

**THE CANADIAN NAVAL MEMORIAL TRUST (CNMT)  
SEMI-ANNUAL GENERAL MEETING VIA ZOOM  
AGENDA  
1400 AST SATURDAY 11 FEBRUARY 2023**

<b>ITEM 01</b>	<b>Welcome and Introduction</b>	<b>William Woodburn</b>
<b>ITEM 02</b>	<b>Approval of the Agenda</b>	<b>William Woodburn</b>
<b>ITEM 03</b>	<b>Approval of minutes - January Jan 11, 2020</b>	<b>Bill Gard</b>
<b>ITEM 04</b>	<b>Business arising from the minutes</b>	<b>William Woodburn</b>
<b>ITEM 05</b>	<b>Chair's Report</b>	<b>William Woodburn</b>
<b>ITEM 06</b>	<b>Ship Operations</b>	<b>Gary Reddy</b>
<b>ITEM 07</b>	<b>Financial Reports</b>	<b>Bryn Weadon</b>
<b>ITEM 08</b>	<b>Investment Account</b>	<b>Bryn Weadon</b>
<b>ITEM 09</b>	<b>Membership Update</b>	<b>Patrick Charlton</b>
<b>ITEM 10</b>	<b>Honours and Awards Report</b>	<b>John Pickford</b>
<b>ITEM 11</b>	<b>CNMT Strategic Planning Update</b>	<b>William Woodburn</b>
<b>ITEM 12</b>	<b>Discussion from the Floor</b>	<b>William Woodburn</b>
<b>ITEM 12</b>	<b>Adjournment</b>	<b>Bill Gard</b>

**DRAFT MINUTES  
CNMT SEMI-ANNUAL MEETING VIA ZOOM  
AGENDA  
1400 on 11 February 2023**

**In Attendance:**

Bill Woodburn (Chair CNMT), Wendall Brown, John Pickford, Heather Armstrong, Bill Gard., Gary Reddy, Tony Goode, Roger Chiasson, Carl Anderson, Bryan Elson, Debbie Findlay, Peter Stoffer, Neil Black

**Regrets:** Chris Elson, Patrick Charlton

**Observer:** Kaela Ramsay, and Johnathan Powers, from the UK, joined our Zoom call at 26 minutes into the meeting.

**1. Welcome and Introduction: William Woodburn**

The Chairman welcomed all in attendance and opened the meeting at 2:02 pm. There were 48 people in attendance on the Zoom call.

**2. Approval of Agenda: Bill Gard**

**MOTION:** It was moved by Tony Goode and seconded by David Benoit that the agenda be accepted.

**CARRIED**

**3. Approval of the SAGM minutes January 11 2020: Bill Gard**

**MOTION:** It was moved by Bill Gard and seconded by Bill Thomas that the minutes from # SAGM be approved.

**CARRIED**

**4. Business arising from the Minutes: William Woodburn**

The chairman explained the background as to why the Strategic Planning session was delayed by about a year.

There was no arising from the previous minutes.

**5. Chairs Report: William Woodburn**

The Chairman stated that the Trust has had a very good year on many fronts. From the Board's Perspective, it was to get the Strategic Planning Session completed.

The Chairman mentioned the Letter of Intent, with the Navy, being a document to capture in writing the services provided by the Navy to the Trust. The document is in NDHQ. Once the document is signed it is intended to celebrate this achievement.

Bryan Elson asked about confirming the document will confirm the Status Quo. An example is our ask for recognition in terms of a ceremonial commission. The Navy is looking at recognizing Sackville in another way other than the ceremonial commissioning we had requested be considered

The BOA80 project is an opportunity to heighten the awareness within the UK of the sacrifice and innovation that took place centered out of Liverpool. There is substantial program planned for the weekend of 23<sup>rd</sup> of May 2023 with Princess Ann as the patron. We are also looking

at providing a virtual B of A lecture by an historian. Our Naval Reservists will be involved. Bob Stewart will be there. Depending on RAdm MacFadden's program, he may be there as well. It is intended to have Sackville get international recognition.

The Chairmen mentioned that the UK has acquired a German U-Boat and a new museum is in the planning stages.

Ann Mech has volunteered to lead the Canadian delegation to Londonderry. Unfortunately, it is a couple of weeks before the Liverpool ceremony.

## **6. Ship Operations: Gary Reddy**

HMCS Sackville completed an outstanding 2022. The crew has been working diligently to ensure the ship was in great shape for all events onboard. The theme for 2022 was Actions Stations which contributed to telling the story of HMCS Sackville.

The ship saw 57,000 visitors board from 1 July – 4 Oct 22. The main tourist season was from Canada Day to Labour Day weekend. We can safely say our message is getting out there. On top of the visitors, we generate \$101K (before tax) in donations. After tax the amount of donations was \$97K.

The crew is excited to see what 2023 will bring. Our intent is to move to our downtown berth – Sackville Landing – in early May and remain until the first week of Jan 24. This will mean increased visibility of Canada's Naval Memorial to the public. I will keep you informed on what we are doing and how things are going in 2023. The crew hopes to see you as we celebrate the 100<sup>th</sup> anniversary of the RCNVR.

We have been blessed with a great Crew, Fleet Support Personnel, Ship's Interpreters, and Trustee Guides. If you want to volunteer, please reach out.

### Points of Interest:

- a. Committal of Ashes. HMCS Sackville conducted Committal of Ashes service on Thurs, 22 Sep 22. There were 18 committals. In 2023 we will conduct Committal of Ashes on 7 May and 21 Sep 23.
- b. Irish Naval Ship L.E. James Joyce.
  - 22 Sep 22. HMCS Sackville hosted Deputy Head of Mission, Mr. John Boylan and Lieutenant Commander Donnchadh Cahalane, Captain of the *LÉ James Joyce* to commit a wreath in remembrance of the sinking of the SS Atlantic. On return to Sackville Landing, there was a recognition and thank you to the Deputy Head of Mission for the Irish Naval donation of the 40mm pom pom.

Media. The following filming activities were completed in Sackville

- 24 Jul 22 – WoodCut Media interviewed the First Lieutenant, Rick Powell, for the Smithsonian Channel series on the Halifax Explosion.
- 8 Aug 22 – Acadia Entertainment interviewed the First Lieutenant, Rick Powell, for a series on the sinking of the Ammunition Ship Claire Lilly.
- 20 Sep 22 – Eastlink Community Television production, MariTime Machines, hosted by Sheldon MacLeod. In our modern age, we are surrounded by machines and the people who keep them working. This series will give the stories of the mechanical things that move mind,

body and spirit in our highly digital age. Research will focus on the machines and their keepers with a focus on the connection to its history and the present. Our host will help reveal that story, and why it is important to the history of this region and what secrets they may be hiding.

- c. Ship's Maintenance. The main priority is the installation of the Main Breakers. Everything is ready to go just need FMF to install. This will mean it will be much easier to switch from HMC Dockyard power to Sackville Landing power.
- d. WiFi. Huge thank you to Naval Association of Canada (NAC) who funded our upgrade to the ship's WiFi system. We are nearing completion of this project and will update NAC once all the pieces are in place.
- e. Upper Deck Stairs. Huge thank you to NAC who funded the replacement of the Portside Upper Deck Stairs. The old stairs have been removed and we hope to have the new stairs in place by 27 Jan 23.
- f. Heat Pumps. The heat pumps are being installed now. This is a tremendous addition to the ship. Heat Pumps means heat and A/C at Sackville Landing. In 2023, we plan to remain at Sackville Landing until Jan 24. If this works out HMCS Sackville will spend Jan – Apr in HMC Dockyard and May – Dec at Sackville Landing.
- g. Friday (noon) Weepers. I trust you are seeing the notices with regards Friday (noon) Weepers. If you are not receiving, please reach out so we can ensure your name is on the distribution list.
- h. DEFSEC
  - a. HMCS Sackville had a booth at DEFSEC 2022.
  - b. We set up a booth at the Samuel Associates reception at The Citadel. The CNMT / HMCS Sackville was showcased as Samuel Associates charitable recipient.
  - c.
- i. Ham Radio. A work in progress. We hope to have operational by summer 2023

Gary Reddy, Commanding Officer

Note I: The Chairman mentioned DefSec reception on Citadel Hill. The Chairman presented information to those gathered from the exhibits about HMCS Sackville, Samuel Associates had designated the Trust as the charity of choice. It remains to be seen what money may be given to the Trust.

Note II: Wendall Brown gave an update on the ship's new whaler built in Martens River. Transport is building a new trailer to transport it to Halifax. Instead of \$150K this whaler has cost approximately \$80K. It should last a number of years. It will be fitted with disengaging gear.

Note III: RAdm McFadden spoke about the Boat school planned for the Maritime Museum of the Atlantic (MMA). A School Boat summit is being planned. The Cadet program is discussing the MMA.

## **7. Financial Reports: Written Report from Bryan Weadon**

Attached is the unaudited income statement as of December 31, 2021 with comparable figures for 2020. Please keep in mind there are still adjustments to be made for accruals and information received late.

- approximately \$100,000 are Preservation and Hull Campaign funds plus we have an HST receivable of \$50,000

- During 2021, \$1,169,000 was spent during on the refit, of which \$422,000 was a part of the original 3.5 million from the Federal Government.

Respectfully submitted by Debbie Findlay

## 8. Investment Account: Written Report from Bryan Weadon

The 2022 performance for the two investment accounts was as follows:

	1 Jan 22	Transfers In/Out	Investment Gains/Losses	31 Dec 22	2022 YTD Return
<b>RBC</b>	\$1,624,545	\$11,541	(\$158,264)	<b>\$1,476,822</b>	-9.8%

Through minimizing fixed income investments and maintaining the focus on Canadian dividend paying equities was able to reduce the size of the decline when compared to fixed investments (down 11.6% in 2022) and US Equities (down 11.8%). In addition, about 20% of the portfolio was kept as cash.

Not included in the figures above is a further \$300,000 invested in GICs through the RBC bank account.

CNMT ended 2022 with net investments of approximately \$1.5M. These investments represent the Endowment Fund, Just for Hull of It Project Fund, the Preservation Fund and the Operating Fund. The 31 Dec 22 fund balances will be provided as part of the AGM in June.

Prepared by: Bryn Weadon, Investment Committee Chair, 6 January 2023

## 9. Membership Update: Patrick Charlton

### New Members 2022

Life:21                  Annual: 44

#### Life:

Michael & Mary Florence, Barrie, ON  
 Bobbi Boudreau, Halifax, NS  
 Helga Budden, Halifax, NS  
 Allan Dobson, Cherry Burton, NB  
 Douglas Harvie, Chesley, ON  
 Phillip Hunt, Halifax, NS  
 Stuart Lorriman, Head of St. Margaret's Bay, NS  
 Marcus Mau, Brandenburg, Germany  
 John Palmer, Oshawa, ON  
 Randy Preece, Red Deer, AB

Jayne Bissonnette, Tsawwassen, BC  
 Wayne Brown, Markham, ON  
 Constantine & Helen Cotaras, Ottawa, ON  
 Jonathan Dunphy, Hubley, NS  
 Jeffrey Harvie, Chesley, ON  
 Kunihiro Ito, Toronto, ON  
 Matthew MacDonald, Eastern Passage, NS  
 Robert McIlwaine, Vancouver, BC  
 David Peer, Fredericton, NB

#### Annual:

George Archibald, Halifax  
 Piero Balestra, Halifax, NS  
 Emily Bellman, Bedford, NS  
 John Campbell, Owen Sound, ON

James Austin, St. John's, NL  
 Steven Bednikoff, La Prairie, QC  
 Chris Brant, Markham, ON  
 Sarah Carter, Middle Sackville, NS

Chris Collier, Shad Bay, NS  
 Harbour, NS  
 Harry Cralle, Carrollton, Texas  
 Roger Cyr, Victoria, BC  
 John Doran, Brockville, ON  
 Richard Emberley, Dartmouth, NS  
 William Jennings, Halifax, NS  
 Douglas Kierstead, Ottawa, ON  
 Kevin Kuo, Toronto, ON  
 Drew MacDonald, Dartmouth, NS  
 Ken McClean, Dartmouth, NS  
 John McKenna, Dartmouth, NS  
 Gregory Murray, Middle Sackville, NS  
 Alan Robb, West Porters Lake, NS  
 Patricia Stewart, Dartmouth, NS  
 Derek Threinen, Ottawa, ON  
 Craig Tucker, Mount Pearl, NL  
 Barry Walker, Ottawa, ON  
 Michael Walker, Peterborough, ON

Julia Cottingham, Three Fathom  
 Mathieu Crosby, Dartmouth, NS  
 Nicole Desgrosseilliers, Timberlea, NS  
 Elizabeth Edmonds, Bedford, NS  
 Brian Jarvis, Halifax, NS  
 Leigh Jowett, Dartmouth, NS  
 Jeff Kemp, Bigfork, Montana  
 David Lepine, Ogden, QC  
 Stefan MacDonald, Omemee, ON  
 Neill McKay, Fredericton, NB  
 Peter Mersereau, Toronto, ON  
 Keith Musselman, Dartmouth, NS  
 Timothy Stacey, Lucasville, NS  
 Donald Stoddard, Halifax, NS  
 Kathleen Toole, Halifax, NS  
 Angus Tulloch, Halifax, NS  
 Geoffrey Wallington, Halifax, NS  
 Fred Watts, Deep Cove, NS

Overall membership: 886 (55% Life and 45% Annual)

**Membership Initiatives 2023**

1. membership promotion as part of a national newspaper campaign on Canadian media sites in April 2023.
2. advertising in military newspapers/websites, including web ad in the spring and fall.
3. enhanced outreach with RCN ship and shore units across Canada.
4. creation of a new national membership plan to enhance recruitment across Canada (54% of members are from Nova Scotia).

**Donor Recognition Programme**

Programme parameters:

\$10 - \$499	General Donation
\$500 - \$2499	Convoy Class Supporter
\$2,500 - \$4,999	Corvette Class Supporter
\$5,000 - \$9,999	Frigate Class Supporter
\$10,000 – \$24,999	Destroyer Class Supporter
\$25,000 - \$49,999	Cruiser Class Supporter
\$50,000 - \$99,999	Carrier Class Supporter
\$100,000 - \$249,999	Division Level Supporter
\$250,000	Squadron Level Supporter

**2022 - Just For The Hull Of It Campaign**

General Donations: 22

Convoy Class: 8

Frigate Class: 1

Funds raised as of 31 December 2022: \$15,295 from 31 donations. Campaign has raised over \$391,000 so far with 25% of the membership participating.

## **10. Honours and Awards Report: John Pickford**

- The H&A Committee was stood up in early 2021. Award criteria and example templates were available on the website later that year. As well commendation coin, lapel pin and award scrolls were developed and approved.
- In 2022, 9 CNMT awards were presented: two CNMT Chair Commendations, five Chair Certificates of Merit, one CO Commendation and one One-Year Complimentary Membership.
- As well, CNMT was allocated four Queen Elizabeth II Platinum Jubilee Medals by the Government of Nova Scotia (restricted to those living in NS). A special H&A Committee selected the following recipients: Pat Charlton, Debbie Findlay, Graham McBride and Wendall Brown. In addition, several other NS trustees received that medal for their work in other organizations.
- All are encouraged to review H&A information on the website and to submit applications to recognize the good works of not only our trustees, but others, who support the Trust and the ship.

K.J. Pickford  
Chairman H&A Committee

## **11. CNMT Strategic Planning Update**

The Chairman explained the Strategic Planning session using the Power Point slides at Annex A.

He revealed our new Mission Statement: “Preserve the Ship and Tell the Story”

## **12. Discussion from the Floor: William Woodburn**

Bill Gard mentioned the military author Ted Barris will be coming to Halifax for two Battle of Atlantic presentations based on his new book: “Battle of the Atlantic: Gauntlet to Victory” which was published in 2022. He will be Bill’s guest onboard for the Sunday B of A sailing.

The Chairman mentioned that another Trustee survey will be conducted to identify skills and individuals who might be willing to help us in a number of years.

Bob Stewart gave an update on the Rolling Barrage motorcycle visit to the ship in August. It is fund raising initiative to raise money for PTSD. The morning of Saturday the 5<sup>th</sup> of August the 25 riders will be on the jetty for a photo opportunity.

Ann Mech mentioned that 25 individuals have indicated the intention to make the trip. The City Hotel reservations should be confirmed, by Credit Card, by the 14<sup>th</sup> of February. Another email will be sent out by Ann Mech regarding the Londonderry trip.

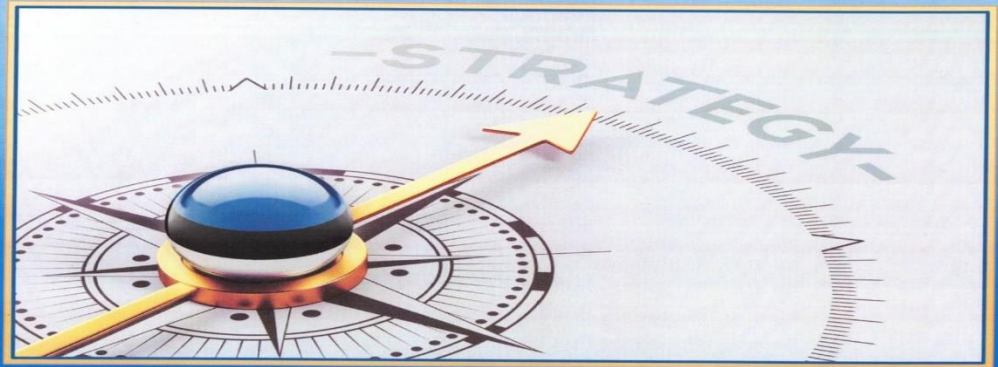
Bryan Elson requested that the option to “Abstain” be provided in the voting options if possible.

## **12. Adjournment: Bill Gard**

It was moved by Bill Gard that the meeting be adjourned at 3:50 pm.

**ANNEX A: Strategic Planning Session Briefing Slides**

## Canadian Naval Memorial Trust: Strategic Planning



1

## WHY DO THIS?

- In 2017 we found ourselves in a very daunting position due to the state of the hull
- At the time, due to a variety of circumstances, we did not have a good idea of how this would play out
- WE WERE LUCKY
- We do not want to be in a similar position ever again

2



## OUR STRATEGIC PLANNING JOURNEY SO FAR

- Started in earnest to explore the development of a strategic plan in 2020
- Initially focused on the looming challenge of a complete Hull Replacement but soon came to realize there was so much more to address
- Months of preparations – countless hours of meetings and research
- 1-day Learning Event
- 4-day Strategic Planning event
- Now Goal Teams are working to complete their plans
- Strategic Plan being drafted
- Key building blocks being actioned as we speak
- Aiming to complete the plan in time for the AGM in June

3

## WHAT HAVE WE DISCOVERED

### “We didn’t know how much we didn’t know”

- We need to evolve into an innovative, sophisticated **multi-million dollar NFP operation** thriving in a multi-billion dollar industry (i.e. business practices, governance, marketing, public relations, partnerships, fundraising, legal, risk analysis...)
- We need to establish our **narrative** and our **brand**
- We need to broaden our appeal on a **national and international** level
- We need to confirm as accurately as we can the timeline and cost of the hull replacement and develop a **Hull Replacement Plan (HRP)**
- We assume we need to grow our wealth by at least **\$15M in the next decade** to afford the HRP

4

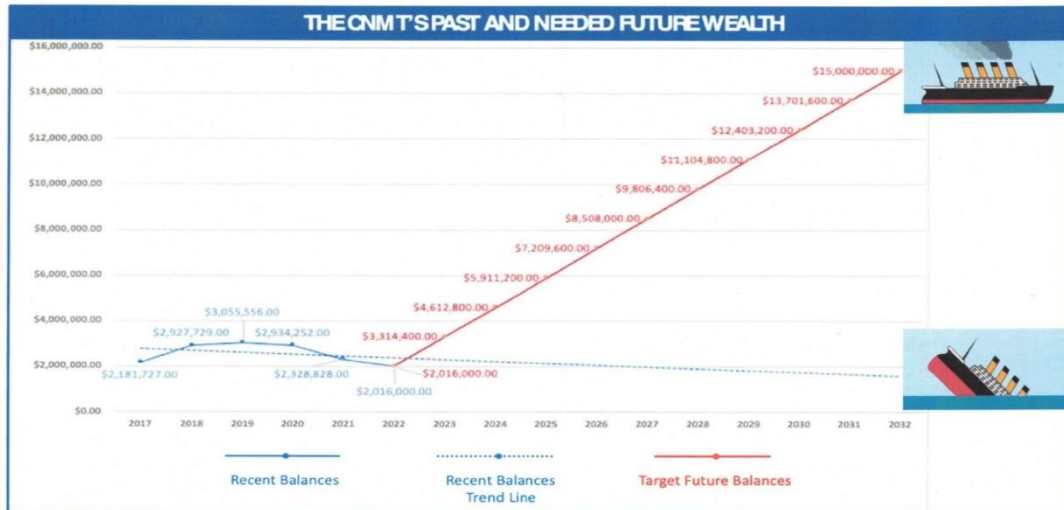
## THE VALUE OF OUR TRUSTEES

- We need a paradigm shift in how we view the value of our Trustees and the knowledge, experience and talents they can contribute to help our cause

5

6 of 9

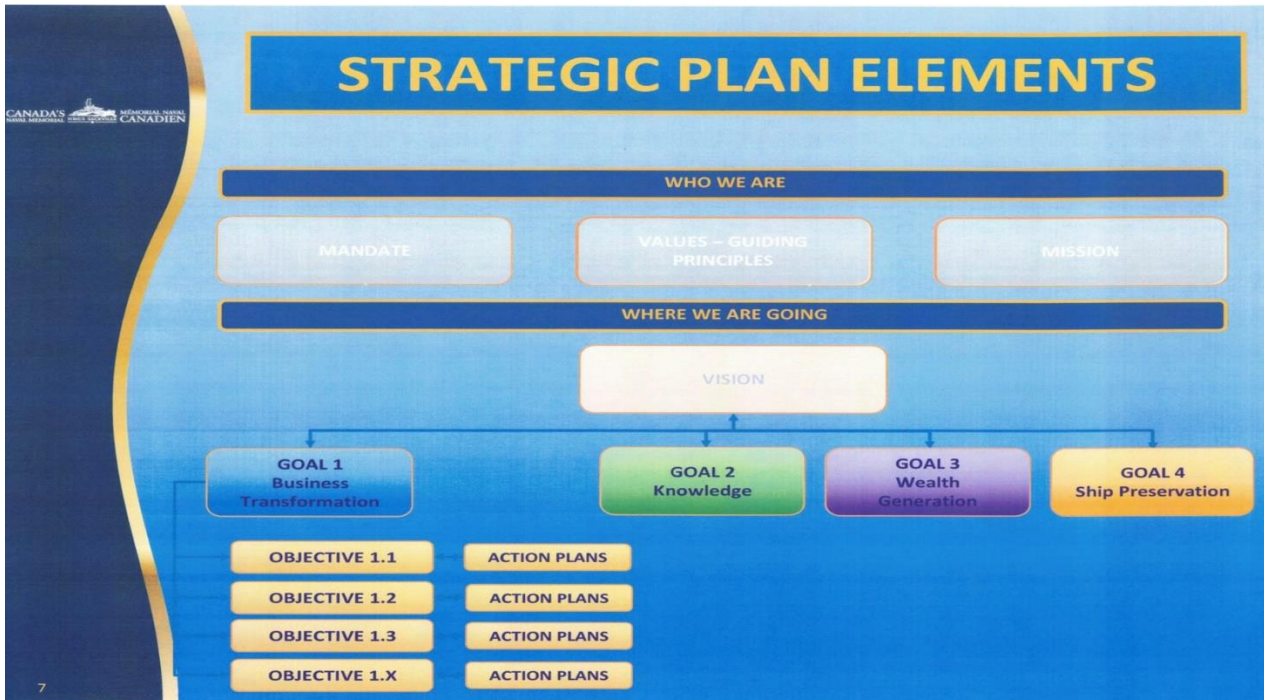
## OUR MOTIVATION



Required Average Annual Net Growth in the Trust's Wealth: **\$1.5 Million.**  
 Projected Needed Increase in Annual Revenue is between **\$1.2 and \$1.6 Million.**  
 Annual expenditures will have to grow by approximately **\$950K by year 3**

6





## WE WILL NEED YOUR HELP

- The transformation we are undertaking is crucial to the long term survivability of HMCS Sackville
- Trustees have a wealth of experience, knowledge and talent that we undoubtedly will need to tap into
- As you can see, there is a lot of work to be done to achieve the plan
- It is hoped Trustees who can, will offer their time and talent to help us succeed. This could range from Hands-On Projects, Advisory Roles, Referrals, Committee Involvement, Networking Your Connections, etc)
- Please let us know if you can help. We will continue to reach out as the plan takes shape

THANK-YOU