



# 2024 Business Plan

Prepared by

**Richard J. Spencer**

On behalf of the

**Western Vancouver Island Industrial Heritage Society**

**3250A 9<sup>th</sup> Avenue,  
Port Alberni, B.C. V9Y 4T2**

**250-723-4285**

**[info@albernipacificrailway.ca](mailto:info@albernipacificrailway.ca)**

**[www.albernipacificrailway.ca](http://www.albernipacificrailway.ca)**

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# 1. EXECUTIVE SUMMARY

## a. Mission Statement

At the Alberni Pacific Railway, our mission is to preserve and showcase the rich historical significance of rail transportation while providing an immersive and memorable experience to our visitors. As a non-profit heritage railway organization, we are dedicated to celebrating the heritage and culture of the Alberni Valley region and British Columbia's railway history.

Our primary objectives are:

1. **Heritage Preservation:** We are committed to preserving and restoring historic railway artifacts, locomotives, and rolling stock to their original glory, ensuring that the essence of rail travel remains alive for generations to come.
2. **Educational Experience:** We strive to offer an educational and informative journey through time, engaging visitors of all ages and backgrounds with captivating stories, exhibits, and interactive displays that showcase the development and impact of railways on our society.
3. **Community Engagement:** Alberni Pacific Railway aims to be an integral part of the local community, fostering strong relationships with residents, businesses, and organizations. We collaborate with educational institutions and historical societies to promote an understanding of the past and inspire future generations.
4. **Sustainable Operation:** We are dedicated to practicing environmentally responsible operations and implementing sustainable practices to minimize our ecological footprint and contribute positively to the well-being of our planet.
5. **Exceptional Visitor Experience:** Alberni Pacific Railway is committed to providing a safe, enjoyable, and immersive railway adventure. We prioritize customer satisfaction by offering courteous service, comfortable amenities, and well-maintained facilities.
6. **Cultural Celebration:** As a reflection of the diverse cultural heritage in our region, we celebrate and respect the contributions of Indigenous communities and recognize the integral role they played in shaping the Alberni Valley's history.
7. **Continuous Improvement:** We strive for ongoing growth and development by seeking feedback from our visitors, volunteers, and stakeholders, and implementing improvements to enhance the overall experience.

By upholding these principles and embracing our role as stewards of history, Alberni Pacific Railway endeavors to be a beacon of railway heritage, fostering appreciation for the past while fostering a sense of community and enthusiasm for the future of rail travel.

## **b. Company History and Background**

The Alberni Pacific Railway (APR) is registered in British Columbia as a heritage railway. Since 2001 it has ran historic rail equipment for passenger use on a 6.1 mile (9.76 km) rail line between the historic 1912 E&N Train Station in the City of Port Alberni (CPA), and the CPA-owned McLean Mill National Historic Site (MMNHS). The APR provincial licence to operate a heritage railway is held by the Western Vancouver Island Industrial Heritage Society (WVIIHS). Operations, including running equipment and trains, maintenance of the rolling stock, and maintenance of way, are under the direction of the WVIIHS. In 2017 financial control was given to the McLean Mill Society (MMS), a one-member society with the City of Port Alberni as its sole member, created to operate McLean Mill NHS and the Alberni Pacific Railway. Day to day operations of the APR have been managed by a combination of WVIIHS volunteers and the paid Manager of the MMNHS. Until 2016 the Manager was employed by MMNHS/WVIIHS, and from 2016 to 2018, the Executive Director of the MMS acted as Manager of the APR. In 2019, the MMS was disbanded, and operations of the APR ceased. The WVIIHS then took over financial control.

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

Previously in the summer months, the APR operated scheduled trains comprised of a locomotive typically pulling three to five rail cars, and in periods of higher fire risk a water tank car. These trains made one round trip per day to the MMNHS, usually on three or four days of the week in the summer, for special events and on weekends at other times of the year.

## **c. Management**

Effective management is the cornerstone of Alberni Pacific Railway's success. Our management team comprises passionate and experienced individuals who are deeply committed to preserving the railway's heritage and delivering an exceptional visitor experience. Led by a visionary General Manager, the Alberni Pacific Railway will foster a culture of collaboration, open communication, and continuous improvement, encouraging employees and volunteers to contribute their unique skills and perspectives. Through strategic planning and meticulous attention to detail, the General Manager will successfully balance the preservation of historical authenticity with modern operational efficiencies. Embracing sustainable practices, they strive to create an eco-friendly operation that respects both the environment and the local community. As we embark on an exciting future, our dedicated management team will steer Alberni Pacific Railway towards greater growth, community integration, and an enduring legacy for generations to come.

## 2. BUSINESS CONCEPT

### a. Services

Operations in 2024 will consist of four main parts. Events, Guided Shop Tours, The Crew Speeder Experience/Diesel Days and the Waterfront Express. The Crew Speeder Experience/Diesel Days and the Waterfront Express will operate scheduled excursions between End-of-Track (Mile 39.4) and Stamp Ave. Crossing (Mile 37.95).

#### a) Events:

Events will be held throughout the year, primarily at the APR Roundhouse. We will open the property and train to outdoor private and public events wanting to utilize the space and/or the train. This opens more possibilities for collaborating with the new Train Station tenants. We will also host our own events such as; Railway Parades (aimed at rail enthusiasts), Annual Santa Train (aimed at families), Live Music Days, etc.

#### b) Guided Shop Tours

The APR Roundhouse will also be open daily to guided tours of our shops and static displays. Visitors will be able to walk through the shop and learn what it takes to maintain railway equipment and learn the history of our beloved artifacts. This will primarily be manned by the Summer Staff hired through the Canada Summer Jobs program. There will be the option to include this with a train trip based on scheduling and timing.

#### c) The Crew Speeder Experience & Diesel Days

The Crew Speeder Experience & Diesel Days will consist of visitors getting either a ride on the #102 (Big Yellow) Speeder or behind the #11 GE Diesel Electric Locomotive. The #102 Speeder is historically a logging crew speeder from the Comox Logging Co. The #11 is historically a switching locomotive used at the Pulp and Paper Mill in Port Alberni for MacMillian Bloedel Ltd. These operations will bring an exciting experience for visitors and locals, adding to the beautiful waterfront of Port Alberni.

#### d) Waterfront Express

The Waterfront Express takes passengers for a ride aboard one of our five passenger cars pulled by the locally famous #7 Baldwin Steam Locomotive showcasing Port Alberni's beautiful waterfront. The ride will be narrated by one of our knowledgeable conductors and include a roundhouse shop tour.

For Diesel Days and the Waterfront Express, groups will also be able to add-on and rent out the 1909 CN Caboose for a premium fare. Cab Rides will also be available in either of the two locomotives on a first come first serve basis at a premium fare when vacant cab seats are available.

## **b. Industry Description**

Heritage railways are an incredibly unique segment of the larger tourism industry. The overall goal of heritage and tourist railways is to preserve the history, equipment, and tradition of rail travel around the world. With the rise of air and road travel, many communities stood to lose their rail connections as private rail carriers were abandoning both track and equipment at rapid rates. Born from an appreciation of history many private and public entities began purchasing those disused assets with hopes of operating them as a living history museum for future generations. Many of the worlds most historic railways were saved into preservation, and the tourist railway industry was born. Those lines transitioned from carrying freight and commuters to leisure travelers. Those passengers experienced unique, memorable, and nostalgic experiences that are unattainable from most other tourist attractions and it became clear that heritage railways could be major economic drivers for local economies. Tourist railways around North America attract hundreds of thousands of passengers annually. Ticket fares not only make lifelong memories but also ensure the preservation of vintage rail equipment that would otherwise disappear from memory.

### 3. MARKETING PLAN

#### a. Marketing Overview

The marketing overview for Alberni Pacific Railway outlines our comprehensive strategies to promote the rich heritage and immersive railway experience we offer. As a non-profit heritage railway organization, our primary focus is to preserve the historical significance of rail in the Alberni Valley while fostering community engagement and attracting visitors from diverse backgrounds. Our marketing efforts revolve around captivating storytelling, targeted audience engagement, and sustainable promotional initiatives.

#### Target Market Analysis:

We primarily target heritage enthusiasts, families, history buffs, and tourists seeking unique and nostalgic experiences. Additionally, we aim to engage with local communities, schools, and educational institutions to foster an appreciation for our region's railway history and cultural heritage.

#### Unique Selling Proposition (USP):

Alberni Pacific Railway's USP lies in its authentic and meticulously restored vintage railcars and locomotives. Our scenic excursions offer passengers an enchanting journey back in time, reliving the charm and romance of the golden era of railways. Furthermore, our commitment to sustainable practices sets us apart as an eco-friendly attraction that respects the environment and the local community.

#### Marketing Objectives:

- Increase brand awareness and recognition among regional and international audiences.
- Boost visitor numbers by attracting a diverse range of tourists and local residents.
- Enhance community engagement through educational programs and events.
- Drive ticket sales and excursion bookings through effective digital and offline marketing channels.

#### Marketing Strategies:

- **Digital Presence:** We will maintain an informative and engaging website, utilize social media platforms, and create compelling content to attract and engage our target audience.
- **Content Marketing:** Engaging blog posts, historical articles, and captivating visual content will be used to tell the stories of our heritage, excursions, and community involvement.
- **Advertising Campaigns:** We will run targeted digital ad campaigns, particularly during peak tourism seasons, to reach potential visitors across relevant demographics and geographic locations.
- **Partnership Collaborations:** Collaborating with local businesses, tourism boards, and historical societies will help extend our reach and foster mutually beneficial relationships.
- **Events and Special Offers:** We will host themed events, seasonal excursions, and special offers to create a sense of excitement and urgency among our audience.



### Budget and Resource Allocation:

Our marketing budget will be strategically allocated to ensure a balanced approach across various marketing channels and initiatives. Digital marketing, content creation, and promotional events will receive special focus.

### Marketing Metrics and KPIs:

We will track key performance indicators such as ticket sales, website traffic, social media engagement, customer feedback, and community participation to measure the effectiveness of our marketing efforts.

### Timeline and Milestones:

The marketing plan will be structured with clear timelines and milestones, allowing us to assess the progress of our strategies and make adjustments when necessary.

By aligning our marketing efforts with our mission to preserve railway heritage, foster community engagement, and deliver an exceptional experience, Alberni Pacific Railway aims to become a cherished and sought-after destination for railway enthusiasts and tourists alike.

## **b. Prices**

In setting our prices at Alberni Pacific Railway, we aim to strike a balance between honoring the historical significance of our railway experience and ensuring accessibility for a wide range of visitors. Our pricing structure is designed to reflect the exceptional value and immersive journey we offer, showcasing the rich heritage of the Alberni Valley region. The ticket prices for our excursions take into consideration various factors, such as the duration of the trip, the onboard amenities provided, and the demand during peak seasons. Additionally, we offer discounted rates for seniors, children, students, locals, and group bookings, fostering inclusivity and encouraging families, students, and heritage enthusiasts to embark on a memorable adventure with us. Furthermore, we periodically introduce seasonal promotions and packages to entice new and returning visitors, thereby enhancing engagement and appreciation for the timeless allure of rail travel. Our transparent pricing approach, coupled with the quality experience we deliver, reinforces our commitment to sharing the heritage of the Alberni Pacific Railway with a diverse and appreciative audience.

## **c. Selling Policy**

### 1. Ticket Sales and Reservations:

- a) Tickets for Alberni Pacific Railway excursions can be purchased online through our official website, at our ticketing office, or at designated sales points.
- b) Reservations for specific excursions are recommended to secure seating and ensure availability, especially during peak seasons and special events.
- c) Tickets are non-transferable and non-refundable, except under exceptional circumstances outlined in our refund policy.

## 2. Pricing and Discounts:

- a) Alberni Pacific Railway offers competitive and transparent pricing for all excursions, reflecting the historical significance and quality of our railway experience.
- b) Special rates and discounts may be available for seniors, children, students, locals, and group bookings, encouraging inclusivity and affordability for diverse audiences.
- c) Seasonal promotions and packages may be offered to attract visitors during specific periods and increase engagement.

## 3. Payment Methods:

- a) We accept a wide range of payment methods, including credit/debit cards, cash, and electronic wallets, to facilitate convenient transactions for our customers.
- b) Contactless payment options are available to promote safety and ease of use.

## 4. Customer Service:

- a) Alberni Pacific Railway is committed to providing exceptional customer service, ensuring that all interactions with our staff are courteous, informative, and helpful.
- b) Our team is readily available to address customer inquiries, assist with reservations, and provide any necessary support before, during, and after excursions.

## 5. Safety and Accessibility:

- a) Safety is our top priority, and we adhere to strict guidelines to ensure the well-being of our passengers and staff.
- b) Our trains and facilities are designed to be accessible to individuals with mobility challenges, ensuring inclusivity for all visitors.

## 6. Merchandise and Souvenirs:

- a) Commemorative merchandise and souvenirs celebrating the Alberni Pacific Railway experience are available for purchase at designated gift shops and online platforms in the coming years.
- b) These items will serve as cherished mementos of the journey and make for meaningful gifts to remember the railway experience.

## 7. Events and Special Occasions:

Alberni Pacific Railway offers customizable packages for private events, such as weddings, corporate gatherings, and celebrations, providing a unique and unforgettable setting for special occasions.

## 8. Refund and Cancellation Policy:

- a) Refund requests are considered on a case-by-case basis and must adhere to the stipulated terms and conditions.
- b) Cancellation policies for reserved excursions are outlined clearly to inform customers about the procedures and any applicable fees.

Our selling policy is crafted with a commitment to customer satisfaction, safety, and transparency, ensuring that every visitor's journey aboard the Alberni Pacific Railway is an extraordinary and cherished experience.

#### **d. Distribution**

The APR distribution strategy prior to its closure in 2018 is not available, but it is understood that the railway was run almost entirely on walk-in ticket sales. With the exception of special event trains, where it was expected that trains would reach capacity, advance reservations were accepted. It is clear that we are living in an online world, and research has shown that almost 100% of all tourist railway sales come from online reservations. The distribution and sales of tickets will be rooted in a computer, online based reservation system Direct to Consumer.

Ticket Sales: Passengers will have the option to book their reservations online directly with us through the APR website. Guests will be able to view photos of each class of service, along with detailed descriptions of the amenities offered. When ready to make a reservation, guests will be directed to the reservation page that is hosted by a third party ticket software. Payment will be collected at the time of booking with cancellation policies clearly outlined in the terms and conditions. An emphasis will be placed on pre-arrival reservations to assist in operational forecasting.

Tour Operators: In the early stages of operation, our ability to work with tour operators is entirely dependent on the capacity of our equipment. Tour groups are a cost effective way to fill trains in periods of low transient tourist numbers such as August and September when families are going back to school. By offering a small discount to groups of 20 passengers or more, we will work with some of the nation's largest tour operators to include a ride on the APR in their trip's itinerary.

Cruise Ship Industry: Port Alberni is home to a deep water port that can accommodate a variety of modern cruise liners as they travel up the western coast of North America. Port Alberni has slowly introduced itself to the cruise market, having been the subject of a number of studies by individual cruise lines. The E&N Train Station is a short walk from the port, making it an ideal attraction for day visitors disembarking from a ship for their brief ports of call on Vancouver Island. Cruise ships deliver thousands of potential passengers on a regular schedule. Entering this market will require heavy involvement from the City of Port Alberni, the Port Alberni Port Authority and the general public.

Packaging: In an effort to create a cohesive experience for our guests, while at the same time increasing our exposure and marketing abilities we plan on packaging our experience with other attractions and services in the area. This could include hotels, restaurants, and other adventure/heritage attractions that compliment our product.

### **e. Location**

The Alberni Pacific Railway is located in the historic Community of Port Alberni, British Columbia on Vancouver Island. The modern Port Alberni is actually an amalgamation of two communities. Port Alberni was incorporated in 1912 and was born out of industry. Alberni was slightly north and also shared a deep history of logging and industry on Vancouver Island. These communities are nestled at the end of the Alberni Inlet, which is a prominent feature of the landscape. This inlet became a bustling shipping port for not only Vancouver Island, but British Columbia as a whole. Port Alberni is a two hour drive from Victoria, and one hour from Nanaimo Airport. The Port Alberni Port Authority manages the communities world class deep sea harbor and facilities.

Economy of Port Alberni: According to the 2016 Canadian Census, Port Alberni is home to 20,712 residents at 27.63 square kilometers. The median average household income was \$28,861. The City of Port Alberni states that their economy has been largely based on “the management and processing of natural resources. The main industries are forestry, commercial fishing, and later tourism”. The city also claims that recent changes in international markets have resulted in the area diversifying its economy by focusing on tourism development. Currently, a large portion of the manufacturing jobs center around the processing and exporting of wood products.

Tourism in Port Alberni: In the last in-depth study completed in 2014, “tourism in British Columbia generated 18.9 million overnight visits and \$9.2 billion in related spending.” It was determined that 23% of those totals originate from 23% of provincial overnight visitation and 19% of spending. In 2014, Vancouver Island saw a total of 4.43 million overnight visitors spending \$1.8 billion dollars in tourism related activities. Of those visitors, 2.7 million were BC residents, 4.69 million were from other regions in Canada, and the remaining 1.212 billion travelers were from outside of Canada. 725 million of those originating from the USA. An interesting note from this study is that the number one attraction for US residents visiting Vancouver Island were historic sites. For most international visitors the number one and two attractions were historic sites and National/Provincial parks. The Tourism and Labour Market Research Project conducted in 2002 sampled visitors to the South-Central Island Region of Vancouver Island throughout all four seasons with the goal of understanding what drew visitors to that particular region. Conducted by the Recreation and Tourism Management Department at Malaspina University, their conclusions are still considered relevant by Destination British Columbia and provide fantastic insight into what makes Port Alberni and the surrounding communities so attractive to tourists. They concluded that 53% of all visitors planned on visiting local shops, and 50% planned on visiting the local national parks. A total of 36% of all visitors planned on visiting the local historic sites. Over 79% of all visitors in the study concluded that scenic beauty was highly important in their decision-making process to visit the South-Central Island Region. Overall, the study concluded that the “demand for a variety for tourism products exists throughout the entire Vancouver Island Region” and that the “demand for emerging sectors of the tourism industry is evident”. In 2015 a visitor profile was created by the City of

Port Alberni, The Sociable Scientists, and the Vancouver Island University with the goal of gaining a better understanding of the tourism market for the region. They concluded that 63% of visitors surveyed said that Port Alberni was their main destination on Vancouver Island and there were more repeat visitors than first time visitors. 78% indicated that their trip was for the purpose of leisure, with only 3% stating it was for business. The second top tourism attractions visited, just behind local shops and boutiques were historic sites. 46% of those surveyed traveled to a historic site in the Port Alberni region. When asked to describe their group, 48% responded that they were traveling with a spouse or partner and 28% were traveling with children under the age of 19. This is an opportunity for growth in the region.

Port Alberni is home to several popular tourist attractions. These include the Waterfront Park, Victoria Quay and the Harbor Quay. Both are filled with unique local shops and restaurants. The McLean Mill National Historic Site is a beautiful attraction filled with rich history and excellent learning experiences. It is the ideal destination for the Alberni Pacific Railway. Port Alberni is also home to a variety of museums that tell the unique history of Vancouver Island. The Maritime History Museum is situated amongst an actual lighthouse and is adjacent to the harbor. It tells of the unique maritime history that made Port Alberni such an important place economically. The Alberni Valley Museum tells provides insight into the rich indigenous history of Vancouver Island as well as explaining the background of the unique cultures found within the region. It is clear that most of the area's tourist attractions center around showcasing the spectacular natural setting that Port Alberni is situated in and also in telling the story of Port Alberni's industrial and cultural history.

#### **f. Competition**

The success of one tourist attraction is heavily reliant on the success of the region as a whole. This is even more true in a community as small as Port Alberni. As mentioned above, Port Alberni's tourism industry is largely centered around the natural landscape of Vancouver Island. As shown by a number of studies conducted by the community of Port Alberni, most visitors travel to experience the outdoors and the areas rich history. In that aspect, it is difficult to determine who the Railway is competing with. Overnight visitors to the region will patronize a variety of shops, restaurants and attractions. For this reason, this section will mention the island's largest tourist attractions but will also mention the surrounding tourist railways as well.

#### **Island Wide Competitors:**

BC Forest Discovery Centre: Located just outside of Duncan, BC, the BC Forest Discovery Centre operates the Cowichan Valley Railway, a figure 8 track heritage railroad with two station stops and a trestle at their 100-acre museum.

Heritage Acres: Heritage Acres is a heritage museum and cultural attraction located in Saanich, BC. Heritage Acres preserves and shares Canada's rural and agricultural heritage.

The Butchart Gardens: The Butchart Gardens is a group of floral display gardens in Brentwood Bay, BC and showcases its historic 119-year-old 55-acre display garden. The gardens have been designated a National Historic Site of Canada

Royal BC Museum: The Royal BC Museum focuses on education, research and the promotion of an understanding of the province's past, present and future. It showcases a variety of collections and exhibits that provide insight into British Columbia's rich history.

### **Local Competitors:**

The following places are listed as they provide opportunities for partnership and collaboration rather than direct competition.

McLean Mill National Historic Site: McLean Mill National Historic Site located just outside the City of Port Alberni showcases its in-situ logging site from the mid 1920's, and contains thousands of collected artifacts, vehicles, and machinery. The site also serves as an event venue for heritage events, weddings, and local groups.

Port Alberni Maritime Discovery Centre: The Port Alberni Maritime Discovery Centre located on the waterfront of Port Alberni and works to preserve and present the maritime heritage of the west coast area. It has developed and hosted temporary exhibits, mounted public information panels and coordinated many special events.

Alberni Valley Museum: The Alberni Valley Museum, reflects the richly diverse past of the area, with a large collection of artefacts linked to First Nations culture, local and industrial history, and folk art.

## **g. Promotional Plan**

The promotional plan for Alberni Pacific Railway centers around captivating storytelling, community engagement, digital outreach, and targeted marketing initiatives. By leveraging our unique selling proposition and heritage appeal, we aim to boost brand awareness, attract diverse audiences, and establish Alberni Pacific Railway as a premier destination for an immersive railway experience.

### **1. Digital Presence and Content Marketing:**

- Develop and maintain an informative and visually appealing website highlighting our heritage, excursions, schedules, and ticketing options.
- Create engaging blog posts, historical articles, and multimedia content that showcases the charm and significance of our vintage rail travel.
- Utilize social media platforms to share captivating stories, behind-the-scenes glimpses, and interactive content to connect with our audience.

## **2. Advertising Campaigns:**

- Launch targeted digital ad campaigns on platforms such as Google Ads and social media channels to reach potential visitors within specific geographic areas and demographics.
- During peak tourism seasons, allocate advertising budgets to increase visibility and attract tourists seeking unique experiences.

## **3. Partnership Collaborations:**

- Forge strategic partnerships with local businesses, tourism boards, hotels, and other attractions to offer joint promotional packages and cross-promote each other's offerings.
- Collaborate with historical societies and educational institutions to develop educational programs and special events that celebrate the railway's heritage and cultural significance.

## **4. Events and Special Offers:**

- Organize themed events, seasonal excursions, and limited-time offers to create a sense of excitement and urgency among potential visitors.
- Offer discounts for group bookings, students, seniors and locals to encourage inclusivity and attract a wider audience.

## **5. Community Engagement:**

- Participate actively in community events, fairs, and local festivals to promote Alberni Pacific Railway as a community-oriented organization.
- Host community-focused events, such as heritage days and fundraisers, to strengthen ties with local residents and businesses.
- Provide community members with discounted ticket prices on select excursions.

## **6. Influencer Marketing:**

- Collaborate with relevant travel influencers, historians, and railway enthusiasts to create engaging content and reach new audiences who share an interest in heritage and travel experiences.

## **7. Customer Reviews and Testimonials:**

- Encourage passengers to share their experiences through reviews and testimonials on platforms like TripAdvisor, Google, and social media.
- Utilize positive feedback in promotional materials to build trust and credibility with potential customers.

## **8. Email Marketing:**

- Develop an email marketing campaign to nurture relationships with past visitors and keep them informed about upcoming events, new excursions, and exclusive offers.

**9. Visitor Loyalty Program:**

- Implement a loyalty program to reward repeat customers with exclusive perks, discounts, and early access to special excursions.

**10. Sustainable Tourism Promotion:**

- Highlight our commitment to sustainable practices in all marketing materials to appeal to environmentally conscious travelers.

By implementing this promotional plan, Alberni Pacific Railway will elevate its visibility, attract a diverse audience, and reinforce its position as a top choice for an authentic and unforgettable railway experience in the heart of the Alberni Valley region.



## 4. 2024 OPERATING PLAN

### a. Facilities Required

#### i. APR Roundhouse:

The APR Roundhouse is essential to operate the APR in any form of service. It serves as a workshop, meeting place, storage facility and museum. The APR Roundhouse, built in 1985 by WVIIHS volunteers, is in good condition structurally. The property is continually maintained by the Alberni Pacific Railway under lease by the City of Port Alberni.

#### ii. E&N Train Station:

The historic E&N Train Station is a perfect draw and should be utilized by the APR for ticket sales, merchandise, and washrooms. The Alberni Pacific Railway will work collaboratively with the new Train Station tenants to ensure there is a sufficient plan to accommodate the above requirements for use as a “Train Station”.

### b. Equipment Required

#### i. Locomotives:

- #7 Baldwin Steam Locomotive – CPA
- #8427 Alco RS3 Diesel Locomotive – CPA
- #11 GE 45 Ton Diesel Locomotive – CPA
- #102 “Big Yellow” 20 Passenger Speeder - CPA

#### ii. Rolling Stock:

- APR Passenger Cars (5) – WVIIHS / CPA
- Water Tank Car – CPA
- CN Caboose – WVIIHS

#### iii. Maintenance of Way Equipment:

- A6 Speeder – WVIIHS
- Woodings Speeder - WVIIHS
- Ford F-350 One Ton Hi-Rail Truck – WVIIHS
- Track Mower (“Lobster”) – WVIIHS
- Track Weedeater – WVIIHS
- Diesel Trailer Compressor – WVIIHS
- Speeder Trailer – WVIIHS
- Handheld Weedeaters - WVIIHS
- Hand Tools – WVIIHS
- Portable Power Tools – WVIIHS

### **c. Supplies/Materials**

- PPE – As per the APR PPE Requirements
- Office Supplies
- Boiler Water Treatments.
- Training Documents

### **d. Licenses and Permits**

#### **i. GST/HST**

The Western Vancouver Island Industrial Heritage Society holds a valid GST Number.

#### **ii. Revenue Canada**

As a registered non-profit organization, the Western Vancouver Island Industrial Heritage Society will report to Revenue Canada. Financials are in compliance with the BC Societys Act.

#### **iii. WorkSafe BC**

The Alberni Pacific Railway will ensure compliance with WorkSafe BC to create a safe work environment for our employees and volunteers.

The Western Vancouver Island Industrial Heritage Society is currently registered with WorkSafe BC and will continue to remit appropriately.

#### **iv. Railway Operating Permit**

The Alberni Pacific Railway will hold a Railway Operating Permit from Technical Safety British Columbia.

#### **v. Antique Boiler**

Boiler Operators on the Alberni Pacific Railway are required to hold a valid Antique Boiler ticket through Technical Safety British Columbia. This ticket is part of our Safety Critical Qualification Requirements for Boiler Operators.

Operation of Antique Boilers on the Alberni Pacific Railway follows the standards outlined by the Railway Association of Canada.

#### **vi. Radio License**

The Alberni Pacific Railway holds a radio license through Innovation, Science and Economic Development Canada to use our VHF mobile radios.

### **e. Insurance**

#### **i. Insurance – APR Liability**

The Western Vancouver Island Industrial Heritage Society will take out a Railroad General Liability policy to insure the Alberni Pacific Railway Operation with the City of Port Alberni named as Additional Insured, and provide the City of Port Alberni with a copy of this policy.

The Policy will be purchased through a Canadian Insurance Broker.

#### **ii. Hyrailer Vehicle Insurance**

The Alberni Pacific Railway will insure its 1992 Ford F-350 HyRailer for the months of track maintenance and operation for ease of transport of maintenance materials and fire watch.

The Vehicle Insurance will be purchased through a local Insurance Broker.

**f. Administration**

**i. Staffing Requirements**

General Manager: The Alberni Pacific Railway will be managed by a paid full-time General Manager who will look after the operations and marketing of the Alberni Pacific Railway. The General Manager reports to the President of the Western Vancouver Island Industrial Heritage Society.

Mechanic: A Paid full-time mechanic will maintain rail equipment and organize engineman certifications, locomotive inspections and scheduled maintenance to the WVIIHS and CPA owned equipment. The Mechanic will report to the General Manager.

Summer Staff: Two summer staff will be employed by the Alberni Pacific Railway to look after general tidiness and giving guided tours of the Alberni Pacific Railway Roundhouse Rail Museum. These students will also act as guest services personnel for events and ticket sales if needed. The Summer Staff will report to the General Manager

Track Foreman: The Track Foreman is a volunteer position at the Alberni Pacific Railway. They will look after scheduling track maintenance and organizing track inspections. The Track Foreman will report to the General Manager.

Track Maintenance Crew: Two of Alberni Pacific Railways personnel will be paid a day rate \$100/day for a minimum 6-hour day. These personnel will be supervised by and report to the Track Foreman.

Operations Crew: The Alberni Pacific Railway will employ necessary crew members for operational days. The Engineer/operator will work at a day rate of \$200/day. The Fireman/Secondman and Conductor will work at a day rate of \$100/day. Ancillary crew will be welcomed as volunteer positions.

To begin operating the Alberni Pacific Railway these positions are the minimal requirements for planned operations. This is the beginning of a transition from operating mainly on volunteers to operating mainly on staff.

## **ii. Leases**

The Alberni Pacific Railway requires a lease to be held for the Alberni Pacific Railway Roundhouse and property. As of August 2023, this lease is in draft form but has not been completed or signed.

The Alberni Pacific Railway requires use of the 1911 E&N Train Station. As of August 2023, the Train Station is nearing completion of seismic upgrades, and a lease is being drafted for local tenant to operate a business out of the building. The Alberni Pacific Railway will work happily along side the train station tenants to offer the best experience for both our guests.

## **g. 2024 Operations**

The Alberni Pacific Railway will have a lot to offer in 2024, essentially expanding the waterfront as a destination to tourists. Operations are split into four parts; Events, Guided Shop Tours, The Crew Speeder Experience/Diesel Days and the Waterfront Express. The Crew Speeder Experience/Diesel Days and the Waterfront Express will operate scheduled excursions between End-of-Track (Mile 39.4) and Stamp Ave. Crossing (Mile 37.95). Splitting operations up into these four parts allow us to monetize the APR in different ways that are appealing to all types of visitors, while keeping the cost of day-to-day operations lower than previous years. Below is a breakdown of what each part will look like.

### a) Events:

Events will be held throughout the year, primarily at the APR Roundhouse. We will open the property and train to outdoor private and public events wanting to utilize the space and/or the train. This opens more possibilities for collaborating with the new Train Station tenants. We will also host our own events such as; Railway Parades (aimed at rail enthusiasts), Annual Santa Train (aimed at families), Live Music Days, etc.

### b) Guided Shop Tours

The APR Roundhouse will also be open daily to guided tours of our shops and static displays. Visitors will be able to walk through the shop and learn what it takes to maintain railway equipment and learn the history of our beloved artifacts. This will primarily be manned by the Summer Staff hired through the Canada Summer Jobs program. There will be the option to include this with a train trip based on scheduling and timing.

### c) The Crew Speeder Experience & Diesel Days

The Crew Speeder Experience & Diesel Days will consist of visitors getting either a ride on the #102 (Big Yellow) Speeder or behind the #11 GE Diesel Electric Locomotive. The #102 Speeder is historically a logging crew speeder from the Comox Logging Co. The #11 is historically a switching locomotive used at the Pulp and Paper Mill in Port Alberni for MacMillian Bloedel Ltd. These operations will bring an exciting experience for visitors and locals, adding to the beautiful waterfront of Port Alberni.

d) Waterfront Express

The Waterfront Express takes passengers for a ride aboard one of our five passenger cars pulled by the locally famous #7 Baldwin Steam Locomotive showcasing Port Alberni's beautiful waterfront. The ride will be narrated by one of our knowledgeable conductors and include a roundhouse shop tour.

For Diesel Days and the Waterfront Express, groups will also be able to add-on and rent out the 1909 CN Caboose for a premium fare. Cab Rides will also be available in either of the two locomotives on a first come first serve basis at a premium fare when vacant cab seats are available.

## **5. FINANCIAL PLANNING**

### **a. Revenue Streams**

The Alberni Pacific Railway will continue to increase its amount of revenue streams over five years.

In 2024, we will begin with four revenue streams: Grants, Donations and Sponsorships, Events, Waterfront Express (Steam Operations) and The Crew Speeder Experience/Diesel Days (Daily Operation).

By 2028, our goal is to increase our revenue in each of our revenue streams and increase the total amount of revenue streams by adding on Gift Shop Sales and Guided Shop Tours. This would be the result of continued and improved rail operations and enhancement of the APR Roundhouse Museum.

### **b. Supporting Local**

The Alberni Pacific Railway will support local by welcoming local businesses to become sponsors of the Alberni Pacific Railway, as well as increasing involvement with local businesses and ensuring our visitors support them as they visit town.

The Alberni Pacific Railway brings a uniqueness that tourists won't find in many other places with our historic locomotives, fascinating history and vibrant waterfront. Attracting visitors to the Alberni Valley and supporting local businesses is one of the most important ways of strengthening our local economy.

We will also implement a locals pass for the Alberni Pacific Railway. This pass will cost \$75 with proof of local residency within the City of Port Alberni and will be valid for the entire operating year for up to 7 trips on the Crew Speeder Experience and Diesel Days. This is equivalent to an approximate 50% discount.

### **c. 5-Year Financial Plan**

The Alberni Pacific Railways 5-Year Financial Plan highlights the goals being set to increase revenue. These are the goals to increase opportunities, programs, and ridership to bring in more revenue not only to the APR, but to the entire Alberni Valley.

The Alberni Pacific Railway will involve outside organizations to create a feasible plan for the APR to return to McLean Mill National Historic Site. This will take many years to implement and once the plan is complete and ready to be executed, it will override this plan using the statistics collected and brand awareness indicated in the 5-Year outline below.

#### **2024**

- Begin operations to build brand awareness
- Gather KPIs and Passenger Statistics
- Begin to set up business operations

#### **2025**

- Continue to gather KPIs and Passenger Statistics
- Develop full Multi-Year Marketing Plan based on 2024 KPIs and Statistics
- Increase sponsorship activity
- Increase Event Operation days

#### **2026**

- Increase ridership during Event Operations
- Continue to gather KPIs and Passenger Statistics
- Increase Event Operation Days
- Create International Marketing Plan add-on to Multi-Year Marketing Plan

#### **2027**

- Increase ridership during Event Operations
- Continue to gather KPIs and Passenger Statistics
- Develop Educational Programs

#### **2028**

- Increase ridership during Event Operations
- Continue to gather KPIs and Passenger Statistics
- Continue to update Marketing Plan to increase ridership and build more Local Opportunities

## **6. APPENDICIES**

- i. 5-Year Budget
- ii. 5-Year Wages Breakdown
- iii. 5-Year Tickets and Ridership Breakdown
- iv. 2024 Operations Schedule
- v. Asset Inventory List



**a. 5-Year Budget**

	2024	2025	2026	2027	2028
REVENUE	Budget	Budget	Budget	Budget	Budget
Fundraising, Donations, Sponsorships	\$20,000.00	\$20,000.00	\$25,000.00	\$30,000.00	\$35,000.00
Grants - City of Port Alberni	\$130,000.00	\$130,000.00	\$120,000.00	\$110,000.00	\$100,000.00
Grants - Canada Summer Jobs	\$11,520.00	\$17,763.84	\$18,207.94	\$18,663.14	\$19,129.72
Event Ticket Sales	\$159,848.64	\$169,210.08	\$207,332.34	\$223,309.44	\$240,022.71
Daily Operation Ticket Sales	\$64,501.92	\$61,430.40	\$62,462.88	\$66,566.88	\$70,670.88
Gift Shop	\$0.00	\$0.00	\$2,000.00	\$2,500.00	\$3,000.00
<b>Total Revenue</b>	<b>\$385,870.56</b>	<b>\$398,404.32</b>	<b>\$435,003.16</b>	<b>\$451,039.46</b>	<b>\$467,823.31</b>
<b>EXPENSES</b>					
<b>Administration</b>					
APR Manager	\$50,000.00	\$51,250.00	\$52,531.25	\$53,844.53	\$55,190.64
Employee MERCs	\$16,365.60	\$17,684.40	\$17,973.15	\$19,840.82	\$20,312.18
Staffing - Summer Students	\$17,280.00	\$25,920.00	\$25,920.00	\$26,640.00	\$26,640.00
Staffing - Ancillary (Volunteer)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Operations Crew	\$21,100.00	\$21,200.00	\$21,300.00	\$21,300.00	\$21,300.00
Janitorial	\$400.00	\$400.00	\$500.00	\$500.00	\$600.00
Accounting and Legal	\$1,200.00	\$1,500.00	\$2,000.00	\$2,000.00	\$2,200.00
Advertising and Marketing	\$8,500.00	\$8,500.00	\$10,000.00	\$10,000.00	\$10,000.00
Insurance - Hyrailer	\$900.00	\$1,000.00	\$1,000.00	\$1,200.00	\$1,200.00
*Insurance - APR Liability	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$45,000.00
Operating Permit	\$5,200.00	\$5,400.00	\$5,600.00	\$5,800.00	\$6,000.00
Licenses	\$147.00	\$150.00	\$155.00	\$160.00	\$165.00
Security	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00
Utilities/Propane	\$3,000.00	\$3,500.00	\$3,600.00	\$3,600.00	\$3,700.00
Crew Training	\$4,000.00	\$4,000.00	\$4,200.00	\$4,200.00	\$4,500.00
First Aid - Supplies/Training	\$1,500.00	\$1,500.00	\$1,600.00	\$1,600.00	\$1,700.00
<b>Rolling Stock/Roundhouse</b>					
Railway Mechanic	\$40,000.00	\$41,000.00	\$42,025.00	\$43,075.63	\$45,177.52
Inspections	\$2,000.00	\$2,500.00	\$2,500.00	\$2,500.00	\$3,000.00
Locomotive General Maintenance	\$8,000.00	\$8,500.00	\$9,000.00	\$9,500.00	\$9,800.00
Rolling Stock General Maintenance	\$6,000.00	\$3,000.00	\$3,000.00	\$4,500.00	\$4,500.00
Roundhouse Repairs	\$2,500.00	\$2,500.00	\$2,500.00	\$3,000.00	\$3,000.00
Fuel - Gasoline	\$5,000.00	\$5,000.00	\$5,000.00	\$4,500.00	\$4,500.00
Fuel - Diesel	\$80,000.00	\$85,000.00	\$90,000.00	\$92,000.00	\$94,000.00
Supplies - Roundhouse/Office	\$600.00	\$600.00	\$1,000.00	\$1,000.00	\$1,000.00
Display Roundhouse	\$1,500.00	\$1,500.00	\$800.00	\$850.00	\$900.00
<b>Infrastructure</b>					
Maintenance Crew	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00
Track Maintenance	\$10,000.00	\$12,000.00	\$12,000.00	\$14,000.00	\$14,000.00
Bridge Maintenance	\$2,500.00	\$2,500.00	\$1,500.00	\$1,500.00	\$1,500.00
Track and Bridge Inspections	\$11,000.00	\$11,500.00	\$11,500.00	\$12,000.00	\$12,000.00
Brush Clearing	\$2,000.00	\$2,000.00	\$2,200.00	\$2,400.00	\$2,600.00
<b>Total Expenses</b>	<b>\$349,292.60</b>	<b>\$368,204.40</b>	<b>\$378,004.40</b>	<b>\$390,110.97</b>	<b>\$403,085.34</b>
<b>Net Income</b>	<b>\$36,577.96</b>	<b>\$30,199.92</b>	<b>\$56,998.76</b>	<b>\$60,928.49</b>	<b>\$64,737.97</b>
Asset Contingency Reserve	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00
Operational Contingency Reserve	\$6,577.96	\$199.92	\$26,998.76	\$30,000.00	\$30,000.00
Surpl/Deficit	\$0.00	\$0.00	\$0.00	\$928.49	\$4,737.97

## b. 5-Year Wages Breakdown

	2024							2025							2026							
	Rate/hr	Rate/day	hrs/day	days/week	Total Days	Total Weeks	Total Expense	Rate/hr	Rate/day	hrs/day	days/week	Total Days	Total Weeks	Total Expense	Rate/hr	Rate/day	hrs/day	days/week	Total Days	Total Weeks	Total Expense	
General Manager	Salary						\$50,000.00	Salary						\$51,250.00	Salary							\$52,531.25
Mechanic	Salary						\$40,000.00	Salary						\$41,000.00	Salary							\$42,025.00
Summer Staff #1	18		8	5		12	\$8,640.00	18		8	5		12	\$8,640.00	18		8	5		12		\$8,640.00
Summer Staff #2	18		8	5		12	\$8,640.00	18		8	5		12	\$8,640.00	18		8	5		12		\$8,640.00
Summer Staff #3							N/A	18		8	5		12	\$8,640.00	18		8	5		12		\$8,640.00
Foreman							N/A							N/A								N/A
Track Maintenance #1		100		2		20	\$4,000.00		100		2		20	\$4,000.00		100		2		20		\$4,000.00
Track maintenance #2		100		2		20	\$4,000.00		100		2		20	\$4,000.00		100		2		20		\$4,000.00
Engineer		200			58		\$11,600.00		200			58		\$11,600.00		200			58			\$11,600.00
<i>Steam</i>																						
<i>Diesel/Speeder</i>																						
Fireman/Secondman		100		Loco Only	37		\$3,700.00		100		Loco Only	38		\$3,800.00		100		Loco Only	39			\$3,900.00
<i>Steam</i>																						
<i>Diesel/Speeder</i>																						
Conductor		100		4	58		\$5,800.00		100		4	58		\$5,800.00		100		4	58			\$5,800.00
<b>Total Wages</b>							<b>\$136,380.00</b>							<b>\$147,370.00</b>								<b>\$149,776.25</b>
							Summer Stf: \$17,280.00							Summer Stf: \$25,920.00								Summer Stf: \$25,920.00
							Ops Crew \$21,100.00							Ops Crew \$21,200.00								Ops Crew \$21,300.00
							Track Crew \$8,000.00							Track Crew \$8,000.00								Track Crew \$8,000.00
							MERCs: \$16,365.60							MERCs: \$17,684.40								MERCs: \$17,973.15

	2027							2028						
	Rate/hr	Rate/day	hrs/day	days/week	Total Days	Total Weeks	Total Expense	Rate/hr	Rate/day	hrs/day	days/week	Total Days	Total Weeks	Total Expense
Salary							\$53,844.53	Salary						\$55,190.64
Salary							\$43,075.63	Salary						\$45,177.52
18.5			8	5		12	\$8,880.00	18.5		8	5		12	\$8,880.00
18.5			8	5		12	\$8,880.00	18.5		8	5		12	\$8,880.00
18.5			8	5		12	\$8,880.00	18.5		8	5		12	\$8,880.00
26			6	4		20	\$12,480.00	27		6	4		20	\$12,960.00
	100			2		20	\$4,000.00		100		2		20	\$4,000.00
	100			2		20	\$4,000.00		100		2		20	\$4,000.00
	200				58		\$11,600.00		200			58		\$11,600.00
	100			Loco Only	39		\$3,900.00		100		Loco Only	39		\$3,900.00
	100			4	58		\$5,800.00		100		4	58		\$5,800.00
							<b>\$165,340.16</b>							<b>\$169,268.16</b>
							Summer Stf: \$26,640.00							Summer Stf: \$26,640.00
							Ops Crew \$21,300.00							Ops Crew \$21,300.00
							Track Crew \$8,000.00							Track Crew \$8,000.00
							^ (inc. frm)							^ (inc. frm)
							MERCs: \$19,840.82							MERCs: \$20,312.18

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### c. 5-Year Tickets and Ridership Breakdown

	2024	2025	2026	2027	2028
<b>TICKETS</b>					
Minimal: Adult	\$24.00	\$24.00	\$25.50	\$27.00	\$28.50
Minimal: Senior/Student	\$22.00	\$22.00	\$23.50	\$25.00	\$26.50
Minimal: Child	\$18.00	\$18.00	\$19.50	\$21.00	\$22.50
Minimal: AVERAGE	\$21.33	\$21.33	\$22.83	\$24.33	\$25.83
Event: Adult	\$45.00	\$45.00	\$46.50	\$48.00	\$49.50
Event: Senior/Student	\$42.00	\$42.00	\$43.50	\$45.00	\$46.50
Event: Child	\$38.00	\$38.00	\$39.50	\$41.00	\$42.50
Event: AVERAGE	\$41.67	\$41.67	\$43.17	\$44.67	\$46.17

### INFO

Minimal: Operating Days	42	40	38	38	38
Event: Operating Days	12	14	16	16	16
Santa Train: Op. Days	4	4	4	4	4
Minimal: # of Runs/Day	4	4	4	4	4
Event: # of Runs/Day	4	4	4	4	4
Minimal: Ridership %	30%	30%	30%	30%	30%
Event: Ridership %	30%	30%	33%	35%	37%

### Ridership Totals

Minimal Ridership	3,024	2,880	2,736	2,736	2,736
<i>Speeder</i>	504	480	456	456	456
<i>#11 (3 Cars)</i>	2,520	2,400	2,280	2,280	2,280
Event Ridership	5,472	5,904	6,682	6,912	7,143
<i>Waterfront Express</i>	2,592	3,024	3,802	4,032	4,263
<i>Santa Train</i>	2,880	2,880	2,880	2,880	2,880

### Revenue Totals

Minimal Ridership	\$64,501.92	\$61,430.40	\$62,462.88	\$66,566.88	\$70,670.88
<i>Speeder</i>	\$10,750.32	\$10,238.40	\$10,410.48	\$11,094.48	\$11,778.48
<i>#11 (3 Cars)</i>	\$53,751.60	\$51,192.00	\$52,052.40	\$55,472.40	\$58,892.40
Event Ridership	\$151,208.64	\$169,210.08	\$207,332.34	\$223,309.44	\$240,022.71
<i>Waterfront Express</i>	\$108,008.64	\$126,010.08	\$164,132.34	\$180,109.44	\$196,822.71
<i>Santa Train</i>	\$43,200.00	\$43,200.00	\$43,200.00	\$43,200.00	\$43,200.00
<b>TOTAL REVENUE:</b>	<b>\$215,710.56</b>	<b>\$230,640.48</b>	<b>\$269,795.22</b>	<b>\$289,876.32</b>	<b>\$310,693.59</b>

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**d. 2024 Operations Schedule**

**APR 2024 Operations Notes**

Operate 4 days/week beginning mid June, ending mid September.

Thursday – Sunday 9:30-4:30

4 trips per day (departure at top of the hour 10am, 11:30am, ~lunch~ 1:30pm, 3:00 pm)

Includes Roundhouse Tour

Crew Speeder Experience or Diesel Days – Green

Waterfront Express or Event – Pink

**JUNE**

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

**JULY**

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## AUGUST

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

## SEPTEMBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

## DECEMBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

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**e. Asset Inventory List**

<b>Unit No.</b>	<b>Owner</b>	<b>Description</b>	<b>Builder's No.</b>	<b>Year Built</b>	<b>Length cplr. - cplr.</b>	<b>Seating Capacity</b>	<b>Comments</b>	<b>Appraised Value</b>
<b>IHSX</b>		<b>Locomotives - Steam</b>					No. same as present unless noted; year of acquisition in brackets;	
2	CPA	Lima 42 ton 2-truck Shay	2548	1912	38'-6"		nee. Weist Logging; Alberni Pacific Lmbr. (1918); MacMillan Bloedel (1953); Alberni Pacific (1980):	\$20,000
7	CPA	Baldwin 90 ton 2-8-2 ST	60942	1929	36'-10"		nee. Campbell River Timber #2; Alberni Pacific Lmbr. #7 (1953); Alberni Pacific Lmbr. #1007 (1959); Comox Logging & Rwy. #18 (1962); MacMillan Bloedel #1055 (1973); Alberni Pacific (1994):	\$275,000
112	WVIIHS	Baldwin 75 ton 2-6-2T locomotive	56323	1923	-	-	ex. Canadian Forest Product #112, Beaver Cove; Alberni Pacific (2015)	
		<b>Locomotives - Diesel</b>						
11	CPA	GE 45 ton 300 hp	17722	1942	29'-2"		nee. US Army #7089 (Ozark, Ark.); US Navy #65-00568 (Jacksonville, Fla. 1951); Birmingham Rail, Ala. (rebuilt 1975); Alberni Pulp & Paper #76-11 and #11 (1975); Alberni Pacific (1987)	\$55,000
8427	CPA	Alco RS-3 120 ton 1600 hp	80992	1954	56'-0"		nee. Canadian Pacific Rwy.#8427; Crown Forest #8427 (1980); Ladysmith Rwy.Hist.Soc.#8427 (1993); Alberni Pacific (1994):	\$65,000
		<b>Locomotives - Gasoline</b>						
1	CPA	Westminster Iron Works 14ton Buda		1928	28'-2"		nee. R.B.McLean Lumber.: Alberni Pacific (1987):	\$60,000
107	CPA	Plymouth DL 7ton	1662	1927	15'-1"		nee. Sydney E. Jenkins #2; Alberni Pacific Lumber #7 (1980); Comox Logging & Rwy. #107 (1984);	\$10,000
		<b>Rolling Stock</b>						
76656	CPA	34' Coach - "Edward H. Sharpe"		1978	37'-10"	26+1+1	neeCN #76656; Alberni Pacific 1993: (conv.CN transfer caboose; conductor's coach; wheelchair access:)	\$25,000
76529	CPA	34' Coach - "Richard H. Grandy"		1978	37'-10"	32	neeCN #76529; Alberni Pacific 1993: (converted CN transfer caboose, closed coach:)	\$25,000
76593	CPA	34' Coach - "Mark F. Mosher"		1978	37'-10"	38	neeCN #76593; Alberni Pacific 1993: (converted CN transfer caboose; open coach:)	\$25,000

76617	WVIIHS	34' Coach - "K.D. (Doug) Wilson"		1978	37'-10"	38	neeCN #76617; Alberni Pacific 1998: (converted CN transfer caboose; open coach:)	
76666	WVIIHS	34' Coach - "W. (Bill) McNichol"		1978	37'-10"	45	neeCN #76666; Alberni Pacific 1998: (converted CN transfer caboose; open coach:)	
77880	WVIIHS	34' CN Caboose		1920's			nee. CN #77880; ex. MacDonald's Nanaimo; Alberni Pacific 2006 (not yet restored)	
1407	CPA	34' Vancouver Island Caboose		1898	33'-2"		nee. Esquimalt & Nanaimo #1407; BC For.Mus. (1991); Alberni Pacific (1991)(not yet rebuilt)	\$3,000
1002	CPA	30' Sprinkler Tank Car (cap. 3500 us gal)			32'-6"		ex. Crown Zellerbach; ex.Ladysmith Rwy.Hist.Soc. #02 (1995); Alberni Pacific (1995) - tank 5.3 ft.dia. X 21.5 ft. Long = 477 cu.ft. x 7.481 = 3568 us.gal.	
1402		30' V.L.&M Crew Car (1402 ?)		early 1900's	32'-10"		ex. Victoria Lmbr. & Manuf. Co. (24" dia. wheels)	
1400	CPA	52' Parlour Car ("Strathcona")		1882	53'-4"		nee. Credit Valley Railway "Grand River" (1884); CP "Grand River"(1886); CP "Montmorency" (1901); Esquimalt & Nanaimo "Strathcona" (ret'd.1930): summer home Cowichan Lake, then stored at BCForest ; Museum; Alberni Pacific "Strathcona" (1992): (no trucks;not yet rebuilt)	\$10,000
315500	WVIIHS	44' Wooden Truss Rod Flatcar (#563 ?)			44'11"		nee.unknown; Comox Logging & Rwy.; ex.Ladysmith Rwy.Hist.Soc.(1995); Alberni Pacific (1995):	
305584	WVIIHS	Log Car		1968	62'-9"		ex. CP Rail #305584; Alberni Pacific (2006):	
305592	WVIIHS	Log Car		1968	62'-9"		ex. CP Rail #305592; Alberni Pacific (2006):	
5013	WVIIHS	Flat Car		1985	60'-5"		ex. Soo Line: acquired by Alberni Pacific (2006):	
307710	CPA	50' Flatcar (capacity 102,000#)			44'-11"		ex. CP Rail #307710; Alberni Pacific (????)	\$1,000
312623	CPA	40' Logging Flatcar (capacity 99,100#)			45'-0"		ex. CP Rail #312623; Alberni Pacific (????)	\$1,000
404503	CPA	40' Logging Flatcar (capacity 99,100#)			45'-2"		ex. CP Rail:	
1106	CPA	42' Skeleton Log Car		1920's	41'-10"		ex. Salmon River Logging:	
1924	CPA	B.C.Rail Tank Car (cap. 7100 us gallons)		1920	41'-6"		nee. PGE/BC Rail #BCOL1924; ex.Ladysmith Rwy.Hist.Soc. (1995); Alberni Pacific (1995):	
1063	CPA	27' Tank Car			26'-11"		recovered from Campbell River area (home made)	
1051	CPA	Oil Storage Tank Car (cap 8900 us gallons)			34'-8"		ex. Bloedel, Stewart & Welch; MacMillan Bloedel:	
1007	CPA	Oil Storage Tank Car (cap. 8300 us gallons)			34'-8"		ex. Bloedel, Stewart & Welch; MacMillan Bloedel: Arch-bar trucks:	

1821	CPA	Oil Storage Tank Car			34'-8"		ex. Bloedel, Stewart & Welch; MacMillan Bloedel:
501	CPA	Brownhoist Steam Crane (21 ton cap.)		1929	27'-9"		ex. Pac.Coast Terminals (1929); Koppers Int'l. (1982); B.C.Transportation Museum (1991); Alberni Pacific:
502	CPA	Brownhoist Steam Crane (21 ton cap.)	3690		22'-7"		ex. Unknown: recovered from Sechelt, B.C.
		<b>Railway Motor Cars</b>					
102	CPA	Speeder (yellow)			23'-10"		nee Comox Logging & Rwy. #104; Alberni Pacific (????)
	CPA	Speeder Trailer (rusty)					moved up from Ladysmith (Bruce Adams yard) 2018
130-79	WVIIHS	Fairmont model M19 Speeder	195169	1938	4' - 0"	2	ex. Can.Nat'l., steel frame,plywood body (max. 8hp. eng.no.86390) acquired Mar.2003
130-21	WVIIHS	Fairmont model M19 Speeder	194129	1938	4' - 0"	2	ex. Can.Nat'l., fibreglas body (max. 8hp. eng.no.101934) acquired Mar.2003
A3	WVIIHS	Fairmont Speeder with Ford Anglia 4 cyl. eng.		1960's	8' - 0"	2	ex. SRR A3. acquired Mar.2003
	WVIIHS	A6 speeder					transferred to WVIIHS from John Armstrong May 1, 2013
V3	WVIIHS	Velocipede					restored by WVIIHS
SP2	WVIIHS	Motorcar					restored by WVIIHS
	Les Stevens	Pump speeder					located in Train Station "freight shed"
	WVIIHS	Pump speeder -					located in Train Station "baggage room" rebuilt by Jan and Matt in 2012