

**Island Corridor Foundation  
Annual General Meeting**  
April 26th, 2018 - 10:00AM TO 12 noon  
Vancouver Island Conference Centre  
101 Gordon Street – Dodds Narrows Room  
Nanaimo, BC

**MINUTES**

Chair	Judith Sayers	Director at Large
Member	Lucas Banton	Alberni Clayoquot Regional District
Representatives	Kerry Davis	Cowichan Valley Regional District
	Larry Jangula	Comox Valley Regional District
	Bill Seymour	Cowichan Tribes
	Lonnie Norris	Halalt First Nation
	Jim Tatoosh	Hupacasath First Nation
	Bob Rogers	Regional District of Nanaimo
	Barb Desjardins	Capital Regional District
Absent	Ray Gauthier	Stz'uminus First Nation
	Georgina Livingstone	Lake Cowichan First Nation

**1. CALL TO ORDER**

Graham Bruce, CEO called the meeting to order at 10:15

**2. APPROVAL OF AGENDA**

**3. APPROVAL OF MINUTES OF 2017 AGM**

**That the 2017 Annual General Meeting minutes be approved.**

**Moved Kerry Davis    Seconded Barb Desjardins                    CARRIED**

**4. ELECTION OF DIRECTORS**

**That Lonnie Norris and Georgina Livingstone be elected as director to a two year term ending April 2020 to represent First Nation members.**

**Moved Bill Seymour    Seconded Lucas Banton                    CARRIED**

**That Phil Kent, Larry Jangula and Ben Isitt be elected as director to a two year term ending April 2020 to represent Regional District members.**

**Moved Barb Desjardins    Seconded Kerry Davis                    CARRIED**

**That Judith Sayers be elected to a two year term ending April 2020 as a Director at Large.**

**Moved Lonnie Norris    Seconded Larry Jangula                    CARRIED**

**5. FINANCIAL STATEMENT 2017**

**a) 2017 Financial Statements Presentation –Cara Light of Grant Thornton**

**That the Island Corridor Foundation 2017 Financial Statements as presented be approved.**

**Moved Larry Jangula    Seconded Kerry Davis                      CARRIED**

**b) Appointment of Accountant**

**That Grant Thornton be appointed to prepare the 2018 financial statement**

**Moved Lucas Banton    Seconded Lonnie Norris                      CARRIED**

**c) Bookkeeping Protocol – Frances Murray**

**APRIL 2018**

**ISLAND CORRIDOR FOUNDATION – BOOKKEEPING PRACTICE**

Utilizing an external bookkeeping practice, Frances Murray Bookkeeping Services.

Member in good standing of the Institute of Professional Bookkeepers of Canada, maintains required Certified Professional Bookkeeper credentials through ongoing continuing education program.

E&O insured.

External Bookkeeper maintains accounting records off site. Books and records are maintained in a secure office.

Bookkeeper prepares and submits quarterly budget review and supporting data for inclusion in board meeting agenda.

Bookkeeper prepares quarterly triple net reconciliation and invoicing for rental properties.

Bookkeeper prepares and remits quarterly GST report. GST account is balanced with CRA account.

Bookkeeper has online access to banking information via “Delegate” authority which only allows the user to review transaction history. Bookkeeper uses this information to reconcile bank accounts for review at monthly management meeting.

On a monthly basis Bookkeeper prepares and distributes customer invoices, prepares payroll, pays bills and reconciles bank accounts. A monthly review of activities with the CEO, Financial Officer and Administrative Assistant usually occurs on the 3<sup>rd</sup> Thursday of the calendar month. Review includes approval of bank reconciliation, review of Accounts Receivable, review of outstanding Accounts Payable, cheque signing and other matters as they arise.

On an as needed basis, Administrative Assistant emails instructions to Bookkeeper for the preparation of customer invoices. Bookkeeper forwards invoices to appropriate parties.

Administrative Assistant emails scanned copies of vendor invoices and customer cheque deposits to Bookkeeper for processing.

Accounts payable are processed once a month. Issued cheques are reviewed and signed during monthly meeting with management team.

Bookkeeper prepares monthly payroll, payroll liabilities, quarterly Worksafe reports, annual T4s, and T4 Summary. Payroll Liabilities are balanced with CRA accounts.

Bookkeeper responds to other financial inquiries from ICF staff, directors and board.

Bookkeeper prepares data for external accountant to prepare year end statements. Bookkeeper responds to questions from and liaises with CPA throughout the year and on year end matters.

## **6. CHAIRMAN'S REPORT – Judith Sayers**

### **Chair's Report for the year April 2017-April 2018**

This year has continued to be a year of continued frustration in that we have not been able to get the Provincial Government to put in writing their commitment to the rail so we can put in another application for funding to the Federal Government.

We did have Premier John Horgan make a public statement that he supports ICF and wants to see it happen quickly but unfortunately we have not been able to get the Minister of Transportation to put that in writing. We have been applying political pressure with no resolve as yet. Supporting ICF was one of the NDP government's commitments.

We do have indications from the federal government that they are prepared to put money into the rail.

We have continued to work on rails with trails and there has been additions to trails around the island and will continue to work with committed local governments and First Nations to do more trails. The rail/trail construction guidelines were developed by our rail operator SVI in order to ensure safety and the best use of our lands. These trails contribute to the tourism market on Vancouver Island. Currently we have approximately 105 kilometres of trail already constructed with more planned.

There is a group of people who want to have ICF just take up the rails and have only trails. Their main concern seems to be that there is not an economic viability for the rail both in passenger and freight.

We as well as SVI have looked at the financial viability. SVI is very committed to getting rail going on Vancouver Island and know they can make it work economically with 3 out of 4 of the pillars they have been working on. (Passenger, freight, tourism and commuter.) They have hung with ICF all these years and do not want to lose the opportunity. If the rail was not economically viable, SVI would not have remained working with us.

People must remember that the cost of taking up all the rail and ties will be very expensive (we have not costed this out yet) and once the rails come up, they will not go down again. As we updated our business plan, 69% of those who responded support rails with trails.

ICF has overcome many obstacles over the years including obtaining the corridor from CP and Rail America for a donation, having an agreement with VIA, and many other issues and we will resolve the issues with the governments.

The board remains committed to the mandate of ICF which is rails and trails, connecting communities and preserving the corridor. The value of the corridor is approximately \$330 million.

ICF worked on a new Strategic Priorities and Operations plan or Business plan that was finalized in November 2017. The four factors that have been identified as critical success factors include;

1. Rail operator:
2. Rail Infrastructure
3. Rail Services
4. Rail with Trails.

Some issues we have to deal with are the challenges of dealing with homeless people setting up on the corridor and the dumping of trash on the corridor. We cannot do this alone and work with Regional Districts and Municipalities along the corridor to clean this up.

The board continues to manage the assets of the ICF and working with members. There have been meetings with Regional Districts to inform them of progress. Our First Nation liaison also continues to update First Nations and keep them informed of the work of the Board of ICF.

The Snaw-na-was have now asked to work on the litigation where in they want the land back through their reserve. We are prepared to continue to go forward with the litigation as there seems to be no will to settle this.

The planned transition for a new CEO is going smoothly with a number of applications submitted. The search committee will be reviewing the applicants over the next several weeks.

Some of the purposes of the ICF includes "safe and environmentally sound Passenger and Freight rail services along the corridor. And to create trails, parks, gardens, greenways and other public areas for use of its members along the Corridor.

The Board of the ICF has been working hard to fulfill these purposes and know that the island rail corridor is for the long-term benefit of Vancouver Island. It will help reduce greenhouse gases, alleviate traffic congestion on the island highways, and help citizens

battle the high cost of fuel. Rail on Vancouver Island is of great value to the island and the board is committed to doing what they have been entrusted to do.

## **7. CEO REPORT – Graham Bruce**

The Island Corridor Foundation completed and approved the Strategic Priorities and Operations Plan in October 2017. The purpose of the Plan is to outline the ICF's goals and priorities within four key focus areas –Rail Infrastructure/Services; Heritage (train stations); Rail-with-Trails; and corridor communities.

Though it may be amended to respond to changing conditions or new information, the plan is intended to guide the work of the Foundation over the next five years.

The Plan provides:

- A brief historical overview, the Foundation's governance;
- Results from an online feedback form;
- A detailed summary of the four main focus areas
- Financial analyses;
- A discussion of critical success factors for the years ahead.

In total, the Board has endorsed twenty-nine operational goals within the four key focus areas. This includes approval of a preferred Phase I rail infrastructure upgrade. The Plan is posted on the ICF website.

The Phase I Train Services and Infrastructure Plan has been submitted to the Provincial Government and there has been several meetings with the Government. There appears to be strong support from Island MLA's and MPs but the key provincial support has yet to be given.

While the discussion about rail continues it is important to remember we have a very competent rail company operating and managing trains and maintaining track and signals.

Southern Rail's continued support is critical to the expansion of rail service on the Island. SVI's trans-loading expansion is a welcome initiative and reaffirmation of the company's long term commitment to rail operations.

Trail development continues along the corridor. The Parksville to Coombs trail section on the Alberni Sub constructed by the RDN was officially opened last October.

With the ongoing developments taking place with the McLean Mill and the steam train I hope one day this trail will connect from Coombs to McLean Mill and right through to the Alberni Station.

This year we anticipate further trail construction in the Cowichan VRD and the signing of the Master Trail Agreement.

Stations are always an interest to communities. The Mt. Arrowsmith Potters Guild has done a good job improving the Parksville Station and making a permanent home for them. A long term lease has been put in place with them.

The Cowichan Valley Museum, located in the Duncan Station, has now begun a major renovation that will make the building more welcoming to visitors. A long term lease with the City of Duncan ensures the building will be maintained and improved for years to come and the permanent home of the museum.

The Nanaimo Station will undergo an upgrade for the remaining area which will become home to the White Rabbit Coffee Shop. They will be welcome neighbors to the Coach and Horses Pub.

Regrettably we have been unable to develop a plan that would restore the Courtenay Heritage Station.

It is a challenging project requiring extensive renovations and significant fundraising for it to be brought into a useable condition.

In Ladysmith a small group are working up a plan to restore the station and grounds. Hopefully their enthusiasm will be met with others coming to join and improve the area.

The financial position of the ICF is strong. Annual revenues continue to show an excess over expenditures. I will underscore yet again, the ICF is self-sustaining not for profit private corporation and does not receive grants from member organizations. Land leases continue to add to the Foundation's strong revenue position.

There are two outstanding debts. There is the mortgage on the Nanaimo Train Station that is being paid off through the rental agreements. There is also an amount owing Southern Rail that will be covered through the long term agreement or by other means available to the Board.

Whatever the future may hold as to the corridor use, the financial footing of the Foundation is solid. Ongoing prudent financial management will keep it so.

The Corridor is a magnificent asset for all our communities. Generations to come will be thankful for the determination ICF directors have shown in not allowing it to be divided up.

Transportation, in all its forms always generates varied opinions many of which have little to do with the facts. That being said some rail supporters could greatly help their cause by supporting the professional plan.

In summary the ICF continues to hold true to its goals and objectives. It maintains an Island focus, has a strong rail operator, continues to see more trails built each year, is improving the stations and enjoys a strong financial position.

## **8. SOUTHERN RAIL REPORT – Derek Ollmann – President**

### **SRY / SVI Corporate Statement**

#### **Delivered to the Island Corridor Foundation – 2018 Annual General Meeting**

It has been an honour and a privilege to have provided rail services and expertise as the rail operator on behalf of the Island Corridor Foundation (ICF) since July 1, 2006. Since that time we believe we have made a positive contribution to Vancouver Island communities and industries through the ICF. This has been made possible through the efforts of our dedicated staff at Southern Railway of Vancouver Island Limited (SVI) and the support services provided Southern Railway of British Columbia Limited (SRY).

The SRY/SVI strategic plan continues to include provision of railway services and technical support to the ICF, including technical advice and assistance with funding appeals for required rail infrastructure upgrades. Our plan also includes ongoing First Nations and local community engagement including technical support for development of safe “rail with trails” and excursion/tourism rail operation on the Port Alberni Subdivision.

SRY/SVI also remain dedicated to provide the resources necessary to promote business and economic development on Vancouver Island. SRY/SVI adamantly believes that there is a place for rail transportation to make a positive contribution, in the long term, on Vancouver Island. Our strategic plan provides for that contribution from the perspective of four separate lines of rail business, namely Intercity Passenger, Freight, Excursion/Tourism and Commuter Rail Services.

As we have maintained from the beginning of our involvement on Vancouver Island, our continuing engagement as a rail service provider on Vancouver Island is highly dependent on two factors. Those two factors include necessary funding for required rail infrastructure upgrades and a long term tenure in the form of an operating agreement with the ICF. Both of these factors are required in order to enable business development by assuring prospective customers that we have the ability to offer long term transportation solutions. A secured tenure will also enable us to invest in viable business cases and required infrastructure, including upgrades to support the Wellcox rail/marine ramp owned by Seaspans Ferries, which provides the rail link to the mainland and North American rail markets.

In the interim, SRY/SVI continues to operate on Vancouver Island in a “holding pattern” operating the rail/truck transload business based in Nanaimo. As a result, it is our desire to enter into agreements which will provide a level of tenure sufficient for us to continue to develop transload business necessary to support our current operation. To that end we have proposed a Freight Operations Agreement, pending a longer term Operating License Agreement.

Again, we appreciate our partnership with the ICF and look forward to continuing in the long term to promote the extensive virtues of rail transportation in all its forms on Vancouver Island.

Derek A. Ollmann, President  
Southern Railway of British Columbia Limited  
Southern Railway of Vancouver Island Limited

#### **9. CVRD TRAIL DEVELOPMENT – Dan Brown – Parks Planning Technician**

#### **10. McLEAN MILL ALBERNI SUB – Deanna Beaudoin – Executive Director – McLean Mill**

Please accept this report highlighting some of the many accomplishments realized over the past 12 months (2017).

Early in our tenure we were handed down a new mandate by the city of Port Alberni which included a three-part value system:

- Financial responsibility including full transparency of our operation along with a focus on business development. This led to the introduction of a monthly report that was presented to Council. My report included the financial performance of the Society to a month end period within 45 days of the Council Meeting. We were pleased to keep Council and the public up to date on all fiscal matters so as to ease concern of all on revenue/expense habits.
- The second mandated value was Protection of Assets. Part of our operation at McLean Mill Historic Park is housing the McLean Mill National Historic Site. Over the past 12 months we took the opportunity to assess each building and piece of equipment so that we could determine the short term and longer term costs of maintenance and preservation. This 'inventory' of assets sets the stage for informed decisions in all areas of development for the future.
- The third value handed down to the Society from the City was a mandate to reinvigorate the relationship with the community. This was a most important aspect of the entire development. We started with a commitment to being available for discussion; we monitored Social Media to learn of overall concerns and we did our very best to respond accordingly. We made the decision to be inclusive with the Community – every step of the way. We asked ourselves and others simple questions like: *'What do you want to see happen at the McLean Mill?'* We asked the public what needs they had and how we might meet them through our development plans.

Over the last 12+ months we have opened up access to the property in many ways. We keep the gates open from dawn till dusk; we no longer charge an admission for anyone holding a 'V9Y' ID card; we keep the washrooms open every day of the year for hikers, walkers, and cyclists. We've added Community Focused Events such as: Music in the Park, Jeepers Creepers, Breakfast with Santa, Wellness Wednesday's, Heritage Christmas Village to name but a few. We are positioning the McLean Mill site as a venue for everyone; tourists of course but equally important is a commitment to our local community. We want them to be proud of our National Historic Site and we want to give them reason to visit - often.

***I will highlight some of the projects below that we tackled in 2017 as well as some of our successes.***

**Three Tier Deck:**



Putting in the deck allowed us to solve the seating problem that was evident to us almost immediately. The deck itself led to increased attention on our Food Services and it provided a perfect setting for comfort events such as the Music in the Park held every Sunday afternoon. The deck served as overflow for the grand hall and often was used for dancing, business meetings, and other such things. Its setting in the forest canopy provided a beautiful yet rustic feel for all to enjoy.

### **Visitor Centre:**

The Visitor Centre has been completely revamped over the past 12 + months. We recognized the beauty of the building almost immediately and set forth to bring it back to life. We removed the old golf cart that was the first thing anyone saw when entering the building. We removed pretty much everything else that had gathered in the building for some time. Much of that was discarded or donated to other groups. Today the building showcases beautiful slate grey walls which enhance the historic mural on the back wall. The doors are finished in the same natural wood as the beams in the ceiling, the lighting has been upgraded to LED for obvious cost saving measures. That improvement includes two options; a warm Edison comfort lighting and a brighter white light suitable for meetings and corporate events. We've added an Audio/Visual component that allows us to provide those services to our Wedding and Corporate Event customers. The new Live Edge Bar one of the last pieces cut at our own Sawmill provides a perfect setting for our Front of House Staff.

### **Kitchen:**

The Kitchen development began shortly before I started with the organization in January of 2017. The kitchen itself had been purchased from a previously closed Commercial operation. The installation and set-up of the kitchen was quite the task. We had to secure Building Permits, install a complete HVAC unit, and we had to ensure that our Septic System was up to code & so on. Then we had to get final approval from the local Health Authority. A few days after that – literally just a couple of days later we hosted our first major event – June 21, 2017. That event included at least 70 people all of whom enjoyed a lovely catered dinner created by our in house staff. That event confirmed with me and with our Board that we could manage professionally catered meals to as many as 100 people. Subsequent to that we developed our first year menu plan which included a real commitment to supporting local agriculture featuring Organic products along the way. The Kitchen, the Visitor Centre and the 3 Tiered Deck each complemented one another so that our guest experience could exceed our expectations and those of the guests themselves.

Throughout 2017 we fielded a number of comments that supported our decisions along the way. Here is one.

***“Fresh Delicious food, not what I would have expected at a Tourist Destination, would come back just for the chicken salad” – Christine and Mark Poulet, France.***

### **Lighting:**

The lighting plan was a three-fold capital project where we looked at costs, safety, and aesthetics. Within the National Historic Site we increased our Flood Lighting to offer better night vision and overall safety for our guests while improving our own internal security. We followed that with the addition of low-cost LED Edison lighting in the Courtyard, on the path to the Train Platform, over the Deck, on the Water Tower and through to many of the Buildings in the Historic Site. This lighting program decreases our power costs while increasing our security and overall ambiance for our guests. We

are now almost entirely LED. The third and final stage of our current program is to improve the lighting in the parking lot for many of the reasons already noted. We hope to address this in 2018 if at all possible.

### **JJ Logging Show:**

This show developed some time ago by Mr. Jack James was known to be a fan favorite however we came into this with some level of concern. We addressed that through the recruitment of a Consultant experienced with the Site itself but also within all areas of Logging and Safety. His report satisfied our Board of Directors leading to the reintroduction of this wonderful show put on by gentlemen who love showcasing the past through their Logging and Steam Demonstrations.

### **Log Sort:**

As part of the larger strategy of a site wide cleanup we worked with the Industrial Heritage Society to repurpose the Log Sort Area. Today it is being developed into a Camping destination where at least 7 RV sites will be in place before long. In 2017 after the clean-up the area was used to host the antique tractor show, the threshing demonstration at Harvest, and it was home to a number of campers through-out the season. This clean-up was significant in nature resulting in a lot of scrap wood and metal being removed from the site. With the help of many the grounds in that area are now ready for a whole new chapter.

### **Steam Sawmill:**

The Steam Sawmill faced a lot of attention last year and that continues to this day. When we started in January of 2017 we immediately learned of a couple of issues as identified by WorkSafe BC that had to be corrected. The WVIIHS did assist us with some of the necessary changes that were/are required by WorkSafe BC. As part of our initial Financial Review we couldn't help but focus on the Mill itself. We soon discovered that the wages and the propane costs were likely in excess of \$1500. per day over a 90 + day period. We determined that it simply wasn't financially responsible for us to continue along that path, at least for now. Knowing this we set the stage for a 'Static' tour where our trained guides brought guests through the mill to places within the building that few had ever ventured. The tour was affectionately coined "*The Belly of the Beast Tour*" becoming quite popular during the 2017 season. I credit the hard work of many of the WVIIHS guys for assisting us in developing the Mill for these tours by building safety components that were necessary.

The Sawmill is currently undergoing an audit process that will assist us in determining the next stage for this historic building – unique in all of Canada.

### **Caretaker:**

An early decision was made to terminate the previous agreement that was in place with the former caretaker. This allowed us to remove the unsightly building and clean up that particular area. It also allowed us to interview and hire Mr. Gunther Bay. We wanted to hire someone who would join the team as an Ambassador to the Park, serve as a Tour Guide, assist with Guest Services, and simply help us keep the place the way we want and the way the public wants. Mr. Bay has risen to the challenge – we could not be more pleased with him. As an added benefit he is of European Descent and because of that he's able to communicate very effectively with our guests from that part of the world.

### **Seating:**

To best enjoy a setting like we have we must provide opportunity for people to sit down and relax. We've achieved that with our Deck in the Courtyard area and now with the assistance of many from the WVIHS we've added a few benches in key areas around the site. This is wonderful addition to the property and is one that we will continue to pursue for the benefit of our guests.

### **Railway Maintenance:**

This was our biggest project of the year. When we accepted the agreement to run the McLean Mill National Historic Site we immediately recognized the importance of the Railway that services the site. That railway is known as the Alberni Pacific Railway (APR). It is owned and operated by the WVIHS. Shortly after I was hired, we the MMS, learned of the decision by the BCSA to shut down the railway due to the current (at the time) state of the mainline railway. The BCSA had identified a series of concerns that had accumulated over time and unfortunately those hit very early in our tenure. This of course was unexpected and wasn't considered in our initial budgeting plans. Still, we had to address it and we had to do that quickly. Our new Society along with cooperation from the WVIHS and tremendous support from the City of Port Alberni then set the stage to correct the issues so that we could operate rail services to the McLean Mill National Historic Site.

We went to work seeking details. Track, Bridge, and Equipment assessments were completed as were reviews for our Employee Management Systems. We needed to understand the varying degrees of costs involved in order to do the required maintenance. Through that we also needed to determine a long-term plan and overall viability of the system. This included an assessment of not only the track itself but of the locomotives and equipment used. The first several months of 2017 were almost entirely dedicated to this process. We determined our costs, our abilities to manage the costs, and we reworked our budget accordingly. We then set forth with our maintenance plan and began the restorative work. Long term this is a ten year project that will require significant investment by all partners.

We realize that making this type of investment allocates the majority of our capital budget for the next decade but with every negative comes a positive. Our positive was that we created the opportunity to be strategic and creative in our business development plans. We are learning what works, what makes sense financially and through that we are developing plans that link to the current tourism trends that people are seeking. Our 2018 maintenance is underway and with partnerships we have developed with Southern Rail, Burrard Rail, Island Corridor Foundation, and BC Technical Safety we are confident that this operation is and will be sustainable for the long-term.

### **Success in 2017**

I'd like to take a moment to highlight some of the successes in 2017 which have helped to shape the product we are offering in 2018 and beyond . As mentioned, 2017 served as a discovery year where we looked at best practices along with previous successes and then we connected those with the current trends in experiential and cultural tourism. I have been fortunate in my career to have had the opportunity to travel through 4 continents auditing and assessing best practices in some of the world's leading tourism destinations. I am excited to bring that knowledge to the valley and put some of that research into our project at the Mclean Mill Historic Park.

We learned quickly that the site is a mecca for a multitude of uses. It can accommodate everything from outdoor recreation, to outdoor concerts, large scale community events,

historic tours, education opportunities, rustic wedding escapes, polished black tie corporate events, and in 2017 we saw all of the above. We learned quickly that in order to enhance the visitor experience we needed to provide consistent value-add in our day to day operations. On trend currently is live art, old school games, meditation moments, historic educational tours, hands on learning, and of course theater. Last year we provided weekly themed days, monthly community events, theater with the Beaufort Gang train robberies, live art with Art Moments, and Music in the Park. Our café soared in 2017 as one of the only farm to table kitchens in the area.

We welcomed 3 full weddings some of which included a charter of the train and full catering. We welcomed a multitude of community events, heritage days, the Shaker, the Bowman's annual archery shoot, the tri-conic challenge, Back country Horse club, painting classes, staff retreats, Christmas parties, and even a high school reunion.

We created several brand new signature events, including Jeepers Creepers, Harvest at McLean Mill, Breakfast with Santa, and in 2018 you can look for even more.

**In closing,**

Our inaugural year has come to a close and with that I welcome you to review our financials. From our perspective it was a conservative year since we focused primarily on Rail Maintenance. We had to reinvent our entire budget before we even got started but we made the best of it and worked hard as a team to guard our treasury so that all could be proud of what we've accomplished.

I close by offering my thanks to the many that have pitched in over the past while. The Community for engaging in the conversation that helped shape our direction, the City Staff for guiding the process, the Heritage Commission and the Western Vancouver Island Industrial Heritage Society both who steered us along an unfamiliar path. I express my thanks to the staff that threw everything they had to the project and of course to the many Volunteers who did pretty much anything asked of them. I thank the MMS Board of Directors who with grace and fluidity helped to navigate this project. It truly has been a team effort.

Best regards,

**11. DISCUSSION**

**12. AJOURNMENT OF FORMAL MEETING**

**Graham Bruce – CEO Adjourned the meeting at 11:50AM**

**Moved Kerry Davis Seconded Barb Desjardins**

**CARRIED**

**PUBLIC QUESTIONS**

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**Chair, Phil Kent or Vice Chair, Judith Sayers      CEO, Graham Bruce**