
**PEACE REGION PALAEOLOGY
RESEARCH CENTRE**

BUSINESS PLANNING STUDY: 2010 – 2014

Prepared for the:

Tumbler Ridge Museum Foundation

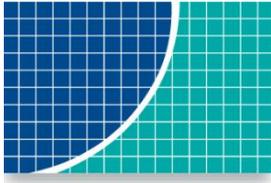
Funded by:

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Prepared by the:

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October 23, 2009

Mr. Ray Proulx
Economic Development Officer
District of Tumbler Ridge
PO Box 100
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Dear Ray:

Re: Peace River Palaeontology Research Centre: Five-Year Business Plan

This is our final report of the PRPRC Five Year Business Planning Study covering the years 2010 to 2014. I believe the document adequately addresses the key issues of a business plan and follows the outline we discussed in May.

I have conducted the analysis and made recommendations based on my observations and conclusions on what will help the PRPRC move forward and continue to prosper. I have had ongoing contacts with Rich McCrea and Charles Helm, although the analysis, conclusions and action steps are solely those of the undersigned.

Thank you for your valuable observations and guidance through the preparation of this report.

Yours sincerely
Economic Planning Group

G D Hall

G David Hall, P.Phys.
Partner

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Section 1

INTRODUCTION

BACKGROUND

The Tumbler Ridge Museum Foundation (TRMF) is a registered not-for-profit society established to administer museum functions in Tumbler Ridge, British Columbia. It has two prime focuses: one is to support the recent history of Tumbler Ridge and the other is to support the palaeontological function. The foundation was incorporated in June 4, 2002 and is a registered foundation under the Income Tax Act.

The Peace River Palaeontology Research Centre (PRPRC) was subsequently established by the TRMF to house the bones, fossils and other palaeological specimens acquired by the museum foundation. It is located on Murray Drive in Tumbler Ridge in what was originally the Claude Galibois Elementary School.

In its initial years, the PRPRC operated out of a 5,000 square foot rented warehouse facility in the industrial park. In the fall of 2008, the collection was moved to the 25,000 square foot school building, which had been purchased by the District of Tumbler Ridge and leased to the TRMF.

The TRMF has been successful in fundraising for specific projects from a number of federal and provincial sources, plus generating considerable cash and in-kind support from industry and the commercial sector. The foundation is also supported financially by an annual grant from the District of Tumbler Ridge to assist with salaries and operational costs.

Given the PRPRC's rapid evolution from a modest community facility to one having regional scope and operating out of a large municipally-owned building, it was recognized that a plan was required to provide direction to guide the facility's short to mid term growth. This plan would serve as the framework for the facility's growth and also would provide information on the facility's progress to the various agencies that had or might be providing financial assistance. The Economic Planning Group was retained to prepare a five year Business Plan, intended to map out the financial and operational aspects of the project. It is noted that the District of Tumbler Ridge funded the preparation of this business plan, while the plan is directed at the TRMF.

PROJECT HISTORY AND EVOLUTION

In 2000, two Tumbler Ridge boys discovered a dinosaur trackway on Flatbed Creek near Tumbler Ridge. Enquiries were made to Dr. Phil Currie, then Curator of Dinosaurs at the Royal Tyrrell Museum of Paleontology, and to paleontologist Richard T. McCrea, an authority on trackways.

In 2001 McCrea visited the site, confirmed the importance of this *in situ* discovery, and found British Columbia's second ever dinosaur bone in the same location. At the time, this was one of the few places known where footprints and bone had been discovered together in the same rock layer. These events served as a catalyst for the formation of the Tumbler Ridge Museum Foundation.

The Peace Region Paleontology Research Centre (PRPRC) was formed in 2003 by the TRMF. The centre was housed in a warehouse building in the Tumbler Ridge Industrial Park from 2003 to 2008, which contained a collections area, a preparation laboratory, and the Dinosaur Discovery Gallery.

In late 2008, the artifacts and specimens were moved to the vacant Claude Galibois School. The facility is owned by the District of Tumbler Ridge and has been made available to the TRMF on a nominal lease basis. This 25,000 sq. ft. facility is being renovated to house the expanding paleontology collection, and to function as a research and display facility.

This business plan has been prepared to guide the evolution of the organization and the facility. It has involved secondary source research on a number of topics, as well as interviews with key stakeholders. A planning session was held with members of the Museum Development Committee in May 2009. Continual input was also obtained from Mr. Rich McCrea, Curator of Palaeontology.

DESCRIPTION OF THE BUSINESS PLAN STUDY

This business planning study is organized as follows:

- Section 1: Introduction and Background.
- Section 2: Strategic Plan describing the overall plan for the facility, a SWOT analysis, mission statements, and description of the collection.
- Section 3: Re-development Plan outlining the renovation goals and site plan.
- Section 4: Operations Plan including the operations goals and science program.

- Section 5: Management Plan addressing the board of directors. Museum Development Committee Personnel and personnel issues.
- Section 6: Marketing Plan including market analysis, market projections, an analysis of comparable facilities, and a marketing plan outline.
- Section 7: Financial Plan including capital expenditures and an operations plan of revenues and expenditures.
- Section 8: Describes Sustainability and Performance Monitoring.

Section 2

STRATEGIC PLAN

The overall five-year plan of the PRPRC is to develop a functioning, high-quality palaeontology museum in the Claude Galibois School building. The facility will house the research and scientific component, and the public gallery element. Described below is a SWOT analysis, intended to guide preparation of the Strategic Plan.

STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS (SWOT) ANALYSIS

A SWOT analysis is an efficient way to record relevant information that can influence how a project moves forward. The analysis format allows information to be organized in a concise manner around specific headings. The SWOT topics are defined as follows:

- Strengths The features or attributes of the PRPRC that augur well for its successful evolution.
Typically internally focused.
- Weaknesses The factors or conditions that could hinder or negatively affect development of the facility.
Typically internally and externally focused.
- Opportunities The general and specific actions that could arise from consideration of the strengths and weaknesses.
Typically internally and externally focused.
- Threats Factors over which the PRPRC has little or no control which could adversely affect evolution of the facility and the organization.
Typically externally focused.

The following SWOT analysis includes comments or observations and a description of the significance or the context for this issue. The analysis has been grouped into the following categories:

- Physical
- Operational
- Financial

	STRENGTHS	SIGNIFICANCE
Physical	<p>Facility is located in close proximity to the recent dinosaur trackways and fossil finds.</p> <p>Operation is located in an existing building.</p> <p>Building is 25,000 square feet, substantially larger than the previous 5,000 square foot facility.</p> <p>Facility is located adjacent to a residential neighbourhood.</p> <p>Gymnasium provides a sizable venue to house the Dinosaur Display Gallery.</p> <p>Remainder of the school building provides space for preparation and storage.</p>	<p>Provides a customer experience very near to the location where the palaeontological artifacts were discovered.</p> <p>Eliminates the typical step of most young museums of building or acquiring a building.</p> <p>Considerable scope exists to accommodate the needs of a growing palaeontology museum for at least the time horizon of this plan (5 years).</p> <p>The neighbours could become regular customers and ambassadors for the PRPRC.</p> <p>Creating an interpretive plan for this space that will maximize the customer experience.</p> <p>Consider a mezzanine in the future as demand dictates.</p> <p>Space should be adequate for at least the five-year timeframe of this analysis.</p>
Operational	<p>A few years of operations experience exists from the Industrial Park site in terms of specimen preparation and customer service.</p> <p>Many positive relationships developed with local/regional businesses that have provided in-kind support.</p> <p>The TRMF and the PRPRC both have well designed websites.</p> <p>The PRPRC employs two full-time year-round palaeontologists.</p>	<p>Opportunity to transfer the experience gained at the original facility to the Murray Drive site.</p> <p>Opportunity to maintain these relationships by keeping these businesses informed of activities and progress.</p> <p>These sites provide a much needed public profile and need to be kept current.</p> <p>As a relatively young organization, maintaining this scientific staff compliment is an asset.</p>

	Volunteers can be a significant asset to museum management.	Develop a program to expand the volunteer involvement.
	Several years of offering dinosaur tours and camps.	Continue program and expand as demand dictates.
Financial	Organization has been financially supported by the District of Tumbler Ridge for the past several years, with commitments in place until at least 2013.	Important to maintain good relations with the District to ensure funding continues.
	A significant number of capital grants have been received over the past three years from a number of agencies.	Important to maintain good relationships with funders to ensure successful reviews of future applications.

	WEAKNESSES	POSSIBLE FIXES
Physical	Building exterior looks like a school.	Undertake exterior improvements to better convey the palaeontology theme. This should include a colour change and façade work.
	No sense of arrival at the museum building.	Develop some form of iconic sculpture that will create a sense of wonder and clearly identify the nature of the building.
	Building is located beside a church and across the street from a residential neighbourhood.	Use screening and fencing to focus attention on the building and immediately adjacent property.
	Museum facility is located approximately 115 km off the Alaska Highway, the main tourist artery in the northeast.	A well executed marketing plan will be needed to help offset the “off main travel artery” location.
	The floor of the school building is built on a steel post and beam substructure. This does not lend itself to the storage of the heavy palaeontology specimens.	Confirm the safe weight bearing capability of the floor and distribute specimens accordingly. Confirm costs to strengthen some portions of the floor.
	Incomplete description of the building renovations.	PRPRC management to prepare a capital plan outlining the renovation, costs and schedule.

Operational	Relatively small local population upon which to draw on to make up the board of directors.	Broadening the search for future board members to include more regional representation.
	Limited range of professional skills within the local population upon which to draw for the board of directors.	Consider appointing a knowledgeable museum expert with broad provincial experience to the board or as an advisor to the board.
	Lack of defined roles among the board members.	Consider developing a committee structure as the board evolves and appointing individuals based on skills.
	Potential of burning out the existing volunteer board of directors.	Existing board members to canvass their contact list for other potential candidates.
	Lack of depth within the administrative structure which forces the curators to undertake all museum management functions.	Consider revamping the administrative structure to increase the focus on business and facility management.
Financial	Building renovations are proceeding as funding permits, but the budgets have been modest in relation to what needs to be done.	At the time of writing, a proposal to the REDI-BC is under review and the outcome is uncertain. Pending this decision, focus attention on other funding programs and agencies.
	Staffing for the facility has involved three full-time year-round positions and two to four seasonal positions.	Very little financial assistance is available for operations funding. Ongoing assistance will be needed to support an expanded payroll.

Physical	OPPORTUNITIES	DESCRIPTION
	Build out and utilize the full 25,000 square foot building.	Underway.
	Improve the physical appearance of the building exterior.	Plans exist to paint the exterior to reduce the institutional appearance Develop an iconic feature to the outside of the building.

	Continue to expand the specimens and displays in the Dinosaur Discovery Gallery.	Provides for an expanded and a changing customer experience.
	Become a “must see” attraction in the BC northeast.	Continue to expand and improve the facility.
Operational	Develop an interpretation plan for the public gallery to create a high quality customer experience.	Retain an exhibit designer to create a strategy, storyline and an exhibit plan to meet customer expectations.
	Scale staffing to available budgets.	Continue to utilize government funding programs
	Expand programming as budgets permit.	Provides additional things to do for Tumbler Ridge visitors.
	Create marketing partnerships with other Tumbler Ridge tourist facilities.	Tumbler Ridge’s location off the key Alaska Highway travel route creates a need to consolidate efforts to bring traffic to and through community.
	Expand marketing relationship with other NE BC museums.	Expanded exposure to be gained from collaborative marketing approach.
	Continue to expand linkages with the Tumbler Ridge businesses and industrial corporations.	Broadens the community support and provides continued opportunities of in-kind support.
	Continue to expand the membership base.	Creates a built in market and roster of ambassadors.
	Provincial recognition as the regional/provincial repository of palaeontological specimens.	Would create instant recognition and credibility.
Financial	Set admission rates and tour charges to self-generate a significant amount of operating revenue.	Implement tariffs as described herein.
	Create an endowment fund to assist with operational funding.	Retain fund-raising specialists to provide direction on how to proceed.
	Explore potential of other self-generated revenue sources.	These include facility rentals, memberships, and corporate sponsorships.

	THREATS	ASSOCIATED RISK
Physical	Building renovations stall due to lack of funding.	Project may lose it momentum and community support.
	Continued declines in Alaska Highway traffic.	Would restrict the tourist traffic that is passing through the region and available to the PRPRC.
	Future declines in the population of Tumbler Ridge.	Would reduce the size of the resident market available to be attracted to the PRPRC.
Operational	Loss of key staff (McCrea and Buckley)	Creates significant risk in the organization's ability to function as these two individuals currently undertake virtually all of the science functions and facility administration. Retain a succession planning specialist to assist in overseeing the longer term evolution of organization.
	Loss of community support	Creates a significant operations and credibility issue.
Financial	Sufficient capital funds not being available to satisfactorily build out the facility.	Would stall or delay the building renovation program and hamper the marketing efforts.
	Sufficient funds not being available to develop high caliber exhibits.	Will limit the visitor appeal.
	Not meeting admission targets and thereby not self-generating sufficient revenue to operate efficiently.	Would limit operations and programming expenditures.
	Lack of success establishing an endowment fund.	Would hamper operations and programming expenditures.
	Loss of District support.	Creates a major operations funding shortfall.

FOUNDATION STATEMENTS

The following are key statements that describe where the PRPRC is heading and where it would like to be at the end of this five-year planning horizon (2014).

Vision:

The overall vision for the PRPRC is to have a high quality regional cultural institution conducting palaeontology science through field work and specimen preparation, plus operating a successful public program including the Dinosaur Discovery Gallery and fossil site tours.

Purpose:

The purpose of the TRMF Society is to raise funds to build and operate the Tumbler Ridge Museum (Community Centre displays and archives) and build and maintain the Peace Region Palaeontology Research Centre (Palaeontological displays, archives and research facility).

Mandate:

The revised draft Mission Statement of the TRMF is to:

- develop and maintain the Tumbler Ridge Museum (natural, town & regional history with displays located within the community centre) and the Peace Region Palaeontology Research Centre for the benefit of residents and visitors, highlighting the unique historical, palaeontological, mining, geographic and other features of the greater Tumbler Ridge area
- maintain a repository for archival records pertaining to the Tumbler Ridge area, and a palaeontological repository and associated records for local, regional and provincially acquired fossil specimens
- provide an organization through which all those interested in local museum and archives work may meet and exchange information
- stimulate research into local, regional and provincial museum-related fields
- develop and promote the highest possible standards of policies, procedures and ethics.

DESCRIPTION OF THE PALAEOLOGICAL COLLECTION

The PRPRC has amassed a large and significant collection of fossils, bones and trackway impressions in a relatively short period of time. The following is a summary of key specimens unearthed by staff and housed at the facility.

- Triassic Fish & Marine Reptiles – 892 specimens (some still being catalogued)
- Dinosaur Bones (1st & 2nd Excavations + prospecting collected specimens) – 523
- Vertebrate track specimens – 80
- Cretaceous plant fossils – 22
- Cretaceous invertebrate fossils – 20

The facility also contains five dinosaur mounts (skeletal three dimension) lifesize models of one acrocanthosaur, two ankylosaurs and two coelurosaurs that are housed in the display gallery. The facility has recently purchased a mount of an Acrocanthosaur. This full-size replica is currently in pieces and when assembled and mounted will be approximately 40 feet long and 8 feet high.

It is noted that as of this date, there are still a few hundred specimens that have not been formally accessioned. Staff plan to have the paper records finished this fall followed by digitized inventory later in the year.

ACTIONS

The PRPRC has a number of strengths or positive features and a number of associated weaknesses. There are also a number of opportunities stemming from these strengths, as well as a number of threats, all with possible fixes or actions. Many of these topics are addressed elsewhere in this report, but the following actions are recommended here:

- A clear vision be articulated that depicts where the PRPRC wants to be in five years (May 2014). Utilize a broad base of supporters to create this vision, specifically including the Museum Development Committee, TRMF board members, plus PRPRC members and staff.
- Specific annual goals to be articulated for each of the five years of the planning horizon of this plan.

Section 3

RE-DEVELOPMENT PLAN

The PRPRC had been operating in commercially leased space in the Tumbler Ridge Industrial Park. The District of Tumbler Ridge acquired the vacant Claude Galibois Elementary School from the School District, and it was subsequently leased (for a nominal \$1 per year) to the TRMF. The PRPRC initiated their move into the new facility in October 2008. As of this date (August 2009), the move has been completed, interior walls removed and new spaces created to serve the research centre and public gallery.

RENOVATION GOALS

Building Interior

Staff and contractors have completed most of the interior space configuration renovations in the back-of-house area which has focused on demolition of the existing classroom walls and reconstruction of new walls to better accommodate the research, storage and specimen preparation functions of the PRPRC. Most of the electrical and plumbing work has been accomplished including several 220 volt outlets in preparation areas, rewiring of lighting and wall outlets in collections and preparation, removing sinks and bathrooms in the collections and preparation areas, and establishing one sediment trap in prep area.

Renovations are continuing on the collections area which will include painted floors, a new double door entrance to the collections area, and minor plumbing upgrades including 4-5 sediment traps. The preparation areas need painted floors, minor electrical and plumbing work, upgraded ventilation systems, and minor work on the walls. Switching some of the light fixtures to high efficiency fixtures is also planned.

Renovations are continuing in the gallery, the theatre and admissions/gift shop areas. This work is focusing on the floors, walls, ceiling and lights.

Building Exterior

Initial efforts after the move were devoted to the building interior and recent attention has been directed towards the building exterior to address visual and aesthetic issues. Doors have been stripped and re-painted and a dinosaur mural has been added on an area near the entrance that is visible from the road. The original orange paint on the metal upper structure that surrounds the building requires repainting. There is also a need to establish a compound around the building and parking lot with a security fence and to construct one or two sheds (~200 square feet each) for storage and work space.

As funds permit, there are plans to have a large stone structure sign adjacent to the street, with night lighting. Plans exist also to commission the construction of life-size, realistic sculptures of B.C. dinosaurs for the entry area. Planned structural renovations include reinforcing of floors in the collections and preparation areas (from 100lbs/sq.ft. to 600lbs/sq.ft. capacity).

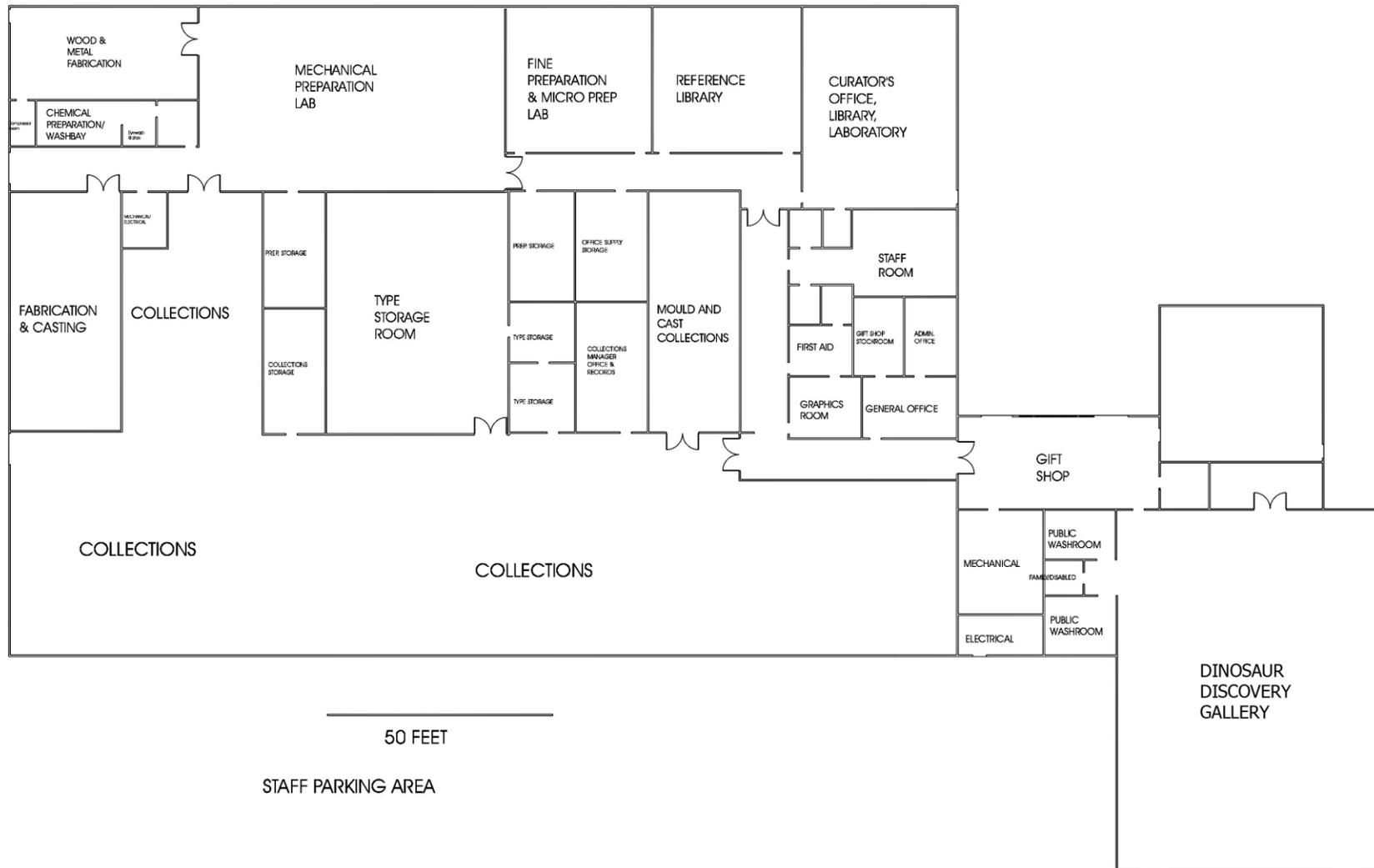
The 20-seat theatre has been created adjacent to the gallery and field footage is being taken this summer (2009) which will form the basis for a theatre presentation on the dinosaur excavation and other field projects. By May 2010 - in time for the official opening - it is expected that the majority of exhibits will be completed including the central exhibit of an Acrocanthosaur, two ankylosaurs and two coelurosaurs complete with fabricated, ripple-marked trackway surface. This central space in the Dinosaur Discovery Gallery is being set up to replicate a marsh scene with dinosaurs walking along a wetland area.

ACTIONS

The building renovations are intended to convert a building designed and built as a school into a space suitable to house a palaeontology museum. This objective requires that the building function efficiently to store specimens and to conduct the necessary research and preparation work. It also needs to function as a public space, providing an interesting and educational customer experience. The following actions are recommended:

- Prepare an exhibit strategy and storyline plan to optimize utilization of the old gymnasium public gallery space. This should focus on enhancing the customer experience in order to ensure that value for money can be provided to match the admission charge. It is noted that an enhanced “product” will be required to justify the change from a voluntary donation to fee-charging facility.
- Prepare an architectural concept and plan for the exterior of the building to reduce the institutional appearance of the school building and provide an impression that better conveys the current purpose of the building.
- PRPRC management to prepare a capital plan outlining the renovation costs and schedule. This should await confirmation of the current outstanding government funding applications.

PEACE REGION PALAEOLOGY RESEARCH CENTRE: BUILDING FLOOR PLAN



Section 4

OPERATIONS PLAN

The PRPRC has the dual mandate of a operating palaeontology research centre plus a public gallery and gift shop. The science program involves finding, excavating, transporting, cataloging, and preparing the specimens. The public component involves displaying and interpreting the specimens, and educating the public about dinosaurs and BC's palaeontological resources.

PUBLIC PROGRAMMING (Revenue Generating)

Tour Program

The PRPRC operates a tour program where visitors are guided to the two local dinosaur trackway sites. This program has operated since 2004 and will continue throughout the five year planning horizon of this plan. The following are annual targets:

Participants	2009	2010	2011	2012	2013
Wolverine Tour	500	550	600	650	700
Wolverine Lantern	500	550	600	650	700
Cabin Pool	500	600	700	800	900
School Tours	300	500	700	900	1100

It is noted that other tours to these sites, as well as tours to newly discovered sites may be created as opportunities present themselves.

Camps

The facility operates two children's camps. The following targets are set for numbers of participants.

Participants	2009	2010	2011	2012	2013
Dinosaur Camp	120	140	140	140	140
Northern Wilderness	26	140	140	140	140
Museum School	300	450	600	750	900
Days					
Dinosaur & Northern Wilderness Fall/Winter Camps	N/A	13	26	52	104

Courses

The PRPRC is considering offering classroom credit courses in palaeontology, field courses in palaeontology, plus courses in museum internship. Partnerships will be developed with universities and/or colleges for these programs.

Participants*	2009	2010	2011	2012	2013
Classroom Courses	0	1	2	3	3
Field Courses	0	1	2	2	2
Museum Internship	2	4	4	4	4
Others?					

*For the courses the number indicated is the number of courses, not students. Perhaps 20 students/course for classroom is not unreasonable and maybe 6 for field courses. Museum internship numbers are numbers of actual students.

Lecture Series

The PRPRC offers lectures and symposiums on a periodic basis. The following are the number of events (in brackets) and total numbers of participants.

Participants	2009	2010	2011	2012	2013
Lectures	(1) 75	(1) 75	(1) 75	(1) 75	(1) 75
Symposium	(1) 35	(1) 100	(1) 500*	(1) 500	(1) 500
Palaeontologist-led	(1) 20	(2) 50	(4) 100	(6) 150	(8) 200
Field Trips					
PRPRC Outreach presentations	(4) 1,000	NA	NA	NA	NA

* The PRPRC has been asked to host the B.C. Palaeontology Alliance Bi-Annual Meeting.

SCIENCE PROGRAM (Non-Revenue Generating)

Field Activities

Systematic exploration for vertebrate fossils (marine and terrestrial) in British Columbia. Currently, the PRPRC has two curators and a small field budget which severely limits field activities and the resulting acquisitions. With an increase in curators from two to four and an increased field budget (~\$50,000 - \$100,000/curator) a more aggressive field program could be mounted in the following areas:

1. Vertebrate Ichnology – vertebrate track sites
2. Terrestrial vertebrate palaeontology – vertebrate bone sites (i.e.: dinosaurs)
3. Marine vertebrate palaeontology - marine reptiles and fish
4. Marine invertebrate palaeontology (curators are interested in lagerstätten similar to Burgess Shale)

During 2009, the main focus has been the continued excavation of the hadrosaur(s) from the Wapiti formation. (Upper Cretaceous: Late Campanian-Early Maastrichtian) near the Alberta Border. This was the second year of this excavation which began in late May and will continue it until the end of August or early September. The next project is the first research on a new track site near Hudson's Hope in the Gething Formation. (Lower Cretaceous: Aptian). Due to the economic downturn there are few seismic projects in the area and no opportunity for the PRPRC to take on the usual projects in the alpine (illustrating the need for a larger and reliable field budget).

In House Activities

Research on specimens acquired from field activities follows preparation (if necessary). Research involves the detailed examination of acquired material to enable basic identification of taxa/ichnoxa, the mode of preservation, and the presence of related fauna/flora (much of this would have been done in the field and is part of field records).

The next steps usually involve making precision measurements of skeletal/ichnological elements and related data including the taking of photographs, or 3D scanning or even CT scanning if necessary. The material and resulting data are compared with other specimens from other museum collections from around the world. This enables the researcher to place the specimen in context on a global scale which is necessary to determine if the specimen has been previously identified.

The resultant data and comparisons are used to compose one or more scientific manuscripts describing the specimen(s) and any pertinent facts about their discovery/acquisition. The manuscript(s) may then be submitted to a professional journal or other such publication where it (they) will be subjected to peer-review, resulting in either acceptance or rejection for publication. Once the paper is accepted for publication and is eventually published (usually up to two years) it becomes a record of the home institution's prowess and commitment to this field of endeavor.

An institution's record of publications forms the basis of its reputation among museum community. These publications also form the backbone of the interpretive component (display gallery, educational programs and tours) of the museum because they have been published by acknowledged experts in the field and have passed the rigors of peer review. A recent paper was just published (Lockley, McCrea and Matsukawa, 2009 and a further paper (Buckley and McCrea in press) should be out by the end of the summer. Several PRPRC author-led papers are nearing completion and should be submitted for review this coming fall and winter.

Fabrication work continues on new displays for the gallery. This will include the addition of a few more trackway displays (large sauropod trackway cast and original of a small theropod trackway from southeastern British Columbia). A number of panel

displays will also be constructed on aspects of palaeontology of the region and British Columbia.

Collections work will recommence in the fall of 2009 after the field season. This will include the accessioning of new materials from the results of the field season. Plans are developing to begin the transfer of data from paper records (primary data source) to computerized records in Specify 6.0 (a catalogue system designed specifically for natural history collections, available as freeware).

Renovations will proceed pending funding.

ACTIONS

- Continue to expand the public programming as described above.
- Continue the scientific fieldwork, research, fabrication and collections as described above.

Section 5

MANAGEMENT PLAN

The PRPRC is administered and overseen by the Tumbler Ridge Museum Foundation. The TRMF has the dual role of overseeing both the natural history of the community and area, plus the palaeontology resources. The palaeontology aspects of the foundation are administered by the PRPRC, which has been in place since its inception in 2003.

BOARD OF DIRECTORS

In the realm of public sector organizations there are generally four types of boards. These are:

- | | |
|--------------------------------|---|
| - Policy Board | Activity entirely directed to providing policy and long-range planning direction for the organization. These policies are implemented by staff through the Chief Executive Officer or Executive Director. |
| - Policy Governance Board | Develops policy as above, but also assists with business planning. Does not deal with day to day issues. |
| - Working/Administrative Board | Develops policy, does business planning and works on administrative issues. Arises as a way to augment staff. |
| - Collective board | Typical of start-up organizations that have no staff and the board does everything. |

Many boards start out as Collectives, while nearly all aspire to be Policy boards, and most fit somewhere in between. The TRMF is probably a mixture of the Policy Governance and Working/Administrative structures. It should work towards becoming a Policy Governance board. However, regardless of the type of board, the key overarching responsibility is to focus the organization on achieving its vision, as set out in its Vision Statement.

The key functions of boards are to oversee the following topics:

- Vision, Planning and Evaluation
- Finances
- Human Resources
- Operations
- Community Relations

The TRMF is comprised of approximately sixty members. The current board is made up of eight persons, (although the constitution allows up to twelve), including the positions of:

- President
- Vice President
- Secretary
- Treasurer
- Past President
- Directors at large (3)

The board conducts the administrative business of the PRPRC of which the key activities are assisting the curator with issues as they arise, reviewing/accepting the annual financial statements, signing legal documents/funding applications, and recruiting new board members. Additional roles that should be undertaken by the board are to:

- Create job descriptions for key staff
- Provide annual performance reviews of the key staff
- Determine annual compensation for the key staff
- Set annual objectives/goals
- Oversee evaluation of programs
- Finalize and approve annual operating budgets
- Maintain relations/profile of organization within the community
- Appoint committee members

At the recent annual meeting (July 2009), the TRMF board discussed the merits of broadening the membership to include additional regional representation. This action is in recognition of the organization's evolving role to fulfill a regional mandate.

The board currently does not have a formal committee structure but takes action on an as-needed basis. This has worked satisfactorily to date, but as the organization evolves, instituting a committee structure will ensure it functions more efficiently. These committees should include three or four board members with possible participation from a non-board member who possesses skills in the topic area.

The key committees to be considered are:

- Executive Most boards have a standing executive committee that can conduct the business of the board more efficiently than relying on the full board for action on all issues. They are typically comprised of the president, vice-president, treasurer, and perhaps the past president. This committee can assist with some day to day issues and report back to the full board. It is noted that an informal Executive Committee currently

exists and it should be formalized.

- Facility Planning Major changes have taken place since the fall of 2008 when the PRPRC moved to the school building. Numerous alterations have been made to the building so as to better function as a palaeontology research centre and public gallery.

The board should have a role in overseeing this work, given that the building is leased and remains the property of the District.

- Marketing Self-generating revenue is going to be increasingly important to the operational success of the PRPRC. As the facility improvements are completed and a quality customer experience can be provided, attention needs to be paid to developing and executing a marketing program. This will be directed at local residents, regional residents and visitors to the area.

The marketing committee can assist staff by developing a marketing plan.

MUSEUM DEVELOPMENT COMMITTEE

The Museum Development Committee (MDC) was established in 2007 to assist the TRMF in developing the PRPRC. The purpose of the committee as stated in their terms of reference is “to provide the partnership based governance required to oversee and guide the development process for the proposed museum.”

The committee is comprised of five members including, the mayor of the DTR plus one councillor, two directors of the TRMF, and one representative of the local general public. District staff and TRMF staff provide input and advice to the committee. The MDC is able to create sub-committees, and invite/consult with other parties as needed. Meetings are scheduled as needed, but typically at least quarterly.

This is a particularly unique committee in the community museum field as it has as members the senior individuals in both the municipal government and the museum administration. Within its mandate of “overseeing the development phase” it has the opportunity to assist the board of directors on this specific topic.

To address its mandate, the committee should ensure that it actively does oversee the development process. This will ensure that the District’s asset (the building) and the TRMF resources (specimens and staff) are being effectively deployed. To maintain a clear distinction between the Board of Directors and the MDC, the MDC should ensure that it focuses on museum development issues and topics.

The museum representatives need to be able to report to the MDC on the museum's status and progress. The municipal officials need to be able to report of civic issues that could affect museum operations.

PERSONNEL/HUMAN RESOURCES

The PRPRC has a current full-time year-round staff of two (Curator and Collections Manager), one year-round part-time accounts person, and a part-time staff of six to eight (Educational Coordinators, Tour Guides and Gallery Hosts). The full-time staff numbers have remained stable over the past few years, while the part-time staff compliment varies with the success of funding program applications. Having additional full-time staff is a goal of the facility, but this is entirely dependent on funding. At the time of writing, a funding application is under consideration by the federal Community Adjustment Fund for several full-time staff to be employed over the twenty-month time span of the program.

The curator currently handles all aspects of facility operations, including the administration and public programming elements, plus the palaeontology. The curator is also managing the physical re-development of the building. This has been an admirable effort by one person and a considerable stretch of resources and the curator's time and skills.

The organization appears to have grown to the level where dedicated assistance is required in the business and administrative side of the operation. This could be accomplished by retaining a business manager. Another option is to create a general manager or executive director position that could oversee the whole operation.

The key areas of responsibility for the business manager or general manager would include:

- Fiscal management and administration
- Marketing and promotion
- Public programming
- Fund raising
- Human resource management

The key roles and responsibilities of the curator(s) would include:

- Accessioning and managing the collection
- Conducting palaeontology field work
- Managing specimen preparation
- Overseeing the education programs
- Managing exhibit construction
- Preparation of scientific papers
- Coordinating specimen research and reporting

Successful organizations also have plans in place to ensure their growth and survival over the long term. Although less than a decade old, the TRMF and the PRPRC have experienced impressive growth. This growth is largely due to the skills and persistence of the current board members and curators.

As the organization evolves, changes will inevitably occur and the board should start thinking about and planning for organizational structures that are best suited for the long term success and survival of the PRPRC. Some preliminary discussions have taken place at the board level to spin the PRPRC off from the TRMF and create a “Friends of” society. This notion should be explored further.

ACTIONS

- The board should act on its recent discussion to expand the board to include more regional representation. This would include a person(s) from other communities in northeast BC. The board should also consider appointing a knowledgeable museum expert with broad provincial experience to the board or as an advisor to the board.
- Consider developing a committee structure as the board evolves and appointing individuals based on skills and experience.
- The board should assess and review best practices in museum management in order to establish the optimum facility administration model that will ensure long-term success.
- The board should consider creating the position of business manager or general manager. The administration, business operation and public programming side of the operation would be the responsibility of this individual.
- The board should explore the pros and cons of splitting off the PRPRC into a more self-sufficient organization, as discussed the July 2009 board meeting.
- The MDC should act on its stated objective of assisting and advising the board on how to ensure an effective governance and administration process for the long-term management of the PRPRC.

Section 6

MARKETING PLAN

The PRPRC will be the most significant built tourist attraction in the community. In fact, it will likely be one of the most significant tourist facilities in the entire Peace Region. Encouraging visitation of both residents (local and regional) and tourists (destination and touring) will be crucial to the facility's success.

MARKET ANALYSIS

In 2007, nearly 2,900 individuals visited the PRPRC. A total of 2,200 persons toured the facility in 2008 until the facility was closed in the late summer to accommodate the move to the school building.

The much larger building and the enhanced public gallery space has the potential to generate significantly greater tourist visitation. However, in a troubled economy both locally and throughout North America, the size of this increase is uncertain. As has occurred in earlier economic slowdowns, the close-in and regional markets are likely to become more significant.

VISITOR INFORMATION CENTRE STATISTICS

The total number of visitor parties requesting information at the Tumbler Ridge Visitor Centre in 2008 was 2,253. This visitor-party number represents approximately 4,400 actual visitors. The totals are comprised of 984 same day visitors, but also represent 1,269 parties who stayed overnight. Approximately one in five inquiries concern attractions, while approximately one-third of all specific inquiries regarding Tumbler Ridge facilities were about the museum.

Over the past several years, tourism registrations at the VIC have increased 35% from 1,995 parties in 2004 to 2,619 parties in 2007. A decline in VIC visits occurred in 2008 representative of a broadly-based decline that occurred throughout the province. Travellers visit the community throughout the year, but the five-month period from May to September represents over 90% of the total, while the peak summer season of July and August makes up half of the annual total.

The following table depicts traveller statistics from 2004 to 2008.

Tumbler Ridge Visitor Information Centre								
Year	No. of Parties	No. of Visitors	Same Day Visits	Parties Staying Overnight	Total Info Inquiries	Attractions Inquiries (% of total)	Total Tumbler Ridge Inquiries	Museum Inquiries (% of total)
2004	1995	4349	886	1109	5273	15%	1101	36%
2005	2131	4557	990	1141	5607	18%	1040	40%
2006	2486	5025	1290	1196	6712	22%	1980	39%
2007	2619	5596	1600	1019	7804	21%	2154	34%
2008	2253	4400	984	1269	4848	27%	1724	30%

Visitors to Tumbler Ridge spend varying amounts of time in the community, from a few hours to several days. In 2008, a total of 1,514 party nights were spent in Tumbler Ridge by visitors who registered at the VIC. Adding the same-day visitors results in a party-days/nights total of approximately 2,500.

The following is a tally of total party-nights/days from 2004 to 2008.

Total Number of Party-Nights/Days in Tumbler Ridge									
Duration by Year	1	2	3	5	Total Nights	Same Day	Total	Length of Stay	
2004	373	194	70	50	1221	886	2107	1.8	
2005	387	221	58	87	1438	990	2428	1.9	
2006	313	202	94	93	1464	1290	2754	2.1	
2007	384	109	46	56	1020	1600	2620	1.7	
2008	506	255	66	60	1514	984	2498	1.7	

Notes:

1. Stays of longer than one week have not been tallied
2. Total party nights includes the tally of parties x nights
3. Length of stay is the weighted average

Visitors to Tumbler Ridge come from a variety of origins. As recorded in 2008, the largest single origin is BC at 50%, followed by Alberta at 25%, and local residents at 13%.

The following is a tally of visitation by origin, from 2004 to 2008.

Visitor Origin	Local	BC	Alberta	Other Canada	USA	Offshore	Total
2004	220 12%	1026 55%	336 18%	94 5%	103 6%	75 4%	1854
2005	236 11%	975 46%	527 25%	128 6%	141 7%	114 5%	2121
2006	382 15%	1133 46%	580 23%	162 7%	118 5%	111 4%	2486
2007	338 13%	1157 44%	768 29%	143 5%	106 4%	103 4%	2615
2008	286 13%	1123 50%	556 25%	112 5%	89 4%	70 3%	2236

DEMOGRAPHICS

Virtually all age groups visit museums and cultural institutions, including children, persons in the workforce, and retired persons. The key demographic segments for the PRPRC are expected to be Baby Boomers and Generations X and Y.

Baby Boomers

Baby Boomers (“Boomers”) were born immediately after World War II, between 1946 and 1966. This nearly two decade long period of economic growth produced nearly ten million Canadians and approximately 90 million Americans.

Much of the tourism industry that has been developed over the last half century has been developed to cater to Boomers. This includes amusement parks, theme parks, motels, RV Parks, ski areas and many community museums, all of which developed when the Boomers were young. Now that the leading edge of Boomers is approaching their mid-sixties, they are driving the growth in golf resorts, spa resorts and cruise ships.

The older Boomers had been saving money since their families had grown up - and a portion of this money was being used to travel. However, the current financial market events and the resulting economic downturn is having an effect on Boomer travel. Many retired Boomers are back at work, at least part time, reducing the time available for travel. The financial market meltdown has drastically cut into savings also, reducing the money available for travel. The length and depth of the current financial and economic downturn is very uncertain.

However, future purchase of travel products and the related visitation to museums by Boomers is likely to be different than travel in the past, and Boomers are likely to exhibit the following trends:

- more knowledgeable, quality conscious and sophisticated consumers
- interested in a sense of achievement rather than rest and relaxation
- used to being fun-seekers and thinking and acting young...this will continue as they age
- likely to be interested in cultural or educational themes to their travels
- well educated and inclined to expand their education through learning oriented travel

These trends are expected to be very significant for the PRPRC. The dominance of the Boomer market for travel generally is well documented and they are expected to continue to be the dominant travel category.

Generation X and Y

Generations X and Y followed the Boomer generation. The so-called Generation Xers are the younger siblings and children of the older Boomers, who were born between 1967 and 1979. There are about 5.5 million Canadians and about 45 million Americans in this group. Generation Yers are the Echo Boom, or the children of the Boomers, born between 1980 and 1995. There are about 7 million Canadians and 70 million Americans in this age group.

Generation Xers are currently in their mid twenties to early forties. As a group they are rivaling Boomers in terms of travel spending per trip. Generation Xers are still visiting the modernized theme parks of their parents era (often with their own children) while new all-inclusive resorts have been developed to cater to their interest in seeing new places and in hassle free travel. As a group they are fond of leisure travel, but are not particularly loyal to specific brands, book online, and make travel plans on short notice. They tend to be busy and expect to participate in multiple activities while travelling often to collect “travel experiences”.

A defining characteristic of the Generation Y groups is that they have been more programmed as they have grown up, typically taking part in a variety of activities since they were toddlers. They are a generation of multi-taskers who are very tech savvy, and tend to be independent and mobile. Those with children are very focused on providing quality experiences for their offspring and are a key market for the PRPRC. Their travel and service expectations are high.

LIFE CYCLES

As people move through their lives – young adulthood through parenting to maturity and retirement – requirements and tastes change. The effects of this transition process are particularly evident in travel behaviour and in the selection of travel products. The three core life cycle stages of singles, couples and parents, all have decidedly different interests in travel products. These three groups can be further divided in generation categories of young (Generation X and Y), middle age (Baby Boomers), and older (Empty Nesters and Seniors). Furthermore, these demographic groups have different interests and needs in terms of cultural products.

Combining these life cycle and demographic groups produces a number of life stage segments. The categories are as follows:

- | | |
|-------------------------|----------------------------|
| – Young singles | 18-34; not married |
| – Middle singles | 35-54; not married |
| – Older working singles | Over 55; not married |
| – Older retired singles | Over 55; not married |
| – Young Couples | 18-34; husband and wife |
| – Middle Couples | 35-54; husband and wife |
| – Older working couples | Over 55; husband and wife |
| – Older retired couples | Over 55; husband and wife |
| – Young parents | 18-34, children under 18 |
| – Middle parents | 35-54; children under 18 |
| – Older parents | Over 55; children under 18 |

The categories expected to have the best match with the PRPRC are older retired couples and singles, young parents, and older working couples and singles.

MARKET PROJECTIONS

RESIDENTS

The census population of the District of Tumbler Ridge in 2006 was 2,450. The unofficial 2009 population is estimated at about 3,000. This estimate is based on the very strong growth in the area's economy during 2007 and 2008, but also reflects the downturn experienced to date in 2009. It is noted that the District may accommodate up to another 1,000 temporary or transient workers, who work out of Tumbler Ridge, but are not classed as residents.

The greater Peace River Region as depicted by the Peace Region South Health Unit has a population of just over 27,000.

Local residents are expected to visit the PRPRC for a variety of reasons, including:

- a specific interest in fossils and dinosaurs
- general interest in fossils and dinosaurs
- to see what is happening in the old school building
- hosting visiting friends or relatives
- to attend a function staged at the PRPRC
- as part of a school tour

Regional residents may visit the centre for some of the same reasons, but some will visit as part of their travels to Tumbler Ridge.

It is anticipated that approximately 50% of visitors to the PRPRC will be residents of the region and District.

TOURISTS

Tumbler Ridge's tourism market is comprised of three general groups of travellers. These include travellers destined to Tumbler Ridge, travellers enroute elsewhere who stop in Tumbler Ridge, and travellers visiting friends and relatives. A description of these categories of travellers follows:

Destination Travellers

Persons destined to Tumbler Ridge and travelling for pleasure are largely attracted by the outdoor recreation opportunities. In the summer, the key activities are hiking, camping and sightseeing, while in the winter the popular activities are cross-country skiing and snowmobiling.

Visitation to the main provincial parks in the area is significant. Monkman Park attracts up to 2,000 overnight visitors, while Kinuseo Falls has attracted over 18,000 visitors annually (2006, as 2007 and 2008 counts were incomplete). Gwillim Lake Park has attracted over 3,500 overnight campground visitors and over 14,000 day-use visitors (2007).

Another category of destination travellers is those travelling for business or commercial purposes and those travelling for sports events. The PRPRC should be capable of attracting at least a portion of these visitors.

Pass-Through Travellers

Pass through travellers are made up principally of those persons travelling the Alaska Highway who take the side trip to Tumbler Ridge. Research on Alaska Highway travellers indicated a total of approximately 120,000 non-commercial vehicles with an

estimated visitor total of 320,000 travelling the highway in the general vicinity (latitude) of Tumbler Ridge from May to September. Nearly all (87%) of these travellers visited a museum/heritage site during their trip and are therefore predisposed to consider visiting the PRPRC.

About half of these Alaska Highway travellers are Americans enroute to/from Alaska. Past visitation to the PRPRC by Americans and by offshore residents has been modest (under 10%), however, the drawing power of a much larger facility is expected to be significantly higher.

Visiting Friends and Relatives

Tumbler Ridge has a population of approximately 3,000 persons. Persons visiting friends and relatives are strong candidates to visit the new PRPRC, either on their own or toured through by their Tumbler Ridge hosts.

COMPARABLE FACILITIES

Research has been conducted on several other museums and discovery centres in order to better understand the operations of these small community facilities. The comparison involved eight facilities including three Canadian dinosaur museums, two US dinosaur museums and three northeast BC/Yukon community museums. The attendance at these facilities ranged from 2,000 to 10,000 annually, with the average being just over 6,000 (The Courtenay Museum had an attendance of approximately 30,000, but no admission fee is charged.)

The following table summarizes a number of attributes of these facilities:

TUMBLER RIDGE MUSEUM – SMALL COMMUNITY COMPARABLE FACILITY SUMMARY

Centre Attributes	Museum/Discovery Centers							
	Canadian Dinosaur Museums/Discovery Centres			US Dinosaur Museums		N E BC + Yukon Museums		
	Courtenay & District Museum	T rex Discovery Centre	Canadian Fossil Discovery Centre	Makoshika Dinosaur Museum	Pioneer Trails Regional Museum	Ft. St. John Museum	Hudson's Hope Museum	Northern Lights Centre
Location	Courtenay, BC	Eastend, SK	Morden, MN	Glendive, MT	Bowman ND	Ft. St. John, BC	Hudson's Hope, BC	Watson Lake, YK
Ownership	Not for profit society	Not for profit society	Not for profit society	Non-profit corporation	Non-profit corporation	Historical Society	Historical Society	Town of Watson Lake
Size (Square Feet)	20,000	16,000	14,000	12,000	12,000	10,000	10,000	8,000
Facility Opened	2000	2000	1979	2003	1991	1983	1967	1996
Adult Admission Fee	Donation \$25 tour	\$7.95	\$6.00	\$3.00	\$3.00	\$2.00	Donation	\$10:00
Summer Hours	10:00 – 5:00	9:00 – 9:00	1:00 – 5:00	10:00 – 5:00	9:00 – 5:00	9:00 – 5:00	9:30 – 5:30	12:30 – 9:30
Annual Attendance	30,000	9,000	7,000	5,000	3,000	2,000	4,000	10,000
Tourist/Resident Split	50/50	90/10	90/10	75/25	90/10	80/20	70/30	100% tourist
Capital Costs	\$2 million	\$3.9 million	NA	NA	\$1 million	NA	NA	\$3 million
Operation Budget	\$400,000	\$200,000	\$300,000	Nil	\$25,000	\$50,000	\$100,000	\$240,000
Staff	2 FT 2 PT	1 FT 2 PT 9 summer	3 FT 6 summer	None All volunteer	None	1 FT	1 FT 1 PT 3 summer	2 FT 3 summer

MARKETING STRATEGY OUTLINE

Given the unique subject matter and the relative remoteness of Tumbler Ridge, marketing will be an important component of the operations activities. A marketing strategy needs to be developed and implemented. Given the “soft” opening of the facility May 2009 and the plans for an “official” opening in 2010, the timing is appropriate. The following is the scope of actions that needs to be addressed to prepare the marketing plan.

SITUATION ANALYSIS

“Where have you been?”

History and Evolution	Description of how the PRPRC has grown since its inception.
Attendance Figures	Summary of attendance by month and by year
Past Marketing Program	Summary of marketing/advertising that has been undertaken to date.
Competitive Analysis	Assessment of the operating environment including specific competitors.

OPPORTUNITY ANALYSIS

“Where are you now?”

Market Segments	Description of existing and potential market segments.
Residents	Summarize Tumbler Ridge and region community profile.
Tourists	Categorize tourists as: Destination, Drive-by and Visiting Friends & Relatives
Schools	Describe school enrollment and relevant curriculums.
Strengths and Weaknesses	Summarize key strengths and weaknesses of the facility.
Total Market Potential	Describe the potential markets

GOALS AND OBJECTIVES

Attendance Targets

“Where do you want to go?”

By month by years 1 - 5 ... by category.

Revenue Targets

As above.

Awareness Targets

Define a process to raise resident and tourist awareness of the PRPRC.

Satisfaction Targets

Develop/Maintain the customer satisfaction measurement survey.

TACTICS

“How do we get there?”

Advertising

Magazines...Brochures...Travel Publications...
Newspapers...Billboards...Radio

Public Relations

Logo...Image...Signage

Sales Promotions

Non-paid advertising intended to increase attendance. Includes special events, press releases, service club participation...

Direct Mail

Specific mail pieces either addressed or bulk.

Partnerships

Arrangements with other businesses to jointly promote business.

Sponsorships

Financial assistance from other businesses either in cash or in-kind.

Fam Trips

Arrangements to cater to travel writers and others in the travel trade.

Web site

Maintenance of the website to keep informative and current.

Social Media

Explore the potential of creating a profile on social media sites such as Facebook, Twitter, YouTube, Flickr, etc.

ACTION PLAN

“What steps do we need to take?”

Advertising

Describe the timing, placement details, and steps needed to implement the tactics above.

Public Relations

Sales Promotions
Direct Mail
Partnerships
Sponsorships
Fam Trips
Web site
Social Media

BUDGET

Year 1
Year 2
Year 3
Year 4
Year 5

“Costs to implement the program”

Staff costs...Contract costs...Paid purchases
“
“
“
“
“

MONITORING

Evaluation program

“How did the program work?”

Describe processes to evaluate the marketing plan.

ACTIONS

- Develop a comprehensive marketing plan as described above, intended to increase attendance and revenues. This plan should be directed by the newly formed marketing committee of the board of directors.
- Prepare a job description for a marketing manager position. A short-term solution may include a coop arrangement with a Northern Lights College or UNBC business management student.

Section 7

FINANCIAL PLAN

CAPITAL PLAN

Although the PRPRC has been able to move into an existing institutional building (school), renovations are required to convert the school into a functional palaeontology research facility and public gallery. As of the time of writing, considerable work has been accomplished. Classroom walls have been removed, plumbing updated and spaces created for specimen storage and preparation. The public gallery has also been created in the gymnasium, along with an adjacent theatre room. The facility is currently open to the public (as of mid May 2009).

Over the near term (mid 2010), the PRPRC plans to expend approximately \$200,000 on capital improvements. These are described below.

<u>EXPENDITURE ITEM</u>	<u>BUDGET</u>
Deconstruction	\$30,000
Equipment & Supplies	\$3,000
Entrance	\$14,100
Gallery	
Theatre	\$5,300
Main Gallery	\$5,000
Washrooms	\$10,000
Electrical	\$5,000
Storage Cabinets	\$25,000
Gift shop/Administration	\$5,000
Interior Doors and Partitions	\$10,100
Ventilation	\$8,000
Interior Electrical	\$5,000
Interior Plumbing	\$2,000
Additional Interior Flooring	\$5,400
Security	\$10,000
Computer Data Storage/Networking	\$30,000
Exterior	
Fencing	\$22,600
Storage/Work Sheds	<u>\$10,000</u>
Total	\$205,500

In June 2009, a funding application for the above had been submitted to the Rural Economic Development Initiative program (REDI-BC) for a total of \$120,000. At the time of writing, there had been no word on the status of the application.

Should the application be successful, a revised application may be submitted to Northern Development Trust Initiative for approximately \$50,000. These two funding sources would allow completion of the capital renovations described above.

Longer term, additional funding sources will need to be found to undertake continuing capital items. These include:

- External renovations to the building to make it look less institutional and better depict its palaeontology purpose
- Outside displays/statues of dinosaurs
- Updates and expansions to the Dinosaur Discovery Gallery, possibly including a mezzanine
- Upgrades to the gift shop/lobby
- Additional equipment for specimen preparation

Additional funds for these longer-term items may be in the order of \$100,000 annually. This would bring the capital budget for the five-year planning horizon to approximately \$500,000.

OPERATIONS PLAN

This operations analysis includes estimates of revenues and expenditures over the five-year planning horizon. It is noted that uncertainty exists about the status of outstanding grant applications, but the assumptions made are deemed to be the best available at the time of writing. Described below is a discussion of the assumptions surrounding the revenue and expense projections. This is followed by a similar description of operating expenses.

REVENUE PROJECTIONS

Revenues have been grouped into three categories of self-generated (earned revenue), grants and fundraising (unearned revenue). Sub-categories have been listed within each of these three groupings.

In the cultural attractions business, paid attendance is typically the largest component of the earned revenue category. It is also of importance to the adjudicators of grants and to those providing funds from private sector agencies as success at the gate illustrates the appeal of the facility in the marketplace.

The sources of information used to project these revenues include a review of comparable dinosaur museums (mostly in rural North American communities), an assessment of selected museums in northeastern BC, and operating norms from the Association of Science and Technology Centers (ASTC).

Impacting the attendance forecast process positively, is the understanding that the facility will be of high quality with interesting and unique exhibits. Less positive factors affecting attendance include the relatively remote location of Tumbler Ridge off the main Alaska Highway travel corridor, its small existing tourist market, and its small resident and regional population.

The following is a description of revenues by category, with a description of the topic and a numeric value.

Topic	Description	Value
REVENUES		
Self-Generated	Revenues generated on-site or through museum operations (utilizing Association of Science-Technology Centre norms and average comparable facility values).	ASTC Norm 40%
Attendance	Average comparables attendance. Average comparable, less high and low value. Comparables square footage per visitor. (It is noted that the centre visitation would likely be mainly in the non-winter season) Attendance projection is based on one visitor per square foot of exhibit space.	8,750 6,300 1.5 8,000
Admissions (General)	Average adult admission charge from the eight comparables. Average adult admission from comparables, less extremes. ASTC median adult admission for small facilities. Prorated tariff (blend of adult/senior/students/groups) approximately 25% less than ASTC average.	\$4.00 \$3.70 \$6.00 \$4.50
Admissions (Tours)	Revenue from tours to dig sites and trackways. Includes kids camp programs. Estimated at 40% of general admissions. (Note that other categories of admissions will include group sales and annual passes. For analysis purposes, these categories are included in the totals quoted.)	40%
Retail	Revenues from sales of merchandise, which would include fossil and footprint casts, as well as tourist items. Sales per capita are quoted as net (less cost of goods sold).	\$1.00
Food & Beverage	Vending machines will be used for food & beverage service. Per Cap sales are quoted as net revenues.	\$0.50
Memberships	Membership benefits would include admission to the centre, discounts on tours and on retail items. Rates would apply to individuals, families and corporations . Blended rates of \$30 have been applied for analysis purposes to 100 memberships.	100
Facility Rentals	Includes rental of the facility for corporate, civic or individual events. Analysis assumes six events per season at \$200 per event.	6
Rent/Sub Leases	Includes rent paid by other groups/agencies renting space on an ongoing or lease basis.	Nil

Grants	Funds provided by governments.	ASTC Norm: 30%
Municipal	Historic and ongoing annual level of support.	\$200,000
Provincial	Direct Access (Gaming) Grant from the BC Government.	\$50,000
Federal	Services Canada Summer Student Wage Supplement Services Canada Career Focus Wage Supplement	\$30,000 \$30,000
Regional	North Peace Economic Development Commission South Peace Economic Development Commission	\$25,000 \$25,000
Miscellaneous	A variety of other funding sources to foundations and other government programs	\$10,000
Fund Raising (Private)	Private sector fund raising includes a range of sources, as listed below.	ASTC Norm: 30%
Partnerships	Arrangements with private sector firms or agencies to provide cash or in-kind support in return for publicity.	\$50,000
Sponsorships	Arrangements with private sector firms or agencies to provide cash or in-kind support for sponsoring specific events or exhibits.	\$50,000
Endowment	A dedicated endowment fund to assist with ongoing staffing and operational costs. This fund is intended to be created by the provincial government with a one-time cash contribution of \$6 million. This fund principal would create an annual income of approximately \$200,000 at 3%.	\$200,000
Donations	Donations and gifts of cash from patrons, typically for special projects.	\$10,000
Fund Raising Events	Annual fund-raisers such as auctions, garage sales, naming projects, etc.	\$10,000

Topic	Description	Value
EXPENSES		
Wages and Salaries	Wages, salaries and benefits of all full-time, part-time and seasonal staff.	47% of Total Expenses
Full-Time	Costs of Palaeontologists, technical and science support staff, plus Discovery Gallery manager.	65%
Part-Time	Costs for summer and part-time staff for Gallery, educator(s), program staff, volunteer coordinator, and tour guides.	35%
Operations and Programs		38% of Total Expenses
Administration	Covers a range of costs to operate and manage the facility including office charges for equipment leases, liability insurance, web site development, bank charges, licenses/dues, and related expenses.	25%
Laboratory Operations	Includes costs to operate the laboratory including supplies and equipment.	10%
Field Operations	Costs to explore for sites, plus excavation and removal of palaeontological specimens	30%
Exhibit Operations	Costs to operate and maintain the exhibits including, supplies and related expenses.	5%
Programming	Costs for public and school education programs, including supplies, vehicle rentals, facility rental costs, outreach costs, overnight programs, and related expenses.	15%
Marketing	Costs for facility marketing, advertising, promotion and public relations, including contract costs.	10%
Retail Cost of Sales	Revenue figures are net.	0
F&B Cost of Sales	Revenue figures are net.	0
Other Operations	Miscellaneous costs to operate the facility.	5%
Management Support		15% of Total Expenses
Occupancy Costs	Rent assumed to be negligible, as building is owned by the District of Tumbler Ridge. Taxes to be paid by the District.	1%

Utilities	Costs for heat, light, water, telephone and cable.	25%
Facility Maintenance	Costs for janitorial expenses, minor repairs and replacement of consumables.	20%
Membership Services	Costs to produce, print and distribute the facility newsletter, and to maintain the membership program.	5%
Annual Appeal	Costs to operate and manage the annual appeal and fundraising campaigns.	10%
Exhibit and Facility Upgrades	Costs to periodically upgrade the facility and exhibits. This covers upgrades, is in addition to facility maintenance, and includes changes and improvements to exhibits to encourage return visits. It also includes a building reserve to cover costs of periodic upgrades.	25%
Other Support	Miscellaneous management support costs.	10%

PRPRC Revenues and Expense Projections, 2010 to 2014

REVENUES						
Descriptors	Factors					
Building Size (Sq. Ft.)		25,000				
Exhibit Area (Sq. Ft.)		8,000				
Attendance	1	8,000	8000	8500	9000	9500
REVENUE SOURCES	Years>	2010	2011	2012	2013	2014
Self-Generated:						
Admissions (General)	\$4.50	\$36,000	\$36,000	\$38,250	\$40,500	\$42,750
Admissions (Tours)	0.40	\$14,400	\$14,400	\$15,300	\$16,200	\$17,100
Retail Sales (Net)	\$1.00	\$8,000	\$8,000	\$8,500	\$9,000	\$9,500
Food & Beverage (Net)	\$0.50	\$4,000	\$4,000	\$4,250	\$4,500	\$4,750
Memberships	100	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Facility Rentals	\$200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
Rent/Sub leases		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Self-Generated		\$66,600	\$66,600	\$70,500	\$74,400	\$78,300
Grants (Public):						
District of Tumbler Ridge		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
BC Government Direct Access		\$50,000	\$0	\$0	\$0	\$0
Student Employment Grants		\$60,000	\$30,000	\$30,000	\$30,000	\$30,000
North Peace Economic Development Commission		\$25,000	\$25,000	\$0	\$0	\$0
South Peace Economic Development Commission		\$25,000	\$25,000	\$0	\$0	\$0
Miscellaneous Grants		<u>\$20,000</u>	<u>\$10,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>
Total Grants		\$380,000	\$290,000	\$280,000	\$280,000	\$280,000
Fund Raising (Private):						
Partnerships		\$0	\$25,000	\$25,000	\$25,000	\$25,000
Sponsorships		\$0	\$25,000	\$25,000	\$25,000	\$25,000
Endowment		\$0	\$200,000	\$200,000	\$200,000	\$200,000
Donations		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Fund Raising Event(s)		<u>\$10,000</u>	<u>\$10,000</u>	<u>\$10,000</u>	<u>\$10,000</u>	<u>\$10,000</u>
Total Fund Raising		\$20,000	\$270,000	\$270,000	\$270,000	\$270,000
Total Revenue		\$466,600	\$626,600	\$620,500	\$624,400	\$628,300

EXPENSES						
Wages and Salaries:	<i>0.47</i>					
Full-time Staff		\$150,000	\$300,000	\$300,000	\$300,000	\$300,000
Part-time/summer staff		<u>\$70,000</u>	<u>\$70,000</u>	<u>\$70,000</u>	<u>\$70,000</u>	<u>\$70,000</u>
Total Wages		\$220,000	\$370,000	\$370,000	\$370,000	\$370,000
Operations:	<i>0.38</i>					
Administration	25%	\$44,468	\$44,468	\$44,468	\$44,468	\$44,468
Lab Operations	10%	\$17,787	\$17,787	\$17,787	\$17,787	\$17,787
Field Operations	30%	\$53,362	\$53,362	\$53,362	\$53,362	\$53,362
Exhibit Operations	5%	\$8,894	\$8,894	\$8,894	\$8,894	\$8,894
Programming	15%	\$26,681	\$26,681	\$26,681	\$26,681	\$26,681
Marketing	10%	\$17,787	\$17,787	\$17,787	\$17,787	\$17,787
Retail Cost of Sales	0%	\$0	\$0	\$0	\$0	\$0
F&B Cost of Sales	0%	\$0	\$0	\$0	\$0	\$0
Other Operations	<u>5%</u>	<u>\$8,894</u>	<u>\$8,894</u>	<u>\$8,894</u>	<u>\$8,894</u>	<u>\$8,894</u>
Total Operations Expense	100%	\$177,872	\$177,872	\$177,872	\$177,872	\$177,872
Management Support:	<i>0.15</i>					
Occupancy Costs	1%	\$702	\$702	\$702	\$702	\$702
Utilities	25%	\$17,553	\$17,553	\$17,553	\$17,553	\$17,553
Facility Maintenance/Upgrades	20%	\$14,043	\$14,043	\$14,043	\$14,043	\$14,043
Membership/Newsletter	5%	\$3,511	\$3,511	\$3,511	\$3,511	\$3,511
Annual Appeal/Fundraising	10%	\$7,021	\$7,021	\$7,021	\$7,021	\$7,021
Exhibit Upgrades	25%	\$17,553	\$17,553	\$17,553	\$17,553	\$17,553
Other Support	<u>14%</u>	<u>\$9,830</u>	<u>\$9,830</u>	<u>\$9,830</u>	<u>\$9,830</u>	<u>\$9,830</u>
Total Management Support	100%	\$70,213	\$70,213	\$70,213	\$70,213	\$70,213
Total Expenses		\$468,085	\$618,085	\$618,085	\$618,085	\$618,085
Revenue - Expenses		-\$1,485	\$8,515	\$2,415	\$6,315	\$10,215

Based on the assumptions used in these projections, the PRPRC can be expected to operate profitably over the five-year time-horizon of this plan.

Section 8

SUSTAINABILITY PLAN

DESCRIPTION

The PRPRC will operate as palaeontology research centre, generating revenue from a variety of sources. It will be the regional repository for palaeontology specimens from the Peace Region and will provide an extensive display and interpretive function.

Operating as a research centre, revenues will be generated from; earned sources, private sector contributions, and public sector funds. Earned revenue will be driven by attendance and admissions. Admission fees are expected to be in the \$5 range (starting in 2010), while additional revenues are expected to be generated by the gift shop, memberships, facility rentals, and possibly fees for research services.

Private sector revenues will be generated through a variety of techniques including partnerships, sponsorships and special events. Partnerships will include arrangements with businesses and civic institutions, to provide both cash and in-kind contributions. Sponsorships will include marketing and specific assistance from local and regional businesses and agencies. Applicable foundations will also be approached on a project basis. Special events, lectures and workshops will be staged periodically, focusing on a variety of palaeontology topics.

Public sector funds will be accessed from federal, provincial and local government programs aimed at community development, plus those specifically targeting the museum and cultural sectors. Examples of funds that have been granted in the past, and for which annual applications will be submitted, are the provincial Direct Access (Gaming) Grant, federal government student employment grants, regional grants from the Peace River Regional District economic development agencies, and the annual operating grant from the District of Tumbler Ridge.

Revenues from all sources are budgeted to be in the range of \$470,000, increasing to \$625,000 over a five-year period. The distribution is targeted as follows:

- | | |
|-------------------------------|-----------|
| - Earned Revenue | 10% - 15% |
| - Private Sector Partnerships | 35% - 40% |
| - Public Sector Support | 45% - 55% |

Based on this expenditure model, the facility is budgeted to have a positive cash flow. Expenses will include items categorized as Operations Expenses, relating to the business of the PRPRC, and Management Support Expenses relating to operation of the building.

Operations expenses will include wages and salaries, administration, exhibit operations, programming costs, and marketing. Management support expenses will include occupancy costs, utilities, insurance, maintenance, and cost of sales (gift shop). The split in expenses is expected to be 75% to 85% for Operations expenses and 15% to 25% management support items.

In its relatively brief existence, the TRMF has developed a strong relationship with a number of funding agencies and with the corporate/industrial sector. Funding support is expected to continue based on the expanding role and profile of the facility.

However, a key component of the successful long-term evolution of the facility is to establish an endowment fund that can be directed towards supporting operations of the facility. The preferred model is a private sector/foundation endowment, matched by a provincial government contribution. Activities to be supported include the scientific work of the centre and the public interpretation.

PERFORMANCE MONITORING

Several measures exist which will allow management to assess the performance of the PRPRC over the five-year planning horizon. These include both scientific measures and business measures. The key scientific measures are:

Specimen Related

- Number of palaeontology specimens
- Type of specimen
- Quality and completeness of specimens

Palaeontologist Related

- Research papers written and published
- Conference presentations given
- Visit/collaborations by outside palaeontologists

The business measures are:

Attendance

- Daily paid attendance with monthly totals, by category of ticket
- Seasons pass admissions
- Complimentary admissions

Revenue

- Daily attendance revenue with monthly totals, by category of ticket
- Calculate a median admissions value from the above
- Daily revenue from the gift shop with monthly totals
- Daily revenue from food & beverage with monthly totals
- Calculate monthly “per cap” spending to provide a measure of total revenue per visitor.

Economic Impact

Economic impact measures can be difficult to conduct because of uncertainty about the casual effect of the facility (i.e., Did the person/family visit Tumbler Ridge or spend more time and money in the community because of their visit to the Centre?). Some insights can be gained from structured conversations with visitors, while more definitive estimates can be provided by periodic surveys.

Satisfaction Measures

A measure of how well the facility is meeting its civic responsibility will be customer satisfaction. It will be important to periodically measure the satisfaction of both the residents and tourists. A periodic structured customer satisfaction survey would provide the information. Conducting a Year 1 survey could also provide a benchmark against which to measure future performance.