

NO: **R062** COUNCIL DATE: **April 2, 2012**

REGULAR COUNCIL

TO: **Mayor & Council** DA: **March 27, 2012**

FROM: **General Manager, Engineering** FI: **0870-50/5**
General Manager, Parks, Recreation and
Culture

SUBJECT: **Surrey Heritage Society - Request to Locate the “BC Heritage Transportation Centre” in the Former Museum Building on the Cloverdale Fairgrounds**

RECOMMENDATION

The Engineering Department and the Parks, Recreation & Culture Department recommend that Council:

1. receive this report as information; and
2. authorize the City Clerk to forward a copy of this report to the Surrey Heritage Society as information.

BACKGROUND

At the November 28, 2011 Council-in-Committee meeting representatives from the Surrey Heritage Society (SHS) requested that Council approve the use of a 5,000 ft.² area in the old Surrey Museum facility located on the Cloverdale Fairgrounds near the intersection of 60 Avenue and 176 Street (see Appendix 1) for the purpose of opening the “BC Heritage Transportation Centre”. The SHS has submitted a copy of the 2012 to 2013 Business Plan for the BC Heritage Transportation Centre, a copy of which is attached as Appendix 2.

The SHS is currently in negotiations with the Teamsters Freight Transportation Museum and Archives Society to acquire the assets of that Society that includes 18 restored heritage trucks. One of the conditions of the agreement is that the SHS obtain City approval for the use of the subject premises for the storage and display of the collection of trucks and other artefacts.

History of the Transportation Museum

BC Transportation Museum in Cloverdale 1987-1993

In the late 1980's the Royal B.C. Museum launched a Museum operation in Cloverdale to house a transportation collection showcasing vehicles from the provincial museum along with antique cars and trucks loaned by private collectors. Although the reasons are not fully clear, that museum was

closed in 1993. The provincial collection was auctioned and loaned vehicles were removed by their owners.

Teamsters Freight Transportation Museum in Port Coquitlam 1996-2011

The Teamsters collection as referenced above started with a group of trucks that had been part of the B.C. Transportation Museum. The Teamsters Freight Transportation Museum was located in an industrial section of Port Coquitlam and showcased beautifully restored trucks dating from 1914 to the 1950's. The Museum closed due to lack of funding to cover the high costs of rental space and limited attendance caused by its poor location. Efforts by the Teamsters to negotiate a donation of its collection to Merritt, BC faltered in June 2011.

City's Current Focus – Planning Cultural / Museum Facilities and Services

The development of a Cultural Plan for Surrey commenced in 2011. The Plan is expected to be forwarded to Council for consideration of approval in the next few weeks. The Plan was developed with significant community consultation. One of the key recommendations of the Plan is the implementation of Phase 2 of the Surrey Museum. Three Directors of the newly formed SHS participated in the World Cafe Forum and Town Centre Open Houses related to the development of the Cultural Plan. Information about the SHS and its plan to acquire the Teamsters freight collection to open a new BC Heritage Transportation Centre were not brought forward during this process.

The Build Surrey Program proposes significant investment in cultural amenities across the City including the development of Phase 2 of the Surrey Museum in Cloverdale. The Museum expansion is intended to create exhibit space for national and international touring exhibits and to create a vibrant interactive experience that will draw repeat visits by Surrey residents and attract the regional tourist market. Staff is currently in discussions with potential "Learning and Discovery Centre" partners regarding the development of technology-based interactive exhibits for the Surrey Museum to house a learning and discovery component, similar to the experiences provided to patrons of Science World in Vancouver. A stand alone specialized museum such as a "Heritage Transportation Centre" has not been referenced in the recommendations of the Cultural Plan.

DISCUSSION

The following is an evaluation of the transportation museum proposal:

Pros:

- The proposed BC Heritage Transportation Centre will be in close proximity to the Surrey Museum on Highway 10 and to the Fraser Valley Heritage Railway Car Barn that is currently under development on 176A Street south of Highway 10. Visitors to these other museum/heritage sites may be drawn to a new BC Heritage Transportation Centre facility in the same area. In addition, if the hours of operation of the proposed BC Heritage Transportation Centre are aligned with other scheduled events on the Fairgrounds; visitors to the Fairgrounds could be drawn to the proposed BC Heritage Transportation Centre by means of signage and marketing; and
- The exhibits for the proposed BC Heritage Transportation Centre are commendable and would create another attraction in Surrey.

Cons:

- The old museum building in which the proponents are proposing to locate the BC Heritage Transportation Centre is not considered to be a permanent facility on the Fairgrounds site as it is expected to be demolished over time to make way for redevelopment, probably within the next few years;
- Once the BC Heritage Transportation Centre is embedded in the building it will be difficult to remove without providing alternative accommodation elsewhere (i.e., the proposed BC Heritage Transportation Centre needs about 5,000 sq ft of floor area, which would have a construction value of approximately \$1.5M or more);
- A significant challenge for specialized museums such as transportation centres is limited audience appeal. It is difficult to develop a solid business case for such centres (i.e., as evidenced by the closure of the former BC Transportation Museum in Cloverdale and the experiences of the Teamsters in relation to the museum that they were operating); and
- Any resources dedicated to the proposed BC Heritage Transportation Centre would detract from the amounts that would be available for implementation of the other recommendations of the City's Cultural Plan, which includes the Phase 2 expansion of the Surrey Museum.

Revenue Potential

The current average municipal or civic subsidy to local museums is between 76% and 88% of the annual operating budget. Museums throughout BC generate between 5% to 15% of their budget through program and admission revenues. Other revenue in the range of 6% to 10% is generated through government grants and sponsorships.

A museum operation such as the proposed BC Heritage Transportation Centre would be challenged to charge an admission fee given the size of the collection and other exhibits (14 to 18 vehicles). It is more likely that the centre would operate through an "admission by donation" model. Currently, the Historic Stewart Farm in South Surrey is open to visitors by donation. Annually, the Stewart Farm generates an admission by donation revenue of \$6,000 to \$9,000. In the current economic climate with many families being challenged with high housing and other living expenses, donation revenues are decreasing at all cultural facilities in the province. As a not-for-profit Society, the SHS is eligible to apply for provincial gaming grants; however, without a professional museum staff or curator, the Society will not be eligible for Department of Canadian Heritage, Museum Assistance Program grants or BC Arts Council, Special Project grants.

Funding

The SHS is proposing to staff the BC Heritage Transportation Centre and maintain the collection through volunteers. The proportional share of utility and building maintenance costs for the operation is estimated at \$1,000 per month, which the SHS has agreed to pay. A representative of the SHS has also contracted the Lark Group to identify capital costs involved in renovating the structure to accommodate the collection. SHS is in the process of identifying donations from local area businesses and contractors to fund this initial capital outlay.

Lease Agreement

Under the terms of the SHS proposal to the City the SHS will be responsible for their proportional share of the operating costs of the building and all initial capital expenditures. The SHS will also be responsible for marketing, promotion and truck collection insurance.

Current policy regarding the leasing of City land and buildings to non-profit organizations is to lease the land/building at fair market value. As a non-profit organization, the SHS has the opportunity to apply to Council for an annual grant in lieu of rent. Based on an internal valuation of the subject building area, the annual rent for the proposed lease is \$24,000 (i.e., \$2,000 per month).

Truck Collection

At present 14 of the 18 trucks in the Teamsters collection are completely restored and ready to be displayed. Due to size limitations of the old museum facility, the SHS will only be able to display approximately 14 vehicles. SHS have made arrangements with a Society member to store the balance in a privately-owned building that has a machine shop.

Museum Operations

The BC Heritage Transportation Centre Business Plan proposed that volunteer staff would run the BC Heritage Transportation Centre operation and would use a similar operating structure as the Fraser Valley Heritage Society. Operating hours and days open will be determined after the collection has been put in place and is ready for public viewing. SHS is hoping to be operating weekends and on major special events like the Cloverdale Rodeo & Exhibition, Canada Day and the Blueberry Festival.

To ensure that collection is maintained properly, the Teamsters have required that the donation of the collection to the SHS be subject to a 5-year lease period. If the collection is maintained and promoted during this period, the collection will be conveyed to the SHS at the end of the term for \$1.00. The 5-year term is a safety net for the Teamsters to ensure that SHS is able to maintain and promote the collection.

A key consideration in the first few years of operation would be costs related to the ongoing conservation and preservation of the collection. SHS has indicated that they will be responsible for these costs and will ensure that the collection does not deteriorate in this building that does not have basic museum environmental standards (temperature and relative humidity controls).

Evaluation of the SHS Request:

The current focus of staff is to reserve available museum capital and operating funding for a proposed Phase 2 expansion to the Surrey Museum. This is consistent with the recommendations in the draft Cultural Plan. Despite the Business Plan submitted by the SHS, it is reasonable to assume that the proposed museum may require financial support from the City over time. The draft Cultural Plan contains no reference in its recommendations to a BC Heritage Transportation Centre. In the absence of other direction from Council, staff will inform the proponents of the BC Heritage Transportation Centre that the City's museum-related resources are being focused on the Phase 2 expansion of the Surrey Museum and that

the establishment of a Heritage Transportation Centre is not considered a priority at this time. If the proponents view the proposed BC Heritage Transportation Centre as being viable, they could pursue the establishment of such a Centre on private land and manage it independently from the City.

CONCLUSION

Although the proposal from the SHS has some merit, the City's focus with respect to museum expansion is on Phase 2 of the Surrey Museum. The SHS could consider the potential of opening the BC Heritage Transportation Centre as a private venture on private land without City involvement. It is recommended that Council authorize the City Clerk to forward a copy of this report to the Surrey Heritage Society as information.

Vincent Lalonde, P.Eng
General Manager
Engineering

Laurie Cavan
General Manager
Parks, Recreation & Culture

KSW/mpr

Appendix 1: Aerial Photograph of the site of the Former Surrey Museum at 6022 – Highway 15

Appendix 2: BC Heritage Transportation Centre 2012-2013 Business Plan

SURREY



HERITAGE SOCIETY

BC Heritage Transportation Centre

2012 – 2013 BUSINESS PLAN

Prepared by the Surrey Heritage Society – March 16, 2012

BACKGROUND:

The Surrey Heritage Society was incorporated on September 29, 2010 by a group of local Surrey citizens who have a passion to preserve and conserve Surrey's Heritage.

The Society originally was created with the intention of care taking a 100 year old Street car entitled, "Clover Belle" which had been brought over from Vancouver Island via the Fraser Valley Heritage Railway Society to be considered for usage in the Cloverdale Town Centre



Streetcar #30 currently resides in a Truck Park on 176 Street and will be moved into the new Car Barn that is being built for the Fraser Valley Heritage Railway on the 5500 block of 176 Street.

In the Fall of 2011, current SHS President Bruno Zappone had been approached by the Teamsters Freight Transportation Museum & Archives Society to consider the opportunity to acquire their collection with the ultimate goal of preserving them and displaying them to the general public. After several meetings of the Society, the general membership was in agreement that the Heritage Truck collection which had formerly been in display at the BC Transportation Museum circa 1987 – 1992 in Cloverdale – Surrey would be a desirable heritage asset.

BACKGROUND con't:



1929 White 5-ton Tanker

The Surrey Heritage Society had approached the Cloverdale Rodeo & Exhibition as a potential site for the Heritage Truck collection with the belief that a lot of synergy in attracting visitors could be mutually achieved. Initially the Society was interested in using the Alice MacKay Building which had enough square footage to easily house the entire collection. Since the Society was unable to guarantee lost annual revenue that the facility currently achieves, it was decided that old Surrey Museum site be considered as a temporary location. On November 28, 2011, a delegation from the Surrey Heritage Society approached the City of Surrey – Mayor and Council to ask for access to the former Museum site located on the S.W. corner of the Cloverdale Fairgrounds. The City of Surrey had thanked the delegation and noted that they will refer the request to staff for further review.

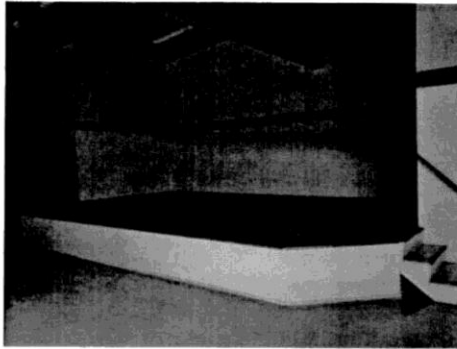
The Surrey Heritage Society is aware of the City's long term desire to redevelop the Cloverdale Fairgrounds with a new Trade and Convention facility and on that note, the Society is setting up a committee to work on an exit strategy for the collection so that it is able to be relocated with relatively short notice. In addition, the Society will determine how to achieve financial/operational sustainability for the collection which will be renamed the BC Heritage Transportation Centre.

The Surrey Heritage Society membership has discussed its future role in preserving Surrey's heritage and all of the members agree that the BC Heritage Transportation Centre would make an excellent platform to boost fundraising efforts and would allow the Society to have an office to raise its profile.

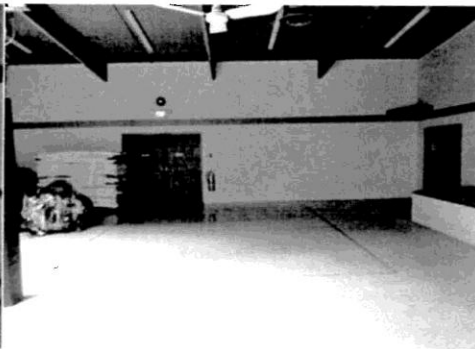
FACILITY RENOVATIONS:

In January 2012, the Surrey Heritage Society approached a local developer Larry Fisher of the Lark Group for assistance with the proposed retrofit which included the installation of a large 12' x 10' roll up door and additional expenses to enlarge the current square footage of the old Museum. A detailed cost estimate of approx. \$20,000 from the Lark Group has been included in the appendix.

The fundraising committee of the Society, headed by SHS director Bill Reid has confirmed commitments from several private patrons and several companies including the Lark Group, Southridge Building Supplies and Great Canadian Casinos to cover all costs associated for the retrofit. In addition, the Society held a fundraiser at Fraser Downs Racetrack on March 2nd and raised \$5,500.00 to be added to the private/corporate donations.



Stage to be removed



Lower Back wall covering to be removed

The Surrey Heritage Society is proposing to put in a limited number of display ready vehicles along with a variety of artifacts such as gas pumps, technical manual displays and printed materials ie posters and old magazine ads.

Another key component of this proposal is a donation of services offered by Unitow to move the entire heritage truck collection to the new facility at no cost!

OPERATIONS:

The BC Heritage Transportation Centre proposes to open for the May long weekend and would be added as a new attraction for the Annual Cloverdale Rodeo and Country Fair that runs from May 18 – 21, 2012.

The Society proposes to make admissions free of charge to visitors and will collect donations at the door. For the first season, the Centre will be open on weekends: Saturday and Sunday 10am – 4pm starting May 18th to September 2nd. The operation will be run entirely by volunteers, many of whom have had a previous involvement with the collection including the BC Transportation Museum manager: Jim Winter. The BC Heritage Transportation Centre would also open for Canada Day and for private appointments including visits from Surrey schools. Much of the history (film and printed material) of the vehicles has been preserved by Mr Winter who would like to create a program that would tell about the history of Transportation in British Columbia.

Depending on the number of visits and public interest of the BC Heritage Transportation Centre, the Society will consider longer hours of operation based on a demonstrated commitment from the volunteer pool.

The Surrey Heritage Society will also share expenses with the City of Surrey with respect to Hydro and Gas costs for the Museum building. The Society will purchase annual insurance for the contents of the collection and liability insurance for anyone working at the Museum and for visitors. The Society will also secure a phone/internet line and will purchase or seek a donated computer for office usage.

MARKETING AND PROMOTIONS:

The Surrey Heritage Society has a number of commitments to provide interior and exterior signage for the Facility. In addition, the Cloverdale Business Improvement Association and Cloverdale District Chamber of Commerce have agreed to assist with the creation of promotional material ie brochures, web site maintenance, posters, etc.

The Society has been approached by a number of suppliers who will provide their services for the start up at no charge especially for the signage and web site creation (Cam Hutchins, noted Car Show promoter, photographer and supplier of editorial to numerous media outlets has offered his services. View his background at www.carnut.ca).

The BC Heritage Transportation Centre will work hand in hand with the Surrey Museum and Archives, Fraser Valley Heritage Railway Society and Surrey Tourism Association to be a bona fide Visitor Attraction. The Society has also done some outreach to the British Columbia Trucking Association who has expressed an interest in being involved with the proposed facility. The BC Heritage Transportation Centre will also do some public relations activities by attending some major parades in Metro Vancouver and the Fraser Valley and would also place a display at major City of Surrey special events like Canada Day.

THE COLLECTION:

The Freight Truck collection is made up of beautifully restored trucks ranging in age from 1914 to the 1950s as well as photos, license plates, tools, magazines, books and other trucking related paraphernalia.

The amazing collection includes the following trucks:

- British built 1914 Four Wheel Drive which originally saw service in WWI and was brought to Canada by the BC Electric Company to haul coal and plow street car tracks in Vancouver
- 1924 Federal donated to the museum by a 101-year-old man who had saved it from being junked
- 1927 Hayes Anderson built on 2nd Avenue in Vancouver that hauled freight between Vancouver and the Fraser Valley



- 1929 White tractor that hauled fuel for Shell Oil before being purchased by Bob King in 1939
- 1932 International A4 tractor that saw service hauling steel to Vancouver-area shipyards during WWII
- 1935 Dodge Airflow -the only one sold in Canada -used by Standard Oil to deliver fuel to Chevron gas stations into the 1940s when it was acquired by Bob King
- 1937 Indiana purchased new by the late Andy Craig who operated Inland Motor Freight hauling between Vancouver and Penticton. He produced the book: History of Trucking in BC Since 1900.
- 1943 Maple Leaf tractor economically built during WWII with no chrome work, a wooden steering wheel, canvas covered seat and only one windshield wiper
- 1946 Maple Leaf tractor purchased by Bob King from Collier Motors on Georgia Street and put away new in his warehouse where it remained until being acquired by the provincial government

- 1946 Fargo tractor that hauled freight between Vancouver and Seattle for Sea-Van Freight until 1953



REVENUE SOURCES:

The Surrey Heritage Society will seek private and corporate donations through direct solicitations to maintain the BC Heritage Transportation Centre. In addition, the Society will embark on several annual fundraisers which will be in various heritage locations and also at Fraser Downs Racetrack and Casino. The Society also intends to make the Heritage Truck Collection available for movie rentals and will seek donations for appearances at various Car & Truck shows.

SOCIETY MEMBERSHIP:

The Surrey Heritage Society has been active over the last 6 months and will hold monthly meetings at the Sullivan Hall until further notice. The Society is working on a developing a web site and will start a major membership drive by May 2012. Currently, there are over 30 members and many more who have expressed an interest to join the Society. An example of the Surrey Heritage Membership Form has been added to the appendix.



BC Heritage Transportation Centre

2012 – 2013 BUSINESS PLAN APPENDIX

19-Mar-12

**BC HERITAGE TRANSPORTATION CENTRE
ANNUAL OPERATING BUDGET 2012-2013**

	May - Dec. 2012	Annual 2013
EXPENSES		
Rent	\$ 1.00	1.00
Insurance	\$ 1,700.00	1,700.00
Gas/Hydro est. (\$600/mth estimated)	\$ 4,800.00	7,200.00
Telephone/Internet	\$ 480.00	720.00
Computer - donated	n/c	n/c
office equipment - donated	n/c	n/c
office supplies - donated	n/c	n/c
Signage (interior/exterior) - donated	n/c	n/c
cleaning supplies - donated	n/c	n/c
staff - volunteer	n/c	n/c
marketing/promotions - donated	n/c	n/c
TOTAL:	<u><u>\$ 6,981.00</u></u>	<u><u>9,621.00</u></u>

REVENUE		
Fundraisers	\$5,000.00	\$5,000.00
Donations	\$2,000.00	\$4,500.00
TOTAL:	<u><u>\$7,000.00</u></u>	<u><u>\$9,500.00</u></u>

MUSEUM RETROFIT

EXPENSES TOTAL: \$20,000.00

START UP REVENUE

Note: Mar. 2, 2012 fundraiser brought in over \$5,500 \$5,500.00

Private donations: Over \$17,000 raised for retrofit \$17,000.00

Moving expense to acquire the

collection is being donated by UNITOW.

n/c

TOTAL: \$22,500.00

SURREY



HERITAGE SOCIETY

Membership Form

As the Surrey Heritage Society, the members will advocate and support the preservation of our Built, Cultural and Natural Heritage in the City of Surrey.

CONTACT INFORMATION

Name: _____

Company (if applicable): _____

Street Address: _____

City: _____ Province: _____ Postal Code: _____

Ph: _____ Cell: _____ Email: _____

Member sign up date: MMDDYY _____

MEMBERSHIP CATEGORIES

Individual: \$15 Family: \$25 Corporate: \$100 Patron: \$250

Cheque or money order:

Surrey Heritage Society, 5748 176 Street, Surrey, BC Canada V3S 4C8

Visa/Mastercard:

Please contact the Cloverdale Chamber at 604-574-9802 for processing.

Membership valid one year from date of issue.

Surrey Heritage Society, 5748 176 Street, Surrey, BC Canada V3S 4C8

Ph: 604-576-3155 Email: info@surreyheritage.ca



CTM - Cloverdale Antique Truck Museum

Job: #12-001-0

Date: 2012-02-07

Attn: Ken Woodward – City of Surrey Property Manager

Dear Ken,

The following is understood to be the scope of work for Lark Projects Ltd. Please also see enclosed price breakdown.

Scope of Work:

- Lark Project Management/Foreman and Carpenters
- Sub contractor coordination as required
- Structural Design and design drawings as required for new 12' x 10' rolling service door opening.
- Building Permit submission to the City of Surrey (fees by others)
- Consultant Schedules B, C-B for the above. Arrange and manage consultant and City of Surrey inspections as required.
- Demolition of interior walls and storage areas as indicated.
- Asbestos and hazardous material procedures and disposal as per City of Surrey report and WSBC requirements.
- Disconnection and dismantling of existing electrical within interior walls and storage areas to be demolished.
- Cut out for new 12' x 10' rolling service door.
- Rough carpentry for new rolling service door opening and backing.
- Reframing and stucco patching to match for existing soffit (cut to allow 12' clearance height)
- Installation of new steel rolling service door.
- Framing and drywall for in-fills for new hollow metal double doors with hardware and locks
- Framing and drywall for in-fill for new 3' x 7' hollow metal door
- New hollow metal double doors c/w hardware and locksets
- New 3' x 7' hollow metal door with hardware and lockset
- Keying as required for new interior doors.
- Interior painting around new interior doors and drywall patching as required.
- Lumber and hardware supply.
- Progressive clean up and final cleaning
- All required maintenance manuals and warranties



- City of Surrey final inspection and sign off.
- Re & re of existing 1"x6" cedar siding and staining (*IF REQUIRED – SEE CASH ALLOWANCES in enclosed breakdown*)

Cash Allowances = \$2,760.00 (if re & re of cedar siding required plus staining)

Excluded from this Scope;

- Removal and re-installation of the exterior mural display (*removal by others as discussed with Bill Reid*)
- Site security during the period between cutting out the exterior wall opening and installing the new rolling service door. (*by Heritage Society*)
- No allowance has been made for metal bollards as we understand none are required.
- Temporary enclosure for service door cut-out (*by Heritage Society*)
- Re flooring is not required. (*we have allowed for encapsulation of the holes created once the stud walls are removed due to asbestos material in the original floor tile*)
- Building permit and municipal fees
- ***We have not made any allowance for any additional City of Surrey or BC Building code requirements that may arise as a result of City of Surrey Building Department input.***

Donations;

- Engineering fee, drawings and required schedules = \$1200.00
- Lark Projects Ltd. overhead and fee = \$1,701.12
- Cut-out in existing end wall and hazmat containment for initial structural investigation. Services donated by Phoenix Enterprises = \$250.00
- Electrical disconnections required for interior wall demolition = \$660.00

Donations Total = \$3803.92

Total price including for donations above and cash allowances = \$19,064.00 + HST

Note: Please see enclosed pricing breakdown

Sincerely,

Gord Taylor

Lark Group Project Manager

Ph: 604-576-2935 Cel: (604) 839-3164

Mar. 16, 2012
**SURREY HERITAGE SOCIETY
 MEMBER REGISTRY**

LAST NAME

Bonnett
 Busby
 Campbell
 Carter
 Clegg
 Corrin
 Gill
 Grant
 Harger
 Higginbotham
 Higgins
 Holty
 Hubert
 LaBelle
 Mason
 Paterson
 Oraziatti
 Reid
 Robinson
 Ryan
 Thomasson
 Tracey
 Wellenbrink
 Wevers
 Zappone

CITY	PROV
Whitehorse	YT
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
White Rock	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC
Surrey	BC

CORPORATE MEMBERSHIP
 Environmental Recovery Services
 Toxfree Energy Canada Inc.
 Heming, Wyborn & Grewal
 Cobra Electrical
 Pacific Custom Brokers
 Unitow Services

CONTACT

Darrol Stanley
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 17637 1st Avenue
 13065 76th Avenue

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NON-PROFIT SOCIETY MEMBERSHIP
Cloverdale BIA
Cloverdale Chamber of Commerce
Rotary Club of Cloverdale

CONTACT
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HONORARY MEMBERSHIP
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Ar-Way Enterprises Ltd.
Collectible Car Appraisals

Lyle MacMillan
Wayne Groome
Jim Winter

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