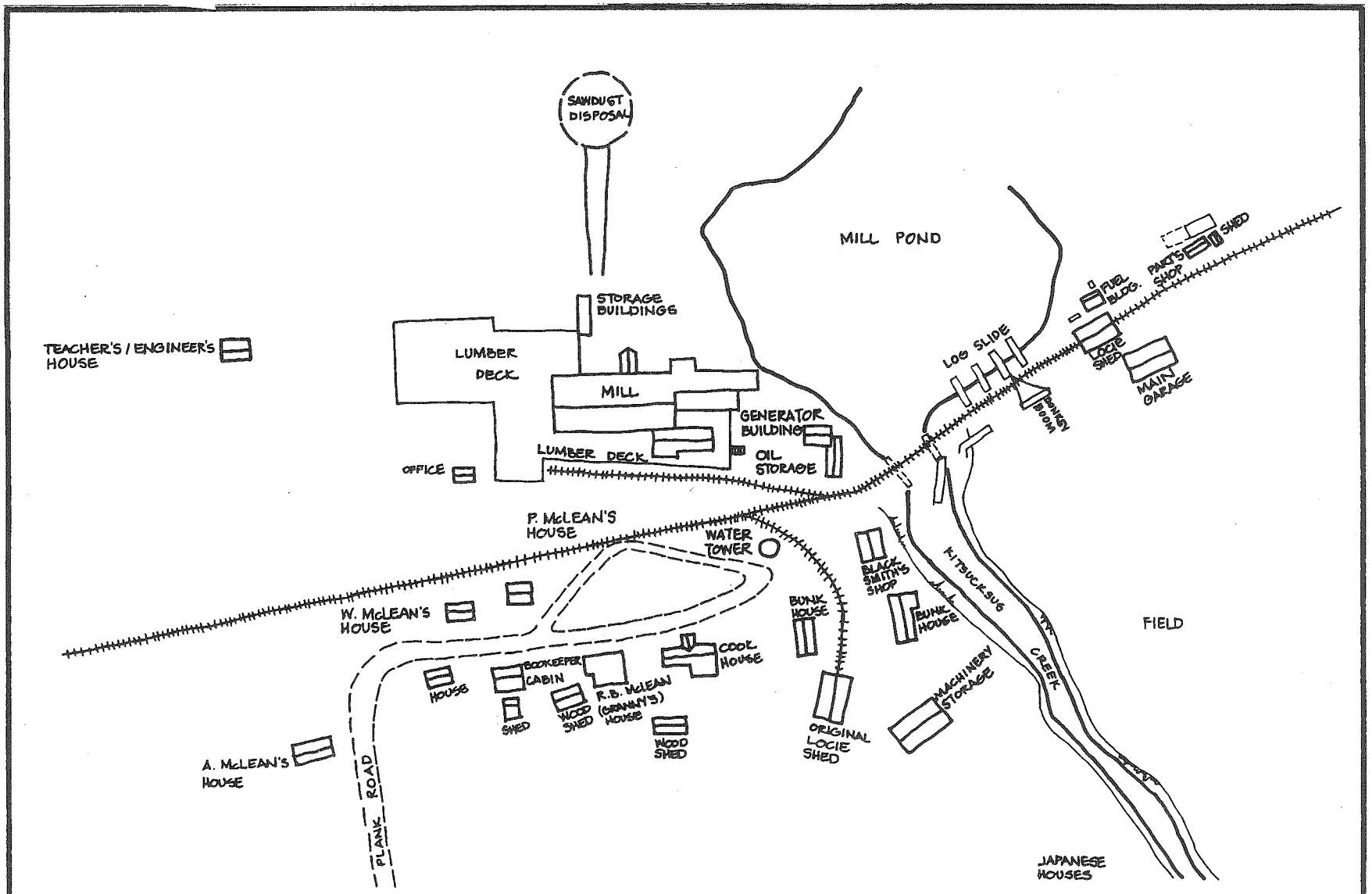
Objectives

The McLean Mill National Historic Site will be presented as a working sawmill community. A moderate degree of animation will occur, consistent with a high level of preservation. Equipment operation will consist primarily of demonstration, although some production will occur as well.

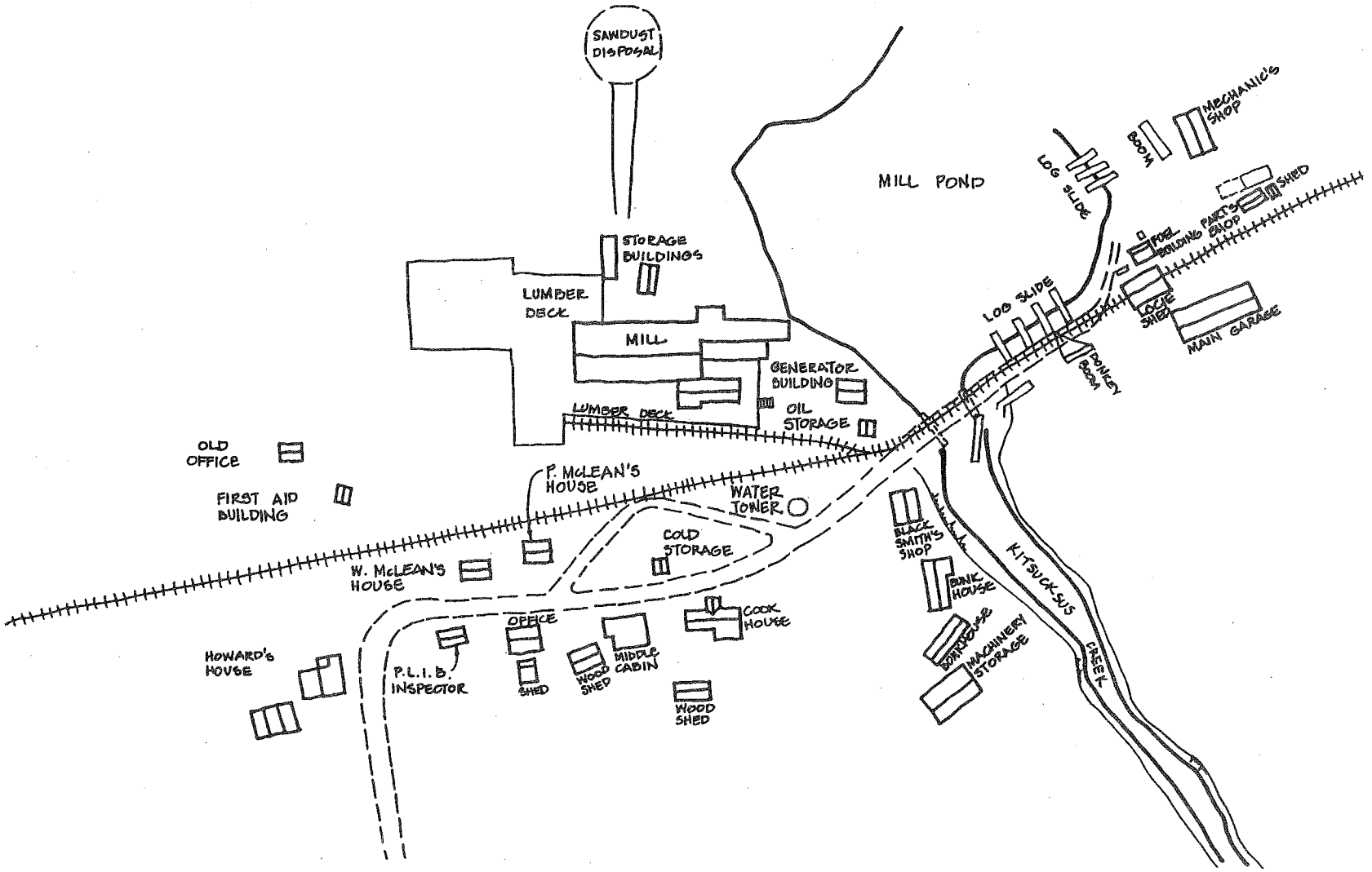
The presentation will draw on all three historical periods of the McLean Lumber Company. These periods, as defined by C.J. Taylor, are:

- 1927-34, during which the small, but typical, sawmill was dependent on rail transport
- 1935-49, a period of recapitalization, the acquisition of gasoline-powered logging trucks, and an emphasis on the manufacture of dimension timber
- 1950-65, marked by the introduction of electrical power to the sawmill, the cessation of rail logging, and a decline in camp life as travel to and from Port Alberni became easier

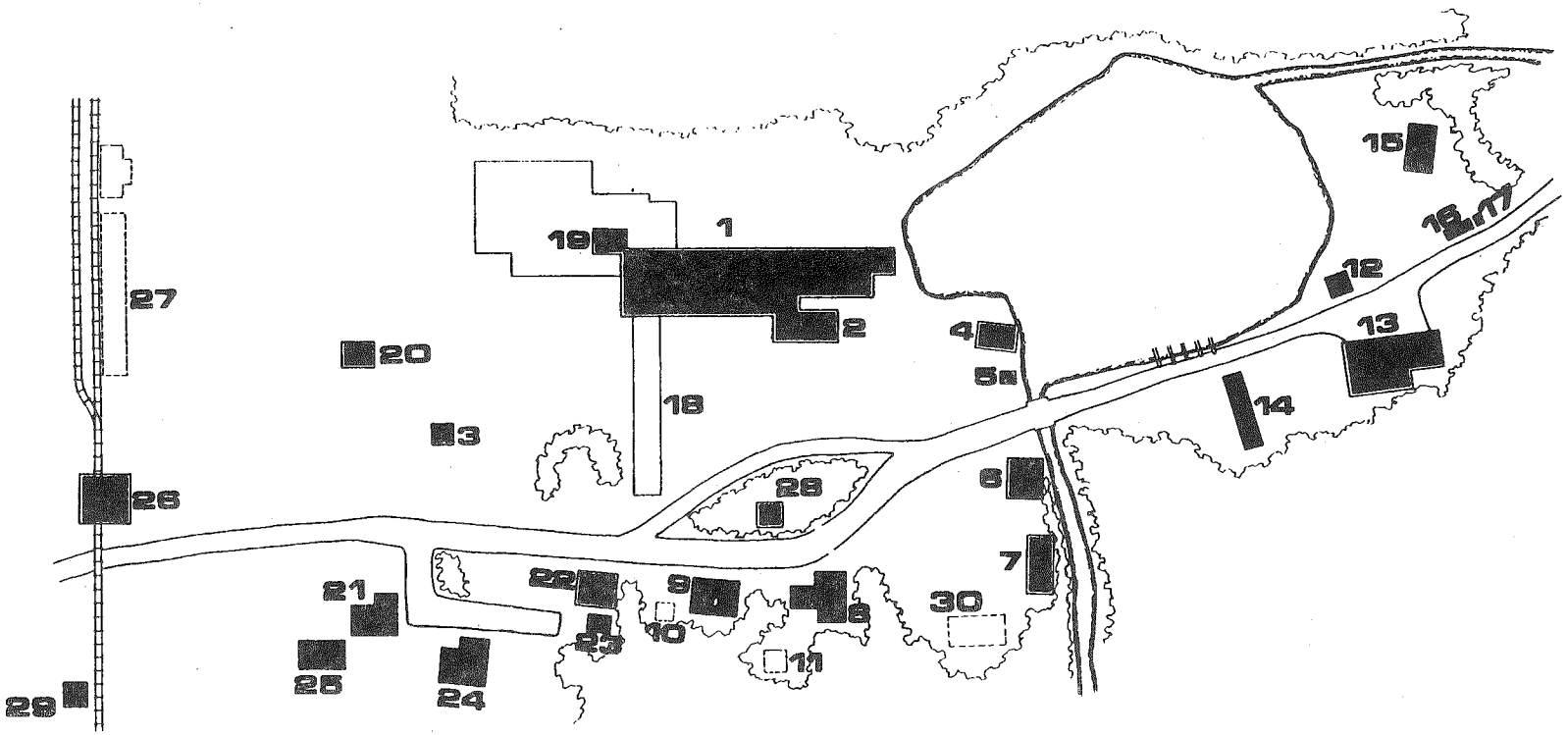
Some anachronisms will occur in the presentation, but they will be introduced in a way that does not confuse the visitor.



ARCHITECTURE & ENGINEERING SERVICES ENVIRONMENT CANADA	Project Title R.B. McLEAN MILL - FIRST CONFIGURATION 1927 - 1934	SCALE N.T.S. DATE JANUARY 1992 DESIGN ANITA SEWALL



ARCHITECTURE & ENGINEERING SERVICES ENVIRONMENT CANADA	Project Title R. B. McLEAN MILL - SECOND CONFIGURATION 1935 - 1948	SCALE N.T.S. DATE JANUARY 1992 DESIGN ANITA SEWALL



1. MILL
2. POWER HOUSE
3. 'FIRST AID' BUILDING
4. BEARING SHOP
5. FUEL STORAGE
6. BLACKSMITH SHOP
7. BUNKHOUSE
8. COOKHOUSE
9. 'MIDDLE' CABIN, WORKER'S HOUSING
10. WOOD SHED
11. WOOD SHED
12. GAS AND OIL BUILDING
13. MAIN GARAGE
14. DONKEY BOOM
15. TOOL SHED
16. SMALL PARTS SHED
17. SMALL PARTS SHED
18. GREEN CHAIN
19. PLANER MILL
20. YARD OFFICE
21. LOCAL OFFICE
22. WORKER'S CABIN
23. SHED
24. MAIN HOUSE
25. LOCAL OFFICE GARAGE
26. LOCOMOTIVE SHED
27. TELEPHONE SHED
28. ICE HOUSE
29. SWITCHER SHED
30. STOREHOUSE

ARCHITECTURE & ENGINEERING SERVICES ENVIRONMENT CANADA	Project Title McLEAN MILL SITE PLAN	SCALE N.T.S. DATE JULY, 1990 DESIGN

The principal themes of logging, sawmilling, labour/people, and transportation/marketing (as well as the related themes of technology, camp life, agriculture, and forest) will be interpreted and animated in the Visitor Reception Centre and in specific locations throughout the site. Exhibits in the VRC (and at associated sites in Port Alberni) will provide the larger picture of the evolution of the forest industry in British Columbia, while those in and around the historic mill and community buildings will present the themes primarily as they can be illustrated by the activities of the McLean Lumber Company.

The site will be developed and animated to a sufficient extent and quality that it becomes a major destination attraction for visitors to the region.

Plan Options

The Plan Concept was arrived at after having developed three alternative concepts, which were presented in the *Interim Report*. Each concept was analyzed for the impact that it would have on the conservation of historic resources, and also for the opportunities that it would provide for presentation and operation. The relative advantages and disadvantages of each option were explained in the 'Options Analysis'. They are summarized here: briefly for Options 1 and 2, and in more detail for Option 3, which was closest to the selected Plan Concept. The full 'Options Analysis' is reproduced as Appendix C.

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

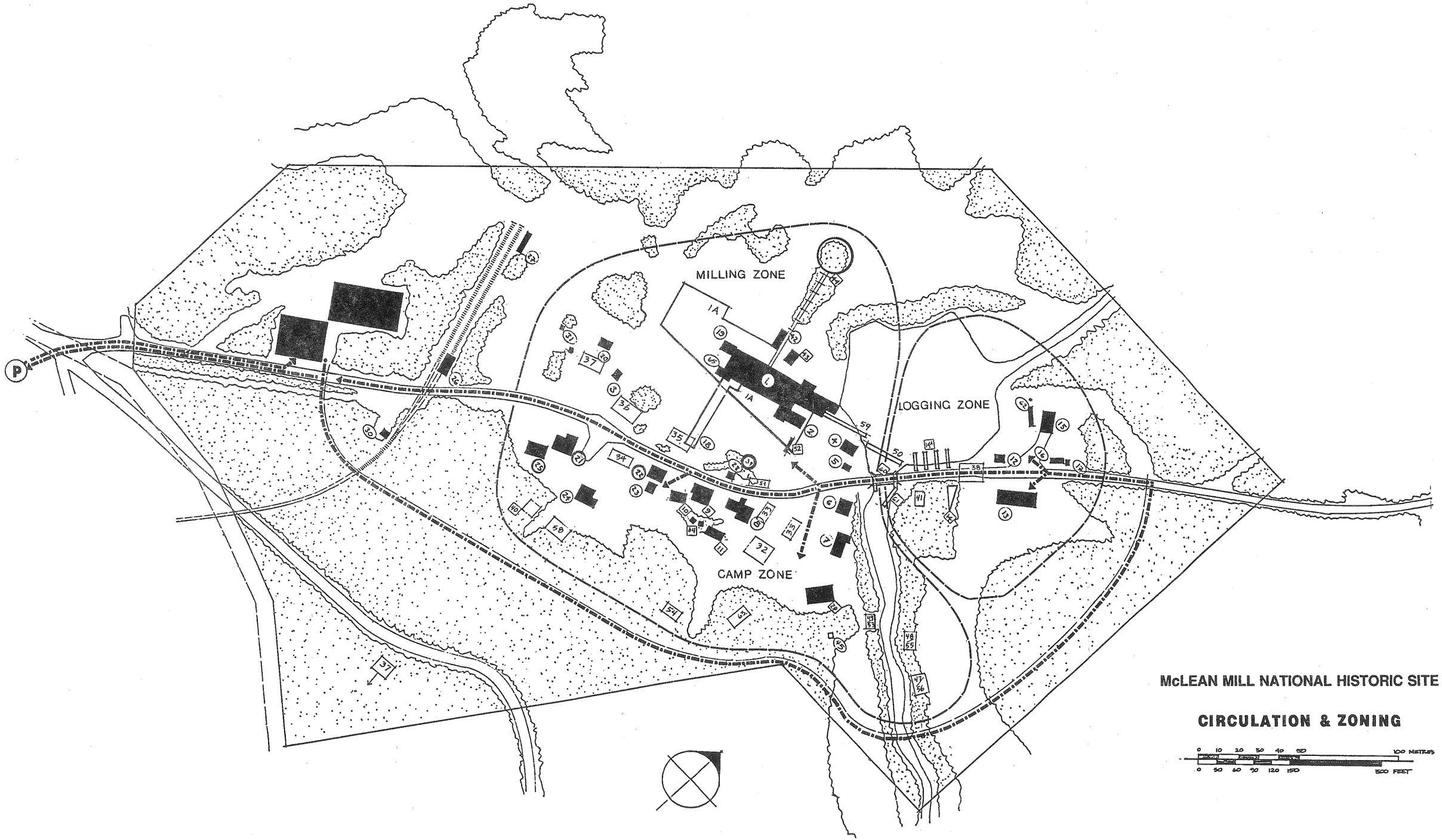
Option 3 in most respects. The changes include some variations in the periods to which some buildings will be restored, the first priority of the operating sawmill being visitor and interpretive needs (and not production needs), and removal of the operating railway from the core site. Following is a detailed description of the Plan Concept:

Visitor Experience

Access and Orientation

The McLean Mill site has a linear configuration on a northeast and southwest orientation (referred to in this report as east and west). The historic logging activity was to the east of the milling, shipping, and residential areas, with access provided by way of a road through the entire site. The current access is from the west, and although it is feasible to develop an eastern access and facilities for visitor arrival (by both rubber-tire vehicles and railway) and the Visitor Reception Centre (VRC), this cannot be accomplished within the present site boundaries. Therefore the VRC is shown on the accompanying site plans as being at the west end of the site.

The ideal approach to presenting the site is to develop the visitor flow from the forest area on the east to the finished-product area on the west. The description of the Visitor Experience that follows is based on the visitor moving through the historic area in this same direction as the forest products were moved during the operation of the lumbering and milling activities. For now it will be necessary for visitors who arrive at the present western entrance to move to the eastern edge by means of a forest trail along the periphery of the site or by on-site vehicular transportation. (The trail is shown in the site plan on the next page as being along the southern edge of the site; however, it could be located equally well along the northern edge.) They will then begin their journey through the interpretation of the McLean Mill site and the presentation of the history, sociology, and technology of the British Columbia forest industry.



McLEAN MILL NATIONAL HISTORIC SITE

CIRCULATION & ZONING

0 10 20 30 40 50 100 METRES
0 50 60 90 120 150 300 FEET

As the site is developed, before visitor attendance increases significantly (and prior to construction of the VRC), the final site for the arrival point (including parking and the VRC) will be reconsidered. Whatever the final configuration, the visitor will have the opportunity to access the core site through a pathway system and also to experience rail transportation. In the event that permanent access may be developed from the east, the peripheral trail and other on-site transportation initially developed to accommodate arrivals from the west will be used to return visitors to the eastern entry point after their site visit.

Description

Visitors arrive at the site either by automobile — in which case they will leave their cars at a parking lot at the edge of the site — by bus, or by steam train along a scenic route from the historic railway station in downtown Port Alberni. Regardless of how they came, visitors have the option of transferring to a steam-powered logging train (powered by the 'Two-Spot' Shay locomotive), where they ride in 'crummies' (work cars) for the final leg of the journey to the McLean Mill site. Alternatively they may walk the short distance from the parking lot to the site along a pathway. (At off-peak times, rail service may not be available, or a gasoline speeder may be used instead of the Two-Spot, to reduce operating costs and wear and tear on the Shay. While the train experience has no relationship to the commemoration of the site, it will be a positive addition to the visitor experience.)

The logging train and the path lead to the Visitor Reception Centre (VRC). An audio-visual presentation, interactive exhibits, and passive displays combine to present forest industry themes in the broad context of British Columbia, preparing visitors for the more site-specific elements within the historic core of the site. A variety of visitor services are also provided.

Upon leaving the VRC (assumed for now to be at the west), visitors travel to the east end of the site. This journey may be made either by walking along a trail through the wooded periphery of the site (which would be interpreted to tell the story of the forest), by rail (perhaps in a crummy or an adapted flat car pulled by a replica of the gasoline-powered Buda locomotive, on the former track alignment), or by rubber-tired vehicle (perhaps an old bus or an adapted logging truck).

The directed portion of the site tour begins in the **logging zone**, where visitors may watch one or more active logging demonstrations, such as felling, high-rigging, yarding, and logging by rail. The donkey engine and spar are located there, as will demonstrations of hand-sawing techniques. There is a further exhibit of logging machinery around the machine shop and garage to the east of the log pond. The garage displays restored logging and lumbering machinery, such as trucks, loaders, and carriers, which operate from time to time.

Visitors have opportunities to take part in hands-on activities that relate to logging. In time, some of these events may occur beyond the present eastern boundary of the site, at the foot of the Beaufort Range, where the McLeans used to obtain their logs, should additional land become available for use. Provision may be made to connect to hiking and walking trails, following old logging roads up the lower reaches of the Beaufort Range.

Beyond the logging area, the dam and fish ladder have been rebuilt, allowing the pond to fill and return to life. The pond is shared by logs and fish, as it was during the operating years of the mill. Trucks dump logs into the mill pond, where they are snatched by the log haul and pulled into the mill for processing.

It is only a short walk to the sawmill and the **milling zone**. (Motorized vehicles are available to transport people with disabilities.) The restored sawmill is fully operational, from log haul to green chain, animated by the chugging of the steam engine, the buzzing of the saws and planers, and the rumbling of the finished lumber as it is sorted into piles. The mill is powered by both steam and electricity, as it was in the 1950s. The lumber deck has been rebuilt, and the green chain still exists. The west end of the mill demonstrates the piling of lumber. The mill operates at frequent intervals during the day, according to the number of visitors and the needs of the interpretative program, and it may also produce lumber for on-site use or for special order. Many opportunities exist for visitors to watch the lumber manufacturing process from the safety of a protected walkway and also to examine the old machinery when the mill is quiet.

Demonstrations or exhibits relating to lumber manufacture and distribution will also occur in the rehabilitated mill office and on the railway loading platform at the E&N siding.

In the **camp zone**, across from the mill, the office, McLean house, bookkeeper's house, cookhouse, bunk house, and blacksmith's shop are restored and refurbished to their original appearance and use. Some are animated with costumed people and activities, while others have passive exhibits. Other extant structures are stabilized. On or near the site of the collapsed machinery shed, a new structure sympathetic to the surroundings may be built to be used as a washroom facility. The water tower may be rebuilt and used for its original functional purpose — for the storage of water. It also provides a striking landmark. Altogether there is sufficient 'critical mass' to recreate the feel of a living logging camp. Visitors enter the restored buildings and learn, by means of static and animated exhibits, about the McLean operation and the people who worked and lived on the site. The themes of labour, people, and camp life are presented here.

Near Kitsuksis Creek, an exhibit provides information on the Japanese-Canadian community that lived here until their internment. The visitor may have an opportunity to watch archaeologists at work, learning more about that area's past.

Visitors explore the site at their own pace. They encounter a variety of interpretive events, depending on the time of year. There are costumed interpreters and operators, one or two uniformed guides, and perhaps a silent ghost who beckons to people to follow him to see passive exhibits. Lumber camp meals may be offered in the cookhouse. Special events and festivals occur regularly, involving many volunteers and community groups.

After strolling through the active zones, the visitor may find peace in the surrounding second-growth forest, through which paths have been made. He/she will also be enchanted by the surrounding peaceful natural environment, and may explore the forest paths, old skid roads, and perhaps a demonstration forest, learning more about the natural (as well as the industrial) component of the forest industry, and about the industry's interface with the natural environment, perhaps being challenged by issues of integrated resource management. The natural history of the pond, the forest, and the wetland are interpreted, explaining themes such as forest regeneration. Interpretive trails are clearly a part of the McLean site experience in that they will contribute to communicating the site themes. Picnic facilities are available on the banks of Kitsuksis Creek.

Archaeology and Research

Archaeological investigation will be carried on in the mill pond before it is filled, and also during and after development in the former Japanese-Canadian residential area and elsewhere on the site. Archaeology will be integrated into the interpretive programming.

Parallel research efforts will continue with respect to aural history in the community, research into the operations of the McLean Lumber Co. specifically and the lumber industry generally, and also in other areas relevant to the site.

The operation and interpretation of the McLean Mill site will be integrated into the Port Alberni Heritage Network, providing a co-ordinated approach to presenting the broader heritage of the forest industry.

4. PRESERVATION OF RESOURCES

A primary management objective for the McLean Mill National Historic Site is to preserve and protect its cultural and natural resources. The quantity, quality, and integrity of the cultural resources are the factors that have led to the Mill's commemoration as a national historic site, and to the subsequent decision to proceed with development. It is therefore essential that these resources be protected on a long-term basis so as not to erode the site's significance. The site programming will use many of the resources in ways that must be compatible with their long-term conservation. The significance of the site features is expressed by the statement of commemoration, which refers to the 'collection of extant resources'.

For each category of resource, the text that follows describes the present situation, states the relevant levels of intervention, and makes recommendations for the appropriate management actions for each resource or group of resources.

4.1 Buildings and Structures

Description

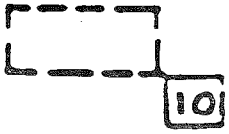
More than 65 buildings and structures have been identified as currently or formerly being on or near the McLean Mill site. Of these, 22 are standing and have been stabilized since 1991 (completely or in part); 8 are standing and have not yet been stabilized; 9 have collapsed, and most of them protected from further damage; and the remainder) are missing but have been identified through research and/or aural history. The site plan that follows shows the location of the structures; and the chart on the subsequent page lists them and indicates their present condition. Four conditions are noted:

- *Stabilized*. A stabilization initiative has been undertaken since preliminary site development has started.
- *Unstabilized*. No stabilization has been undertaken.
- *Collapsed*. The structure has collapsed and no conservation work has been done.
- *Missing*. The structure is known from research, but there are no above-ground remains.

LEGEND: EXISTING SITE CONDITIONS

BUILDING OR STRUCTURE STANDING AND TEMPORARY STABILIZED

BUILDING OR STRUCTURE STANDING AND UNSTABILIZED



BUILDING OR STRUCTURE COLLAPSED

MISSING BUILDING OR STRUCTURE

ABANDONED RAILWAY ROADBED

RAILWAY ROADBED, PARTIALLY INTACT

TREED AREA OR SECOND GROWTH FOREST

FORMER MILLPOND AND/OR MARSH

BUILDINGS AND STRUCTURES: EXISTING SITE CONDITIONS

STRUCTURE		STABILIZED	UNSTABILIZED	COLLAPSED	MISSING
1	MILL	■			
1A	MILL DECK				■
2	POWER BOILER	■			
3	FIRST AID SHACK	■			
4	MILLWRIGHT AND GENERATOR BLDG.	■			
5	OIL SHED	■			
6	BLACKSMITH SHOP	■			
7	BUNKHOUSE	■			
8	COOKHOUSE	■			
9	R.B. McLEAN HOUSE			■	
10	WOOD SHED AND STORAGE			■	
11	WOOD SHED			■	
12	GAS AND OIL SHED	■			
13	MAIN GARAGE	■			
14	"A" FRAME			■	
14A	LOG DUMP			■	
15	MACHINE SHOP	■			
16	SMALL PARTS SHED		■		
17	SMALL PARTS SHED		■		
18	GREEN CHAIN		■		
19	PLANER	■			
20	YARD OFFICE	■			
21	ARNOLD McLEAN HOUSE	■			
22	BOOKKEEPER'S HOUSE AND OFFICE	■			
23	WOOD SHED	■			
24	MILLWORKER'S HOUSE	■			
25	ARNOLD McLEAN GARAGE	■			
26	LOCOMOTIVE SHED	■			
27	LOADING DECK AND DIP TANK	■			
28	ROOT HOUSE		■		
29	MACHINERY SHED			■	
30	SAND HOUSE		■		
31	LUMBER GRADER'S SHED		■		
32	ORIGINAL LOCOMOTIVE SHED				■
33	ORIGINAL BUNKHOUSES (2)				■
34	KIRK'S HOUSE				■
35	PHILIP McLEAN HOUSE				■
36	WALTER McLEAN HOUSE				■
37	MATHESON HOUSE				■
38	FORMER LOCOMOTIVE SHED				■
39	WATER TOWER				■
40	BUILDING FLOOR			■	
41	SVEN'S HOUSE				■
42	WOOD BIN	■			
43	SAWDUST BIN			■	
44	SCRAP BURNER			■	
45	OUTHOUSE		■		
46	SHOWER				■
47	JAPANESE HOUSE				■
48	JAPANESE HOUSE				■
49	CHINESE HOUSE				■
50	BOOM SHACK				■
51	PREVIOUS BUNKHOUSE				■
52	TRANSFORMER			■	
53	JAPANESE HOUSE (= 49?)				■
54	SUMI HOUSE				■
55	JAPANESE HOUSE (= 48?)				■
56	JAPANESE HOUSE (= 47?)				■
57	SCHOOL				■
58	TEACHERAGE				■
59	LOG HAUL				■
60	DAM			■	
61	FISH LADDER			■	
62	GIN POLE/DONKEY ENGINE		■		
63	BUNKHOUSE				■
64	OUTHOUSES			■	
65	LUMBER GRADER'S SHED (GREEN CHAIN)		■		

As noted in Section 2.1, the significance of the site lies largely in the relatively intact grouping of *in-situ* resources, and therefore it is important that all of the extant buildings and structures be preserved.

The buildings were erected throughout the period of the mill's operation, between the 1920s and the 1960s. They are utilitarian frame structures, built for the present with little thought to permanence. Most are constructed of conventional wood framing, with posts set on or into grade, or resting on sleepers on grade. Those that are enclosed have a variety of exterior cladding materials, including board and batten, and vertical and horizontal siding of different dimensions and profiles. Roofs are typically wood shingles or corrugated metal. The buildings have been empty since the mid-1960s, and most have suffered from deterioration. Their condition in 1990 is described in the *Interim Protection Plan* prepared by Parks Canada in June 1990. (Full references to this and other reports may be found in Appendix A.)

> The majority of the buildings were constructed of unfinished timber and many did not have even minimal provisions for closure of the buildings during inclement weather. Most of the construction techniques employed did not contribute to the longevity of the structures. Many of the structures were constructed expediently to solve immediate short term problems. ... The majority of buildings and structures are suffering from various degrees of rot and decay caused primarily by moisture. Some structures have collapsed.

A program of interim stabilization was begun in 1991, following in part the recommendations in the *Interim Protection Plan*. Technical and financial support have come from all three partners, after MacMillan Bloedel Limited donated the land. Most of the work has consisted of replacing rotted wood elements in kind, securing cladding, adding bracing where required, and improving drainage. Some of the buildings that have been stabilized will not require any additional intervention over the short term.

Even with improved drainage, the wood will continue to deteriorate in the moist, temperate coastal climate. All of the structures will require an ongoing program of maintenance and stabilization, which will ultimately involve the replacement of most, if not all, wood structural and non-structural members — the replacement components as well as the original ones. Although the historic *fabric*

will therefore change over the long term, the historic *design* will not necessarily change. Given the nature of the resources and the climate, a conservation program cannot preserve the original building materials, short of enclosing them within a rainscreen — a solution that is not desirable from a presentation perspective. The Cultural Resource Management Policy emphasizes the need for 'routine and cyclical maintenance ... to mitigate wear and deterioration without altering the performance, integrity, or appearance of a resource' (section 3.4.3).

Since the plan concept stipulates that a number of buildings be used actively, some of them with machinery operating, it will be necessary to ensure that all are structurally adequate for their use, and to reinforce the structures where necessary. (Uses are described in Section 5.1.) This process will achieve the appropriate balance between preservation and presentation. Once again, all new work should be distinguishable from extant resources.

Levels of Intervention

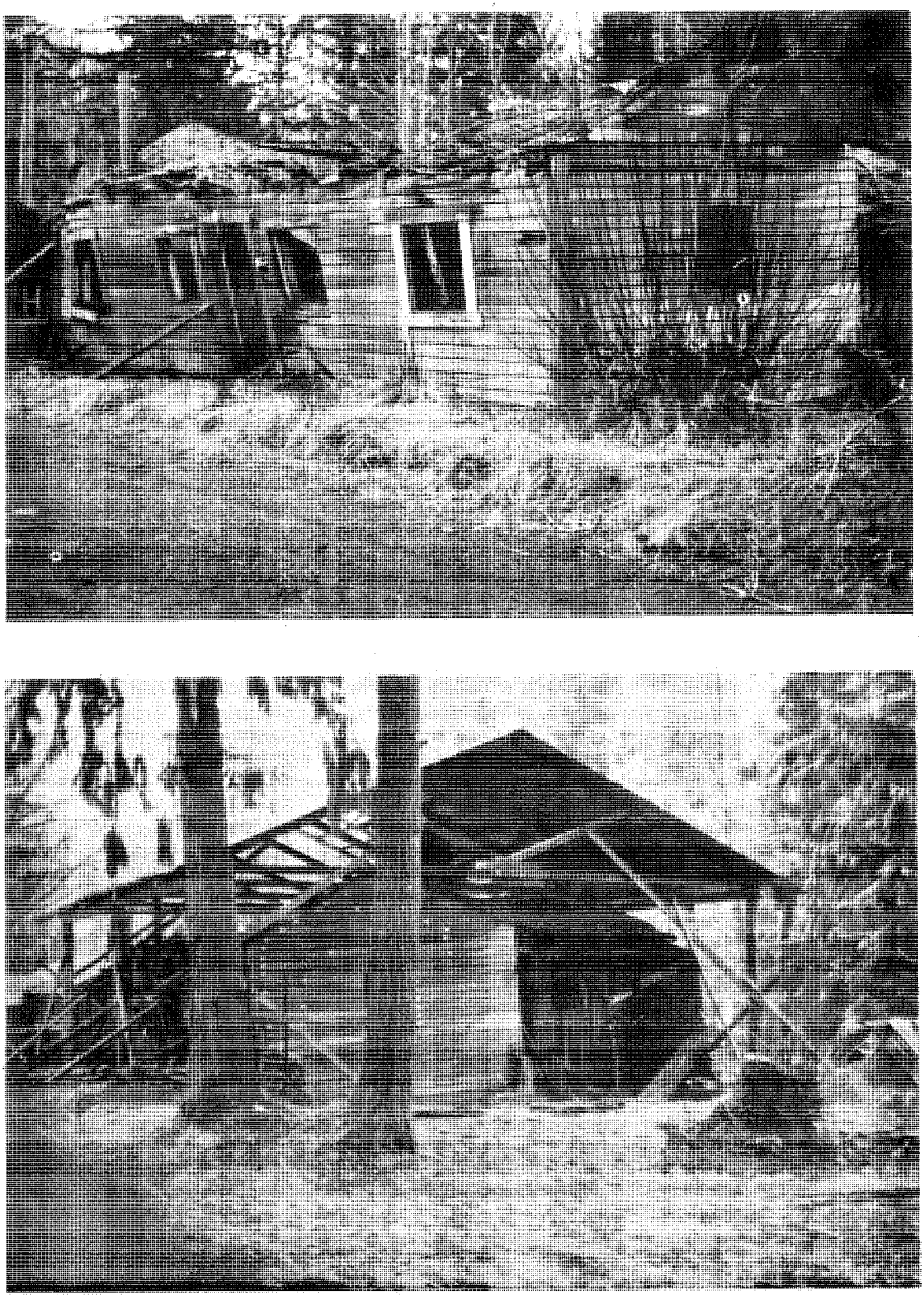
The CPS and the BCHT define alternative approaches that can be taken in safeguarding a cultural resource. These 'levels of intervention' (or 'conservation treatments') are defined in Section II.3 of the *Discussion Paper* and in the CPS *Cultural Resource Management Policy*. Those interventions that are applicable to the McLean Mill site, are:

- *Preservation*. A programme of maintenance and intervention designed to prevent further deterioration and to keep a resource 'as is' — that is, to respect its present form, material, and integrity.

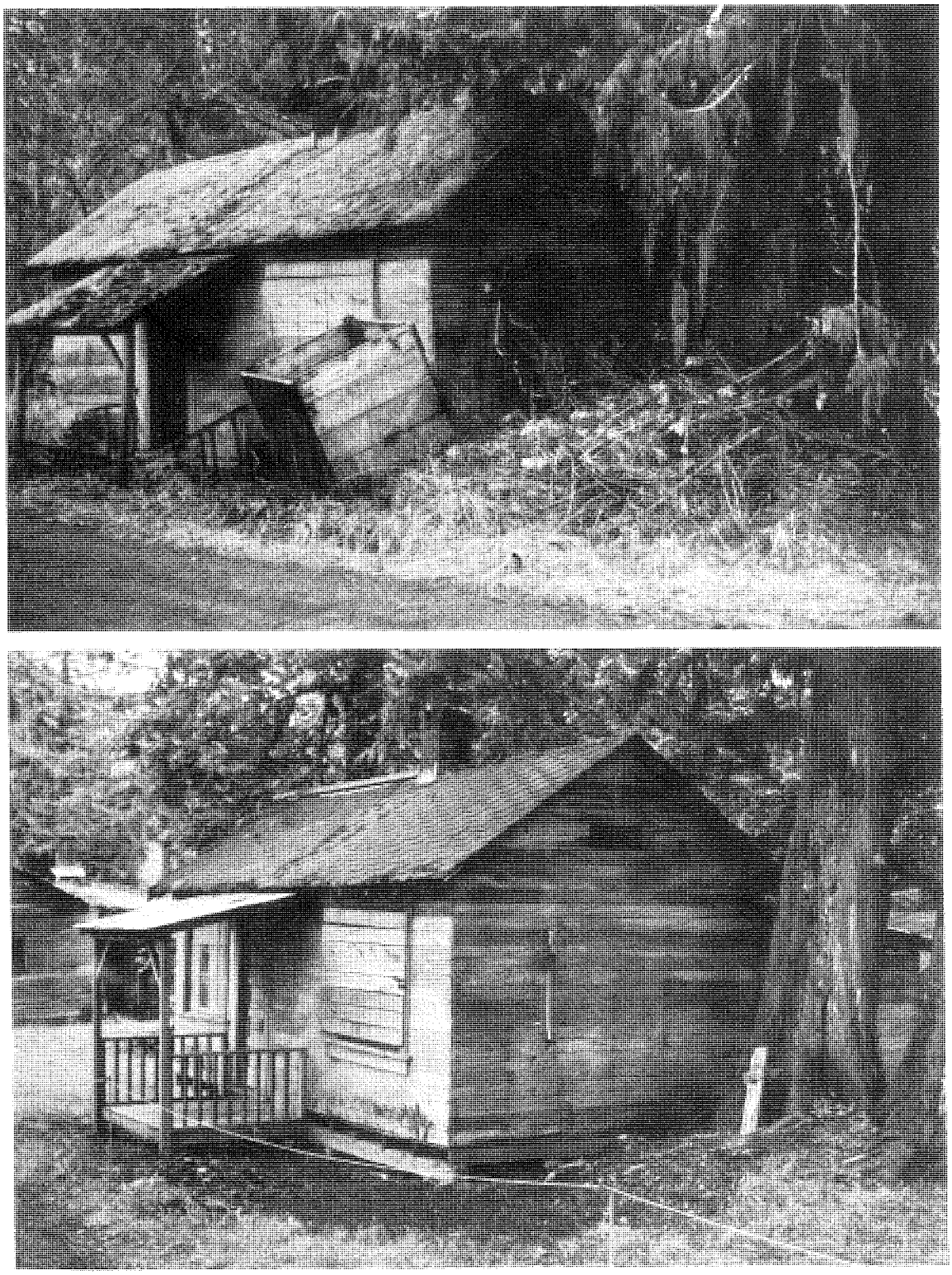
- *Stabilization*. A minimum amount of work is done to safeguard a resource from the elements and/or destruction and to protect the public from danger.

- *Restoration*. A resource is returned to the appearance of an earlier time by removing later material and by replacing missing elements and details. Two kinds of restoration may be used:

    Composite Restoration. All significant architectural features from all historical periods are left intact, revealing the continuity of the history of the resource.



R.B. McLean House (No. 9) in near-collapsed condition, March 1990; and after stabilization and protection by a new roof shelter, July 1992.



Bookkeeper's House and Office (No. 22) as found, January 1990, and after stabilization, July 1992. Note new sills and floor joists, removal of vegetation around the house, and removal of organic growth from the roof.

Period Restoration. A building or site is returned to its appearance at an earlier time.

- *Rehabilitation.* The process of returning a resource to a useable state through repair or alteration. Rehabilitation makes possible an efficient contemporary use while preserving those portions and features which are significant to the property's historic, architectural, and cultural values.

- *Replacement.* A building, site feature, or artifact that no longer exists is reproduced with new construction that exhibits many features of the shape, material, and detailing of the resource as it once appeared. The replacement may use modern construction methods and need not be a precise reproduction. It therefore differs from *period reconstruction,* which the *Cultural Resource Management Policy* stipulates may not be undertaken, unless reconstruction would make a significant contribution to knowledge and its cost can be justified.

- *Demolition.* The systematic and deliberate destruction of all or part of a building or structure. While demolition is not a conservation action, it is a valid component in a conservation program in which certain accretions are being removed.

The Preservation of Buildings and Structures

A preservation strategy should be developed, allowing curatorial and interpretive staff to determine, on a structure-by-structure basis, the most appropriate level of intervention, following the principles in the *Cultural Resource Management Policy.* This will be determined by assessing the present condition of the structure, its potential use and interpretive function, its intrinsic historical significance, and the extent of surviving historical fabric and finishes. All of these factors will interact: for example, the ultimate use in the interpretive program will be determined in part by the significance and present condition; and the level of intervention by the intended use. The schedule of interventions in this section and the proposed uses in Section 5.1 may require modification after the final preservation strategy has been developed.

The *Cultural Resource Management Policy* and *Restoration Principles and Procedures* state that new work should be 'suitably marked' and 'distinguishable' from extant

cultural resources. At present the new wood members can be distinguished from the old by colour, but as it weathers it will gradually become indistinguishable. It is therefore recommended that all new members introduced since the initiation of the stabilization process should be stamped (or otherwise marked) with the date of their insertion.

A detail of the mill structure showing new wood components (light) inserted among old components (dark) for stabilization.

The *Restoration Principles and Procedures* further state that 'the signs of age (also known as the patina)' should be retained. Accordingly the marks left by time should be retained on historic fabric, but should not be recreated on replacement fabric.

Recommended Actions

- The program of stabilizing the *in-situ* resources should continue, ensuring that all of the buildings and structures are adequately stabilized and adequate drainage is provided to ensure protection for the short term.

- A long-term plan for preservation, maintenance, and protection, including provisions for decision-making, monitoring, and routine and cyclical maintenance, should be prepared and implemented. This will consider all buildings and structures, including contemporary structures such as the Visitor Reception Centre.

- A structural analysis should be made of all buildings and structures that will be subjected to active use by people and/or operating machinery, and recommendations should be prepared for structural upgrading where required. Structural design should be consistent with the management objective of preserving and protecting the resources.

- All new building components that are inserted into the extant resources for the purposes of stabilization, restoration, or structural upgrading should be distinguished from the historic fabric by being stamped or otherwise marked with the date of insertion.

- The schedule and the chart that follow indicate the appropriate level of intervention for each building and structure on the site. Individual designs and specifications should be prepared for every one that will be restored or rehabilitated. Designs will take into account the uses that will be accommodated, the communications requirements, and the need to preserve and protect the resources.

Schedule of Interventions

The site plan and chart on the following pages indicates the recommended level of intervention for each structure on the McLean Mill site. (Their use is discussed in Chapter 6.) The decision for each building has been reached by considering the following factors:

- Architectural or historical significance
- Interpretive potential and role in the overall presentation

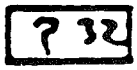
- Present condition
- Principles in the *Cultural Resource Management Policy*

In general, exterior and interior restoration has been recommended for those buildings and structures that retain a significant amount of historical fabric, were important in the technical or social operation of the McLean Mill, offer the potential to contribute to the presentation of the site, and whose restoration can be achieved in a manner consistent with the *Cultural Resource Management Policy*. Other situations have led to recommendations for alternative interventions. Uses for the buildings are proposed in Section 5.1.

LEGEND: DEVELOPMENT CONCEPT

NONE

DEMOLISH

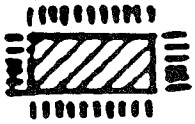


INTERPRET

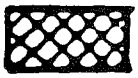
PRESERVE

STABILIZE

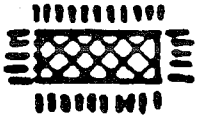
RESTORE (STATIC)



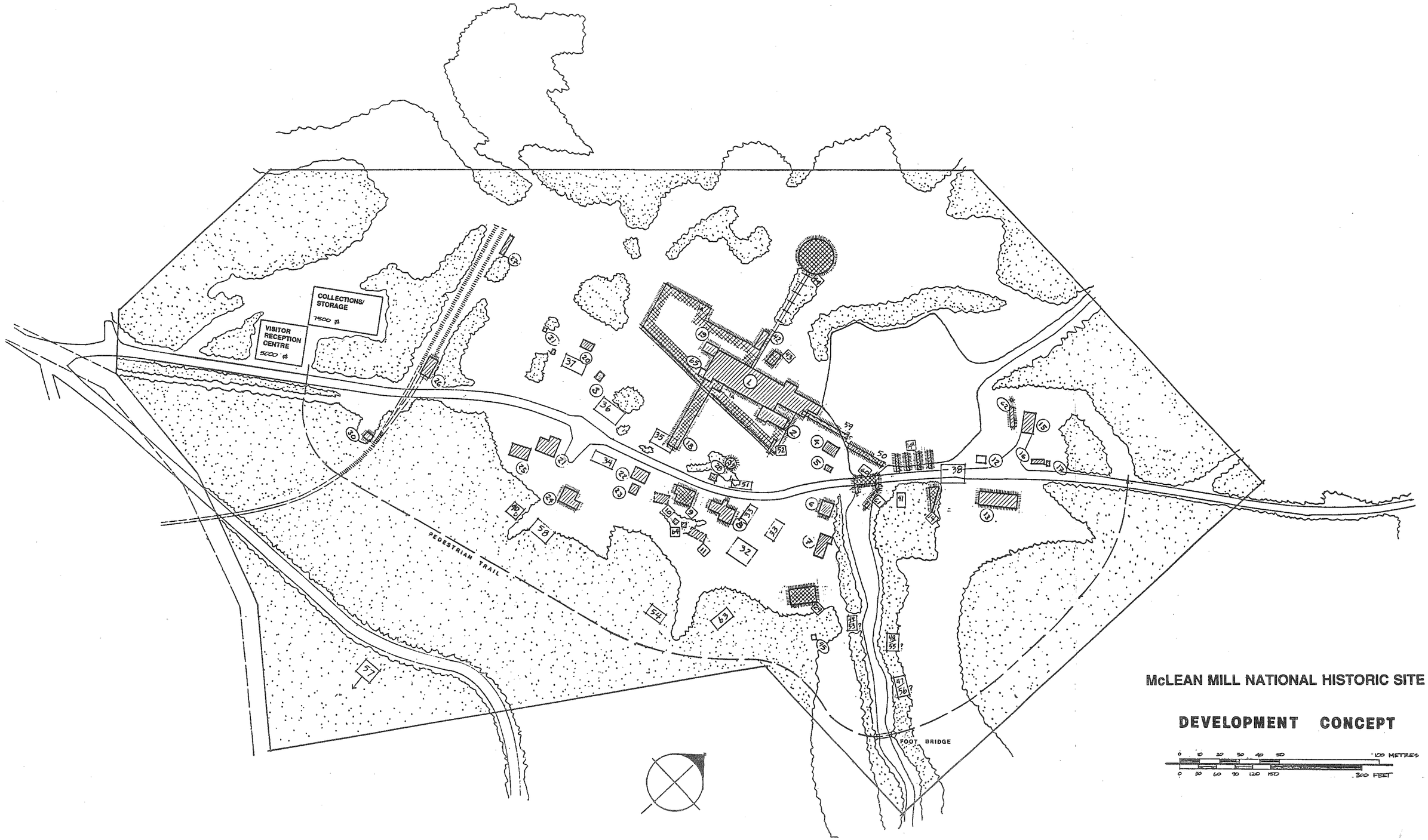
REHABILITATE (OPERATIONAL)



REPLACE (STATIC)



REPLACE (OPERATIONAL)

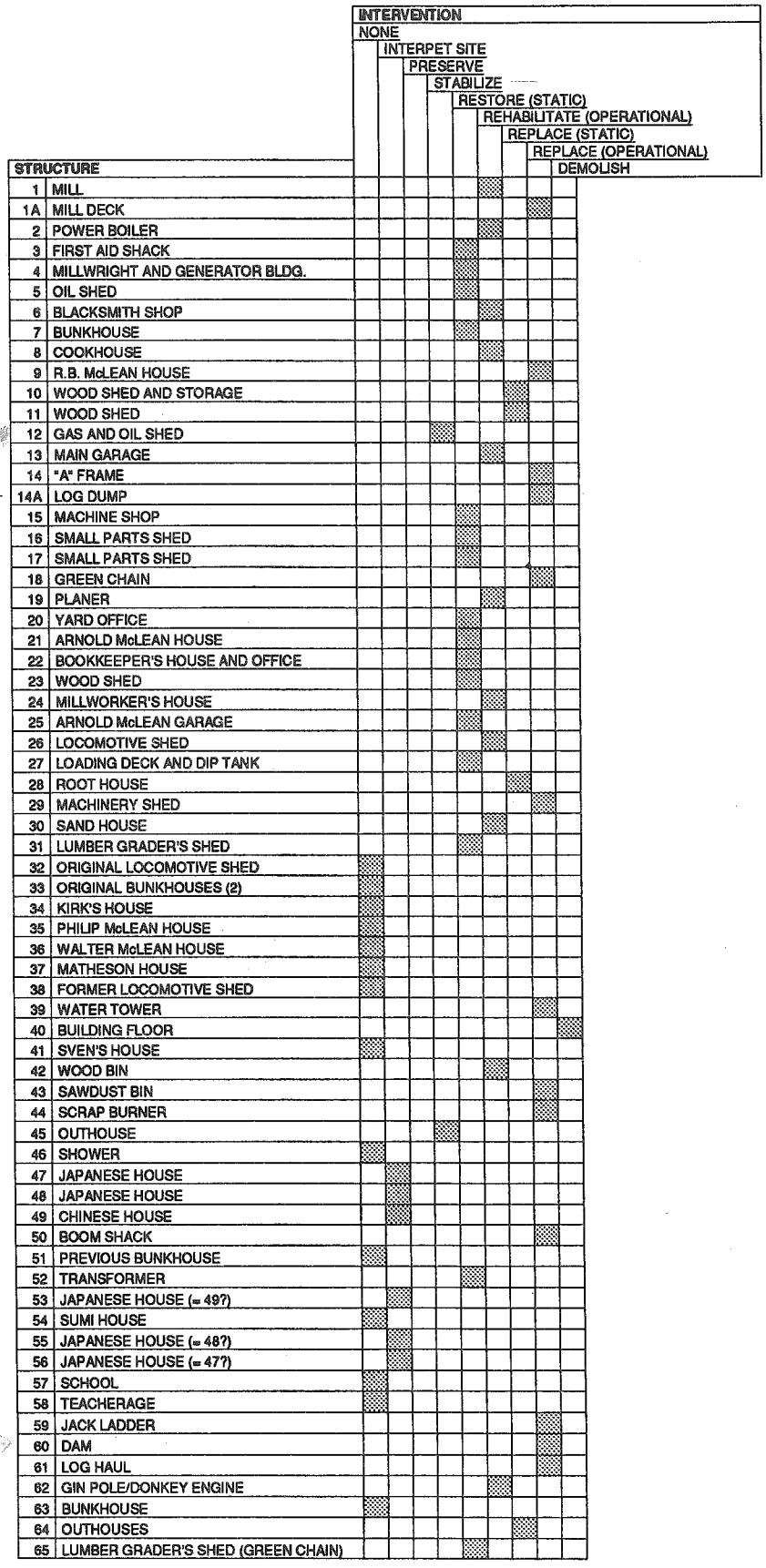


McLEAN MILL NATIONAL HISTORIC SITE

DEVELOPMENT CONCEPT

0 10 20 30 40 50 100 METRES

0 30 60 90 120 150 300 FEET



STRUCTURE		INTERVENTION									
		NONE	INTERPET SITE	PRESERVE	STABILIZE	RESTORE (STATIC)	REHABILITATE (OPERATIONAL)	REPLACE (STATIC)	REPLACE (OPERATIONAL)	DEMOLISH	
1	MILL						■				
1A	MILL DECK								■		
2	POWER BOILER						■				
3	FIRST AID SHACK					■					
4	MILLWRIGHT AND GENERATOR BLDG.					■					
5	OIL SHED					■					
6	BLACKSMITH SHOP						■				
7	BUNKHOUSE					■					
8	COOKHOUSE						■				
9	R.B. McLEAN HOUSE								■		
10	WOOD SHED AND STORAGE							■			
11	WOOD SHED							■			
12	GAS AND OIL SHED				■						
13	MAIN GARAGE						■				
14	"A" FRAME								■		
14A	LOG DUMP								■		
15	MACHINE SHOP					■					
16	SMALL PARTS SHED					■					
17	SMALL PARTS SHED					■					
18	GREEN CHAIN								■		
19	PLANER						■				
20	YARD OFFICE					■					
21	ARNOLD McLEAN HOUSE					■					
22	BOOKKEEPER'S HOUSE AND OFFICE					■					
23	WOOD SHED					■					
24	MILLWORKER'S HOUSE						■				
25	ARNOLD McLEAN GARAGE					■					
26	LOCOMOTIVE SHED						■				
27	LOADING DECK AND DIP TANK					■					
28	ROOT HOUSE							■			
29	MACHINERY SHED								■		
30	SAND HOUSE						■				
31	LUMBER GRADER'S SHED					■					
32	ORIGINAL LOCOMOTIVE SHED	■									
33	ORIGINAL BUNKHOUSES (2)	■									
34	KIRK'S HOUSE	■									
35	PHILIP McLEAN HOUSE	■									
36	WALTER McLEAN HOUSE	■									
37	MATHESON HOUSE	■									
38	FORMER LOCOMOTIVE SHED	■									
39	WATER TOWER								■		
40	BUILDING FLOOR									■	
41	SVEN'S HOUSE	■									
42	WOOD BIN						■				
43	SAWDUST BIN								■		
44	SCRAP BURNER								■		
45	OUTHOUSE				■						
46	SHOWER	■									
47	JAPANESE HOUSE		■								
48	JAPANESE HOUSE		■								
49	CHINESE HOUSE		■								
50	BOOM SHACK								■		
51	PREVIOUS BUNKHOUSE	■									
52	TRANSFORMER					■					
53	JAPANESE HOUSE (= 49?)		■								
54	SUMI HOUSE	■									
55	JAPANESE HOUSE (= 48?)		■								
56	JAPANESE HOUSE (= 47?)		■								
57	SCHOOL	■									
58	TEACHERAGE	■									
59	JACK LADDER								■		
60	DAM								■		
61	LOG HAUL								■		
62	GIN POLE/DONKEY ENGINE						■				
63	BUNKHOUSE	■									
64	OUTHOUSES							■			
65	LUMBER GRADER'S SHED (GREEN CHAIN)					■					

4.2 Archaeological Resources

Description

A preliminary archaeological survey was undertaken in 1990 by I.R. Wilson Consultants Ltd., and a brief visit was made in 1992 by Millennia Research for the Commonwealth study team. Within the core area, the Wilson survey 'was largely confined to cleared areas, though features such as rail lines, ditches and so on, were followed through more heavily vegetated terrain.' In the clear areas the survey was intensive, with transects at 5-m intervals. Limited test excavations were carried out as well. Outside the core area the survey was cursory, restricted to judgmental observations of the roads and clearings. Some potentially rich areas were looked at only briefly, or not at all.

More than 8,000 artifacts have subsequently been recovered from the site by work crews as they cleaned the site and stabilized the structures. The artifacts have been located within 5-m square cells and recorded in a database. They are mainly steel objects — parts of engines or equipment, pieces of cable, and other fragments — and also some bottles and pottery sherds. They are stored in several buildings on the McLean Mill site, with the storage locations recorded on the database. Some of these artifacts will be used for exhibit and interpretive purposes on the site. They should become a part of the general artifact collection and conserved in an appropriate manner (see Section 4.4).

Prehistoric archaeological resources are almost certainly absent from the site. There are therefore no concerns regarding aboriginal remains.

The area with the most potential for uninvestigated subsurface archaeological resources is in the vicinity of the houses of the Japanese-Canadian millworkers, which straddled Kitsuksis Creek. There is considerable potential here for house, garden, and bath remains. It is possible that this area may contain intact deposits, but virtually all archaeological data may have been destroyed at the time of demolition.

An area of completely unknown archaeological potential is the mill pond. This area has been filled with several metres of silt since its use began. The pond may have been a principal area for refuse disposal, particularly as no major dump sites

have been found within the larger mill property. Because of the rapid silt build-up and the waterlogged nature of the site, there is a potential for perishable artifacts to be very well preserved. Artifacts are most likely to be found at the west end, near the mill, and the east end, near the machine shop.

There is some potential for archaeological excavation to reconcile inconsistencies between historical sources and informants on building locations and functions. There seems to be little doubt regarding building identification within the core area, but there are many uncertainties in the peripheral zones.

Recommended Actions

- Work crews on the site should continue to recover and record any archaeological remains that are found on the site.

- Additional archaeological survey work should be undertaken in the vicinity of the former Japanese-Canadian community. Should the survey indicate the likelihood of there being archaeological remains, test excavations should be carried out, perhaps followed by a more intense excavation. The investigation process should be interpreted to visitors as it is underway. The area should not be used for picnics or other public activities until archaeological work has been completed, or unless the survey and the tests indicate that there is unlikely to be any useful archaeological data.

- The archaeological potential of the mill pond should be explored. Archaeological testing could be done using a backhoe under the supervision of an archaeologist, prior to the commencement of dredging. If the pond will not be modified, other than by refilling it to a minimal depth, then the value of the resource may not be sufficient to justify independent investigation at this time. Any significant artifacts or deposits would remain undisturbed in a similar environment to that present at the time of their deposition.

- The more than 8,000 artifacts found on the site should be grouped into classes, such as domestic utensils or refuse, general-purpose tools, and artifacts associated with specific industries or tasks. The database of

artifacts should then be transferred into a mapped format, using a GIS or other mapping program. Maps should be separated or 'layered' according to the classifications of artifacts; this may reveal or confirm disposal patterns and the location of various structures or activity areas within the site.

- Once recorded, artifacts that have been recovered through archaeology should be classified, exhibited, used, stored, and/or de-accessioned in the same manner as artifacts that have been acquired by other means (see Section 4.4).

- The digging of test pits might be helpful to locate missing structures out of the core area. However, unless such information were felt to be important on an individual basis, archaeological excavation for this purpose is not recommended in the near future.

4.3 Large Artifacts

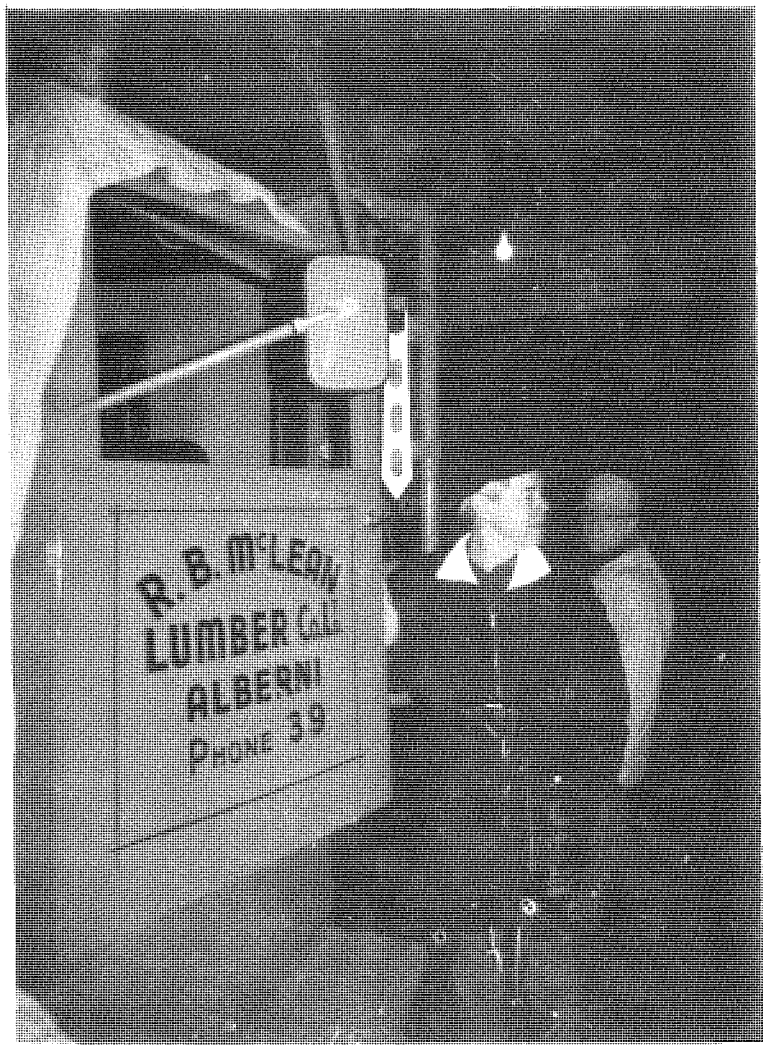
Description

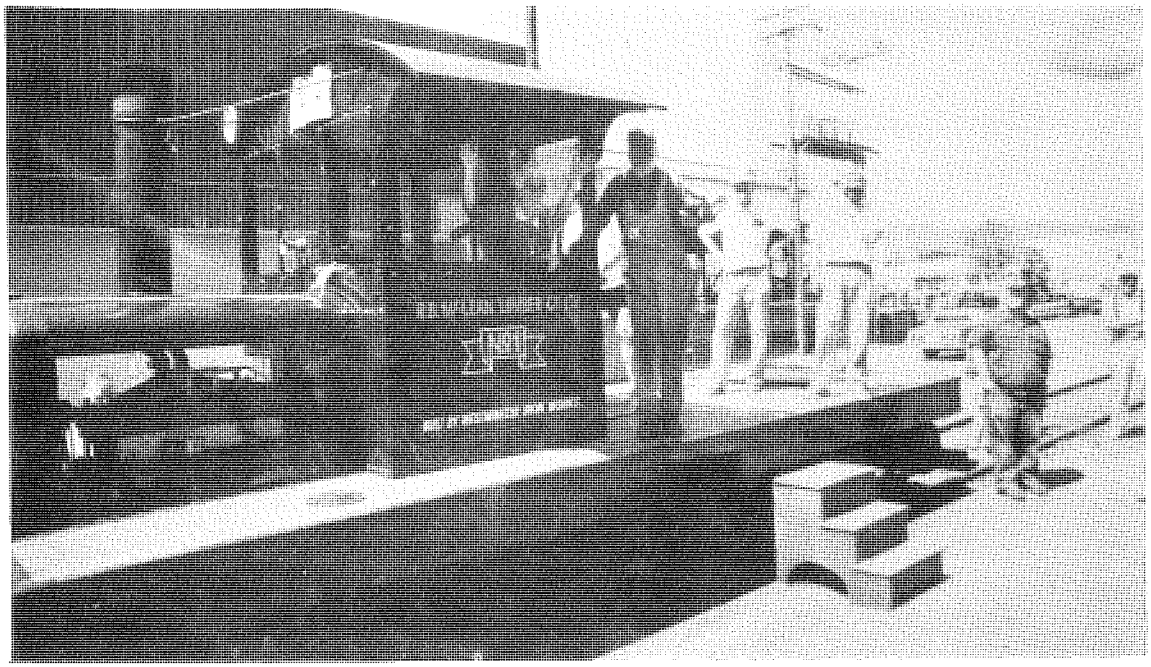
The large industrial artifacts associated with the McLean Mill site include a wide range of moveable artifacts (such as rail and rubber-tired vehicles) and immoveable objects (such as the constituent parts of the sawmill). Numbering more than fifty artifacts in all, they generally fall into one of two collections, both of which are owned by the City of Port Alberni:

- The McLean Collection, which consists primarily of artifacts acquired with the McLean Mill site.

- Artifacts in the collection of the Alberni Valley Museum, which includes donations from the Western Vancouver Industrial Heritage Society and acquisitions from the former British Columbia Transportation Museum, as well as other donations and purchases.

Together, the artifacts form a superb collection of Hayes trucks, as well as a good representative collection of other trucks, logging equipment, and rail equipment.





A Hayes truck and the Buda locomotive, both restored by the Western Vancouver Island Industrial Heritage Society. Muriel McLean and WVIIHS Director 'Soup' Campbell are at the cab of the Buda, seen at its launching in June 1992.

(The significance of the rail equipment is discussed in Section II.7 of the *Discussion Paper*.)

Much of the equipment has been meticulously restored by the Western Vancouver Island Industrial Heritage Society (a community volunteer organization). The AVM and the WVIIHS jointly manage many of the artifacts. At present they are stored in several locations generously provided on a temporary basis by the City of Port Alberni and MacMillan Bloedel. One or more permanent locations will have to be found in the near future.

The curation of this kind of collection, especially when used or displayed in an external environment, requires policy direction on care, conservation, and use. The Director of the Alberni Valley Museum is currently conducting a review of the large industrial artifacts and, with the WVIIHS, establishing restoration, care, maintenance, and display policies for the collections. It is anticipated that the AVM and the WVIIHS will continue to co-operate on curatorial and management issues.

Both large and small artifacts (see Section 4.4 for the latter) that may be used in conjunction with the McLean Mill site should be separated into three classes:

- Display collection
- Demonstration collection
- Study collection

The management policies involved in acquisition, registration, and classification of large artifacts should be an extension of those for small artifacts, and should not differ from them other than in scale and logistics.

The *display collection* should be reserved for those moveable or immoveable artifacts that possess a high degree of historical and industrial significance. One example is the unique Buda locomotive, which has recently been restored to operating condition. If regular use of the Buda or other artifacts in the display collection is desired for interpretive purposes, then replicas should be constructed for operation. Replication for this reason is consistent with the *Cultural Resource Management Policy*. *Replication* is the making of an exact copy of an existing structure, feature, or artifact. The *Cultural Resource Management Policy* stipulates that reproductions (i.e. replicas) may be manufactured and used in interpretation

when there is sufficient knowledge for accurate reproduction and the original is too fragile to use; when multiples are required; or when an object is to be handled or consumed.

In contrast, the majority of artifacts, like the buildings and structures, do not have particular individual intrinsic historical significance; their value derives rather from their collective conservation *in situ*. These artifacts should be assigned to the *demonstration collection* and may be used for public programs.

The Preservation and Use of Historical Equipment and Technology

In keeping with the commemoration of the site, the collections will support the presentation of the British Columbia forest industry. A preservation strategy should be prepared whereby curatorial and interpretive staff will determine, on an artifact-by-artifact basis, the most appropriate level of intervention and whether or not operable equipment should be used. (See *Discussion Paper*, pp. 68-75, for an explanation of the principal issues that must be considered in the preservation strategy.)

- The most appropriate level of intervention should be determined in a manner similar to that for buildings and structures (see above, Section 4.1). Options include preservation, composite restoration, period restoration, and rehabilitation. Considerations should include the intended use and interpretation of the artifact, its intrinsic historical significance, and the extent of original materials and finishes. The preservation process should be followed by a program of preventive conservation.

- A decision as to whether or not operable equipment should be used should be based on whether the presentation mandate is best served by active use or by static display. If presenting the *historical processes and technology* is more important, the equipment should be used; if presenting the *material fabric of the equipment* is more important, it should be reserved for static display. Artifacts in the display collection should not be operated, except perhaps in certain extraordinary circumstances.

There are two fundamentally different approaches to the preservation of historical industrial technology:

- *Preservation by use.* Using an artifact as part of an operating system is usually the best way to preserve the technology, skills, and knowledge of industrial processes, and may also be the best manner of making the process understandable to the visitor. This approach will cause wear and tear on the artifact, and will require the continual replacement in kind of moving parts, just as was necessary during its period as a 'living' machine. Certain records of its creation and use, such as finishes, wear marks, or significant modifications, will be lost in the process. Also, the vibrations caused by operation of immoveable artifacts may cause additional stresses and wear on the historic buildings that support them. As with buildings and structures that are exposed to the climate, the historic *fabric* of operated machinery will change over the long term, but the historic *design* will not necessarily change. Since use requires regular maintenance, it may protect the artifact from rust and other kinds of environmental deterioration associated with disuse.

- *Preservation by static display.* Keeping an artifact out of use provides it with a higher level of physical protection, without risking important or unique material information and ensuring the long-term preservation of the historic fabric. Static immoveable artifacts will not threaten the stability of the buildings that support them. Static display does not, however, preserve the technology, and so over the long term the technology may be lost. However, it should be recognized that if displayed equipment is preserved *in situ* in exposed locations, it will gradually suffer deterioration from exposure to the environment, even if a high level of physical conservation is maintained; and so over time even unused equipment may require the replacement in kind of components.

Under a managed program of controlled use and careful maintenance, one may achieve a good balance between technological preservation and material preservation. If machinery is operated, there should first be a concerted effort to document its condition as found.

Operating historical machinery is a part of preserving the 'culture of use'. This should be accompanied by a research initiative that documents the broader story of how machinery of this kind was operated and used. This can be achieved in part through a program of aural history, and by encouraging older operators to

pass their skills and stories on to younger people who are training to be operators.

It is possible that the operation of individual pieces of equipment in the demonstration collection may not be feasible. Reasons may include the inability to replace or fabricate certain components, the stresses that operation may cause to the structures that support them, or issues of safety (which are discussed below). If the particular inoperable machine is part of a larger system or process, then its absence may threaten the success of the operating program. Should this occur, consideration may be given to a number of alternatives:

- Replication of the inoperable machine.
- Replacement in kind of the inoperable machine with another historical piece of equipment that achieves the same process, but which did not originate at the McLean Mill site.
- Operation of the equipment, or a replica or replacement, in a location other than where it originally was situated.
- The elimination of this particular process from the larger system.

With any of these alternatives, it is important that the interpretation clearly explain the nature of the equipment that has been substituted (or eliminated), as well as the particular circumstances, so as to avoid any confusion among visitors.

> Issues related to the operation of machinery are discussed more fully in Appendix 3 of the *Interim Report*. Appendix 2 of that report provides an account of selected industrial heritage sites across North America, several of which operate machinery. Pages 74-75 of the *Discussion Paper* introduces considerations for a program of preventive conservation.

Safety Considerations

Working places can be dangerous. The operation of machinery requires addressing a number of related concerns, which focus on legislation and regulations related to occupational health and safety.

Most working industrial heritage attractions have adopted voluntary safety measures for the protection of both operators and visitors. These include physical items, such as guards and posted warnings, as well as internal regulations and

procedures. Some basic safety considerations should include whether there are guards on saws and conveyor belts, and whether the entire system can be 'locked-out' during maintenance procedures or in the event of a breakdown in some part of the system.

In addition, a number of provincial and federal statutes and regulations must be considered:

British Columbia Workers' Compensation Act: Industrial Health and Safety Regulations

The Industrial Health and Safety Regulations set out in considerable detail the safeguards required by law in sawmills in British Columbia. Applicable sections address many topics, ranging from general procedures and programs to specific regulations for wood-working machinery and processes. The Act has implications for site operation, staff selection and training, operating procedures, and the physical set-up. Although these requirements may seem daunting, the experience at other historic sites with operating machinery suggests that much of what is required is common-sense.

The evolution of safety standards, and how they were (or were not) followed by the McLean Lumber Co., is a story which can be interpreted. British Columbia was the first province in Canada to pass a Workmen's Compensation Act, in 1902. Insurance companies also played a role in the introduction of safety equipment, as they began recommending certain equipment and procedures to their clients at roughly the same time.

British Columbia Power Engineers and Boiler and Pressure Vessel Safety Act

Several sections of this Act will affect operations at the site, including the Boiler and Pressure Vessel Code; the Regulation Respecting Competency, Licences and Registrations; Boiler and Pressure Vessel Fees and Expenses Regulation; and Mechanical Refrigeration Plant Regulation. This Act sets out the standards which boilers, steam engines, and their operators, must meet to be certified.

Canada Labour Code and *Canada Occupational Safety and Health Regulations*

The Occupational Safety and Health Provisions of the *Canada Labour Code* (Part II) are intended to prevent workplace accidents and injuries in areas of

jurisdiction of the Code. The only jurisdictional area applicable to the McLean Mill site would seem to be with respect to members of the federal public service, and this will likely pertain only if Parks Canada staff are employed at the site (even if in an advisory role). The Code regulates a number of items, including building safety, boilers, and tools and machinery. Summaries of the Code and the regulations are contained in *A Guide to the Canada Labour Code: Occupational Safety and Health* and *A Guide to the Canada Occupational Safety and Health Regulations,* both available from Labour Canada.

Recommended Actions

- All vehicles, railway equipment, and moveable large machinery should be managed and cared for in a manner that produces the most effective and efficient protection. This will require that a management agreement be drawn up between the Alberni Valley Museum and the Western Vancouver Island Industrial Heritage Society and approved by the City of Port Alberni. The Society's participation will continue to be voluntary, but some of its expenses may be covered or reimbursed by the City, at the pleasure of the Council.

- Effective management and care are required as well for the fixed large machinery and equipment (e.g. the sawmill and the boiler). This would best be the responsibility of the management of the McLean Mill site.

- All participants (i.e. the Alberni Valley Museum, McLean Mill management, and WVIIHS) should freely interchange curatorial and technical assistance for all artifacts managed by any of the three organizations, ensuring uniform systems and standards for conservation and classification.

- All artifacts should be *categorized* either as immoveable objects (i.e. those that were attached to structures or functioned as parts of a larger, fixed-in-place system of machinery) or as moveable objects (e.g. vehicles). They should further be *classified* as to type and provenance; and into a display collection, a demonstration collection, and a study collection.

- A preservation strategy should be developed to assist in determining the appropriate level of intervention for each artifact.

- A conservation and maintenance plan should be developed for artifacts in all collections.

- A decision should be made with respect to whether or not operable equipment in the demonstration and study collections may be used. This should be done on an artifact-by-artifact basis, by assessing the respective importance of preserving the historical technology *vs.* preserving the historical fabric.

- All artifacts should be recorded, following uniform documentation standards. Any equipment that will be operated should be recorded before being restored or rehabilitated for use.

- Safety considerations with respect to operating machinery should be addressed, paying heed to common sense as well as to statutes and regulations. The existing safety guards on the machinery should be assessed and compared to those required by current regulations. Consideration should be given to what steps might be taken to meet current standards, and the implications of these changes for the machines as artifacts and for the interpretive programming; and also to what additional steps might be necessary to ensure complete visitor safety.

- Any new machinery or safety features that are introduced to meet safety regulations should be clearly distinguished from the historic resources and interpreted as such to visitors where appropriate.

- Once the fundamentals of the situation have been established and tentative solutions proposed, but not yet committed to, the local Workers' Compensation Board Occupational Safety Officer should be contacted and discussions initiated. This should be done with some care, since the facility will require the Safety Officer's ongoing support and interest to successfully establish a safe workplace that meets both the site's and the WCB's objectives.

- The current condition of the boilers, fittings, and steam engine should be established, and it should be determined what their condition will be upon restoration. Consideration will be given as to whether this will conform to current standards and what adaptations or replacements may have to be made.

- The area inspecting power engineer for the Boiler and Pressure Vessel Safety Branch, Ministry of Municipal Affairs, Recreation and Housing should be contacted, and discussions held about precisely how the Act applies to older boilers.

4.4 Small Artifacts

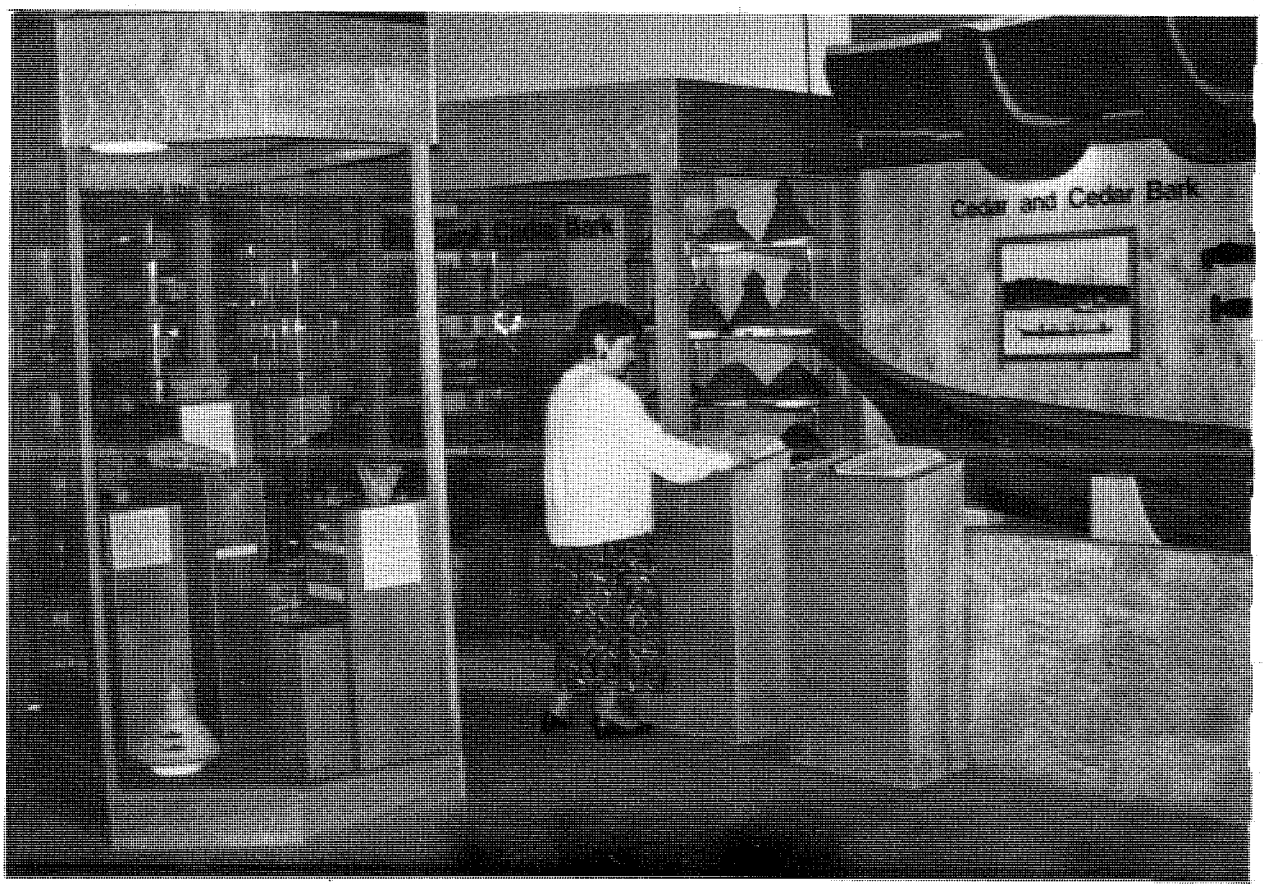
Description

In 1983, when it was intended that the McLean sawmill be dismantled and re-erected in Port Alberni, the Museum 'acquired' the mill. At that time the Alberni Valley Museum made a commitment to develop its collection of forest-industry artifacts. When it was subsequently decided to restore the mill on its site, the Museum reaffirmed its intention 'to develop collections relating to more recent history and specifically to the operations of MacMillan Bloedel.' This commitment was contained in the Alberni Valley Museum's booklet, *Forest Industrial Collections*, which also issued a Statement of Intent:

> It is the established intent of this Museum to research, document, collect, exhibit and interpret the heritage of the forest industry with emphasis on milling and manufacturing.

A series of goals and priorities was described, closely associating the continued collecting of material with the restoration and development of the McLean site.

The forest industrial collection includes a number of artifacts that can be used to interpret the industry in British Columbia, although they are not specific to the McLean Lumber Co. These include ten chainsaws, a collection of hand-logging equipment (saws, spring boards, climbing spurs, log stamps, hard hats, etc.), and a variety of small equipment and memorabilia from logging camps and mills,



At the Alberni Valley Museum, a girl and her grandmother admire the dolls while another visitor uses an artifact catalogue in the ethnology exhibit in the permanent gallery.

including a model and paper samples from the province's first paper mill. These pieces are all on display in the Alberni Valley Museum. In addition, a large proportion of the Museum's historic photograph collection pertains to the forest industry.

Collections that relate directly to the McLean Lumber Co. operation fall into three categories:

- The collection of artifacts found on the site and stored there (see Section 4.2)

- Archival resources, specifically all the records from the McLean Lumber Co. office, which were collected from the site in 1984 and are now stored in acid-free folders and containers in the Alberni Valley Museum. This is an extensive collection, which contains a fairly complete record of the company's business operations for the period 1922-1962. The Alberni District Historical Society owns and manages this collection as part of the Community Archive. Access to the collection is gained through the Society or the Museum Director. A preliminary finding aid is in place.

- Donations from the community. Fewer than 25 artifacts that originated on the McLean Mill site have been donated to the Alberni Valley Museum. These include items such as office equipment, dishes, and personal memorabilia.

Artifacts in the Museum are regulated by the *Alberni Valley Museum Collections Policy*, a comprehensive document that addresses all areas of collections management.

Recommendations

- A plan should be developed for a joint management strategy for the McLean Lumber Co. collection and the Alberni Valley Museum's Forest Industrial Collection, to ensure high curatorial and conservation standards that meet the needs of the various interested groups in an efficient manner.

- In the interim, all artifacts relating to the forest industry generally and the McLean Lumber Co. specifically should be managed as a part of the Forest Industrial Collection of the Alberni Valley Museum. Development, exhibition, conservation, use, and other management procedures should be governed by the AVM's Collections Policy.

- The AVM Collections Development strategy should be reviewed, with consideration given to revising it to accommodate the objectives of the McLean Mill site.

4.5 Landscape Resources

Description

The McLean Mill site is located within a clearing in the midst of a dense second-growth forest. The experience of coming into this large clearing through the trees is one of discovery and surprise. The forest around the buildings is thus key to the historic landscape of the site and helps to express the isolation of McLean Mill from Port Alberni. The forest edge provides an authentic backdrop to all site activities and limits distant views except where the mountain tops of the Beaufort Range can be seen above the treetops.

Within the clearing, the landscape can be divided into quadrants by the east-west road through the site and the mill pond and Kitsuksis Creek running north-south. The landscape character of each quadrant has been established by its historical pattern of activity: the milling zone, the camp zone, the logging zone, and the agricultural zone.

The mill occupies the area north of the road and west of the creek. The landscape character has an open, industrial appearance, dominated by the scale of the mill and its related outbuildings. The large cleared areas west of the mill functioned historically as storage for finished lumber. The pond adds to the openness of this quadrant, as well as being important in interpreting the sorting of logs for milling.

The McLean Mill is located within a varied landscape setting. Here we look east from the mill, across the empty mill pond to the logging zone, the second-growth forest, and the Beaufort Range.

The road separates the camp zone from the mill complex. The landscape character is residential and village-like with domestic-scale structures in picturesque groupings. The buildings front on the road and the mill. There are trees and some remnants of cultivated shrubs in close proximity to the buildings creating a strong contrast with the cleared mill site.

East of the mill pond is a zone traditionally used for log supply, as well as for garages and storage buildings related to the servicing of mill equipment and vehicles. The area is cleared of vegetation, giving prominence to the collection of garages, sheds, and log slides around the road.

South of the storage zone is an overgrown, unused stretch of land surrounding Kitsuksis Creek. None of the buildings that stood in this area remain. This was formerly the site of Japanese workers' residences and their associated agricultural

plots; after internment the area was reportedly ploughed and used for a different mode of agriculture. The once orderly landscape character is at present engulfed in vegetation.

Recommended Actions

The following directions for the conservation of the historic landscape are proposed.

- The surrounding forest and the configuration of the forest edge should be retained as a key element in the site's landscape character. The forest edge should be managed and interpreted as second-growth forest. The forest could also be used to demonstrate historic logging practices in combination with a sustainable reforestation programme.

- Further research should be undertaken on the historic landscape in order to develop guidelines for ongoing protection, maintenance, restoration, and replacement.

- The existing trees on site should be inventoried and inspected as part of ongoing site management. New exotic plant species should be monitored and controlled if necessary.

- The variations in landscape character for each of the zones of the site should be respected in the process of site development. Specifically, the logging and milling zones should be kept cleared and open to contrast with the much denser vegetation of the areas south of the main road. The camp zone should continue to mix native trees with introduced exotic shrubs while the landscape around the creek should be kept naturalistic, with a minimum of intervention in its current vegetation. New site features, such as signage and site furnishings, could be differentiated by zones to build on these distinctions.

- The mill pond, dam, fish ladder, and bridge should all be replaced and interpreted as part of the site's historic landscape, as well as to reinstate the pond's function in supplying logs to the mill and to re-establish this portion of Kitsuksis Creek as a spawning area.

- The former cleared area at the 'northwest' corner of the site, originally used for the storage of finished lumber, may be cleared and managed as open field if it will be used for lumber storage, a visitor gathering point, rail operations, or any other interpretive or operational use. It should not be cleared if there is no use for it.

- The surface treatment of the roads and pathways on site should be chosen to be compatible with the site's landscape character. The historic plank surface could be recreated on the main east-west road. It should be installed with a parallel route of a more all-weather, relatively smooth surface to provide a choice for wheelchair users and the elderly and for rainy days. The existing dirt roads are not appropriate to the intensity of use which will occur with site development. Circulation routes should be kept as narrow as possible, with grass or gravel shoulders and a rough, rural surface such as crushed limestone or compressed gravel.

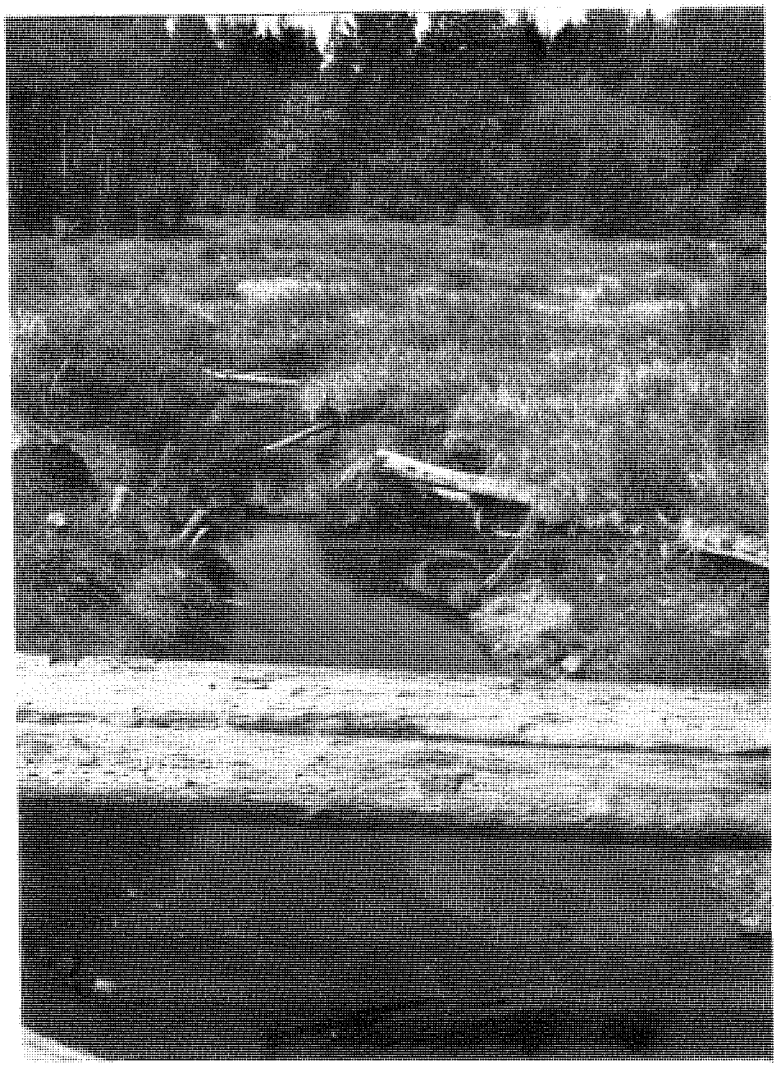
- It would be useful to work in the long term towards expanding the present site boundaries, in order to encompass more of the forest and thus to preserve an adequate forest context and isolate the site from visual intrusion of possible future, incompatible activities on adjacent land. Establishment of a sufficiently deep forest zone will also help to buffer neighbouring land uses from the impacts of an active heritage tourism site. This buffer zone could be acquired through a variety of methods, ranging from purchase or lease to an easement or protective covenant registered on the land.

4.6 Natural Resources and Environmental Considerations

Description

The McLean Mill site is large and encompasses a variety of natural features, vegetation types, and wildlife habitats. The site's natural resources occupy much of the site's area, ringing the mill buildings and associated outdoor storage areas. Five distinct biophysical units have been delineated on site:

- the Kitsuksis Creek riverine habitat
- the riparian area along the creek
- the marsh and millpond
- the disturbed areas around the mill and railway right-of-way
- the second-growth coniferous forest



A view of Kitsuksis Creek.

Kitsuksis Creek is a typical coastal stream which is moderately productive for coho salmon and probably for other species as well. The dam and fish ladder which created the mill pond were breached in a flood around 1991, resulting in a new channel for the stream within the old pond area and siltation downstream.

The collapsed dam and fish ladder, which will be restored.

The *riparian zone* of Kitsuksis Creek extends throughout most of the site with its characteristic willow, alder, and coniferous vegetation. The riparian zone provides

a movement corridor for ungulates such as blacktailed deer. It also provides habitat for small mammals, such as shrews and voles, and for reptiles and amphibians.

The vegetation which has established itself in the *marsh and mill pond* is predominantly a mix of grass species. Remnants of freshwater marsh vegetation, including hardhack, cattail, sedges, and rushes are still present. The wildlife use of the pond is limited to occasional use by songbirds.

The *central portion of the site* has been highly disturbed as a result of the mill operation and railway use. In some areas, there are stands of large trees, including western red cedar, Douglas fir, and bigleaf maple. The understorey consists of introduced shrubs and grasses. These disturbed areas are of low value to wildlife.

The *secondary coniferous forest* on site is dominated by red alder in transition to a western hemlock / Douglas fir forest. A high groundwater table has resulted in shallow tree rooting, increasing the likelihood of windthrow. Thimbleberry, salmonberry, red elderberry, mountain ash, and sword fern are prevalent in this forest; and there are many opportunities for wildlife viewing. It would be desirable to be able to identify those plant materials whose growth began after the closure of the McLean Lumber Co., in order to enable decisions to be made as to whether the land should be restored to its 1960s appearance. However, this may not be possible, since most growth is a part of the natural succession of the second-growth forest.

Certain requirements for environmental assessment and accountability will have to be met:

Environmental Assessment and Review Process

The Environmental Assessment and Review Process (EARP) evaluates the impact of proposals on natural and cultural resources, to determine, in advance, the environmental acceptability of projects. All projects that are proposed or sponsored by federal departments and agencies or involve federal funds must meet the requirements of the federal EARP process. This process is required for the McLean Mill site.

British Columbia Waste Management Act: Pollution Control Objectives for the Forest Product Industry

These guidelines were developed by the Board of Pollution Control in 1977. The Waste Management Act is currently under review by the provincial Government. Initiated in 1991, it is anticipated that the review will take five years to complete. Some idea of the policy direction is provided in Ministry of Environment, Lands and Parks, *New Approaches to Environmental Protection in British Columbia: A Legislation Discussion Paper* (1992). The paper emphasizes that the Province plans to move away from simply controlling the discharge of pollutants towards waste minimization and pollution prevention. One method of prevention is to set standards based on the level of discharge generated by the best available control technology (BACT).

Waste Management

The necessary compliance with the above regulations, combined with Parks Canada's commitment to environmental sustainability, means that the industrial process at the McLean Mill site must be assessed in terms of both inputs and outputs. Consideration must be given to how outputs (e.g. smoke, wastewater, and sawdust) can be minimized by managing inputs and using the best available control technology. Review of the existing resource material and information from comparable sites should be used to inform this process. An important question to ask in this regard is how the McLeans managed their waste during the active period of the mill: did they reduce, re-use, or recycle?. Their approaches to waste management *may* suggest strategies for approaching this issue.

Recommended Actions

The following approaches are recommended to develop the site in an environmentally sensitive manner.

- Any excavation within the old mill pond or along Kitsuksis Creek for archaeological or other purposes should be subject to a hydrological/fisheries study to ensure that negative impacts on fisheries resources through erosion and loss of habitat are ameliorated. It is preferable if excavation work is carried out in the summer low flow period

and with very cautious use of any heavy machinery required. All disturbed areas should be filled and reseeded or replanted in appropriate species.

- A minimum 5-metre (16-foot) setback for all alterations to existing conditions should be established along the banks of Kitsuksis Creek to avoid impact to its riparian values. A 15-metre setback would be desirable for development which would result in a loss of riparian vegetation. Any archaeological work in the vicinity of the creek, or other significant disturbances, should involve approvals from Environment Canada, Fisheries and Oceans Canada, and the B.C. Ministry of Environment, Lands and Parks, even if it is planned to occur outside the recommended setbacks.

- Replacement of the dam and reintroduction of water into the mill pond should be undertaken in consultation with the B.C. Ministry of Environment, Lands and Parks (Water Management Branch). More detailed environmental and engineering studies should be prepared to optimize the design and timing of construction of the dam. A new fish ladder should be installed with the dam to permit migration of spawning fish. A reconstruction of the historic fish ladder appears to be acceptable as long as it meets the guidelines of Fisheries and Oceans Canada. Environment Canada and the B.C. Ministry of Environment, Land and Parks should also be consulted regarding the design and installation of the fish ladder.

- The refilling of the mill pond should be done with the intent of enhancing its habitat potential. Freshwater marsh vegetation should be transplanted into the pond where depths are suitably shallow. Deciduous trees and shrubs should be planted to overhang the pond edge where possible to create fish rearing areas. Provision of some pond areas with depths preferred by waterfowl should also be considered in the pond design. The potential impacts on the fishery of storing logs in the pond should also be reviewed with the involved government agencies.

- The removal of trees or construction activity over their root zone should be done with advice of a registered forester, especially with regard to the high potential of windthrow due to the shallow rooting habit of trees on site. A vegetation management plan, recommended for protection of the site's landscape resources, will also assist in ensuring safe tree retention

and the enhancement of the site's vegetation for environmental purposes, including wildlife habitat improvements.

- The soils in the vicinity of the dip tank, which was used to treat lumber in the vicinity of the railway right-of-way, and in the basin of the mill pond should be assessed by a toxicologist for contaminants.

- Initiate the Environmental Assessment and Review Process (EARP), to determine, in advance, the acceptability of the environmental impacts of the proposed site development.

- Initiate discussions with local officers of the Ministry of Environment, Lands and Parks responsible for administration of the Waste Management Act.

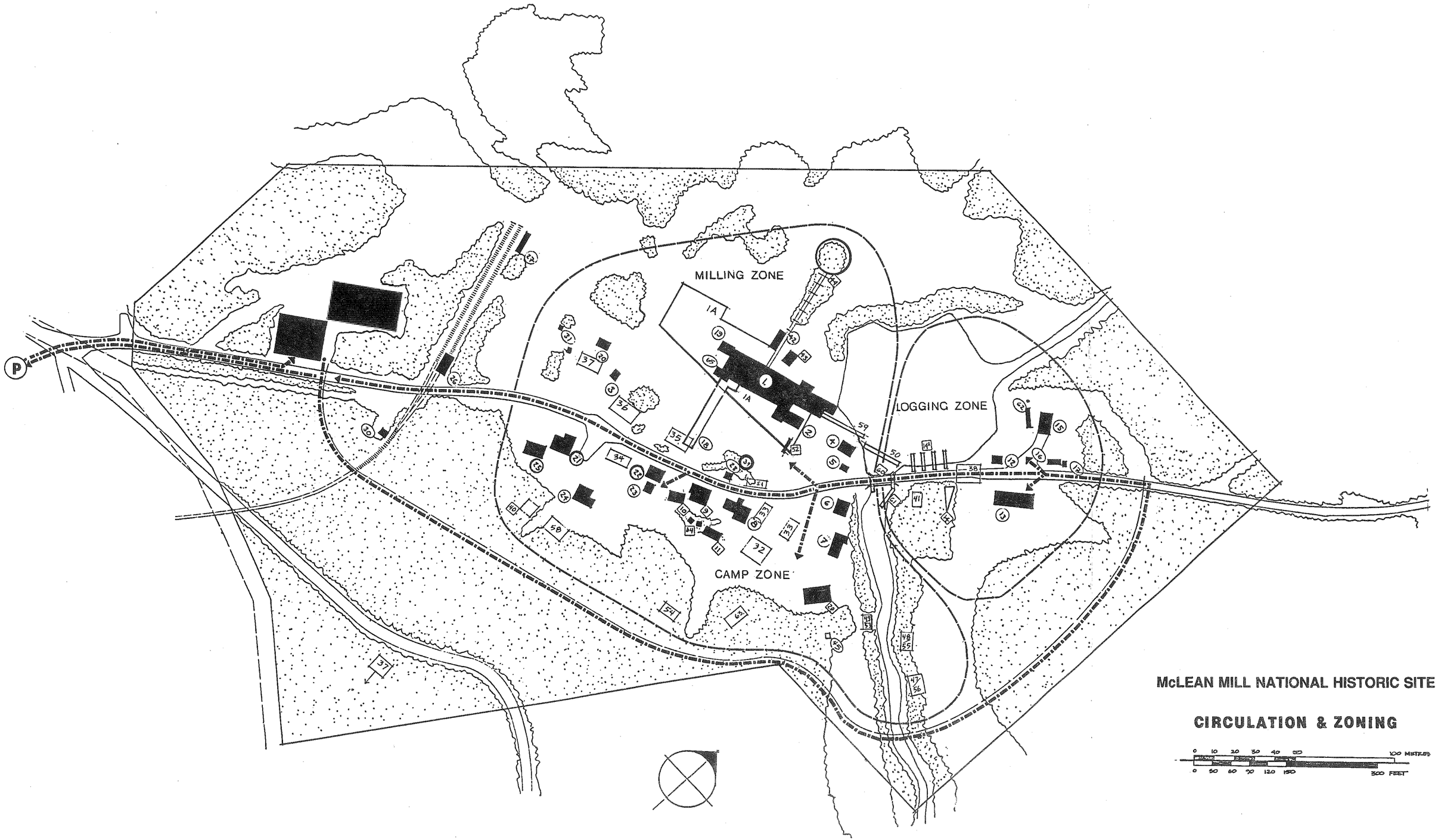
5. VISITOR SERVICES AND USE OF RESOURCES

5.1 Communications Strategy

A fully developed communications strategy, which lies beyond the mandate of the present Management Plan, will determine the manner in which the site's themes and resources are presented to the public, both on and off the site. The communications strategy should be developed and shaped in tandem with the preservation strategy (see Chapter 4), each informing the other, and the two combining to define the totality of the visitors' experience on the site. This section provides initial direction for the communications strategy.

The communications strategy will determine what the site will interpret and which markets are reached; that is, it will develop a linked series of messages (what is said) and markets (to whom it is said). The manner in which the themes are communicated should, in turn, affect the preservation strategy for the resources. Preservation, interpretation, and marketing are all intertwined, and the communications strategy is the key to their inter-relationship.

At present, prior to development of the site, the site is open to visitors. Marketing and interpretation are limited to publicizing the site in leaflets and by word of mouth, a sign at the site entrance, and guided tours of the site offered by the Site Manager on a demand basis. The themes presented in the tours focus on a description of the resources, the stabilization work done to date and plans for site development, as well as by answering visitors' questions. This interim procedure has sufficed, given the relatively low level of visitation. As visits increase, however, the tours will increasingly interfere with the Site Manager's other responsibilities. For this reason, interpreters should be retained during the summer season (likely on both a paid and a volunteer basis) to handle these tours. The interim tours should also begin to introduce the themes that will form the basis for interpretation following development.



McLEAN MILL NATIONAL HISTORIC SITE

CIRCULATION & ZONING

0 10 20 30 40 50 100 METRES
0 50 60 90 120 150 300 FEET

On-Site Interpretation

The presentation of the site will derive from the themes that have been approved for the site (see Section 2.2) and will contribute to the mandates and objectives of the three partners (see Section 2.4). As described above, the primary themes are logging, sawmilling, labour/people, and transportation/marketing; and the related themes are technology, camp life, agriculture, and forest. The communications strategy will develop a hierarchical list of messages to be presented, derived from the commemorative themes and the stakeholders' mandates.

Since the commemorative intent relates the site to the British Columbia forest industry in general, only some of the messages will be able to be presented directly from the extant resources on the McLean Mill site. Themes and messages that are represented by the McLean Lumber Co. operation should be interpreted primarily in the *core site*, while those themes and messages that may be deficient in the McLean operation should be interpreted primarily on the *periphery of the site*, either in the Visitor Reception Centre (VRC) or the forest fringe. Additional forest-related themes will be presented at the Alberni Valley Museum and other sites within the Alberni Heritage Network.The presentation will also identify the three partners and describe the development process.

It is intended that the *personal interpretation* program be extensive. This may include the following products:

- Animators, perhaps in costume, who will occupy a selection of the restored structures and some outdoor areas, and will demonstrate activities and lifestyles prevalent at the mill site. The animators may leave their personae to answer visitor questions, as at other national historic sites and provincial heritage properties.

- Demonstration of machinery and equipment, including the various components of the operating sawmill and a logging demonstration at the north end of the site.

- Operation of vehicles, primarily logging trucks and railway equipment (including the ride from the parking lot to the core site).

- Guided tours of the site, perhaps offered only for those who purchase a premium admission ticket.

The personal interpretation will be somewhat seasonal, with the highest level of animation happening during the summer visitor season, but some personal interpretation should be provided at all times when the site is open.

There will be a parallel program of *non-personal interpretation* on site. This may include the following products:

- The Visitor Reception Centre will provide an introduction to the commemorative themes and the McLean Mill site. Products will likely include an audio-visual presentation and a variety of static and interactive displays and exhibits.

- Self-guided tours of the site, provided through printed material (e.g. a map and pamphlet) and interpretive signage on site that introduces the various structures and the themes that they convey.

- Static exhibits within certain of the structures.

- Printed material and/or signage along the pathways in the forest fringe, which introduce the themes of forest management and environmental sustainability.

Because the presentation will draw on all three historical periods of the McLean Lumber Company, it is important that the presentation provide a sense of continuity and protect the visitor from being confused by anachronisms. This can be achieved through both the personal interpretation (the animators and guides) and the non-personal interpretation (the printed material and signs). One such anachronism is the simultaneous presence of a logging railway and logging trucks. Operators and interpreters can explain that both are used to demonstrate changing methods of transporting logs from the forest to the mill.

Use of Resources

The resources on site will be preserved so that they may be used in the presentation programs. Those that are preserved or stabilized will be presented

as static artifacts. The following is a preliminary schedule of recommended uses for the principal buildings and structures that will be restored, rehabilitated, and/or reconstructed. (Sheds and other ancillary structures are omitted from this list, although they will form an integral part of the development and interpretation of the site.) This schedule may be adapted as appropriate as the communications and preservation strategies are further developed.

1,1A	Mill, Mill Deck	Operation and animation
2	Power Boiler	Operation
4	Millwright and Generator Building	Static display
6	Blacksmith Shop	Operation and animation
7	Bunkhouse	Static display
8	Cookhouse	Operation and animation
9	R.B. McLean House	Animation
13	Main Garage	Storage and display of operating equipment
14	A-Frame	Operation
14A	Log Dump	Operation
15	Machine Shop	Static display
18	Green Chain	Operation
19	Planer	Operation
20	Mill Office	Static display or mill operations centre
21	Arnold McLean House	Static display
22	Bookkeeper's House/Office	Static display
24	Millworker's House	Animation
25	Arnold McLean Garage	Static display or vehicle storage
26	Locomotive Shed	Storage and display of operating equipment
27	Loading Deck and Dip Tank	Static display
28	Root House	Static display
29	Machinery Shed	Static display

30	Sand House	Operation
31	Lumber Grader's Shed	Static display
39	Water Tower	Operation
43	Sawdust Bin	Operation
44	Scrap Burner	Operation
50	Boom Shack	Operation
59	Log Haul	Operation
60	Dam	Operation
61	Fish Ladder	Operation
62	Gin Pole	Operation
63	Bunkhouses	Visitor Services (possible washrooms)
64	Outhouses	Static display

Related Sites and Outreach Programs

The presentation of the forest-industry themes by the McLean Mill National Historic Site should be linked to other visitor and educational opportunities in the region that present these and related themes. These include a variety of facilities:

- Other visitor attractions in the Port Alberni Heritage Network.
- Visitor attractions with forest-related themes and other forest opportunities in the broader region, including those along the Island Highway (e.g. B.C. Forest Museum), Highway 4 (e.g. MacMillan Provincial Park), Pacific Rim National Park, Clayoquot Sound, demonstration forests, etc.
- School and post-secondary curricula relating to the history, geography, and economy of British Columbia.
- Public forums and programs that are concerned with issues relating to forests, the forest industry, the economy, and the environment (e.g. the

public debate on logging *vs.* conservation, the Commission on Resources and the Environment.

This should be achieved co-operatively by the McLean Mill N.H.S. and by the other relevant organizations. The McLean operation can do this in three ways:

- On-site, by means of interpretive panels and printed brochures or leaflets.
- Off-site, by an outreach program that is delivered through an ongoing series of public activities in the schools, community centres, Alberni Valley Museum, and other locations.
- Through co-operative marketing initiatives.

Marketing, including a discussion of target audiences, forms the subject of Chapter 6.

Recommendations

- A communications strategy should be developed as part of the ongoing planning process. The content of the presentation should develop from (and, in turn, inform) the nature of the resources, the commemorative intent and approved themes for the site, the mandates and objectives of the three partners in development, and the target markets.
- While site planning and development continue, interpreters or docents should be retained during the summer season, on either a paid or a volunteer basis, to conduct tours of the McLean site. Marketing should be done on only a limited basis during this period.
- The core site should be reserved for presenting themes represented by the McLean operation, and the VRC and the site periphery, and the other sites in the Network should be used to interpret the less site-specific themes of the broader forest industry in British Columbia.
- The presentation on site should include both personal and non-personal interpretive products.

- The presentation of themes and marketing initiatives should be linked with those of other, theme-related, visitor attractions and educational institutions in the region, and should be expressed in part through an outreach program.

- Provision should be made for presenting a portion of the non-personal interpretation in languages other than English and French. Consideration should be given to offering supplementary language services in Japanese, Cantonese, Punjabi, and German.

- Once the site development has been completed, an ongoing program of monitoring visitor satisfaction should be initiated, to ensure that the site is providing a positive experience.

5.2 Visitor Facilities and Amenities

Site development will include the provision of a number of visitor facilities and amenities on the site. New facilities will be constructed only on the periphery of the site, outside the core historic zone. The core will be reserved for the preservation and enhancement of existing resources.

The following is an indication of the new facilities that will be required. Sizes are estimated, based on the discussion of site capacity in Section 5.4. A functional program, prepared in conjunction with preliminary design, will determine functional requirements and sizes.

- A *Visitor Reception Centre,* located near the entrance to the site, will provide visitors with their introduction to the site and its themes. The facility, of about 5,000 sq. ft., will contain an audio-visual theatre (which will show an introductory multi-image presentation) and exhibit area (for a variety of displays and exhibits), as well as a lobby, secondary ticket sales point (the primary point is at the parking lot), souvenir and gift outlet, restaurant, washrooms, and first-aid station.

- A *facility for collections maintenance and storage,* which will contain space for a conservation workshop, artifact storage, and curatorial offices. This may

be integrated into the VRC, or one or two separate facilities with easy access to the VRC for moving artifacts from one to the other. The maintenance space will require about 5,000 sq. ft., the climate-controlled storage about 2,500 sq. ft. (Although the Alberni Valley Museum could accommodate some of the uses of this facility, it is recommended that the facility be built at the site.)

- *Parking lot:* Until such time that the permanent point of arrival is established, a temporary parking area will be located on the western portion of the site. In the event that the western access remains as the permanent access, the parking lot and arrival point will be constructed near the west end of the site. Two potential sites appear feasible. One is just within the present boundaries (although the land is low-lying and will require considerable drainage and fill). The second site, and the preferred one, is on land adjacent to Smith Road and the proposed railway line from Port Alberni (the cleared residential property on the east side of Smith Road near the site entrance and just outside the present McLean Mill site). Compacted gravel parking should be provided for 125 automobiles, 25 RVs, and 5 buses. (This will accommodate about 500 visitors, 25% more than the typical peak load described in Section 5.4.)

- The *primary ticket booth* will be located adjacent to the parking lot. The ticket booth should contain *washroom facilities*. The intention is that arriving visitors, whether they have come by road or by rail, should buy tickets to the site at or near the parking lot, and have the opportunity to board the 2-Spot train for transportation to the VRC. Alternatively, visitors may walk the short distance to the site. (Rubber-wheeled transportation will be available for the physically challenged.) A secondary souvenir and gift outlet should be provided here. The building should be about 500 sq. ft.

- *Washrooms* should be situated at several locations: the primary ticket booth, the VRC, and a building within the core site.

- *Food services* should be provided on the site. It is recommended that there be a full-service cafeteria (and/or table-service restaurant) in the VRC. It is also recommended, subject to health, physical services, and resource impact considerations, that consideration be given to fitting up the Cookhouse (structure no. 8) as a limited-menu, fast-service, food facility offering a 'logger's lunch'. Consumption could be permitted in a controlled area(s) with picnic tables behind the Cookhouse and/or along Kitsuksis Creek, beyond the Bunkhouse (structure no. 7).

The design of any new buildings on the periphery of the McLean site should follow the *Guidelines for New Construction* on page 58 of the *Discussion Paper* (reproduced as Appendix E).

5.3 Utilities and Services

Utilities

The site will require water supply, waste water disposal, electrical power, and steam power.

There is no municipal water supply to the area near the McLean Mill site, nor is service foreseen in the near future. *Water* can continue to be taken from a higher point on Kitsuksis Creek., as at present, and gravity-fed to the site. Appropriate permits will be required. A filtration plant will likely have to be built at the site, to treat water for drinking and for the steam boiler. It is recommended that the Water Tower (structure no. 39) be reconstructed and used for water storage, and that water be pumped into it to ensure an adequate supply for the increased demand, particularly in summer. The Water Tower will also provide an effective visual landmark on the site. Additional water can be pumped from Kitsuksis Creek in the event of fire.

All water supply within the site should be provided by underground pipes. A series of fire hydrants or stand pipes should be provided. Although they be an anachronistic element within the site, their utilitarian need would warrant their use. They can be designed so as to be noticeable without being intrusive. Fire-fighters can supplement the hydrants by pumping water from the mill pond.

Waste water should be disposed through a septic system. An engineering study will be required to estimate the sewage needs, identify the most appropriate locations for septic tanks, and to determine whether additional treatment facilities will be required. Extreme care must be taken not to introduce any pollution into Kitsuksis Creek. An alternative would be to construct holding tanks and remove waste water on a regular basis under a maintenance contract.

Electrical power will be provided by B.C. Hydro service, as at present. Within the core site, overhead service should be restricted to approximate the distribution of poles at the close of the McLean operation. If additional service points are required, they should be provided by underground conduit. Overhead wires may be used along the periphery of the site, but should be kept inconspicuous so as to minimize their impact on the natural and cultural setting.

Steam power will be required for the operation of the mill. Detailed study will be required to determine which components of the boilers, fittings, and steam engine can be restored, and which will require replacement. As discussed in Section 4.3, all work (and operators) will have to meet the requirements of the Boiler and Pressure Vessel Safety Act and other regulations.

Other Services

A number of additional services will have to be considered in the detailed planning for the site.

Visitors with disabilities should be given the opportunity for liberal access to the site and its interpretive services. With respect to those with physical disabilities, buildings and structures should be made as accessible as is compatible with an acceptable impact on the cultural resources, using appropriate surfaces for paths and inserting ramps where practicable. If certain buildings must remain partially inaccessible because of their historical design, then alternative interpretive experiences should be provided as substitutes. All work should conform to federal and provincial standards for publicly-owned sites, and also to the provisions of the British Columbia Building Code. Consideration should be given to providing transportation through the site for visitors with physical disabilities.

With respect to visitors with perceptual, mental, and learning disabilities, the interpretive material should ensure that they are able to comprehend information sufficiently to derive a positive experience from the site.

Signage should be well designed and co-ordinated, so that directional, precautionary, and interpretive signs are distinguishable from each other, yet share a common style. Care should be taken to avoid a proliferation of signs, since this would have a negative impact on the appearance and historical authenticity of the site. The graphic design of signs should be co-ordinated with that used for printed materials and advertising, so as to develop a readily identifiable image for the McLean Mill site (rather than the standard graphics of Parks Canada). This design should be further co-ordinated with that for other attractions in the Port Alberni Heritage Network, so that each is identifiable while all retain a 'family resemblance'.

As the *Cultural Resource Management Policy* requires ongoing review and monitoring of activities that affect cultural resources and their presentation, provision should be made so that visitors to the site can provide *comments and feedback* on their experiences. This will help to ensure that management is kept informed about visitor reactions, and can make improvements to the programming as required.

5.4 Site Capacity

It is important that the number of visitors to the site not be so high as to have a negative impact upon the sustainability of the cultural and natural resources. To do so would be to violate the principles of environmental stewardship and the *Cultural Resource Management Policy*. Furthermore, it would simply be bad management, since it would lead to the destruction of the very resources that people have come to see and enjoy. Stated differently, the site should be designed to accommodate the projected number of visitors without causing harm to the cultural or natural resources.

Current projections anticipate that 141,000 people will visit the site in year 10 (see Section 6.2). It would therefore be appropriate to design for 150,000 visitors annually.

Existing (1989) market data for the Alberni-Clayoquot region indicates that 33% of resident visitation and 44% of non-resident (overnight) visitation occurs during the months of July and August. (See Chapter 6.) As the table indicates, 36% of all visitors came during July and August.

Visitors to Alberni-Clayoquot Region, 1989

	Total Visitors	Percent in Summer	No. in Summer
B.C. Residents	640,000	33%	211,200
Non-Residents	197,860	44%	87,058
Total	837,860	36%	298,258

By extrapolation, we may anticipate that 36% of the 150,000 visitors to the McLean Mill site, or 54,000 people, will visit during July and August. (School groups may, however, boost the shoulder seasons.) If evenly distributed over the nine weeks, this would result in 6,000 visitors per week during the summer season. If 20% come on Saturday and 20% on Sunday (and 12% each of the other five days), then a summer weekend day would attract 1,200 people. Assuming daily turnover is three times, it will be necessary to design for a load of *400 people being on the site at once.* (This number might be exceeded occasionally, as on the Canada Day and Labour Day weekends, and for occasional special events. Occasional overcrowding on site would be acceptable, but the parking lot must be built to accommodate the overflow.)

Detailed planning can avoid potential negative impacts by distributing the visitor load evenly across the site. This is done by creating nodes of interest in the different zones (i.e. the VRC, the residence area, the mill, the machinery and millpond area, the logging demonstration, the forest fringe trail, and the picnic area), and by adjusting the times at which animated activities occur at the

different places. It is particularly important that visitors be attracted to the periphery, so as to relieve pressure on the core.

It is reasonable to assume that 400 people can be accommodated on the 32-acre (13-hectare) site without damaging the resources or overloading the services. However, it will be necessary to monitor the impact on a continual basis, and to take mitigative actions if required.

If deterioration occurs, or if visitation rises above 150,000 people per year, it might be necessary either to alter the design of the site (such as by widening paths and dispersing crowds with additional peripheral attractions), or to discourage visitation (as by raising admission fees, or requiring timed reservations). There will have been ample time to monitor the impact of the lower numbers on the resources, allowing management to plan for the best way to respond to the increased visitation. Should private automobiles become a problem, it may be appropriate to institute a good shuttle bus service from Port Alberni or to increase the capacity of the railway link.

6. MARKETS AND MARKETING STRATEGIES

6.1 Current Markets and Comparable Attractions

Description

The McLean Mill National Historic Site is located in the Alberni-Clayoquot/West Coast region of Vancouver Island. Within its boundaries are the communities of Port Alberni, Tofino, Ucluelet, and Bamfield. An estimated 200,000 non-B.C. residents, as well as an estimated 640,000 B.C.-resident overnight travellers visited the region in 1989, the most recent year for which reliable figures are available. (For Vancouver Island, excluding Victoria, the figures are 843,000 and 2.6 million respectively.)

Pacific Rim National Park, which covers nearly 50,000 hectares, is the region's biggest tourism draw. An estimated 500,000 to 600,000 visits to the park are generated annually because of its spectacular scenery and outdoor/recreational activities. The tourism industry of the Alberni-Clayoquot/West Coast region is focused on these activities in terms of services and promotions. There is a very limited tourism product of a heritage/historical nature. Visitor patterns reflect the supply of product accordingly.

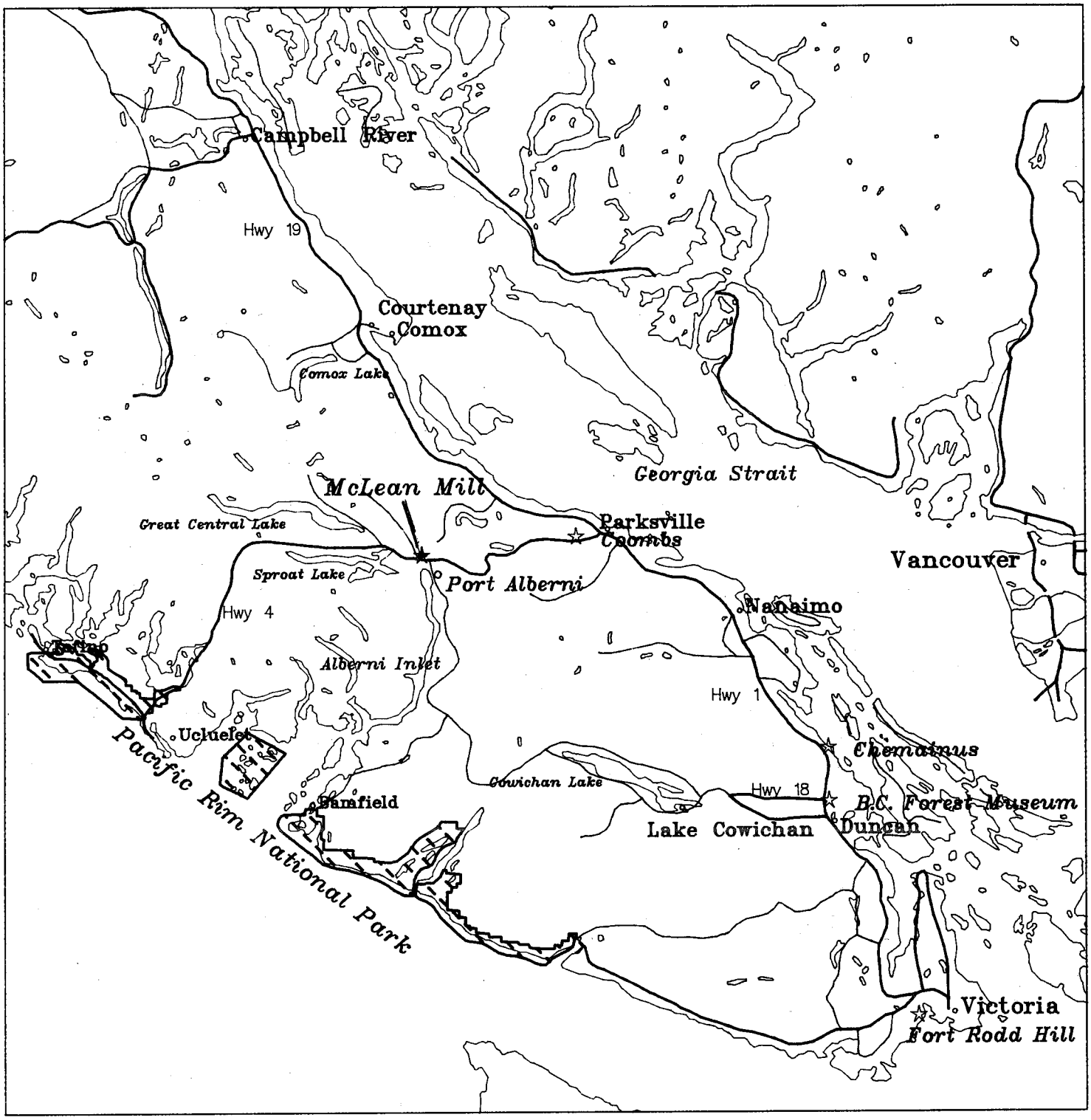
Research into the characteristics and travel patterns of resident and non-resident visitors travelling in the Alberni-Clayoquot/West Coast region has indicated the following. (The material below has been summarized from Chapter 2 and Appendix 1 of the *Interim Report*.)

B.C. Residents

- Residents most frequently travel to the region to visit friends and relatives (VFR) (38%), outdoor/wilderness (36%), and touring (13%).

- Families are an important segment (32%) and the majority are camping (42%).

- Seasonality of travel has become much more evenly spread throughout the year, largely as a result of promoting whale-watching.



Map of southern Vancouver Island, showing the principal tourism attractions.

Non-B.C. Residents (rest of Canada and international)

- Non-residents visit the region as part of a touring trip (48%), visiting friends and relatives (20%), and outdoors/wilderness (18%).

- Approximately 14% of this market visits museums/historical attractions in the region. This is reasonably strong, given the limited supply in the region.

- 22% of non-resident visitors are from overseas. Recent Tourism Canada surveys show a strong interest from overseas markets in heritage and cultural attractions.

Implications

- For the most part, the resident traveller is destination-oriented, with planned or scheduled outdoor/wilderness activities representing a significant proportion of activities. Market potential lies in capturing benefits of the VFR market to the region and outlying areas such as Parksville and Nanaimo.

- Developing 'rainy-day' activities will appeal to the outdoor recreationist market, as well as families. Children and family programs will also be an important draw for the latter group.

- The potential may exist to develop year-round programming or, at a minimum, for three seasons.

- The non-resident is more dependent on visitor information and commercial tourism services, so strong linkages with the travel trade are recommended.

- 48% of non-resident visitors are on a touring vacation. Since non-resident visitation of heritage attractions is high in areas which offer high-quality products (e.g. 35% in Victoria), there is potential for a significant heritage attraction in the Alberni region to meet this interest. Therefore a high

quality and well-interpreted heritage attraction could capture a share of this market.

The West Coast and Pacific Rim National Park comprise a world-class attraction appealing to local, regional, national, and international travellers. Only highly unique and excellent quality products are likely to have a significant effect on otherwise well-established travel patterns in the region. Existing travel patterns and preferences suggest that, properly developed and marketed, the McLean Mill site could attract significant numbers of visitors and Port Alberni has the potential to receive significant tourism spin-offs.

Other Attractions

Port Alberni acts primarily as an information and service centre, or a 'pass-through' altogether, for destination-oriented travellers on their way to the Pacific Rim area.

The regional attractions studied for the purpose of comparison to the McLean Mill site are primarily located along Highway 4, between Parksville and the West Coast. They are:

	Estimated Visitor Volume
Alberni Harbour Quay	150,000
MacMillan Bloedel Interpretation Centre	30,000
Alberni Valley Museum	25,000
Robertson Creek Fish Hatchery	20,000
MV Lady Rose	15,000
Coombs Highway Attractions	500,000
Butterfly World, Coombs	80,000
B.C. Forest Museum	73,000
Chemainus Murals	200,000
Royal British Columbia Museum, Victoria	800,000
Fort Rodd Hill, near Victoria	120,000

(A detailed review of these and other attractions in and near the study region is contained in Appendix 1 of the *Interim Report*. In addition, eleven comparable industrial heritage attractions across North America have also been studied. Detailed analysis and review are contained in Chapter 3 and Appendix 2 of the *Interim Report*.)

ALBERNI
HARBOUR QUAY
RESOURCE MANAGE
Pacific Rim
a self-guided forest tour
EXPERIENC
the True West Coast
aboard the
M.V. LADY ROSE
and the M.V. FRANCES BARKLEY
Alberni Valley
Museum
PORT ALBERNI
Vancouver Island
British Columbia
CANADA
ROYAL
BRITISH
COLUMBIA
MUSEUM
The Western Vancouver Island
Industrial Heritage Society and
The Alberni Valley Museum
present the
TWO-SPOT
Environment Canada
Environnement Canada
Parks
Parcs
Fort Rodd Hill
National Historic Park
Victoria, British Columbia
the many
faces of
Chemainus
Columbia's
ritish Columbia, Canada

Clearly a product gap exists on Vancouver Island for a significant heritage attraction of high quality. The McLean Mill site can potentially fill this need if planned in a manner that will achieve:

- a first-rate, top-quality visitor attraction
- broad market appeal to all visitor segments
- strong visitor enthusiasm through an interactive/participatory visitor experience
- active marketing and promotions
- central Vancouver Island focus of activity
- ongoing community and regional support

The McLean Mill site has the potential to change existing travel patterns by increasing visitation to the region and lengthening visitor stays, and possibly increasing the visitor volumes currently being attained by other community and regional attractions in the Alberni-Clayoquot/West Coast region. While the McLean Mill site would be a significant attraction in itself, its greater role would be to strengthen the tourism product of the region, helping to make the collective sites into a major destination attraction.

Recommended Actions

- The McLean Mill site should be developed as a high-quality visitor attraction, with a wide range of animated programming that appeals to all visitor segments. This presentation must be compatible with protection of the resource and fulfilment of the commemorative intent.

- An active program of marketing and promotion should be maintained, and should be co-ordinated with other attractions and tourism businesses in Port Alberni, the region, and Vancouver Island.

- A high level of community and regional support should be attained by involving the participation of area communities in planning, developing, and operating the site.

6.2 Target Markets and Market Projections

Target Markets

A number of identifiable visitor groups will visit the McLean Mill site. Pending development of a communications strategy, it is anticipated that the following will comprise the key market segments. They are listed, with an indication of some of the market strategies applicable to each.

- *Touring.* Travellers who are on Vancouver Island for a touring holiday are likely to be interested in cultural and heritage attractions. They will be receptive to travel touring guides and literature, advertising, signage, and local word-of-mouth. This is the only segment in which there are more non-B.C.-residents than residents, and so advertising should be targeted to attract them. Signage along the Island Highway and Highway 4 will be important, as will a conspicuous visitor centre in Port Alberni along Highway 4. This segment will make the largest purchases from the gift shop. There may be additional potential for marketing support from municipal, provincial, and federal tourism organizations, since encouraging visitors to spend an extra day or two in the region will have a considerable impact on the overall economy.

- *Outdoor/Adventure.* Generally speaking, people seeking an outdoor or adventure experience visit cultural sites less often than the touring market. However, they form a large segment and there is potential to tie in with existing travel patterns, given the attraction will be a 'must-see' and will be convenient to visit. Many outdoor/adventure travellers to the West Coast are headed to the Pacific Rim National Park area. Forest and environmental themes are likely to interest them, as is the knowledge that a visit to the McLean Mill site can be combined with hiking in the forest in the Beaufort Range. A very large proportion are B.C. residents and the majority travel in their own vehicle.

- *Visiting Friends and Relatives (VFR) and Personal.* The important VFR market is reached by generating interest among local and regional residents (the next category of visitor) in the McLean Mill site, because residents will

recommend attractions to their visitors and many will visit the attractions together with them. This market is most likely to go where residents go.

- *Day-Trippers.* These are the local and regional residents referred to in the previous item. They are best attracted by a high-quality development with changing on-site activities and exhibits, by a meaningful outreach program, and by an awareness program developed in co-operation with other attractions in the Port Alberni Heritage Network, local business interests, and special-interest groups (such as seniors' organizations). The program should encourage new and repeat visitation.

- *Education/Schools.* Regular visits to the McLean Mill site should become a part of the school and college programs. This can be achieved by linking interpretive themes with the school curricula in history, geography and economics, maintaining an outreach program in the schools, offering participatory experiences, providing separate spaces for classes to congregate and talk, and convincing educational authorities of the educational values of a visit. Most school groups make visits in May and June. Students in technical courses in the colleges may be attracted by providing restoration-related opportunities.

- *Workers in the Forest Industry.* It is important to make this segment aware of, and encourage it to visit, the McLean Mill site. It is equally important to encourage people who are not associated with the industry.

Market Projections

The following are the market projections for the McLean Mill site. They assume that development will occur as described in Chapter 3.

The market for the McLean Mill has been segmented into *resident and non-resident tourists or travellers; daytrippers* from within the region, which is defined to include Port Alberni, Tofino, Ucluelet, Nanaimo and the Parksville/Qualicum area; and *school groups.* The travel markets based on origin are further segmented based on purpose of trip.

The most recent tourism data (termed 'actual' in the analysis) is from 1989. Conservative growth estimates have been forecast for each market segment, based

on available data as well as communication with industry contacts. Notably, due to the recession of the early 1990s, no growth is projected for the resident market until 1993, at which point it is slow at only 1% per annum. In the case of the non-resident travel market, growth is similarly conservative at 1%, with the exception of the outdoor/adventure market, which is considered the strongest and has a projected rate of growth of 2% per annum.

The size of the day-tripper and school markets is based on census population and school enrolment data. The projected rate of growth is influenced by the high rate of migration to the area, particularly among the coastal communities.

All markets are projected forward to the year 1997, which is anticipated to be Year One for the project. Segment-by-segment 'capture rates' to the McLean Mill site have been estimated based on the needs, characteristics, and interests of each.

A forecast of annual visitation (Year 1), by segment, is derived accordingly. Upon opening, it is assumed that each segment will continue to be strengthened annually for at least each of the first five years as a result of both overall growth in the region and the interest generated by the attraction. However, after that time, unless a significant new component is added to the site, annual visitor growth will slow to the rate of regional growth.

The assumptions are considered reasonable and conservative, given that the attraction developed will meet the standards and criteria set out in Section 3. Furthermore, a commitment to the long-term successful development and operations of the facility is considered essential. Specifically this includes:

- Creation of a first-class destination attraction which meets the changing needs and interests of the travelling public, regional resident market, and educators

- A focus on exhibit development that incorporates interactive/participatory and educational visitor experiences

- Ongoing liaison with the Port Alberni community and Heritage Network, regional and island tourism industry attractions, services and facilities, associations, and government agencies

- Highly targeted and effective marketing and promotions activities

McLEAN MILL MARKET ANALYSIS

Regional Forecast Assumptions by Market Segment

Resident Tourist:

0% for all segments to 1992
1% for all segments after 1992

Non-Resident Tourist:

1% annually for all segments except outdoor/adventure
2% annually for outdoor/adventure

Day-Trip:

3% annually for regional area population
3% annually for schools

Regional Forecast by Market Segment

Market Segment	1989 (Actual)	1990 (Est.)	1991 (Est.)	1992 (Est.)	1993 (Est.)	1994 (Est.)	1995 (Est.)	1996 (Est.)	1997 (Est.)
Resident Tourist:									
Touring	83,200	83,200	83,200	83,200	84,032	84,872	85,721	86,578	87,444
Outdoor/Adventure	230,400	230,400	230,400	230,400	232,704	235,031	237,381	239,755	242,153
VFR/Personal	243,200	243,200	243,200	243,200	245,632	248,088	250,569	253,075	255,606
Other	83,200	83,200	83,200	83,200	84,032	84,872	85,721	86,578	87,444
Total Resident Tourist	*640,000*	*640,000*	*640,000*	*640,000*	*646,400*	*652,864*	*659,393*	*665,987*	*672,646*
Non-Resident Tourist:									
Touring	96,000	96,960	97,930	98,909	99,898	100,897	101,906	102,925	103,954
Outdoor/Adventure	36,000	36,720	37,454	38,203	38,968	39,747	40,542	41,353	42,180
VFR/Personal	52,000	52,520	53,045	53,576	54,111	54,653	55,199	55,751	56,309
Other	16,000	16,160	16,322	16,485	16,650	16,816	16,984	17,154	17,326
Total Non-Resident Tourist	*200,000*	*202,360*	*204,751*	*207,173*	*209,627*	*212,113*	*214,631*	*217,183*	*219,768*
Day-Trip:									
Area Population	150,650	155,170	159,825	164,619	169,558	174,645	179,884	185,280	190,839
School Population	28,400	29,252	30,130	31,033	31,964	32,923	33,911	34,928	35,976

McLEAN MILL MARKET ANALYSIS

McLean Mill Base Year (1997) Market Capture Rate Assumptions by Market Segment

Resident Tourist:
15% Touring
5% Outdoor/Adventure
15% VFR/Personal
2% Other

Non-resident Tourist:
15% Touring
5% Outdoor/Adventure
15% VFR/Personal
1% Other

Day-Trips:
8% Area Population
26% School

McLean Mill Base Year (1997) Visitation Forecast by Market Segment

Resident Tourist:
13,117 Touring
12,108 Outdoor/Adventure
38,341 VFR/Personal
1,749 Other

Non-resident Tourist:
15,593 Touring
2,109 Outdoor/Adventure
8,446 VFR/Personal
173 Other

Day-Trips:
15,267 Area Population
9,354 School

116,257 Total

McLean Mill Visitation Forecast Assumptions by Market Segment
(This assumption is the percent increase (decrease) in growth over the base year capture rate for the first five years.)

Resident Tourist:
2% Touring
1% Outdoor/Adventure
2% VFR/Personal
1% Other

Non-resident Tourist:
3% Touring
1% Outdoor/Adventure
2% VFR/Personal
1% Other

Day-Trips:
1% Area Population
3% School

McLEAN MILL MARKET ANALYSIS

McLean Mill Visitation Forecast by Market Segment

Market Segment	Base Year	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Resident Tourist:										
Touring	13,117	13,513	13,921	14,341	14,774	14,922	15,071	15,222	15,374	15,528
Outdoor/Adventure	12,108	12,351	12,599	12,852	13,111	13,242	13,374	13,508	13,643	13,780
VFR/Personal	38,341	39,499	40,692	41,920	43,186	43,618	44,055	44,495	44,940	45,389
Other	1,749	1,784	1,820	1,856	1,894	1,913	1,932	1,951	1,971	1,990
Total Resident	*65,314*	*67,146*	*69,032*	*70,971*	*72,965*	*73,695*	*74,432*	*75,176*	*75,928*	*76,687*
Non-resident Tourist:										
Touring	15,593	16,222	16,875	17,555	18,263	18,445	18,630	18,816	19,004	19,194
Outdoor/Adventure	2,109	2,173	2,238	2,306	2,376	2,423	2,471	2,521	2,571	2,623
VFR/Personal	8,446	8,701	8,964	9,235	9,514	9,609	9,705	9,802	9,900	9,999
Other	173	177	180	184	188	189	191	193	195	197
Total Non-Resident	*26,322*	*27,272*	*28,258*	*29,280*	*30,340*	*30,667*	*30,998*	*31,332*	*31,671*	*32,013*
Day-Trips:										
Area Population	15,267	15,882	16,522	17,188	17,881	18,417	18,970	19,539	20,125	20,729
School	9,354	9,923	10,528	11,169	11,849	12,205	12,571	12,948	13,336	13,736
Total	**116,257**	**120,225**	**124,340**	**128,608**	**133,035**	**134,984**	**136,971**	**138,996**	**141,061**	**143,166**

6.3 Economic Diversification

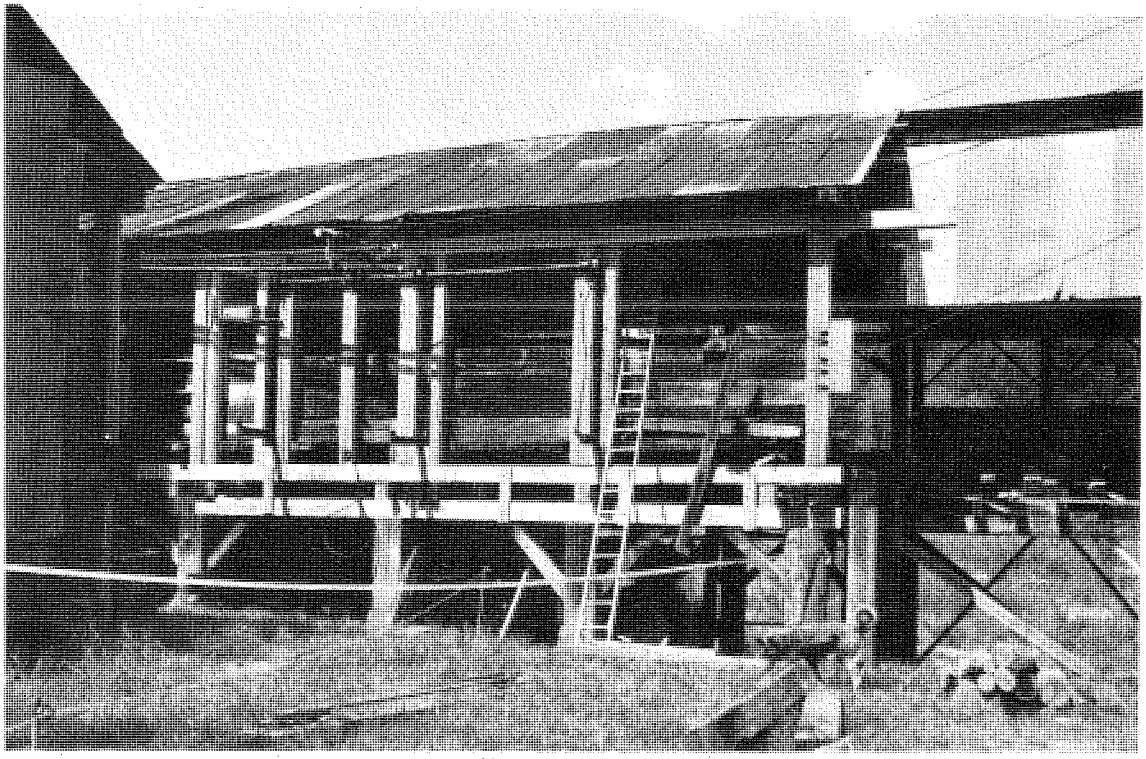
The historical dependence of the Alberni Valley on the forest industry, which created the McLean operation, has made the region vulnerable to economic cycles. Current trends suggest a long-term weakening of the industry, with the consequent loss of much forest-related employment. Port Alberni has recognized this trend, and is making efforts to diversify the economic base. Economic diversification forms a key municipal objective for the development of the McLean Mill site.

The economic impact of the McLean Mill site will occur in several ways. Development of the site will create *direct employment and wage income* in the construction industry sector. A significant portion of this direct construction income will be re-spent locally, with additional *employment and income spinoff* for local residents. Once it opens, the McLean Mill site will create additional direct employment for staff. A portion of this staff income will also be re-spent in the region, incurring *induced income and employment* in regional businesses. *Visitor expenditures* will include money spent at the site (for admission, purchases, services, and special events) and elsewhere in the region (for accommodation, food, and incidental purchases); and these expenditures will in turn have a further *income and employment impact*.

Operation of the site will also have a positive social and cultural impact in the area. Port Alberni is already a community with many cultural and recreational amenities, as well as a strong contingent of volunteers for community activities. The McLean Mill site will provide additional educational and cultural opportunities for residents in many ways, including training and upgrading local staff, special events, outreach programs, and activities shared with the Alberni Valley Museum, the schools and colleges, and other existing institutions and organizations.

Recommended Action

- Consideration should be given to doing an economic impact study of the McLean Mill development. This would quantify the benefits of the project to the region.



Two views of the sawmill, from the distance (top) and close up, showing the stabilization work (bottom).

7. LOCAL AND REGIONAL INTEGRATION

7.1 Planning and Jurisdictional Issues

Description

The McLean Mill National Historic Site occupies 32 acres (13 hectares) of land that is the property of the City of Port Alberni. It was donated to the City by MacMillan Bloedel Limited, which retains ownership of much of the surrounding forest.

Planning for the development of the McLean Mill site requires co-ordination among a number of jurisdictions and levels of government. The Management Plan itself has involved three parties: the City of Port Alberni, the Provincial government through the British Columbia Heritage Trust, and the Federal government through Parks Canada. Although owned by the City of Port Alberni, the site is located outside its boundaries, in the Regional District of Alberni-Clayoquot, and falls within the Beaufort Official Settlement Plan Area.

The Beaufort Official Settlement Plan was prepared and adopted by the Regional District in 1982 and therefore does not anticipate the development of the McLean Mill site as a cultural heritage attraction. The plan identifies the mill as Forest Related Industry. The area to the north and east of the mill are categorized as Existing Farm, to the south and west as Acreage Residential, and immediately adjacent to Kitsuksis Creek as Environmentally Sensitive. Given the change in use that the McLean Mill development represents, a Plan amendment, probably to a new category of land use would be appropriate.

The Regional District of Alberni-Clayoquot is also responsible for planning of the road network in and around McLean Mill site. The Beaufort Area Settlement Plan and the plan for the adjacent Beaver Creek Settlement Area identify two planned future roads of particular interest: a new east-west route intersecting with Beaver Creek Road and passing immediately south of the mill along the southern edge of Lot 106; and another new road at the foot of the Beaufort Range, running generally parallel to Beaver Creek Road. The development of McLean Mill site should be factored into the planning of the future road network in this area, taking into consideration both the concerns of nearby residents regarding

increased traffic and the long-term needs for additional road capacity in the Regional District.

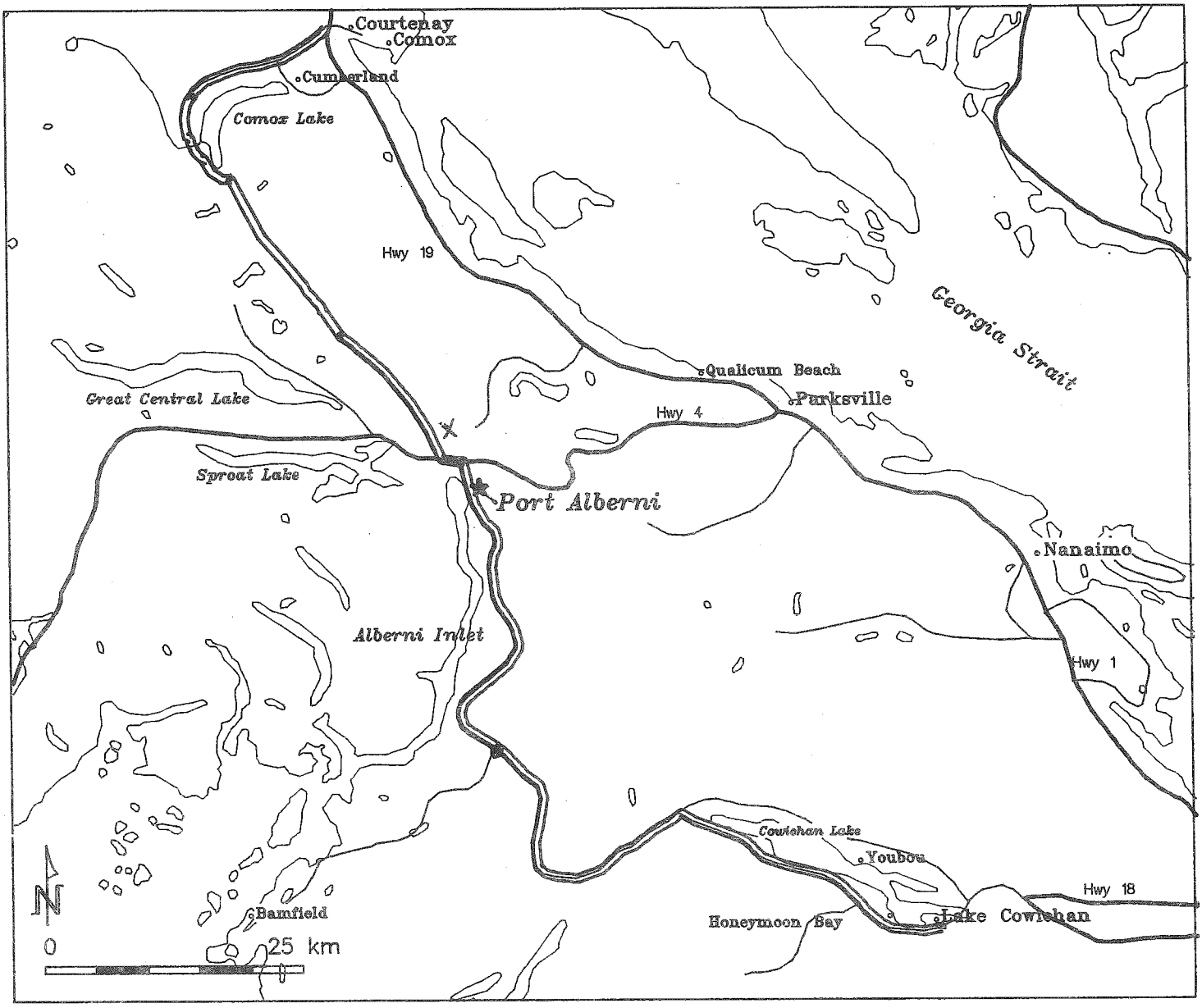
It has been proposed that a new 'Three Valleys Highway' (or 'Valley Link') be constructed to link the Comox, Alberni, and Cowichan valleys, running from Courtenay and Comox, through Port Alberni, to Lake Cowichan and Duncan. Preliminary location studies have been underway for some time. The two planned roads mentioned above have been suggested as possible alignments for the highway in the Port Alberni region. Should the highway be located in the vicinity of the McLean Mill site, it is important that proper access be provided between it and the site. This would also create a large volume of drive-by traffic in the immediate area, which would increase the visitation.

About one-quarter of the McLean Mill site lies within the Agricultural Land Reserve. The ALR area which overlaps the site is substantial in size and encompasses the Kitsuksis Creek drainage both upstream and downstream from the mill. The implications of this land status on the plans for site development has been reviewed with the Agricultural Land Commission.

Recommended Actions

- An amendment to the Beaufort Official Settlement Plan should be requested from the Regional District of Alberni-Clayoquot, changing the category of land use for the site to represent its use as a cultural heritage attraction, and addressing such other issues as may be appropriate.

- The development of the McLean Mill site should be considered in planning the future road network in the area, including regional roads and the proposed provincial 'Three Valleys Highway'.



The proposed Three Valleys Highway is indicated by the heavy line linking Courtenay and Lake Cowichan.

7.2 Port Alberni Heritage Network

Description

The City of Port Alberni has been an enthusiastic proponent of the McLean Mill site development, in large part because of the role it will play in augmenting the network of heritage attractions in the community. People in Port Alberni have been working to develop a number of heritage resources into tourist attractions with the result that the city now offers a wide variety of tourism opportunities. Introduction of the mill as a heritage destination is anticipated to benefit all the existing sites by drawing visitors in greater numbers and from greater distances.

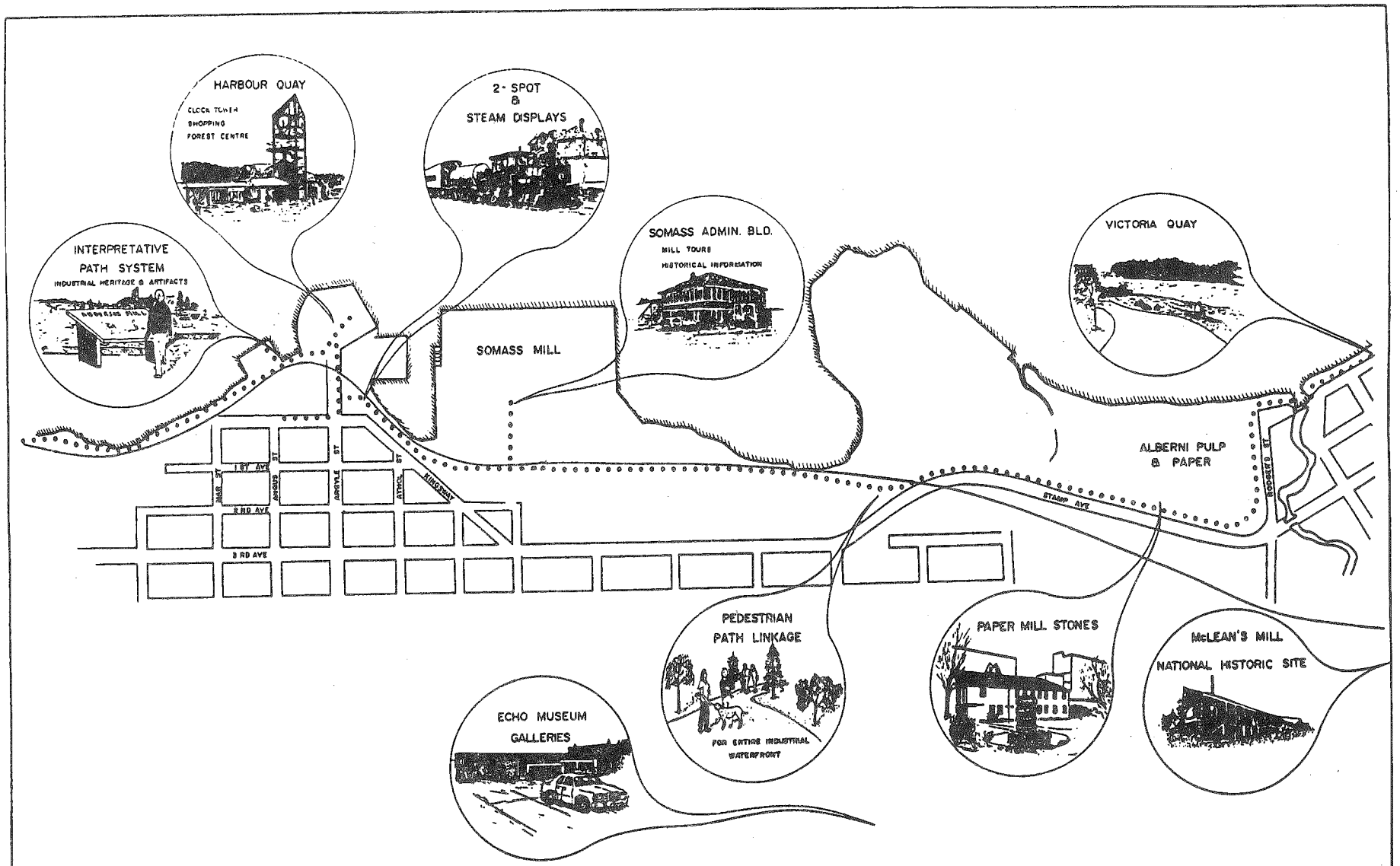
The Alberni Valley Museum's report, *Heritage 1990*, set out the objectives and components of the Port Alberni Heritage Network (or 'System'). These heritage-related attractions in Port Alberni will support and strengthen each other. The principal sites that together comprise this network are:

- The *Alberni Valley Museum*, with its collections relating to community history and Native crafts and artifacts, travelling exhibits on a variety of topics, and its archival and educational functions.

- The recently restored *E & N Railway Station*, built in 1912, with its displays interpreting Port Alberni's railway heritage. The station is planned to be used as a display facility, perhaps to exhibit a part of the Alberni Valley Museum's Forest Industrial Collection.

- The *2-Spot steam train*, which supports the interpretation of the railway station and offers excursion rides for residents and visitors.

- The *Alberni Harbour Quay*, which features interpretive signage of the historic operation of the industries along the waterfront and a Forestry Visitor Centre sponsored by MacMillan Bloedel. This site is also a vantage point from which the activities of the port and several mills can be observed. The historic coastal freighters, the *M.V. Lady Rose* and the *M.V. Francis Barkley*, dock on a nearby wharf and offer visitors day excursions to the small communities along Alberni Inlet and Barkley Sound.



PROPOSED PORT ALBERNI HERITAGE SYSTEM

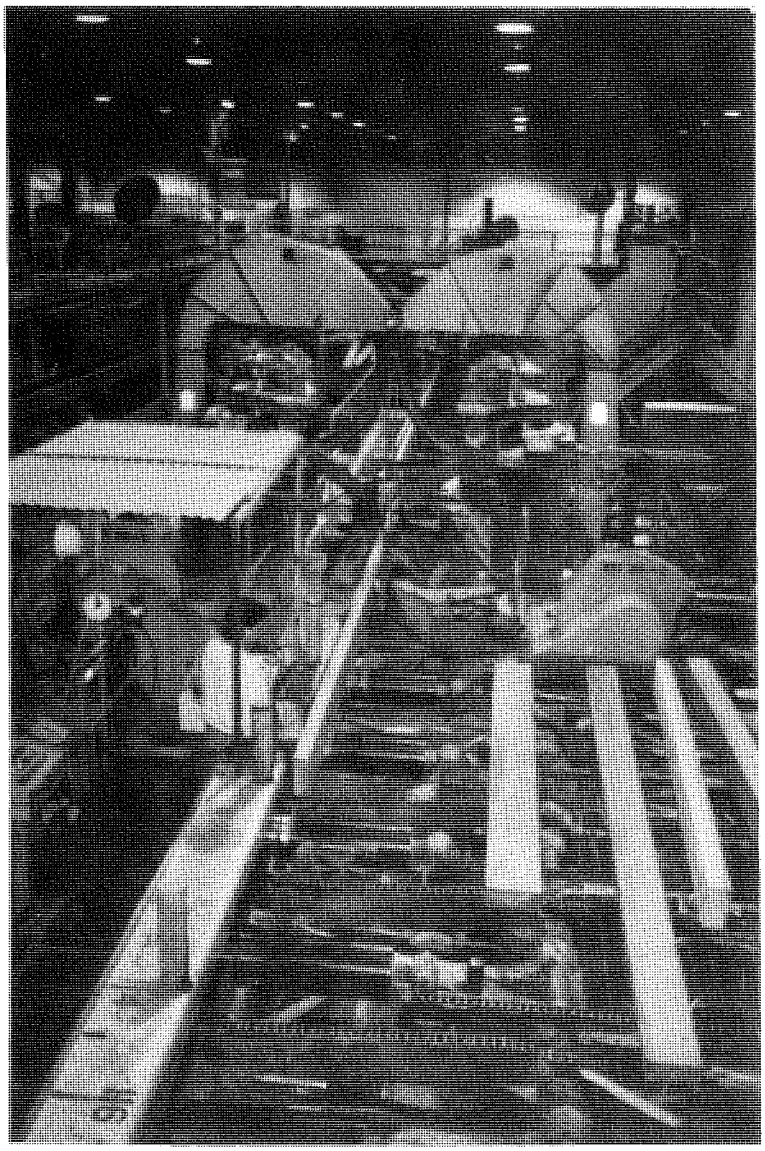
(as proposed by the Alberni Valley Museum in 1990)

ALBERNI VALLEY MUSEUM	
FEB. 1990	
PEOPLE SPACE DESIGNS	

The Alberni Harbour Quay and the MacMillan Bloedel Forestry Visitor Centre (top), and the restored E & N Railway Station (bottom).

- A *pedestrian interpretive path system* along the harbourfront, with interpretive signage links several of the heritage and tourism destinations along the waterfront and integrates them into a self-conducted walking-tour opportunity.

- The *contemporary mills* of MacMillan Bloedel Limited offer tours to visitors and complement the attractions that interpret the history of the forest industry with a look at present-day milling operations.



The highly automated Alberni Pacific Division mill of MacMillan Bloedel.

The establishment of a visitor reception centre in Port Alberni would considerably facilitate the communication of information about the Port Alberni Heritage Network (and the McLean Mill site). The present Travel InfoCentre does not attract enough visitors to fulfil this function. Several sites for a new centre have been suggested, including Alberni Harbour Quay. The site with the highest visibility to travellers would be the present offices of the Regional District of Alberni-Clayoquot (originally built as the Alberni Municipal Hall) at the foot of Johnston Street, which will soon be vacated. It is located conspicuously on the axis of Highway 4, as cars from Parksville descend the hill, at the point where they would turn to go to Pacific Rim National Park. The site has space for parking and could be linked to other harbour attractions by a small ferry, as has been proposed in the Port Alberni Shoreline Masterplan.

Recommended Action

- The City should co-ordinate (or manage) joint promotion of the Alberni heritage attractions. This may include integrating initiatives such as co-ordinated signage, printed materials, and ticket sales. These efforts should enhance the visitation rates for all of the attractions.

7.3 Public Involvement

Description

The community of Port Alberni is remarkably active and participatory. The people who attended the open houses and stakeholder interviews, which were part of the study process for the Management Plan, expressed almost universal support for the development of the McLean Mill site and for the intensification of Port Alberni's heritage tourism base. A summary of opinions expressed in those consultations is found in Appendix 4 of the *Interim Report*, and a tabulation of the responses to the questionnaire at the public open houses is contained in Appendix D of the present report. These opinions have been listened to carefully, and many have influenced the subsequent decision-making and the content of this Management Plan.

The concept for developing the McLean Mill site has been supported by the efforts of the members of the Western Vancouver Island Industrial Heritage Society, who have been active in the direction of the Management Plan study by participating in the Steering Group. The Society has spent considerable effort, over the span of several years, restoring equipment to produce the operational railway and trucking equipment, all of which will play an important role in the interpretation of the McLean Mill site.

Other community groups have shown an interest in the proposed development, and have expressed their support and opinions through the public interview and meeting process. The people who have been consulted are identified in Appendix F.

Continued community involvement and ongoing support from the Western Vancouver Island Industrial Heritage Society and other organizations will be essential to the successful development and operation of the McLean Mill site. Already some volunteers are working on site, under the direction of City staff, to maintain and stabilize site resources. Volunteers are also active in the cataloguing of the site's archival resources. More volunteers will be needed to assist in the operation and interpretation of the site as development proceeds. This is a community project that must continue to deserve community support.

Recommended Action

- The City of Port Alberni and its development partners should continue to encourage the interest and support of community volunteers in all stages of development and operation of the McLean Mill site.

- Consideration should be given to forming a 'friends' organization that will provide ongoing support through volunteer effort and fundraising.

Proposed access roads to and from McLean Mill

7.4 Access

Description

There will be three ways to reach the McLean Mill site: by road, by rail, and by trail.

Road Access

Three roads lead from downtown Port Alberni to the McLean Mill site: Smith Road, Kitsuksis Road, and Cherry Creek Road. All three routes are approximately equidistant. In addition, there is the potential for new major roads in the area.

A key area of concern with regard to the development of the McLean Mill site is the potential negative impact on area residents from the expected greatly increased traffic levels. Planning site access requires a process that will address the concerns of neighbours, the planning intentions of the Regional District and the Provincial Highways Branch, the needs of visitors for clearly marked (and reasonably direct) access, and the access requirements inherent in the McLean Mill site plan.

The route along Beaver Creek Road and Smith Road has been the access route of choice, and should remain so. It is the most direct, has proportionately more of its route along a straight and major road (Beaver Creek Road), and requires the fewest turnings. Widening Smith Road is not desirable, because many of the existing houses are close to the road allowance. Therefore access planning should attempt to maximize arrivals in groups, rather than in single-family automobiles or RVs, in order to reduce the traffic impact. This can be achieved by running shuttle buses from downtown Port Alberni, and by supplementing rubber-tired traffic with the railway (see below). Nevertheless, a large percentage of visitors will resist grouping efforts. Another means of reducing traffic would be to direct visitors to exit the site along an alternative route, either Kitsuksis Road or Cherry Creek Road. Signage could be one-directional, serving only those who are driving towards Port Alberni.

Should the Region or the Province develop a new regional road and/or the Three Valleys Highway in the area, access routes will have to be re-planned as needed.

A long-term development objective is to enter the site from the east, near the present barn. In this event, a new road would have to be cut through from Smith Road (a short distance north of the present entrance) to the barn area. The best route would appear to be the former rail right-of-way, which is reasonably level and has been graded in the past.

Parking will be provided in a lot located near the entrance to the site. Private vehicles may not proceed further. Only service and emergency vehicles, and special vehicles for visitors with disabilities, will be permitted on the core site.

Rail Access

An alternative means of reaching the site will be by rail, along the Esquimalt & Nanaimo Railway tracks. The first portion of the route from Port Alberni is tracked with siding required to be constructed into the McLean Mill site. Permission for its use will have to be obtained from CP Rail. Once completed, it is intended that trains operate regularly between the Port Alberni Station and the McLean Mill site. This will provide visitors with an enjoyable journey, and will also form a very appropriate introduction to site interpretation.

The completion of the rail line from Port Alberni and the operation of the trains are not included as part of the site development for the McLean Mill National Historic Site. The project may be undertaken by other agencies, such as the Western Vancouver Island Industrial Heritage Society. It would contribute substantially to tourism development in Port Alberni, and to the McLean Mill site in particular. The McLean Mill National Historic Site management should co-operate with the Society, the City, and others in achieving this objective, and in marketing the service when it becomes available.

It is intended that travel between the City and a point near the McLean Mill site be powered by the Baldwin locomotive, which is capable of reaching adequate speeds to make the trip in a reasonable time. It is estimated that it will be feasible for the Baldwin to pull no more than two or three passenger cars up the grade. Assuming a capacity of 50 to 80 people per car, this would give it a capacity of transporting between 100 and 240 visitors about three times daily, for a maximum of about 300 to 700 per day. This is insufficient to transport all of the anticipated visitors to the site, although use of the railway for access will certainly reduce the volume of road travel.

The Baldwin should stop short of the site, at the parking lot, where passengers will have the option of being transferred to a shorter train, powered by the 2-Spot — a logging locomotive. Visitors who have arrived both by rail and by rubber-tired vehicles may travel in this way to the site in 'crummies' — former work cars. (Gasoline 'speeders' may be substituted at non-peak times.) Visitors will disembark and enter the VRC. Alternatively, visitors may walk from the parking lot and rail terminus to the VRC.

Hiking Trails

It is anticipated that a small percentage of visitors will walk to the McLean Mill site along the hiking trails on the Log Train Trail and other routes along the Beaufort Range. Proper signage and access trails to the site should be provided for them. They will enter from the east end of the site, even in the early stages of development, when most visitors come from the west, and so alternative directional signage and routing will have to be provided for them.

Barrier-Free Access

The provision of access for visitors with disabilities is discussed in Section 5.3.

Recommended Actions

- Beaver Creek Road and Smith Road should provide the principal access route for rubber-tired traffic. Signage should be installed at key points along the route, in co-operation with the City of Port Alberni, the Regional District of Alberni-Clayoquot, and the Ministry of Transportation and Highways.

- Consideration should be given to directing rubber-tired vehicles to return to Port Alberni along either Kitsuksis Road or Cherry Creek Road.

- The three government partners in the McLean Mill development should petition the Ministry of Transportation and Highways, pointing out the anticipated visitor numbers at the McLean Mill site, to request that the

proposed Three Valleys Highway pass in the vicinity of the McLean Mill site and provide a marked exit to the site.

- All transportation planning should address and mitigate the potential negative impacts on residents from the increased traffic levels. This should include efforts to encourage visitors to leave their automobiles in Port Alberni and travel to the site by train or bus. It may be possible to make school buses available to transport summer visitors.

- Marketing and promotion should encourage visitors to assemble at a common area — perhaps the E&N Station or another downtown heritage attraction — to park their cars and travel to the site by either train or bus. In this respect, planning should be carried out in close co-operation with the Regional District of Alberni-Clayoquot.

- The operators of the McLean Mill site should support the efforts of the Western Vancouver Island Industrial Heritage Society and the Port Alberni community to encourage development of a rail link to the site, and the McLean Mill operation should market it aggressively when it is in service.

- The train from Port Alberni should stop short of the site, at the parking lot, and all visitors (including those who arrived by car or bus) should have the opportunity to make the final journey to the site in 'crummies' powered by the Two-Spot.

- Accommodation should be made for access to the site from the hiking trails along the Beaufort Range.

- Private vehicles should be excluded from the core site. Only service vehicles, emergency vehicles, special transportation for people with disabilities, and interpretive vehicles should be permitted.

8. ADMINISTRATION AND OPERATION

8.1 Management

Description

The McLean Mill National Historic Site is owned by the City of Port Alberni. It is currently operated by the City's Parks and Recreation Department. The Project Manager of the site reports to the Director of Parks and Recreation through the Director of the Alberni Valley Museum, who also reports to the Director of Parks and Recreation.

It is understood that this is an interim management structure, and that an appropriate organizational structure which will meet the needs of the development partners will be established.

Recommended Actions

It is proposed that the McLean Mill site be administered by an autonomous, not-for-profit *Society*, operating at arm's length from the City of Port Alberni. The Society would be constituted in a manner that would allow it to achieve status as a registered charity with Revenue Canada, thus facilitating donations to the development and operation of the facility.

The Society would be responsible for the stabilization, preservation, restoration, presentation, and ongoing operation of the site. It is recommended that the Society enter into a property agreement with the City to that effect. The City would retain ownership of the site and its assets, while the Society would be granted exclusive rights to develop and operate the site according to conservation and other guidelines typical to national historic sites as may be required by the development partners.

The Society would have a variety of types of memberships, including patrons, honourary life members, life members, active members, and special members. Active members would support the organization by paying annual dues and participating in the Annual General Meeting.

The Society would be led by a *Board of Directors* and an *Executive Committee*. The Board might include representatives appointed by the City of Port Alberni, the Regional District of Alberni-Clayoquot, the Province of British Columbia, and the Government of Canada, and such additional directors as may be appointed at an Annual General Meeting. The Executive Committee will be comprised of the senior officers of the Board, and such additional directors as may be appointed by the Board. The Board will establish committees as may be required.

An appointed *General Manager* would be responsible for supervising staff and managing the day-to-day operation of the site.

The underlying principle of the form of organizational structure is that it should result in a wide degree of co-ordination and co-operation aimed at achieving optimum effectiveness, efficiency, and economy of site operations.

8.2 Staffing

The staffing recommendations that follow are based on visitor estimates and information on comparative sites, and are provided for the purpose of developing first-level operating cost estimates. The proposals will be re-evaluated in the forthcoming business plan and operations plan, so as to achieve effective management of the site and care of the collection.

Five staff departments will be required:

- administration
- collections and research
- public programs
- marketing and promotion
- maintenance

The roles of these departments will include:

- *Administration:* to provide for administrative, executive, and policy-formulation functions. This office will cover personnel administration, budget development and control, and other financial services. The

administration department will be staffed by the General Manager and a Secretary / Office Manager.

- *Collections and Research:* to fulfil the curatorial role of developing and maintaining the collections and all of the interpretive and educational exhibits. This department will administer and document the collections, work with donors, undertake research, care for artifacts, and prepare artifacts for display. The departmental staff will include a Curator, reporting to the Director, and an Assistant Curator and two Preparator / Technicians, reporting to the Curator.

- *Public Programs:* to develop and present innovative educational and interpretive programs. The department will be responsible for all public programs, including education, extension, exhibits, and special events. Anticipated staffing includes the Program Director, an Education Officer, a Volunteer Co-ordinator, a Chief Interpreter, and two or three Assistant Interpreters working on a seasonal basis.

- *Marketing and Promotion:* to develop and implement strategies for marketing and promoting the site, enabling it to constantly reach out to new and expanded markets. The department will be responsible for advertising and for developing co-operative marketing opportunities with other attractions in the Port Alberni Heritage Network, the region, and Vancouver Island. It will work closely with the Public Programs department to ensure that the community becomes fully aware of the activities and special events at the site. The staff will consist of a Marketing Director.

- *Maintenance:* to maintain the facilities and grounds and implement the required health, safety, and security programs. One year-round Maintenance Supervisor, with seasonal assistance, will be required.

A preliminary staffing plan has been prepared for planning purposes, which requires a total annual budget of $500,000 for salaries and benefits (estimated at 15% of total salaries). This budget provides for the following staff positions and salaries:

General Manager	$50,000	
Secretary/Office Manager	30,000	
Curator	40,000	
Assistant Curator	30,000	
Program Director	40,000	
Marketing Director	30,000	
Education Officer	30,000	
Volunteer Co-ordinator	30,000	
Chief Interpreter	30,000	
Seasonal Interpreters (2 or 3)	30,000	
Preparators (2)	40,000	
Maintenance Supervisor	30,000	
Seasonal maintenance staff	25,000	
		$435,000
Benefits (15%, rounded)		65,000
Total		$500,000

The staffing projections are based on a number of assumptions regarding the operation of the site. It is expected that all physical development will be undertaken and completed with a separate capital budget. Staffing costs for profit-centre operations, such as food services and souvenir shops, and for security services are considered to be funded separately.

It is anticipated that volunteers will participate in the delivery of visitor services and will support paid staff in site interpretation and in equipment maintenance and operation. The volunteer program will be organized by the Volunteer Co-ordinator, and should include recruitment, selection, training, evaluation, rewards, and discipline.

Conservation services are expected to be provided on an as-needed basis from private conservators, by volunteers, and/or by agreement with the Alberni Valley Museum or other museum services. The operation and maintenance of road and rail access into the site are not included.

8.3 Cash Flow Projections

To provide a comprehensive picture of the likely capital and operating cash flow implications of the development, the following cash flow projections have been prepared. This approach attempts to 'capture' all start-up project costs, in addition to capital outlays, and provides project planners with a financial project structure that can be used throughout the planning cycle as cost estimates are refined and revenue assumptions tested.

Implementation Cost Structure

The first step in the cash flow project analysis involved estimates of the costs of implementing site development. Cost items which were used in the analysis are shown in the chart on the next page, and include project management, planning and design, and start-up marketing, in addition to the normal capital costs (construction, site work, and exhibitry). A more detailed list is presented as the Work Breakdown Schedule in Appendix 6 of the *Interim Report*.

Project management activities include all aspects of implementation, from the construction process to start-up marketing activities. Planning and design comprise a significant cost in the implementation process and cover specification of:

- The development concept (in the form of a detailed plan suitable for the preparation of tender documents)
- Communications, operations, and marketing plans

The project approval process also must include some budgetary provision for the preparation of approval documents and the completion of an environmental impact (or EARP) statement. Construction and site work activities are typically considered part of the capital costs of a project. There will be costs associated with pre-construction research. Interpretative displays are treated as a separate budget item (defined and costed in detail as part of the planning and design interpretation plan activity). Finally, the implementation cost structure also includes provision for start-up marketing activity in the year prior to opening of the site to visitors.

Exhibit : McLean Mill: Project Implementation Cost Structure

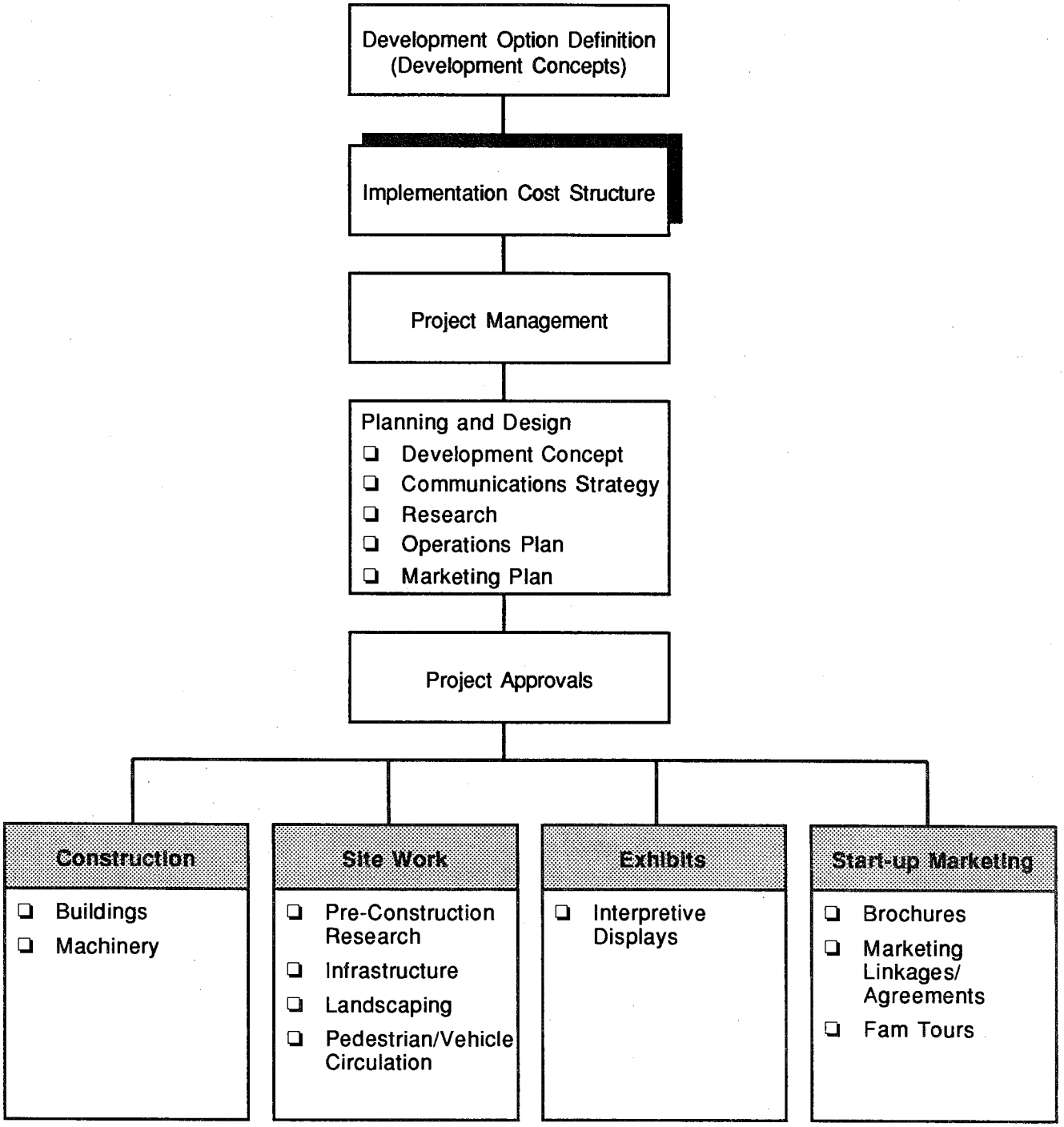
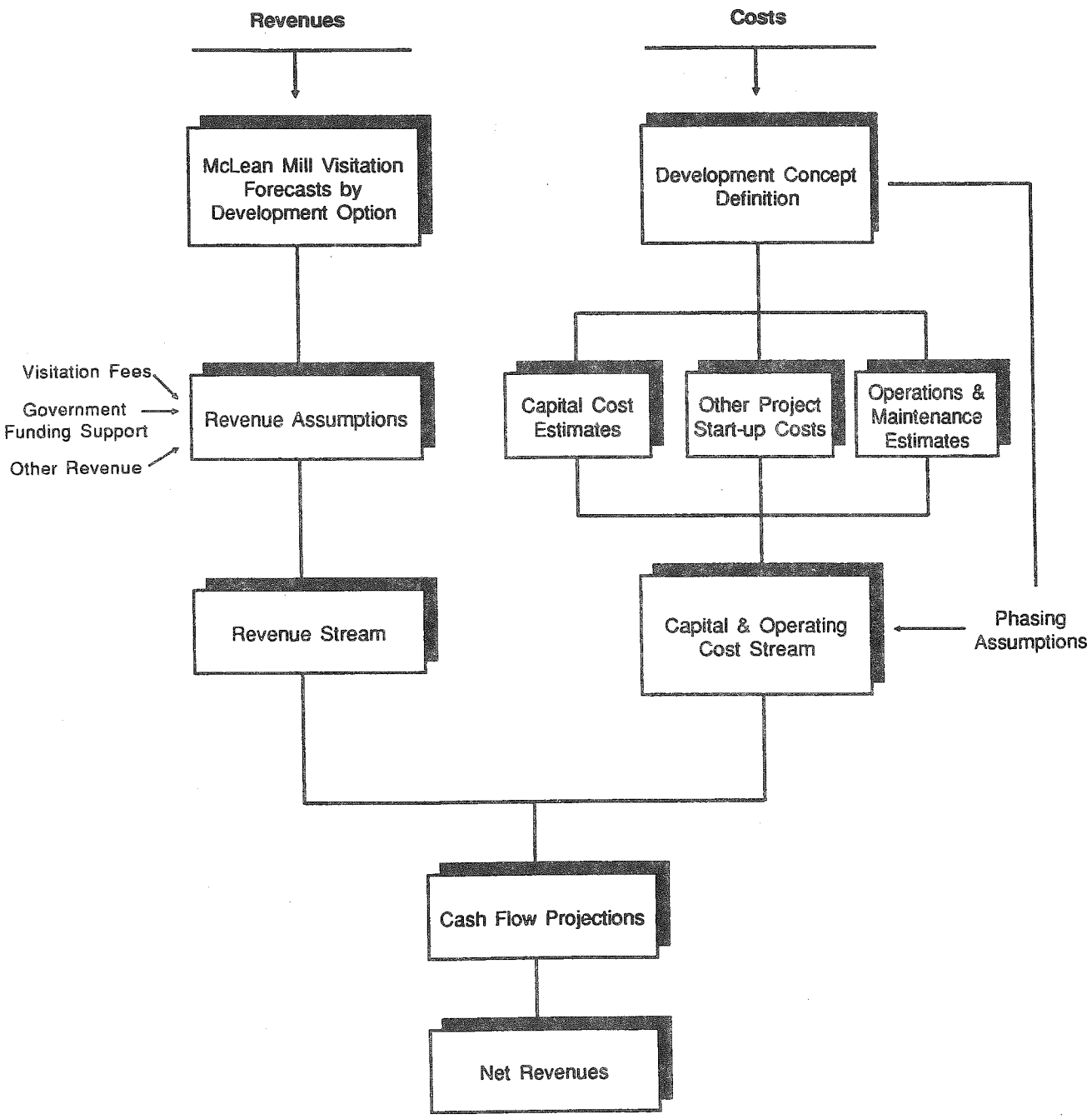


Exhibit : McLean Mill: Cash Flow Projection Approach



Cash Flow Projection Approach

The approach used in projecting cash flow for the development concept is shown in the chart on the previous page. In addition to the costs associated with the project (implementation costs and on-going operating costs), several revenue assumptions were made for visitation fees, government funding support (on an on-going basis), and other revenue sources such as memberships, product sales, concession/rentals, and fundraising/donations. Summary comments on each of the revenue and cost items are provided below, and the estimates are shown in the tables that follow. All projections are in April 1993 dollars.

Revenues

- *Visitation Fees.* This is the revenue generated by admission fees to the facility. Single adult admissions were estimated for visitors (excluding schools) based on comparables data. A lower, average admission was assumed to account for families and the lower admission charges that would be typically applied to children visiting the site. A separate admission fee was estimated for school trips. An average annual admission fee increase of 3 per cent has been incorporated into the cash flow projections.

- *Memberships.* This is the net revenue, based on the difference between receipts of membership fees and the costs of servicing memberships (newsletter, postage, discounts, services).

- *Sales of Products.* This is the net revenue, based on the difference between gross receipts and the cost of products, wages, and overhead. Rental of space is not included.

- *Concession/Rentals.* This consists primarily of net concession revenues for food sales. Minor revenues will also accrue from rentals of space and catering (e.g., for weddings).

- *Fundraising/Donations.* This includes on-going public fundraising (excluding a possible initial capital campaign) and donations from visitors.

- *Sources from Governments, Agencies, and Other Organizations.* It is assumed that all levels of government will commit funds to the annual operating costs of the site, and that funds may be committed as well by other agencies and organizations. The contributions from the city, region, and province are fees for providing an amenity service (similar to fees for library and parks services) as well as for providing a major stimulus to the local, regional, and provincial economies. The federal contribution represents ongoing support of a national historic site. The amounts shown represent initial assumptions, and are not based on any commitments from any level of government.

Costs

- *Capital Costs.* Costs for construction and site work are based on the capital cost estimates provided in Section 9.1. It is assumed that the cost of financing capital development will not be carried as an operating expense.

- *Administration.* This includes office expenses, staff travel, bank charges, etc.

- *Salaries/Wages.* This includes salaries and benefits for full- and part-time staff, as described in Section 8.2. It excludes those involved in the sales of products and concessions.

- *Programming.* This includes general programming and the net cost of special events.

- *Maintenance.* This refers to the maintenance of buildings and grounds.

- *Collections Maintenance.* This includes conservation to large and small artifacts, the periodic preparation of new exhibits, and a small budget for acquisitions of artifacts and published material.

- *Insurance.* No costs are shown for insurance. It is assumed that the site will become a component of the City of Port Alberni's insurance programme.

These assumptions, originally made in the *Interim Report,* have been reviewed with participants in the McLean Mill site development planning process. It was agreed to carry them forward into the Management Plan.

Cash Flow Projections

The cash flow projections are presented on the two pages that follow. The approach used here is to present the stream of revenues and capital and operating costs to identify the likely 'draw down' of funds to implement and maintain the facility on a ongoing basis. No attempt has been made to undertake present value analysis, pending a review of the project costing structure and revenue assumptions.

A management objective for the McLean Mill site is that its operation should be financially self-sustaining (see Section 2.3). The cash flow projections indicate that funding beyond that generated by site operations will be required on a continuing basis. This is consistent with the operation of virtually all historic sites in North America, which depend on sustaining revenues from government, foundations, and/or major corporate sponsors.

The revenues from the different levels of government and other sources should be considered to be *core funding commitments* that are provided in return for real services rendered. This is the manner in which governments finance other recreational and cultural services (e.g. parks and libraries) and public amenities (e.g. fire protection and roads). The services that will be provided by the McLean Mill site in return for these commitments include the ongoing management of a uniquely important cultural resource, the provision of cultural and recreational opportunities to residents of the governments' constituencies, and the attraction of visitors whose expenditures will have a significant impact on the local and regional economies (see Section 6.3).

Although the goal of financial self-sustainment has been recognized in planning for the site, it is generally accepted that the McLean Mill will require ongoing funding beyond the revenues generated directly by operations. This is consistent with similar operations on comparable sites; indeed, the McLean Mill will generate a higher proportion of operating costs than many other sites of this kind. The projected shortfall will have to be met through the core funding commitments (commensurate with the level of service) discussed in the previous paragraph. The establishment of the level of core funding indicated in the cash flow projections provides for meeting operating costs and establishing a reserve fund for on-going capital improvements to the site.

The cash flow projections will be examined in depth in the business plan, in order to determine ways and means of maintaining the operation and meeting future requirements for recapitalization.

McLEAN MILL CASH FLOW PROJECTIONS

McLean Mill Visitor Fees (average admission fees used for all market segments except schools)

	Annual Increase:			*3.00%*					
Market Segment	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Single Adult	$6.00	$6.18	$6.37	$6.56	$6.75	$6.96	$7.16	$7.38	$7.60	$7.83
Average Admission	$4.00	$4.12	$4.24	$4.37	$4.50	$4.64	$4.78	$4.92	$5.07	$5.22
School	$2.00	$2.06	$2.12	$2.19	$2.25	$2.32	$2.39	$2.46	$2.53	$2.61

McLean Mill Other Revenue Assumptions

	Revenue Item
$2,000	Memberships - Year 1
	Memberships Growth Rate (based on Year 1 proportion of 1st year memberships to no. of visitors; = rate of visitor growth)
$0.35	Net - Sales of Products per Visitor - Year 1
$0.51	Net - Sales of Products per Visitor - Year 2
$0.68	Net - Sales of Products per Visitor - Year 3
$0.84	Net - Sales of Products per Visitor - Year 4
$1.00	Net - Sales of Products per Visitor - Year 5
	(even growth rate in net sales per visitor to year 5 and constant therafter)
$0.10	Net - Concessions/Rentals per Visitor
	(constant net revenues per visitor over forecast period)
	Government Sources - Base Year
$0.15	Donations
$150,000	City
$32,000	Region
$75,000	Province
$50,000	Federal
2%	Government Sources - Percent Increase Per Year

McLean Mill Project Start-up Cost Assumptions

15% Planning & Design - Percent of Construction, Siteworks, and Exhibits
5% Project Management - Percent of Construction and Siteworks

All projections in 1993 dollars.

McLean Mill Cash Flow Projections

McLean Mill Capital Costs and Assumptions

	Total Cost	Capital Spending Proportion By Year 1 (1994)	2 (1995)	3 (1996)
Capital Cost Stream				
Construction	4,285,000	20%	40%	40%
Site Work	825,000	75%	25%	0%
Exhibits	1,000,000	0%	25%	75%
Project Approvals	50,000	100%	0%	0%
Start - Up Marketing	75,000	0%	0%	100%
Start-up				
Planning & Design	916,500	75%	25%	0%
Project Management	255,500	20%	40%	40%
Sub-total	1,172,000			

		Proportion of Operating Costs By Year To Full Operations Operating Year: 1	2	3	Percent Increase Per Year After Full Operations:
Operating Cost Stream					
Administration	60,000	80%	90%	100%	3%
Salaries/Wages	500,000	80%	90%	100%	3%
Programming	60,000	80%	90%	100%	3%
Marketing	75,000	80%	90%	100%	3%
Maintenance	100,000	80%	90%	100%	3%
Collections Maintenance	25,000	80%	90%	100%	3%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Market Forecast:										
Resident	65,314	67,146	69,032	70,971	72,965	73,695	74,432	75,176	75,928	76,687
Non-Resident	26,322	27,272	28,258	29,280	30,340	30,667	30,998	31,332	31,671	32,013
Day-Trip	15,267	15,882	16,522	17,188	17,881	18,417	18,970	19,539	20,125	20,729
Sub-total	106,903	110,301	113,812	117,439	121,186	122,779	124,400	126,048	127,724	129,430
School	9,354	9,923	10,528	11,169	11,849	12,205	12,571	12,948	13,336	13,736
Total	**116,257**	**120,225**	**124,340**	**128,608**	**133,035**	**134,984**	**136,971**	**138,996**	**141,061**	**143,166**

McLean Mill Cash Flow Projections

McLean Mill Statement of Net Revenues

	Construction Period (Year)			Operating Period (Year)									
	1994	1995	1996	1 (1997)	2	3	4	5	6	7	8	9	10
Earned Revenues:													
Visitor Fees				446,319	474,883	505,310	537,724	572,257	597,637	624,179	651,940	680,977	711,352
Memberships (net)				2,000	2,068	2,139	2,212	2,289	2,322	2,356	2,391	2,427	2,463
Sales of Products				40,690	61,615	83,929	107,709	133,035	134,984	136,971	138,996	141,061	143,166
Concession/Rentals				11,626	12,022	12,434	12,861	13,304	13,498	13,697	13,900	14,106	14,317
Fundraising/Donations				17,438	18,034	18,651	19,291	19,955	20,248	20,546	20,849	21,159	21,475
Total Earned Revenues				*518,073*	*568,623*	*622,464*	*679,798*	*740,840*	*768,689*	*797,749*	*828,076*	*859,730*	*892,772*
Government and Other Sources				*250,000*	*255,000*	*260,100*	*265,302*	*270,608*	*276,020*	*281,541*	*287,171*	*292,915*	*298,773*
Total Revenues				**768,073**	**823,623**	**882,564**	**945,100**	**1,011,448**	**1,044,709**	**1,079,290**	**1,115,248**	**1,152,645**	**1,191,546**
Costs:													
Capital Costs:													
Construction	857,000	1,714,000	1,714,000										
Site Work	618,750	206,250	0										
Exhibits	0	250,000	750,000										
Project Approvals	50,000	0	0										
Start - Up Marketing	0	0	75,000										
Start-up Planning & Design	687,375	229,125	0										
Project Management	51,100	102,200	102,200										
Total Construction Costs	*2,264,225*	*2,501,575*	*2,641,200*										
Operating Costs:													
Administration				48,000	54,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792
Salaries/Wages				400,000	450,000	500,000	515,000	530,450	546,364	562,754	579,637	597,026	614,937
Programming				48,000	54,000	60,000	61,800	63,654	65,564	67,531	69,556	71,643	73,792
Marketing				60,000	67,500	75,000	77,250	79,568	81,955	84,413	86,946	89,554	92,241
Maintenance				80,000	90,000	100,000	103,000	106,090	109,273	112,551	115,927	119,405	122,987
Collections Maintenance				20,000	22,500	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747
Total Operating Costs				*656,000*	*738,000*	*820,000*	*844,600*	*869,938*	*896,036*	*922,917*	*950,605*	*979,123*	*1,008,497*
Reserve for Capital Improvements				*75,000*	*76,500*	*78,030*	*79,591*	*81,182*	*82,806*	*84,462*	*86,151*	*87,874*	*89,632*
Net Revenues	**(2,264,225)**	**(2,501,575)**	**(2,641,200)**	**37,073**	**9,123**	**(15,466)**	**20,909**	**60,327**	**65,867**	**71,910**	**78,491**	**85,647**	**93,417**

McLean Mill Visitation Forecast by Market Segment

Market Segment	Base Year 1997	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Total Resident	65,314	67,146	69,032	70,971	72,965	73,695	74,432	75,176	75,928	76,687
Total Non-Resident	26,322	27,272	28,258	29,280	30,340	30,667	30,998	31,332	31,671	32,013
Area Population	15,267	15,882	16,522	17,188	17,881	18,417	18,970	19,539	20,125	20,729
School	9,354	9,923	10,528	11,169	11,849	12,205	12,571	12,948	13,336	13,736
Total	**116,257**	**120,225**	**124,340**	**128,608**	**133,035**	**134,984**	**136,971**	**138,996**	**141,061**	**143,166**

McLean Mill Cash Flow Projection Summary

	Year 0 (1994)	0 (1995)	0 (1996)	1 (1997)	2	3	4	5	6	7	8	9	10
Earned Revenues				518,073	568,623	622,464	679,798	740,840	768,689	797,749	828,076	859,730	892,772
Revenues: Government and Other Sources				250,000	255,000	260,100	265,302	270,608	276,020	281,541	287,171	292,915	298,773
Total Revenues				**768,073**	**823,623**	**882,564**	**945,100**	**1,011,448**	**1,044,709**	**1,079,290**	**1,115,248**	**1,152,645**	**1,191,546**
Total Construction Costs	2,264,225	2,501,575	2,641,200										
Total Operating Costs	0	0	0	**656,000**	**738,000**	**820,000**	**844,600**	**869,938**	**896,036**	**922,917**	**950,605**	**979,123**	**1,008,497**
Reserve for Capital Improvements				**75,000**	**76,500**	**78,030**	**79,591**	**81,182**	**82,806**	**84,462**	**86,151**	**87,874**	**89,632**
Net Revenues	**(2,264,225)**	**(2,501,575)**	**(2,641,200)**	**37,073**	**9,123**	**(15,466)**	**20,909**	**60,327**	**65,867**	**71,910**	**78,491**	**85,647**	**93,417**

9. IMPLEMENTATION STRATEGIES

9.1 Capital Cost Estimates

This section provides order-of-magnitude capital cost estimates for the development of the McLean Mill National Historic Site, according to the development concept that has been described.

Cost estimates have been prepared by assigning unit costs to each work item (i.e. structural, exterior envelope, etc.) for each level of intervention. These base unit costs have been adjusted according to the area of the structure: increased for areas less than 500 square feet, and decreased for areas greater than 2,500 square feet. The tables on the next page indicate the unit costs and the adjustment factors.

Total capital costs are estimated to be:

Construction Costs		
Buildings and Structures:	$4,285,000	
Site Works	825,000	
Exhibits	1,000,000	
		$6,110,000
Project/Administration Costs		
Project Approvals	50,000	
Start-up Marketing	75,000	
Planning and Design (15%)	916,500	
Project Management (5% of first two)	$255,500	
		$1,297,000
Total Estimated Capital Costs		$7,407,000

(These costs have been used in the Cash Flow Projections.)

A number of assumptions have been made in the calculation of the cost estimates:

- All costs are in April 1993 dollars.
- GST is excluded.
- Off-site railway work from Port Alberni to the McLean Mill site is excluded.

- Planning and design have been calculated as 15% of the total of buildings and structures, site works, and exhibits.
- Project management has been calculated as 5% of the total of buildings and structures and site works.

The tables that follow provide the calculation of the cost estimates, structure by structure. Estimates have been provided as well for site work. The tables were prepared in June 1992 and revised in May 1993.

The unit cost matrix in the first table estimates costs on a per-square-foot basis, by intervention and by work item. A premium has been added for mechanical and electrical work for those facilities that will have particularly high mechanical demands: the Mill, the Boiler, the Cookhouse, and the Machinery Shed.

A more recent inspection of the structures, based on the experience of stabilization work already undertaken, was undertaken by the three participating agencies in June 1993. This inspection has indicated that for some structures the original estimates may be low, whereas for others they may be high. Also, a few minor changes were made to the recommended levels of intervention and this will affect the capital costs. For buildings that will undergo both exterior and interior restoration, it may be appropriate to use a higher percentage for contingency. However, for the purposes of this Management Plan, the original total estimate is considered to be valid.

McLEAN MILL N.H.S.

UNIT COST MATRIX

WORK ITEM	NONE	INTERPET SITE	PRESERVE	STABILIZE	RESTORE (STATIC)	REHABILITATE (OPERATIONAL)	RECONSTRUCT (STATIC)	RECONSTRUCT (OPERATIONAL)	DEMOLISH
	INTERVENTION								
STRUCTURAL			$5	$15	$20	$25	$27	$30	
EXTERIOR ENVELOPE					15	15	20	20	
INTERIOR IMPROVEMENTS					20	25	30	30	
CODE WORK					2	5	2	5	
FURNISHINGS & EQUIPMENT					3	5	3	5	
ELECTRICAL					5	8	5	8	
MECHANICAL					7	12	7	12	
DEMOLISH									2

BUILDING AREA ADJUSTMENT FACTORS

WORK ITEM	Less than 500 Sf	500 to 2,500 Sf	Greater than 2,500 Sf
	AREA		
STRUCTURAL	1.5	1.0	0.8
EXTERIOR ENVELOPE	1.5	1.0	0.8
INTERIOR IMPROVEMENTS	1.8	1.0	0.8
CODE WORK	1.5	1.0	0.8
FURNISHINGS & EQUIPMENT	1.5	1.0	0.8
ELECTRICAL	1.8	1.0	0.9
MECHANICAL	1.8	1.0	0.9
DEMOLISH	1.3	1.0	0.8

McLEAN MILL N.H.S.
COST MATRIX

		WORK ITEM STRUCTURAL	EXTERIOR ENVELOPE	INTERIOR IMPROVEMENTS	CODE WORK	FURNISHINGS & EQUIPMENT	ELECTRICAL	MECHANICAL	DEMOLISH	OVERHEAD & PROFIT (15%)	CONTINGENCY (15%)	TOTAL	AREA (SF)	COST	NOTES
	EXISTING BUILDINGS:														
1	Mill	$23	$9	$9	$4	$0	$9	$11		$10	$11	$85.80	6175	$529,800	Area Scaled (Note I)
1A	Mill Deck	23								3	4	29.76	15000	446,300	Area Estmtd
2	Power Boiler	25	15	6	5	0	10	18		12	14	104.81	1130	118,400	Area Scaled (Note II)
3	First Aid Shack	30	23	30	3	5	8	11		16	19	142.83	120	17,100	Area Estmtd
4	Millwright & Genny	30	23	30	3	5	8	11		16	19	142.83	355	50,700	
5	Oil Shed	30	23	30	3	5	8	11		16	19	142.83	101	14,400	
6	Blacksmith Shop	30	23	30	3	5	8	11		16	19	142.83	480	68,600	
7	Bunkhouse	20	15	20	2	3	5	7		11	12	95.22	546	52,000	
8	Cookhouse	20	15	20	2	3	5	7		11	12	95.22	774	73,700	
9	R.B. McLean House	27	20	30	2	3	5	7		14	16	124.32	606	75,300	
10	Wood Shed & Storage	41	30	2	0	0	1	1		11	13	98.59	430	42,400	See Note III
11	Wood Shed	27	20	2	0	0	1	1		7	9	65.73	530	34,800	See Note III
12	Gas & Oil Shed	23								3	4	29.76	264	7,900	
13	Main Garage	15								2	3	19.84	1540	30,500	See Note 2
14	"A" Frame									0	0	Allow		15,000	
14A	Log Dump									0	0	Allow		15,000	
15	Machine Shop	20	15	20	2	3	5	7		11	12	95.22	692	65,900	
16	Small Parts Shed	30	23	2	0	5	4	5		10	12	89.27	171	15,300	See Note Iv
17	Small Parts Shed	30	23	2	0	5	4	5		10	12	89.27	41	3,700	See Note Iv
18	Green Chain	19					6	9		5	6	44.63	2600	116,000	Area Estmtd
19	Planer	45	18	19	8	0	18	23		19	22	171.59	400	68,600	Area Scaled (Note I)
20	Mill Office	30	23	30	3	5	8	11		16	19	142.83	252	36,000	
21	Arnold McLean House	20	15	20	2	3	5	7		11	12	95.22	915	87,100	Area Scaled
22	Bookkeeper's Hse & Office	30	23	30	3	5	8	11		16	19	142.83	480	68,600	
23	Wood Shed	30	23	2	0	0	1	1		8	10	73.80	200	14,800	See Note III
24	Millworker's House	25	15	25	5	5	8	12		14	16	125.64	820	103,000	Area Scaled

McLEAN MILL N.H.S.

COST MATRIX

		WORK ITEM STRUCTURAL	EXTERIOR ENVELOPE	INTERIOR IMPROVEMENTS	CODE WORK	FURNISHINGS & EQUIPMENT	ELECTRICAL	MECHANICAL	DEMOLISH	OVERHEAD & PROFIT (15%)	CONTINGENCY (15%)	TOTAL	AREA (SF)	COST	NOTES
	EXISTING BUILDINGS:														
25	Arnold McLean Garage	20	15	1	0	0	1	1		6	6	49.20	645	31,700	See Note iii
26	Locomotive Shed	20	15	5	0	0	5	2		7	8	61.83	545	33,700	Area Scaled (Note v)
27	Loading Deck & Dip Tank	30	23	0	0	0	0	11		9	11	83.32	325	27,100	Area Scaled
28	Ice House	41	30	0	0	0	8	11		13	15	117.04	134	15,700	
29	Machinery Shed	27	20	8	0	3	5	7		10	12	91.91	1120	102,900	Area Scaled (Note vi)
30	Sand House	38	23	2	0	0	1	2		10	11	85.80	150	12,900	Area Scaled (Note iii)
31	Lumber Grader's Shed	30	23	2	0	5	1	1		9	10	79.75	40	3,200	Area Scaled (Note iii)
32	Original Locomtive Shed									0	0	0.00		0	
33	Original Bunkhouses (2)	30	20	30	5	5	8	12		17	19	145.48	1100	160,000	Area Estmtd (550 x 2)
34	Kirk's House									0	0	0.00		0	
35	Philip McLean House									0	0	0.00		0	
36	Walter McLean House	30	20	30	5	5	8	12		17	19	145.48	550	80,000	Area Estmtd
37	Matheson House									0	0	0.00		0	
38	Former Locomotive Shed									0	0	0.00		0	
39	Water Tower											Allow		25,000	
40	Building Floor								2	0	0	2.65	525	1,400	Area Scaled
41	Sven's House									0	0	0.00		0	
42	Wood Bin	30	23	0	0	0	0	0		8	9	69.43	325	22,600	Area Scaled
43	Sawdust Bin	5								1	1	6.61	375	2,500	Area Scaled
44	Scrap Burner	23								3	4	29.76	2165	64,400	See Note 5
45	Outhouse	23								3	4	29.76	20	600	
46	Shower	30	23	30	0	5	8	11		16	18	138.86	40	5,600	Area Assumed
47	Japanese House											Allow		1,000	Interpet Site
48	Japanese House											Allow		1,000	Interpet Site
49	Cinese House											Allow		1,000	Interpet Site
50	Boom Shack	30	5	5	0	0	2	3		7	8	58.85	650	38,300	Area Scaled (Note vii)

McLEAN MILL N.H.S.
COST MATRIX

WORK ITEM
STRUCTURAL
EXTERIOR ENVELOPE
INTERIOR IMPROVEMENTS
CODE WORK
FURNISHINGS & EQUIPMENT
ELECTRICAL
MECHANICAL
DEMOLISH
OVERHEAD & PROFIT (15%)
CONTINGENCY (15%)

	EXISTING BUILDINGS:											TOTAL	AREA (SF)	COST	NOTES
51	Previous Bunkhouse	27	20	30	2	3	5	7		14	16	124.32	750	93,200	Area Assumed
52	Transformer									0	0	0.00	175	0	Area Scaled
53	Japanese House											Allow		1,000	Interpet Site
54	Sumi House									0	0	0.00		0	
55	Japanese House											Allow		1,000	Interpet Site
56	Japanese House											Allow		1,000	Interpet Site
57	School									0	0	0.00		0	
58	Teacherage									0	0	0.00		0	
59	Jack Ladder	27								4	5	35.71	550	19,600	Area Scaled (Note vii)
62	Gin Pole/Donkey Engine											Allow		15,000	
													Total	2,932,300	
	NEW BUILDINGS:														
	Barn/Community Centre	14	6	14	4	4	7	11		9	10	78.36	12500	979,500	See Note ix
	New Vistor's Reception Centre											110	5000	550,000	
	Maintenance Shed											50	5000	250,000	
	Storage Facility											150	2500	375,000	Climate Cntrld
													Total	2,154,500	
	MACHINERY RESTORATION/REPLACEMENT:												Total	35,000	
													BUILDINGS & STRUCTURES	$5,121,800	

McLEAN MILL N.H.S.

COST MATRIX

	SITEWORK:					
	Landscape work		Allow		50,000	
	Drainage		Allow		5,000	
	Railway tracks	4500 Lf @ $50/Lf + $75,000 for switches & hardware			300,000	
	Parking/roads	200 Stalls @ 150 + 1250lf of Road @ $75			123,750	
	Improve main street	2500lf of Road @ $10			25,000	
60	New Dam Wall & Dredge Pond		Allow		80,000	
61	Fish Ladder		Allow		10,000	
	Services – Fire Main	2800lf @ $17.50/Lf + 12 Hydrants + Pumps			75,000	
	Services – Domestic Water	2500lf @ $5.00/Lf + filtration & pumps			25,000	
	Services – Sanitary				15,000	
	Services – Hydro				20,000	
	Site Fencing & Gates		Allow		75,000	
				Total	803,750	

Notes:

i Structure 125%, Ext. 80%, Int 50%, Elect 150% & Mech 125%.
ii Int. 25%, Elect 125% & Mech 150%.
iii Int 5%, Elect 10% and Mech 10%.
iv Int 5%, Elect 50% and Mech 50%.
v Int 25% & Mech 25%.
vi Int 25%.
vii Ext 25%, Int 15%, Elect 25% and Mech 25%.
viii Structure Only.
ix Structure 75%, Ext. 50% & Int. 75%.

9.2 Phasing Development

This Management Plan is a conceptual document that provides general direction for future planning and development. A number of more detailed planning and design tasks remain to be undertaken:

Planning and Investigation:

- Research
- Preservation and Maintenance
- Archaeology
- EARP Screening Report
- Communications Strategy
- Operations Plan
- Marketing Plan
- Maintenance Plan
- Business Plan

Concurrently:

- Design / Preparation of Tender Documents for:
  - Buildings and Structures (existing resources and VRC/new buildings)
  - Machinery and Equipment
  - Site Work and Landscape
  - Exhibits
- Start-up Marketing Activity

The Cash Flow Projections allow three years for planning, design, and construction, with the opening scheduled for year 4 (see Section 8.3). This schedule may be extended if necessary; in that event, the main impact will be the delay in the flow of revenues. The details related to cash flow, design, and construction scheduling will be the subject of a Business Plan, which will follow the direction given in this Management Plan.

APPENDIXES

APPENDIX A

PREVIOUS STUDIES AND REPORTS

Alberni Valley Museum. *Forest Industrial Collections*. Port Alberni, n.d.

_____. *R.B. McLean Lumber Co. Museum Development: Management Study*. Port Alberni, 1985.

Bell, J. 'Heritage Recording Report: Initial Photo Record of R.B. McLean Mill, Port Alberni, British Columbia.' Ottawa: Architectural & Engineering Services for Environment Canada, January 1990.

Commonwealth Historic Resource Management Limited. *A Management Plan for the R.B. McLean Lumber Co. National Historic Site: Discussion Paper*. Vancouver, March 1992.

_____. *A Management Plan for the R.B. McLean Lumber Co. National Historic Site: Interim Report*. Vancouver, July 1992.

_____. 'A Management Plan for the R.B. McLean Lumber Co. National Historic Site: Options Analysis.' January 1993.

'Cultural Resource Management Policy (Proposed).' Part III of *Canadian Parks Service: Proposed Policy*, Ottawa: Environment Canada, Parks Service, n.d., pp. 97-110.

David Nairne & Associates Ltd. et. al. *Economic Feasibilty Study: R.B. McLean Lumber Co., City of Port Alberni*. Draft. North Vancouver, August 1986.

'Establishment Study: R.B. McLean Lumber Company National Historic Site, Port Alberni, British Columbia.' Environment Canada, Parks Service, May 1991.

[Hartley, J.] 'Canadian Parks Service Option Evaluation: R.B. McLean Lumber Co. National Historic Site.' [January 1992]

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Oberlander, Judy, Harold Kalman, and Robert Lemon. *Principles of Heritage Conservation*. Technical Paper Series 9. Victoria: British Columbia Heritage Trust, 1989.

_____. *Restoration Principles and Procedures.* Technical Paper Series 10. Victoria: British Columbia Heritage Trust, 1989.

Taylor, C.J. *The Heritage of the British Columbia Forest Industry: A Guide for Planning, Selection and Interpretation of Sites.* Microfiche Report Series 300, Canadian Parks Service, n.d.

_____. 'R.B. McLean Lumber Company Millsite.' Historic Sites and Monuments Board of Canada, Agenda Paper [1989].

_____. *The Physical History of the R.B. McLean Lumber Company National Historic Site.* Environment Canada, Parks Service, Western Regional Office, January 1992.

[Taylor, C.J.] 'R.B. McLean Lumber Company National Historic Site: Historical Themes.' [January 1992]

Wilson, Ian R. 'R.B. McLean Lumber Company Millsite Heritage Resource Inventory and Assessment.' Prepared by I.R. Wilson Consultants Ltd. for Canadian Parks Service, Environment Canada, Western Region, 1990.

APPENDIX B

TABLES OF CONTENTS:

DISCUSSION PAPER AND *INTERIM REPORT*

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PART I: PRODUCTS OF INVESTIGATION TO DATE

PART II: MANAGEMENT APPROACHES

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APPENDIX C

OPTIONS ANALYSIS

Originally submitted January 1993

A MANAGEMENT PLAN FOR THE R.B. McLEAN LUMBER CO. NATIONAL HISTORIC SITE

OPTIONS ANALYSIS

Commonwealth Historic Resource Management Limited
January 1993

The Interim Report for Phase One of the Management Plan, submitted in July 1992, presented three options for the development of the R.B. McLean Lumber Co. National Historic Site:

Option 1: Preserved Sawmill Community (the passive option)
Option 2: Evolution of the Lumber Industry (the demonstration option)
Option 3: Operating Sawmill and Community (the animation option)

The steps leading to the development of these options have included:

- Workshop attended by representatives of the three client groups and the consultants, at which the options were developed at a preliminary level (January 1992)
- Investigation into management options for the resources (reported in Discussion Paper, March 1992)
- Working out the three options in more detail, including indicating the intervention required for every resource and capital cost estimates (described in Interim Report, July 1992)
- Testing the three options with market and cash-flow projections (Interim Report, July 1992)
- Presenting the options to the community-at-large and the principal stakeholders, and receiving comments from them (October 1992)
- Meetings among representatives of the three client groups and the consultant (December 1992)

This paper supplements that material by presenting a concise analysis of the impact that each option would have upon the conservation of the historic resources, and also the opportunities that each would provide for presentation and operation. It summarizes the relative advantages and disadvantages of each option with respect to preservation and presentation. Much of the material contained here was initially presented in either the Discussion Paper (March 1992) or the Interim Report (July 1992), and is collected for convenience. The options are described here as they were presented in the Interim Report, without addressing variations that have been proposed since that time.

OPTION 1: PRESERVED SAWMILL COMMUNITY

A. Resource Protection

Buildings and Structures: Over the *short term,* this option provides the highest level of protection for the physical resource. All structures that remain standing would be stabilized. Severely damaged and collapsed structures would be preserved as much as practicable. Missing structures would not be reconstructed. A few structures would be restored: these would include the A. McLean house, the cookhouse, the bunkhouse, the mill, the main garage, and the locomotive shed. A select few may be rehabilitated or reconstructed for active use, e.g. as public washrooms and the caretaker's house. Relatively few buildings would be in active use; most would be observed and not entered. It is proposed for all options that the dam and fish ladder be reconstructed, the millpond restored, and the water tower reconstructed and used.

Over the *long term,* the main threat to the physical resource is from natural causes: deterioration to the wood materials caused by the moist, temperate climate. This will require an ongoing program of maintenance and stabilization, which will surely ultimately involve the replacement of most, if not all, wood structural and non-structural members. The long-term rate of deterioration may be highest with Option 1, since most structures will 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.

> It is difficult to quantify the degree of intervention required, beyond the figures already determined by the Canadian Parks Service and the British Columbia Heritage Trust. To cite the mill as an example, about 10 per cent of the historic fabric has been replaced to date, and an additional 1 or 2 per cent will have to be replaced to achieve a satisfactory state of interim stabilization. It is estimated that about 30 to 40 per cent of the fabric would require replacement to make the building safe for interpretation in Option 1, and that maintenance and further replacement would be ongoing. In contrast, it might be necessary to replace 50 per cent of the fabric to operate the machinery in Option 3, again with ongoing maintenance and replacement. In the short term, then, Option 1 would retain 10 to 20 per cent more historic fabric. However, in the long term, the differences between the two options would be lessened and eventually eliminated, since all of the surviving historic fabric will ultimately require replacement.

Landscape Resources: This option would provide the highest level of protection in both the short and the long term, since it would have the lowest visitation level, and therefore the least amount of wear on landscape resources. Nevertheless, in all options it will be necessary to resurface (and probably widen) the paths and circulation routes.

In Situ Archaeological Resources: The most valuable archaeological resources are located (a) in the millpond and (b) outside the core area, and the impact on them would not be significantly different from one option to another. The lower visitation level in Option 1 - and consequently the lower likelihood of people wandering through the bush and damaging the resources - might provide a marginal advantage; but this could be counteracted by the larger staff complement - and therefore the higher level of supervision - in Options 2 and 3.

Machinery and Large Artifacts: Over the *short term,* this option would again provide the highest level of protection, since few machines or vehicles would be used, and therefore they will encounter little wear and tear. However, since disuse may cause more deterioration than continual use, lubrication and maintenance, the *long-term* rate of deterioration may be highest with this option.

Small Artifacts: There would be little difference among the three options, because it is anticipated that valuable small artifacts would be conserved under similar conditions in all cases, and would not be handled or exposed to undue risk.

Technologies: This option would provide the least opportunity for preservation of the historical technologies involved in logging and milling, since few, if any, historical machines would be operated.

B. Presentation Strategy

Relationship to Commemorative Intent: All three options provide the opportunity to present all of the identified commemorative themes: the principal themes of logging, lumber manufacture, and camp life, and the related themes of transportation, technology, and labour. Since it has not been determined whether in Option 1 the site would be presented as representing a single period of time (and what that period would be) or the continuity of the historic period, one cannot say whether or not certain themes might become somewhat anachronistic and therefore have less contextual opportunity for presentation. Any omissions in this respect would be compensated for in the presentation in the VRC, but the themes would lack the immediacy of being interpreted by on-site resources.

Effectiveness of Communication: Option 1 would present the themes in a passive manner, mainly by means of signage and static exhibits. Since the machinery would not be operated and animation would be limited, there would be relatively little opportunity for visitor interaction or for sensory experiences of the historic themes and technologies.

C. Operations

Direct Operations: Option 1 would be operated in a manner similar to many other national historic sites, with the Superintendent and interpretive, curatorial, and custodial

staff. Additional operations may include food services and gift sales. The administration would be the least complex of the three options.

D. Capital Costs, Visitor Forecasts, and Cash Flow Projections

Capital Costs: The capital costs have been estimated to be approximately $4,400,000.

Visitor Forecasts: It is projected that the attendance during the first full year of operation will be approximately 38,900.

Cash Flow Projections: It is estimated that net revenues in Year 5 will be approximately $17,300. This option has little potential to become financially self-sustaining.

OPTION 2: EVOLUTION OF THE LUMBER INDUSTRY

Buildings and Structures: Over the *short term,* this option provides a reasonably high level of protection for the physical resource, less so than Option 1, but more than Option 3. The interventions will be similar to those for Option 1, although in addition a few structures will be restored and operated: these may include the mill, the cookhouse, and the log dump. Also, a few missing structures that are key to the story of the Mill, such as the R.B. McLean house and the lumber deck, will be reconstructed.

Over the *long term,* deterioration would require the same ongoing program of maintenance as for the other options.

Landscape Resources: This option would provide somewhat less protection than Option 1, since it would have a higher visitation level.

In Situ Archaeological Resources: This option would provide somewhat less protection than Option 1, since it would have a higher visitation level.

Machinery and Large Artifacts: Machinery and vehicles will be operated, although on a limited basis. Of the three options, on balance this may provide the highest level of protection, since there would be less wear and tear than in Option 3, and more day-to-day maintenance than in Option 1.

Small Artifacts: There will be little, if any, difference among the three options.

Technologies: This option would provide a good opportunity for the preservation of historical technologies, since historical machinery will be operated.

B. Presentation Strategy

Relationship to Commemorative Intent: This option provides the best opportunity to present all of the identified commemorative themes, since it is intended that the site interpret the historical evolution of logging, lumber manufacture and camp life, so that all phases in their development could be represented directly. As with the other options, the VRC is available for the interpretation of thematic issues in which the site may be deficient.

Effectiveness of Communication: Option 2 would provide excellent opportunities for broad variation in interpretive products. These might include static and interactive exhibits, limited animation, and the demonstration of operating historical machinery and vehicles. This option would operate machinery, which Option 1 would not; and it would not place the same emphasis on animation as Option 3.

C. Operations

Direct Operations: In addition to the responsibilities described in Option 1, this option would entail the operation and interpretation of historic machinery in a safe and historically accurate manner. This requires the administration of skilled operators, some of whom will be staff and some of whom may be volunteers, and the volunteer component (always an administrative challenge) might be largest with this option. In addition, it will require conforming to numerous health and safety regulations, including those of the Workers' Compensation Board and those relating to the use of steam boilers. These considerations will make the operation far more complex.

D. Capital Costs, Visitor Forecasts, and Cash Flow Projections

Capital Costs: The capital costs have been estimated to be approximately $5,800,000.

Visitor Forecasts: It is projected that the attendance during the first full year of operation will be approximately 62,700.

Cash Flow Projections: It is estimated that net revenues in Year 5 will be approximately $7,996. This option has the least potential to become financially self-sustaining.

OPTION 3: OPERATING SAWMILL AND COMMUNITY

A. Resource Protection

Buildings and Structures: Over the *short term,* this option provides a very good level of protection for the physical resource, although less so than either of Options 1 or 2. In the case of many buildings and structures, the level of intervention would be highest. Most extant structures would be restored or rehabilitated, rather than stabilized; and some

would be reconstructed (reconstruction would be the same 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.

Landscape Resources: This option would provide somewhat less protection 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.

In Situ Archaeological Resources: This option would provide somewhat less protection than Options 1 or 2, since it would have a higher visitation level. The use of the field by many picnickerss might threaten the remains of Japantown more than in the other options.

Machinery and Small Artifacts: 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.

Small Artifacts: There will be little, if any, difference among the three options.

Technologies: 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.

B. Presentation Strategy

Relationship to Commemorative Intent: 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.

Effectiveness of Communication: This option would provide the best opportunities for animated and interactive 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.

C. Operations

Direct Operations: This option would be the most complex to administer and operate. In addition to the issues described with Options 1 and 2, the sawmill operation might be organized as a quasi-autonomous commercial custom milling venture. 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.

D. Capital Costs, Visitor Forecasts, and Cash Flow Projections

Capital Costs: The capital costs have been estimated to be approximately $7,100,000.

Visitor Forecasts: It is projected that the attendance during the first full year of operation will be approximately 114,600.

Cash Flow Projections: It is estimated that net revenues in Year 5 will be approximately $130,047. This option is the only one of the three to have the potential to become financially self-sustaining.

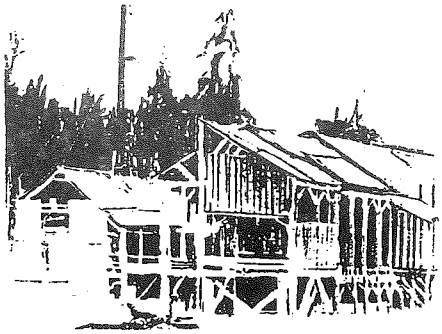
File: 390OP_AN

APPENDIX D

PUBLIC OPEN HOUSE:

QUESTIONNAIRE AND TABULATION

PUBLIC OPEN HOUSE QUESTIONNAIRE
R. B. McLEAN LUMBER CO.
NATIONAL HISTORIC SITE



City of Port Alberni
British Columbia Heritage Trust
Canadian Parks Service
Commonwealth Historic Resource Management Limited
15 October 1992

Purpose

The purpose of this Questionnaire is to provide public input into the planning process for the McLean Lumber Co. Site. The management plan has identified three options for site development, which are described and illustrated on Panels 5, 6, and 7. This Questionnaire requests your views on the relative merits of the options under consideration.

Objectives

A number of objectives for the development of the McLean Mill site were identified early in the planning process (Panel 3). The objectives are:

1. The ongoing operation will be **financially self-sustaining.**
2. The **management structure** should clarify the roles, responsibilities, and relationships of the partners.
3. Opportunities for **community involvement** in development, operation, and management should be maximized.
4. The **development plan** should have a clear phasing strategy, with the site being operational after the first phase.
5. The site should be **planned and marketed with other attractions** in the Alberni Valley that tell the story of the West Coast forest industries.
6. **Visitor services** should be provided without compromising the integrity of the site.
7. The interpretation should provide a **balance among the themes** of logging, lumber manufacture, camp life, transportation, technology, labour, and their interrelationship with the environment.
8. The **conservation of man-made and natural resources** should also form a subject of interpretation.
9. Site development should be **consistent with the Canadian Parks Service's cultural resource management policy.**
10. The site should be **developed in an environmentally sensitive manner.**
11. The programming should **appeal** to both residents and visitors.
12. The project should **contribute to the economic diversification** of the region.
13. The **impact of development** on nearby land uses should be **minimized.**
14. Management should work with property owners and with local and regional governments to ensure the appropriate protection of a **buffer zone** around the site.
15. The **scale of development** should be appropriate to that of the site.

Questions

1. DO YOU GENERALLY AGREE WITH THE OBJECTIVES ESTABLISHED FOR SITE DEVELOPMENT? Yes _____ No _____

2. WHICH OBJECTIVES ARE MOST IMPORTANT TO YOU?

   1. _____

   2. _____

   3. _____

   COMMENTS: _____

   _____

   _____

3. Three distinct options for site development have been presented on Panels 5, 6, and 7.

   A. WHICH OF THE THREE OPTIONS DO YOU PREFER?

   Option 1 _____ Option 2 _____ Option 3 _____

   B. WHY DID YOU CHOOSE THIS OPTION? _____

   _____

   _____

   C. HOW MIGHT THIS OPTION BE FURTHER IMPROVED?

   _____

   _____

   _____

   D. WHAT ARE YOUR COMMENTS CONCERNING THE OTHER TWO OPTIONS?

   _____

   _____

Questions (continued)

4. HOW IMPORTANT DO YOU THINK IT IS TO HAVE WORKING MACHINERY TO ATTRACT VISITORS TO THE SITE?

   Very _____ Somewhat _____ Not at all _____

5. DO YOU HAVE ANY OTHER OPINIONS OR SUGGESTIONS CONCERNING THE PLANNING AND OPERATION THE McLEAN LUMBER CO. SITE?

_____

_____

_____

_____

Please use the space below and/or the back of this sheet for any additional comments.

_____

_____

_____

_____

_____

_____

Thank you

Thank you for taking the time to respond to this Questionnaire. **Please return it before you leave, if possible.** If you do not have the time to complete your Questionnaire today, either return it to the Echo Centre or mail it, prior to 19 October 1992 to:

Mr. Eric McCormick, Director
Parks and Recreation Department
City of Port Alberni
4255 Wallace Street
Port Alberni, B.C.
V9Y 3Y6

R.B. McLean Lumber Co. National Historic Site
Questionnaires from Public Open House on 15 October 1992
Commonwealth Historic Resource Management Limited
5 November 1992

A. TABULATED RESULTS:

1. DO YOU GENERALLY AGREE WITH THE OBJECTIVES ESTABLISHED FOR SITE DEVELOPMENT?

   Yes 58 No 0

2. WHICH OBJECTIVES ARE MOST IMPORTANT TO YOU?

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	13		7	1	4	3	4			1	1	4			
2	2	2	7	4	8	2	6	1	1	4	1				
3	5		3	4	4	2	3	1	1	2	1	7	2		1

3. Three distinct options for site development have been presented on Panels 5, 6, and 7.

   A. WHICH OF THE THREE OPTIONS DO YOU PREFER?

   Option 1 3 Option 2 9 Option 3 45

4. HOW IMPORTANT DO YOU THINK IT IS TO HAVE WORKING MACHINERY TO ATTRACT VISITORS TO THE SITE?

   Very 52 Somewhat 5 Not at all 0

B. COMMENTS:

NOTE:
- Remarks by Commonwealth Historic Resource Management Limited appear in [].
- Each response typed as separate paragraph.
- All responses typed as closely as possible to actual, including spelling and grammar.

2. WHICH OBJECTIVES ARE MOST IMPORTANT TO YOU?
COMMENTS:

Option 1 selected

[No third choice in Question 2.] Should provide a look at history as well as provide education of current forest situation.

I'm not a fan of tourism. I think the havoc it creates (environ & social) far outranks the minimum wage revenue generated.

Option 2 selected

[Objectives not specified per page 1 list in Question 2:]
The [?]upgraded integrated[?] mill site
Mill pond
Work done is of a good quality

[Objectives not specified per page 1 list in Question 2:]
1. Allowing visitors access to buildings
2. To view operations as they were: logs, saws, planing etc
A static display is just not enough. The site warrants more interaction. Stabilization and preservation urgently required.

[Objectives not specified per page 1 list in Question 2:]
[First two choices tabulated in Question 2]
3. Inter-relationship between logging/community etc.
Would like to see lots of community involvement

[Objectives not specified per page 1 list in Question 2:]
2. option 2 would be of more interest to visitors

The site should be restored - not completely operational - but enough to attract tourists.

The site should be restored - not completely operational - but enough to attract tourists.

Option 3 selected

This project will help to promote Port Albernie.

[Objectives not specified per page 1 list in Question 2:]
1. Preserve the history!
2. Access to the public!
3. Proper, local, contol!

not only should site appeal to both residents and visitors but there should be a strong emphasis on education regarding all the themes

[Question 2 - Objective 3:] #12, #4 to preserve site ambiance; should also include information on various wildlife, bird & fish habitats.

[Objectives not specified per page 1 list in Question 2:]
1. Restored to original plans as closely as possible.
2. Have the whole community involved

#11 is also very important to me - i.e. it should appeal to both residents and visitors. Too often we do not use and enjoy what is right here in our community.

To show future generations what occured during the lumbering process

[Objectives not specified per page 1 list in Question 2:]
1. Running mill
2. Create employment

Restore to best condition possible

[Objectives not specified per page 1 list in Question 2:]
Restoration (The bildings & meshenenry)

The options should be focused on and earlier time. When the McLean's were there.

[Objectives not specified per page 1 list in Question 2:]
1. To get the mill up and running
2. To attract potential tourists to the site
3. To integrate the McLeans mill in/to a destination site.

[Objectives not specified per page 1 list in Question 2:]
[3. checked indicating Objective 3 most important?]
I feel that thte amount of money involved would be more wisely spent in the restoration to an operational rather than a passive state.

[Objectives not specified per page 1 list in Question 2:]
1. working machinery and vehicles
2. railroad from town to bring people
3. facilities - restaurant, shops

[Objectives not specified per page 1 list in Question 2:]
1. Working Mill
2. Working Railroad hogging
3. Working Truck hogging
Tourist attraction with tourist facilities and dining

Impressed with the work done especially with the condition of the site before it was declared a historical site

[Objectives not specified per page 1 list in Question 2:]
[#3 circled, tabulated as most important]
If you do it do it right not half way --

The interest & commitment of this community can be maximiseded by continuing involvement. This is the volunteer capital of Canada!!

The educational value for school children held by a site such as this is incomparable.

[Objectives not specified per page 1 list in Question 2:]
1. preservation
2. restoration
3. economic development
excellent project - a real asset to the community

[Objectives not specified per page 1 list in Question 2:]
1. A Running Mill. A Running Railroad, etc.
2. All over Canada and the States Railroading (steam) is a Big drawing card for tourists. This is a costly project but the way things are going in the Forest Industry here in the valley we must have another industry to reley on, why not tourism.

The basic objectives are all important and are covered quite well

Also marketing with other attractions in the Valley - i.e. Harbour Quay - Forest Tours - Mill Tours - Railway transporation, etc.

The site should be made as environmentally sensitive as possible.
Should contribute economically to this area.

I also feel #12 is very important.

3.B. WHY DID YOU CHOOSE THIS OPTION?

Option 1 selected

This should form a basis for expanding to Opt 2 & 3 as finances and demand develop.

I'm not a fan of tourism. I think the havoc it creates (environ & social) far outranks the minimum wage revenue generated.

least expensive with a fair return. Can be expanded later on till we reach #3 option level.

Option 2 selected

I like demo's rather than steady production - visitor's should be able to talk with workers and get very close to machinery.

a balanced development of the site with opportunity to develop further as need arises

It would be nice to complete option 3 if funds could be made available

Option #3 too commercial; Option #1 does not offer enough to encourage visitors.

limited operation at first will gage what the future could be.

I feel the first would not attract as much interest and could possible lose interest and again fall into disrepair.

I think this would allow the site to operate/demonstrate logging practices without the intensiveness of full operation.

Economically would be better, although would still depict the era

Economically would be better, although would still depict the era

Option 3 selected

Will provide a more "real" presentation of sawmilling. Also will employ more during the "high" season.

It will generate more jobs for Port Albernie.

In spite of the high initial cost, the potential for > 100,000 visitors is very attractive. Also, a functioning mill is the only way to go.

It would contribute to the economic diversification of the region.

I believe that anything less would not be sufficient attraction to be feasible.

seems more practiable it's better to have some useful object rather than sitting idle

Restoration of the site should be such that it presents an accurate picture of how it operated.

There is no comparison between a "live" display and a static exibit.

It's the only option!

best opportunity to achieve all themes in an educational and fun atmosphere, finacially self-sustaining and incorporates working machinery.

Most interesting for visitors - also provides greatest visitors/$$'s for Alberni Valley. Probable destination for visitors.

The most gain in the diversification of our economy.

It seems to be the most workable and the most alive

In the long range planning the extra dollars expended will give the greatest return.

A working sawmill area will be best to show the process

Better return

I think it is the best option.

It provides the most exciting possibilities and I feel will become a very unique resource

It would be nice to see the mill and community operating as it once did. Having it support itself would be great.

Public attraction meaning more local business, higher return investments, jobs due to operational site.

This option should attract more tourists.

I feel that this option would present the best way to develop this site for a tourist attraction

Because the attraction to the site would be so much more interesting to visitors

Desires to smell sawdust, see the sawmill run, periodically. The "feeling" is important.

For tourist attraction - I feel this option would attract most tourists and employ the most people

After visiting many sites in the world this type of operations is self funding and an asset to the community and B.C.

Would probably attact the most visitors.

most viable option. greatest opportunity to show it.

It shows the true mill with it being operational

See above: If you do it do it right not half way --

This site is worthy of world wide recognition. It will get it with the best presentation possible. DON'T SKIMP!

At some point, allthough maintenance and operation are more costly, the site will generate a much greater profit

I feel full restoration adds the most to the project.

Would appeal to tourists more.

From a tourist's Point of View, when People are travelling they will Go out of their way to see something different.

Most structures restored so people can see that this mill site (and many like it now no longer) were small almost self contained towns.

Port Alberni needs economic diversification.

because it can help pay for improvements

It is the only option that creates an attraction of great enough magnitude to draw people to Alberni for that purpose alone and the only one that will keep them here long enough to require an overnight stay.
When McLean Mill was designated a National Historic Site I believe it was done so because it was the only steam driven mill in B.C. (and perhaps Canada) that could be operational again. Taped sounds and videos could be added to any derelict set of buildings!

Most general interest. Opt. 2 as first phase acceptable.

Number 1 is no option - Number 2 goes only half way: Number 3 is the dream and should be the goal.

I think it is a more "complete" plan - comprehensive. Why go half-way and end up changing it later! i.e. build arena & pool not quite up to size or an airport without facilities.

This option will attract the most visitors, stimulating interest in the area & will hopefully employ the largest number of people.

Operating displays are far more interesting. The additional people attracted by #3 are a big plus for the Alberni Valley.

It apears to have the greatest potential for success at start up and in the long term.

3.C. HOW MIGHT THIS OPTION BE FURTHER IMPROVED?

Option 1 selected

Would prefer an "open ended" process which allows development to meet demand.

some scheduled reliving of the logging days for special events

Option 2 selected

the site should provide for additional activities for the camper, hiker, trail biker and scenery buff, i.e. hiking trail to Beauforts etc. environmental interpretation
If necessary for production - perhaps after hours

In time, if Alberni becomes more tourist oriented, maybe option 3 would be economically viable.

Option 3 selected

Place as much emphasis for the entire operation to look, feel, and sound like a certain era of time, i.e. 1930's or 1940's.

"A Value Added" component to utilize any lumber produced similar to the boatworks which makes skiffs from lumber produced by the water powered mill at Serbrook N.S. This could be a furniture factory - out door chairs, tables, beds to name a few; rather than producing only 2x4's.

Not complete!!

Rail service to mill from town. - Forest walks with Q2. Comments - Possible future 3-day or weekend packages? Rail link from Victoria by steam train.

I believe it is very important to have the train running to help service the site and increase the attraction.

Not in a position to know.

Future sites for farmer's market and camping.

By insuring that interpretation of the site includes the earlier era of the mill

Don't put too much emphasis on the snack bar and other typical tourist stuff.

We should work with the merchants of Port Alberni to extend the theme throughout the community.

By a demonstration forest and emphasis on reforestation, environmental protection and other aspects of modern forestry.

Linking with rail to Harbour Quay. A total development like Knott's berry farm start out as before too much development.

With more money the project could be moving ahead faster.

Look at Upper Canada Village & copy

addition of other shops i.e. buttery & cheese etc. - hand crafted period products

The 2 Spot and Related train must be involved. We have accumulated a good base of Railroad stock and it would more than enhance McLeans Running mill.

Would keep the Railway within [?]corj site[?] (keep more 20's - 40's)

Some type of entertainment should be available. For example, dances at a community hall with the "Logger's" theam. Wood products should also be available for purchase as souveneers. People should have opportunities for "hands-on" experience.

I believe the transportation theme must be enhanced, particularly the rail link to the City. Option 3 does not even have facilities for offloading passengers. When the members of the Trust visited the site prior to National designation, one of their priorities was to maintain the pristine setting of the area. They did not want to see acres of parking lot, fast food outlets etc. Obviously some parking will be necessary,

but bus tours and the public in general should be encouraged to arrive at the Harbour Quay/Station location, and ride the train to the Mill. Parking could be made available and concessions already exist.

By continually restoring & employing equipment of the eras represented. Also eventually employ peoples of all the complimentary trades, for deomonstration purposes, i.e. Black smith & carpentry.

A riding tour of the property by either wheeled or railed vehicle would give people ideas of the areas they would like to explore further.

3.D. WHAT ARE YOUR COMMENTS CONCERNING THE OTHER TWO OPTIONS?

Option 1 selected

1. [Option 1?] don't like "look only"

#3 may be too much too soon to start with. #2 at this time doesn't give as good a return for monies spent.

Option 2 selected

option #3 is a disneyland approach which can compromise its integrity; Option #1 does not provide enough restoration.

See [3]B [=] Option #3 too commercial; Option #1 does not offer enough to encourage visitors.

Option 3 is a second choice. Option 1 does not in my opinion help the community to a full extent.

With the present economy this could be too expensive and once started would be hard to back out of but if #2 is well received could be done at a later date.

#1 would be too static.
#3 would be exciting but will probably be too loud and busy for the profile of the visitor.

#1 is not enough to attract tourism. #3 would be too costly.

#1 is not enough to attract tourism. #3 would be too costly.

Option 3 selected

They don't bring as many visitors to the area. This project has the potential to be a key tourism marketing attraction. As such its benefits should be maximized. The concepts illustrated here serve to introduce visitors to the whole area.

Excellent options also but the more machinery operating (not passive) the better.

We would not attract the visitors that we should.

Lacking something as an attraction to tourists.

The other 2 options are static. I don't think they would be as attractive to visitors as an operational site would be.

The other 2 options could be phase 1 and 2 on the way to option 3, which has a pretty hefty price tag. It would require considerable support and largess from senior governments. However just think of the revenue from such a facility from G.S.T. and provincial sales tax. What I am saying is that there would be a return on their investment as opposed to a straight donation.

#1. not operational much like Duncan Forest Museum.
#2 no opportunity to incorporate other themes

Do not believe they would be interesting enough to attract visitors - only provide entertainment for visitors already in situ in valley.

They are too static.

Piece meal - do it right or don't bother

Does not return to operating mill

#1. If you don't know how a sawmill runs how can you imagine it.
#2. Would be OK. but if people have questions it would be nice to be able to ask someone.

Low investment return, no jobs, little or less interesting

They both cost a lot of money with limited opportunity for recovery

there is no comparison - for the extra amount of money the return on investment will be much higher

Difference in cost is not enough to make them an option. More jobs and self funding is best option.

Both are good if #3 not possible

sounds good but not enough people attracted to it. Too close knit.

#1 will not bring tourists back & #2 doesn't show the mill being operational as it should

Past is not what is wanted.

They are good but very difficult to add to later. Prepare for full development & phase in over a specific period. It's easier to shut down or put on temporary hold than build around what already exists - less expensive too.

They are, of course, more easily attainable but if we're going to do this for P.A., let's do it!

If funding is restricted Option 2 is next best - Option 1 does not offer as much.

People won't go out of their way to see a falling down mill site - option 1. Option 2 isn't much better.

Option 1 would attract few second time visitors. Option 2 - better than #1; however I would like to see visitors busy for 1/2 day. Meal or picnic on site. More chance of staying in town for other attractions. With lots to see & do more reason to come back.

Not enough tourist attractions.

I feel its better to show people who know nothing about sawmilling how one actually operates.

An absolute waste of time and money. I don't believe people will go out of their way to visit a static display such as either of the proposals in 1 or 2

Ph. 1 of no interest to me

See B.

The options each appeal only to a narrower range of interest.

No. 1 would attract only short term attention & low interest. No. 2 would attract more, as people would get more of the actual experience, but seeing the actual operation leaves a stronger impact. I was fortunate enough as a child to witness a working mill & was quite impressed by it.

They are good but do not offer the interest or economic benefit of #3

5. DO YOU HAVE ANY OTHER OPINIONS OR SUGGESTIONS CONCERNING THE PLANNING AND OPERATION THE McLEAN LUMBER CO. SITE?

Responded to Question 5 only

- Make the process of restoration the attraction
- Make up a narated slide show to be shown a Sproat Lake, Stamp Falls, Rath Trevor & other provincial parks in the area

Option 1 selected

Maintain close ties with forest around the mill site.

I hope that you are planning to expand the use of the site over the years to the #3 option level, depending upon the public interest of course. We need to develop the area to its fullest potential.

Option 2 selected

The McLean Mill interpretation should focus on an environmental impact assessment of man's activities. This would include animals, birds, fish, insects, etc. The forest as natural environment should be equal to forest as a resource

Continue with planning by community groups as well as levels of government at all levels.

It would be nice to keep all the original equipment as far as possible

Keep its flavor and appeal - most important

All employees dress in period dress. (Also the tour guides.) Unfortunately, more security.

I feel time will show what is needed in the future.

Option 3 selected

Try to tie Via Rail trip from Parksville - Harbour Quay - McLeans Mill. Parksville has a large number of tourists in their campgrounds who would love to take the day liner to Port Alberni for a day trip.

The train ride from E&N station is an absolute must! Also marketing the Mill site is imperative. Lack of the proper marketing is suicide.

I believe that this project should not stop; we have a rare opportunity to attract visitors from all over the world and really put Port Alberni on the map in a positive way.

Comments on question 3-d and Q2(1). [No option tabulated; comment:] The concept of a STEAM powered opperating sawmill would be a great attraction and tourist generator.

Have an operational train from downtown Port Alberni to the mill site!

3. restore Japanese Village
2. working donkey/spar tree operation.
1. demonstration forest
4. operate an Forestry Education Centre such as BCFA's - Green Timbers or World Forestry Centre

Rail/steam buffs would consider the trains (1055, 2 spot), plus a steam powered sawmill a major North American attraction (kids too). Interpretation of lifestyles of those ages provides interest

The spin off shopping - concession impact has been grosssly underestimated.

Let's do it right. Proceed slowly. Maintain the historical site but use it to encourage tourists to stop and spend their dollars here in Port Ablerni

Use the CPR and mill sites to sell the city re tourist destination.

None of the options emphasizes the initial development of the site and the McLean Family, as the eras focused on seem to be the later years.

I think having people in period costumes and pretending to live there is a great idea.

There is no doubt that the trend toward more responsible forest management on selected subjects are of growing importance. This project provides an opportunity to demonstrate factual information.

Since we have a unique opportunity I feel we should develop the site to the fullest.

Adjacent area to be developed as tourist attractions plus accommodations.

I think it would be excellent to have it fully operational. More interest to the public.

The "1055" locomotive should be done & the railway done as soon as possible as to transport visitors to the site as it is being restored.

a full time working mill and logging show would keep people away because of the danger so it would have to be a part time.

Stick with it! This will become a very important part of this community & help show the world what life was like. This is a rare find - this complete site.

The Railroad is a must to make this whole Complex come together. McLean's Mill, the logging trucks (not just McLean's) and 2 Spot running must be involved.

Would like to see a covered platform & small station to sell tickets to ride steam train to: 1) around mill site with small loci, 2) to E&N Station Port Alberni - then tour modern sawmill complex - A.P.D. or Somass. Suggest having property next door to McLeans Mill with W.V.I.I.H. Society. Steam, Railway & Logging equipment that could be toured (viewed) at the same time as mill visit. All objectives listed are important. With a shrinking forest industry job base & 500,000 people passing by to the west coast, it would be nice to secure a few jobs attracting tourists to a very unique site that was once common up & down the west coast and now is a memory.

Use as many local youth as possible. I.E. try and get them involved in this project. Youth in schools, the diversion program and other youth programs need to be more aware of program & given opportunities to participate.

To myself, and other members of the Industrial Heritage Society the rail link between the Station and the Mill has always been an integral part of the overall operation. Should that be so then the storage and maintenance facilities for that equipment should be at one end of the run. For economics of real estate and security reasons, part of the McLean site or property adjacent to would make sense. Furthermore a roundhouse facility would be an attraction in itself. Without a permanent home for the restored and restorable equipment (some of it from McLeans) the Industrial Heritage Society and the equipment could go the way of the Ladysmith group.
I have recently had contact with people at B.C.Rail and White Pass and Yukon Railway. The former has had a record year for passenger traffic between Vancouver and Williams Lake, running six car Dayliners daily in the summer, two of which are full with bus tours. This together with the Royal Hudson have made passengers one of the most profitable parts of their operation. The latter carried over 100,000 passengers in 1991 and expected to exceed that in 1992. It is their main source of revenue and they run a profitable operation. They took delivery of three new passenger coaches this year and will be ordering three more shortly.
If good service is provided the potential for a profitable rail operation to enhance an operating steam sawmill is a very exciting possibility for the Valley.

I believe it is important to recognize the work being done by the Industrial Heritage Society and that they be involved in the ongoing plans for the site. This will maintain a solid community base from which to work from.

I can see this site similar to Upper Canada Village in Ontario - where a family can travel by train to the site and spend a day back in history - include actual show at the mill site of logging also the various homes and how people lived and entertained themselves in those days.

I think a strong volunteer organization should be kept in place to work along with the paid staff. This will keep encouraging community involvement. Annual or semi-annual community days should be held at the site to keep up the local interest in the progress of the restoration. This would also give your volunteer groups a chance to encourage visitors to become involved.

R.B. McLean Lumber Co. National Historic Site
Questionnaires from Public Open House on 15 October 1992

Please use the space below and/or the back of this sheet for any additional comments.

Option 1 selected

Option 2 selected

This site must seek to determine how the people who go to Pacific Rim can be drawn to it. This appeal would probably involve environmental and natural features. Hiking up to Beaufort Mts and trail in an around site.

The McLean Mill site was an appealing place to work and to live according to the many former employees & residents. Commercialization of the site serve no positive purpose, in my opinion.

I feel there must be a lot of available transportation (train, bus, etc.) for the tourists. Limited working of the machinery would be beneficial.

Option 3 selected

I'm enthused and can hardly wait to see the project begin and when it is up and running.

Further to Q3-(b) My only concern about developing by phases is that "word of mouth" advertising might turn people away if they thought that they might skip the mill because people had told them it was just a derilic static display. I think an integral part of the plan would be a train ride pulled by a live steam locomotive. The CPR might have to leaned on to aquire running rights on their track. It should be noted that crew of the "2 spot" have passed the CPR rules of the road exam. There should be no problem with traffic control given the communication equipment availablilty.

- management should work closely with the community, local and regional governments and industry
- when dealing with other themes there is a need for balanced presentations not just politically correct.
- work closely with fisheries re creek
- what about parking
- should be no on-site or strictly controlled retail outlets
- VCR should be designed with facilities for school programs and educational seminars
- adult education i.e. Elderhostel

Similar to Victorian town in the provincial museum. - Trails through the 2nd growth forest with details of forest flora/fauna + marsh habitat/fish around mill pond, dam, & fields downstream.

A great addition to our regional district - lots of luck & best wishes.

I believe we can maintain the integrity of the McLean Lumber Co. site and also use it as a resource to generate badly needed dollars into our community. Good luck with this most important project!

The living history type of site is most exciting especially when interpreters are trained to speak in the first person and in costume

There should be something done on the McLeans time at the mill. If the 1950's are the years the options are aimed at the McLeans had already left. It should be a time when the McLean's lived and worked there.

The old technology preserved here provides an opportunity to see the "Way it Was" which will be of increasing interest as the future develops. The educational and historic opportunities are almost unlimited.

- prepared to have lots of [?]visitors to the community. Note steam enthusiasts.

There are many millwrights and loggers and businessmen in P.A. that should be involved in this developement if Option 3 were chosen - myself included.

I think this is an excellent opportunity to show people how logging was done at that time in history and how far we have advanced.

I would like to see more federal & provincial money coming into the restoration of the site. I think some of our local taxes should go towards this project.

with people still alive who remember what it was like. Also having a complete record of transactions helps. Make use of what is here, the talents within the community & share it with the world.

As a Complete Package. If their is any friction the whole concept is Doomed. Right now their is an undercurrent of friction and distrust. Let's Stop It Now Before everything falls apart. This is not "heresay". This is the truth. Most of everything here is volunteer oriented. Let's keep it harmonious.

Very commendable project

People could be dressed in the style of the day and acting out various roles.

APPENDIX E

GUIDELINES FOR NEW CONSTRUCTION

Originally submitted with *Discussion Paper* (March 1992)

Guidelines for New Construction

In keeping with the principle of distinguishability, new construction 'should not impair the aesthetic integrity or coherence of the whole.' Where new structures or buildings are required for visitor services, staff facilities, maintenance, storage, or other purposes, their location and appearance should not have a detrimental impact on the historic site, its landscape, or its structures.

The following principles should guide the siting and design of new construction:

1. *Site location.* Wherever possible, new buildings or structures should be sited so that they are not visible from the historic core of the McLean site. They may be concealed by mature trees or newly planted landscape screens. It may be possible to further reduce their impact by combining new service functions in a single building or a closely related group of buildings.

2. *Size and form.* Every attempt should be made to keep new construction small in size and scale. Where it is necessary to accommodate a large floor area, roof forms can be broken up into small components to reduce their mass. It would be advisable to use traditional shed and gabled roof forms compatible with those of the historic buildings.

3. *Exterior materials and finishes.* As most of the materials used in the original buildings are readily available and commonly employed in contemporary construction, all new buildings or structures should incorporate these materials. Interior finishes and furnishings should be contemporary in design, which will help to distinguish them from the historic buildings.

Prepared by Nicholas Bawlf, Bawlf Cooper Associates;
and Harold Kalman, Commonwealth Historic Resource Management Limited

APPENDIX F

PERSONS CONSULTED

City of Port Alberni
- Gillian Trumper, Mayor
- Henry Nedergard, Alderman
- Tommy Simmons, Alderman*
- Donovan R. Walker, City Manager
- Eric McCormick, Director of Parks and Recreation*

Regional District of Alberni-Clayoquot
- Hans Irg, Director
- Mike Kokura, Director*
- Robert Harper, Administrator
- Jim McManus, Planner

Alberni District Historical Society
- Judy Carlson
- Bob Hastie
- Anne Holt
- Valentine Hughes
- Dorrit MacLeod
- Jan Peterson
- Anne Rudy
- Lillian Swanson
- Susan Watson

Alberni Harbour Quay
- Mike Carter, Manager

Alberni Marine Transportation (*M.V. Lady Rose*)
- Dale Ballard

Alberni Valley Chamber of Commerce
- Rob Nichele (also representing the Tourist Bureau and the Travel Info Centre)

Alberni Valley Museum
- Jean McIntosh, Director*

Economic Development Commission, Regional District of Alberni-Clayoquot
W.M. (Bill) Ellwyn, Economic Development Officer (also representing the Alberni-Clayoquot Development Society)

Friendship Centre
Wally Samuel, Executive Director

MacMillan Bloedel Limited
R. Dale Tuckey, Vice-President, Alberni Region
Dave Blake*

Maritime Heritage Society
Ken Hutcheson

Museum Advisory Committee, City of Port Alberni
Bob Hastie
Barry Lynd*
Simo Nurme*

North Island College
Simo Nurme*

Port Alberni and District Labour Council
Henry Nedergard, President

Port Alberni Commercial Enhancement Society (PACES): Business Improvement Area
John Mooney, Manager/Co-ordinator

Port Alberni Harbour Commission
Denis J. White, Port Manager/C.E.O.*

School District 70 Alberni
R.F. (Bob) Kanngiesser, Secretary-Treasurer

West Vancouver Island Industrial Heritage Society

Gordon Blake
K.G. (Soup) Campbell*
Steve Drybrough
Pete Geddes
Hugh Grist
Kevin Hunter
Rick Lord
Dave Lowe*
Les Stevens
Vic Walkland

* Denotes a member of the McLean Mill Steering Committee

APPENDIX G

PROJECT PARTICIPANTS

The preparation of the Management Plan has been guided by a Client Group, made up of representatives of the three partner agencies; and by a local Steering Group, comprising interested members of the Port Alberni community.

The following people served on the Client Group:

PARKS CANADA, WESTERN REGION
Jim Hartley, Management Planning (Chair)
David Whiting, Architecture and Engineering Services for Parks Canada, Public Works Canada

BRITISH COLUMBIA HERITAGE TRUST
Mark Bawtinheimer, Architect

CITY OF PORT ALBERNI
Eric McCormick, Director of Parks and Recreation
David Lowe, Project Manager, R.B. McLean Lumber Co. N.H.S.
Jean McIntosh, Director/Curator, Alberni Valley Museum

A number of other members of the Parks Canada and Public Works Canada staff have participated in various stages of the project; they include:

C. James Taylor, Historian
Kevin VanTighem, Interpretive Planner
Greg Husband, Planner
Andrew Powter, Architect
Brian Woolsey, Long-Range Planner
Susan Hum-Hartley, Engineer
Alex Barbour, Marine Restoration Expert
Ron Hooper, Superintendent, Pacific Rim National Park
Alison Manley, Superintendent, Gulf of Georgia Cannery N.H.S.

The following people served on the Study Team:

Principal Consultant and Project Manager

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED
Harold Kalman, Principal, Project Manager, and Heritage Resource Planner
John J. Stewart, Principal, Landscape Architect, and Site Planner
Marta Farevaag, Community Planner
Meg Stanley, Historian
Kirtlye Woodruff, Office Manager
Craig Dixon, Cartographer

Associated Consultants

BAWLF KEAY ASSOCIATES, ARCHITECTS LTD. (formerly Bawlf Cooper Associates)
Nicholas Bawlf, Principal and Architect

THE ARA CONSULTING GROUP INC., Economic and Management Consulting
David Russell, Principal and Economic Planner
Nicole Beissner, Tourism Planner

QUOIN PROJECT AND COST MANAGEMENT LTD.
Euan McLean, Principal and Quantity Surveyor

LORD CULTURAL RESOURCES PLANNING AND MANAGEMENT INC.
John Nicks, Principal and Cultural Resource Planner

MILLENNIA RESEARCH
Morley Eldridge, Principal and Archaeologist

TERA PLANNING LTD., Environmental and Social Planning
Timothy Bekhuys, Natural Resource and Wildlife Ecologist

HISTORICA RESEARCH LIMITED
Christopher Andreae, Principal, Industrial Historian, and Industrial Archaeologist

Resource Consultants

Robert Turner, Chief, Historical Collections, Royal British Columbia Museum; specialist in transportation and industrial history

John Mitchell, Director, Burnaby Village Museum; former Director, Alberni Valley Museum

Robert Griffin, Head, History Unit, Royal British Columbia Museum; specialist in the history of the sawmill industry

Photographs used in this report were provided by Parks Canada, Public Works Canada, the Alberni Valley Museum, and Commonwealth Historic Resource Management Limited.