



REFLECTIONS REPORT ON 2020



SAIL AND LIFE TRAINING SOCIETY

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EXECUTIVE DIRECTOR'S REPORT

“It was the best of times, it was the worst of times, it was the age of wisdom, it was the age of foolishness, it was the epoch of belief, it was the epoch of incredulity, it was the season of Light, it was the season of Darkness, it was the spring of hope, it was the winter...”

- A Tale of Two Cities, Charles Dickens

The year 2020 started out for SALTS as “the best of times.” We had just finished the strongest financial year in the Society’s history, which—as a non-profit—is not what matters most, but it does matter a great deal in terms of propelling us forward. In hindsight, though we never wish for “the worst of times,” there is no better time for them to come than at a time of strength. The worst of times came suddenly, as for the rest of the world. We were able to have one week of sailing in the second week of March 2020, with sea cadets from across Canada, paid for by the federal government. It was the only sail training we would do in 2020, but it was not the only government funds we would receive. As we closed down our programs in mid-March, we moved rapidly to assess our likely financial shortfalls for the year ahead, and things looked bleak. We planned a Board meeting for late March 2020 to choose from a range of cost-cutting measures, including the likely prospect of significant layoffs. It was an immensely stressful period of time. A day before the Board meeting, news came of

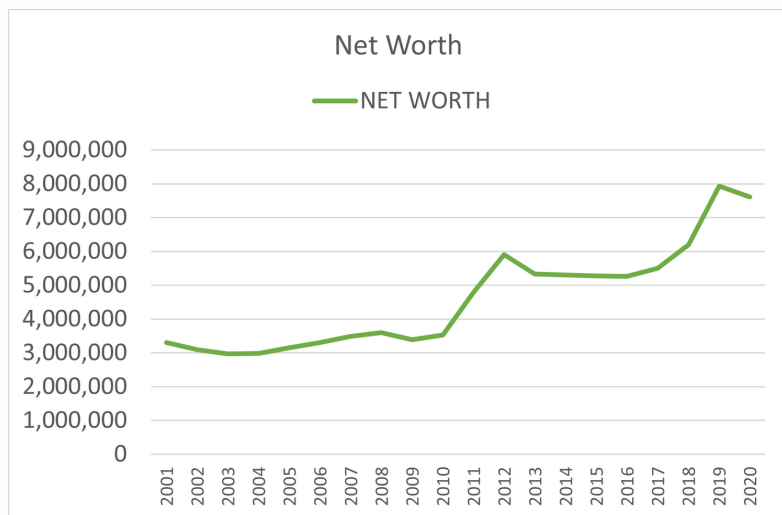
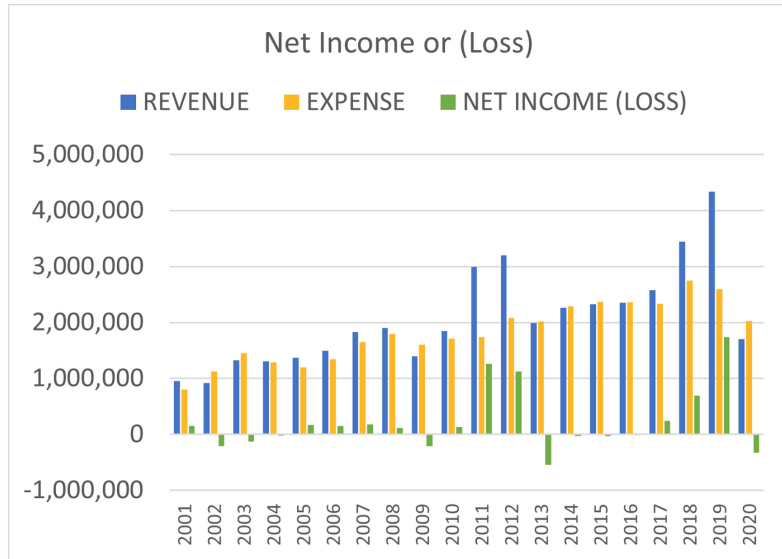
the federal wage subsidy (and later, the rent subsidy) and this allowed us to avoid layoffs. The uncertainty was that the subsidies were only ever approved for a couple of months at a time, so we spent the year wondering if layoffs would come later (and they did not).

Some crew-members chose to move on to other jobs or take leaves of absence, but most remained with us doing schooner maintenance, with some additional special projects mixed in. Shoreside staff-members have been surprisingly busy this past year given that the sail training programs are not operating. Bills still need to be paid, and the booking department is usually working to book programs a year ahead of time anyway. The boat donations and sales team saw a spike in interest in boat purchases as a way to enable socially distanced recreation. Our financials for 2020 show substantial losses, but those losses were all on our books before the pandemic began due to typical yearly start-up costs. During the pandemic portion of 2020 (mid-March onward) we were net positive for income. Federal subsidies, strong boat donations/sales, and cash donations are what reduced and limited our losses, and we’re immensely grateful to still be on a solid financial footing (see the financial charts on the next page or view the [2020 Audited Financial Statements](#) on our website for more information).

EXECUTIVE DIRECTOR'S REPORT

We anticipate strong demand for our programs when they can resume, as parents are eager to give their kids the kind of intense community and adventure experiences we create. We are stable for now and ready to thrive when restrictions are eliminated, and we are seeking to make good and creative use of our days in the meantime.

In short, SALTS is stable, strong, making the best of the challenges we face, and still ready to grow when we get the green lights we need. And young people, like us all, need what SALTS provides now more than ever: face to face community, outdoor adventure, and internal transformation through personal connection.



Loren Hagerty

Loren Hagerty, Executive Director since 2006

MAINTENANCE UPDATE

The challenges in 2020 gave us the opportunity to refresh the Swift and the Grace from bow to stern! Due to COVID-19, we were unable to spend time mentoring young people at sea, and so instead we spent time pouring into projects that will ensure our ships are ready to give future trainees an even better experience when we welcome them onboard again.

Pacific Swift

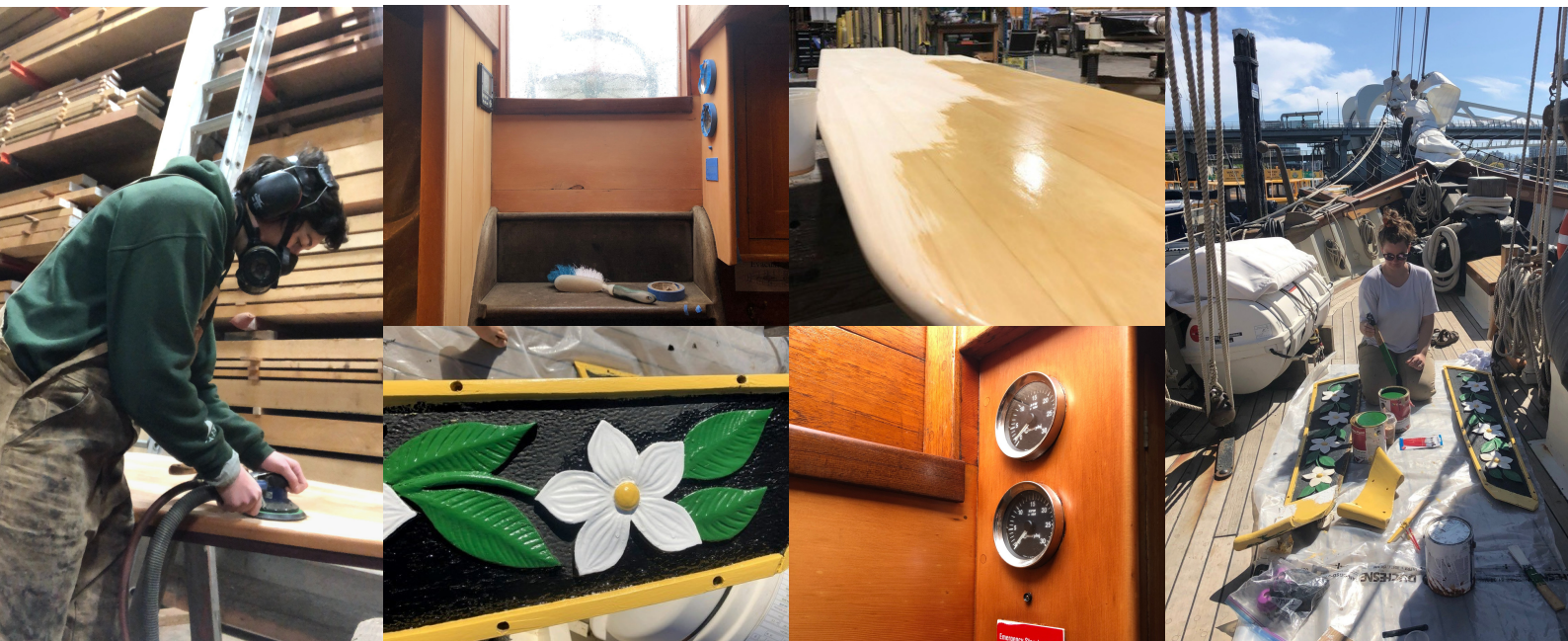
One of the projects completed for the Swift in 2020 was a new aft cabin table. The previous table was original to the ship, and had been in use since ~1987, so it is wonderful to now have a replacement ready to serve as a gathering place for many years to come. Other items that were rebuilt on the Swift in 2020 included two new deck boxes, new baggywrinkles, new jaws on the main boom, and a new cabinet (Mast Lift Up) in the hold around the Swift's main mast. We also repaired a dorade box and renewed deck seams over the galley.

Various pieces of onboard machinery were also refreshed or upgraded: the Hawse pipe was removed, repaired, and reinstalled; new fuel tank level gauges were installed; and improvements were made on the winch hydraulic lines.

Pacific Grace

Work on the Pacific Grace included a new bow box for the zodiac that will make loading and unloading easier and will also provide more storage space for equipment in the zodiac, and a new fife rail that was installed around the main mast. But the biggest project, which is continuing into 2021, is replacing the Grace's dories and oars. Chris and Patrick restarted work on a new dory (you can see their progress [here](#) and [here](#) on our social media!) and as we move into 2021, Van, Gill and Phoebe have started working on new oars. Shore excursions in the dories are such a memorable part of each SALTS trip—we're looking forward to having new equipment for those adventures!

Another project that was started in 2020 and is continuing into 2021 is work on our inventory management system, both to streamline this process for the future and also to ensure all the right items are onboard when we're sailing again.



All of these ship-specific projects happened in addition to the significant amount of sanding, refinishing, repainting, repairing leaks, and maintaining that crew members have undertaken on both ships. We are immensely grateful for all their efforts. Our hope is that investing our time in these projects now will prepare us for many more years of transformation at sea when trainees can once again climb onboard and set sail.

Want to see more of what our crew members have been working on? [Check out this video](#) that they put together for a behind-the-scenes look at work onboard the Grace!

Computer generated image by Will Krzymowski



SCHOONER LEONORA

“To every thing there is a season, and a time to every purpose under the heaven.” - Ecclesiastes 3:1

As of March 2020 we had largely determined the regulatory requirements for the new schooner with Transport Canada, and from that point on we've been working through ship classification (external validation that our design and construction plans meet the regulations) with Lloyds Register. Lloyds has responded to some of our project proposal documents but there have been substantial and unexpected delays with others. Most notably, we continue to wait for their review and approval of important life safety, means of escape, and structural fire protection drawings submitted back in May 2020. We must receive that response before we complete the detailed design and engineering so that we can ensure there are no changes required that would alter the hull design. We are also working to clarify a couple of outstanding issues with the Marine Technical Review Board.

It is hard, even painful, to wait so long to begin construction. But we must not quit a marathon when we are within sight of the finish line of the approval process (which is also the start line—for construction). We have consistently said, year after year, that we hope to lay the keel “as early as next year” and unfortunately, that hasn't changed to “this year” yet. The length of the delays and complexity of the red tape we have experienced over the past decade is both astounding, and frustrating. Compared to the often very large projects in the shipping industry, ours is a small, low fee, but highly complex project and it has proved impossible to get timely responses to move things forward. Yet we are not losing hope. The reality is that even if we had the approvals right now, we would be wise to get through the pandemic before starting construction, so we can ensure our financial health continues to remain intact throughout the COVID-related closure of our programs before launching such an expensive (to us) project. So far, so good in that regard. We will prevail, if only by sheer resolve and willpower, God willing, to see Leonora built.

BOAT DONATIONS AND SALES

In 2020, 14 boats were donated to SALTS at a value of \$644,421.12. There were 22 boats sold, which raised \$608,241.59, helping keep SALTS afloat and ensuring that young people will continue to be impacted on future SALTS trips.



Boat donations included the stunning 45' Pilothouse Cutter, "Katie Ford" (pictured, \$215,000). Visit www.salts.ca/site/buy-a-boat to view all active listings!

PEOPLE

We are immensely grateful for...

The dedicated and gifted service of Captains Tristan Hedley and Tony Anderson, First Mates Steve Atkinson and Van Law, Bosuns Brock McNeill and Phoebe Sidwell, Watch Officers Cayla Wolever, Gillian Trotter and Robin Scott, and Cooks Trinda McNeill and Gabby Barrett.

The leadership of staff-members Loren Hagerty, David Eggert, John Andrachuk, Louise Gardner, Sam Vaale, Sherilyn Thomson, Glynis Gittens, Patrick Sharman, Chris Barritt, Tina Bergum, Christa Boaz, Marita Atwood, and (by part-time contract) Stephen Duff.

Those who served on our volunteer Board of Directors in 2020, including Derek Rand (Chairperson and Treasurer), Ryan Smith (Vice-Chairperson), Megan Parrish (Treasurer), Ruth McGhee (Secretary), Jim Huzzey, Kerri Morash, Jason Nassichuk, and Dan Cumming.

Finally, we are celebrating David Eggert for 35 years of service and Sherilyn Thomson for 5 years of service. Thank you both for contributing your time and talents to SALTS for so many years!

THANK YOU!

The work of SALTS to transform lives would not be possible without the support of so many in our community. Thank you to everyone who donated to, prayed for, spread the word about, and supported SALTS in a myriad of other ways in 2020. In particular, we are exceedingly thankful for the following people and organizations:

We are grateful to be under the Distinguished Patronage of:
Her Honour The Honourable Janet Austin, OBC
Lieutenant Governor of British Columbia

Shoreside Volunteers:

Stan & Paula Ball, David Blacoe, Peter Bradford, Phil Clarke, Peter Gerber, Phil Harmuth, Lloyd Hildebrand, Ian King, and Phil Large

Due to the restrictions of the pandemic, we were not able to welcome as many volunteers as we have in other years. We want to express how grateful we are to everyone who inquired about volunteering in 2020 – we hope to see you onboard or onshore in the future!

Charitable Foundations:

JRG Family Fund at Calgary Foundation
R.J. Nelson Family Foundation
The Dennis and Phyllis Washington Foundation
A grant from David Wizinsky

Boat Donors:

Stanley & Muriel Anderson – 36' Columbia	Henry Perk – 45' C&L Explorer
Barry Goss & Donna Silversen – 45' Pilothouse Cutter	David Rapport – 30' Crowley
Alan Goulet – 42' Whitby	Alexander Timmis – 36' Sceptre
Stuart Handford – 29' C&C Mk II	Bernard Walker – 26' C&C Mk I
Arthur Harbidge – 31' Spencer	Rodger and Carol Woods – 33.5' HUNTER
Derek Hill – 27' CAL	Anonymous – 37' Pacific Trawler
Gunter and Carol Nuernberger – 27' Jay Benford	Anonymous – 35' Cooper

To the entire SALTS community: thank you for your support over this past year. You are helping us weather this storm, and we are deeply grateful!