



# REFLECTIONS REPORT ON 2021



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# EXECUTIVE DIRECTOR'S REPORT

SALTS is still here, and still healthy despite two very challenging years. 2021 was a second year in a row of very few sailings with trainees and very little program revenue, which is normally our main source of income. It was a challenging year for our crew-members in particular, who signed up to do sail training with some ship maintenance, not ship maintenance with a little bit of sail training. We're grateful that we've been able to continue to employ our crew and staff members throughout the pandemic.

2021 was a second year of substantial financial losses yet remarkably, in both years we had positive cashflow. This is due to several factors—more boat sales revenue during the pandemic than ever before, including one of the most valuable boat sales in our history; we received a \$200K bequest (the donor wished to remain anonymous); and we received federal subsidies.

Throughout the year, we did not know when restrictions would be eased so that we could sail again, and so we decided to maintain a readiness to sail so that when the time came, we would not need to take 4-6 months to hire and train

crew-members. We booked our programs, then cancelling sailings as necessary, which was at least as much administrative work, if not more, than if our ships were sailing. The past two years have been very busy and challenging as we've dealt with constant change in COVID protocols and program plans.

We conducted a crew training voyage during the entire month of June (pg. 5). Pacific Grace and crew-members from both of our ships circumnavigated Vancouver Island. When not at sea, our crew-members kept busy on projects related to ship maintenance, enhancement of our teaching materials, updating crew training standards, and a few chose to take some unpaid leave. Chris Barritt and Patrick Sharman built a new dory for Pacific Grace, and several crew-members built new oars. We've known for years that Pacific Swift needed her deck replaced, as dealing with deck leaks was a recurring issue on rainy days. We waited until we felt that our finances were stable enough to take on the expense, and began the work in summer 2021. Calling it a deck replacement is an under-statement—it was much more than just the decking that was replaced (pg. 3-4). Getting the lumber for this project

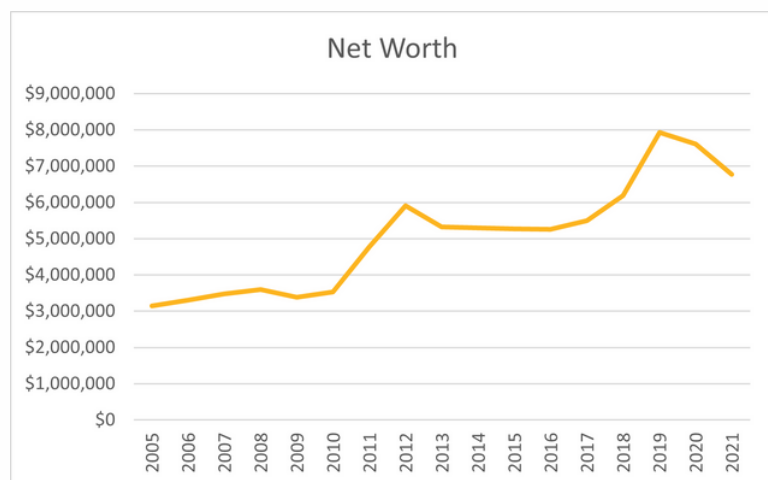
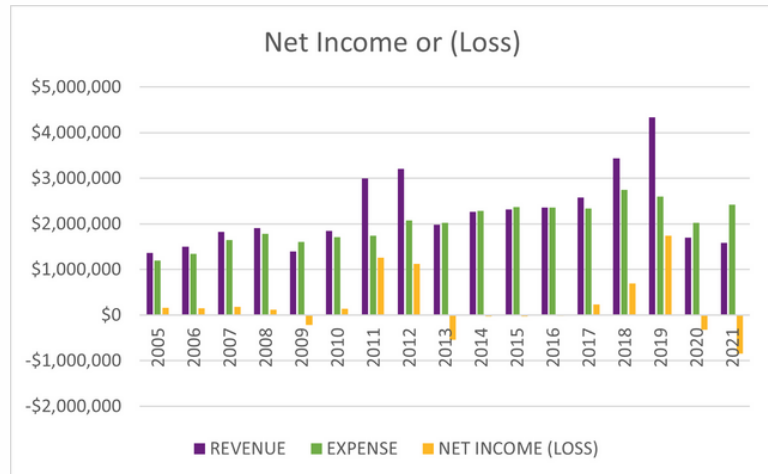


# EXECUTIVE DIRECTOR'S REPORT

was profiled on season 1, episode 5 of the Netflix show "Big Timber."

After almost two years without sailing with trainees, we were able to restart our sail training programs in October 2021 (pg. 5). We booked four sailings and completed three of them, with one being cancelled when a trainee tested positive for COVID just prior to boarding.

Looking ahead to 2022, we expect to sail at 50% capacity in the spring, and 100% capacity in the summer and fall, barring any further COVID disruptions. Thank you all for your continued support as we seek to get back to full implementation of our mission to inspire and mentor young people at sea.



[View our 2021 Audited Financial Statements for details.](#)




Loren Hagerty, Executive Director since 2006

# SWIFT DECK REFIT

In 2021, we took major steps in the largest construction project SALTS has undertaken since the Pacific Grace was completed in 2001 – the replacement of Pacific Swift’s Aft Deck! The work was completed in early 2022, ahead of the much-anticipated start of our 2022 sailing season. Read on for details about the project, and watch nine months of work unfold in the project timelapses!

We’ve known for years that the Swift needed her deck replaced, as deck leaks consistently appeared on rainy days. This process actually started several years ago when we purchased fir and yellow cedar lumber. With boat building, using dry wood is important, but for timber of this size that can take several years! So we aided the process with the yellow cedar by having it lightly kiln dried and then finished by air drying. By summer 2021, it was ready and we could start the actual refit.

The work onboard began with building a shed and walkway around the aft deck and taking the original deck apart. The deck hardware, deckhouse, bulwarks (rails), and many other elements were carefully removed to save for reuse or templating. The deck itself was removed by sawing in between the beams and extracting all the old fasteners (like boat nails, etc). That gave us space to evaluate the curve and “sheer line” of the old deck, and from there we made some design improvements. This included changing the location of the corner posts of the cockpit outboard so they would line up with the carlines and edge of the afterdeck to help prevent future leaks. This change meant that the engine room would need to be completely disassembled, so all systems were taken out and the “bulkheads” (walls) were removed.

As this was happening on the boat, at the SALTS shop they were busy dimensioning and varnishing all the yellow cedar for beams, “carlines” (fore and aft members on the deck around a hatch), corner posts, and other structural elements. Excitement was high as we saw that new yellow cedar added to the boat as, one by one, the beams were replaced (doing so one at a time maintained the shape of the boat during the refit). After the first couple beams were installed, we also made a major improvement to the deck by disassembling the “transom” (the vertical face of the stern of the boat) so we could replace a buildup of multiple timbers with one solid piece which would better support the end of the deck. We also took the opportunity to add galvanized steel rods inside the carlines – something the Grace has but the Swift has not had until now. These are another design improvement for additional structural strength and rigidity. With the new beams in place, we faired the beams again to make sure the sheer line still looked good and that there were no high/low spots on the deck.





# SWIFT DECK REFIT

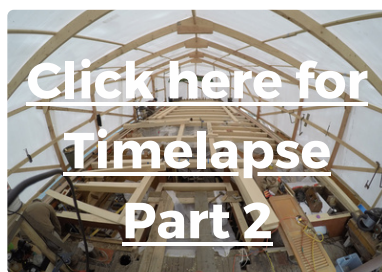
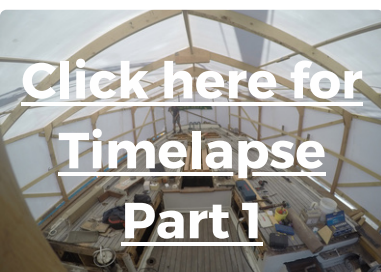


At this point in the project, we contacted several boat builders in Victoria and enlisted their help to speed the process along, as our spring sailing season was fast approaching! With their help things moved along quickly: the strapping (diagonal purple heart pieces) was installed and faired; the decking, locking strakes, and cockpit siding were installed; the transom was reassembled; the covering board (most outboard plank) and bulwarks made of yellow cedar were sawn out and assembled (we were grateful to have material wide enough and long enough that there were no joints on these); the previous cap rails were reinstalled; a new engine room hatch was built; the engine room with all its systems began to be re-assembled; and many other tasks were completed!

As the pace of work onboard increased, the shop had the critical role of preparing and varnishing all the

material needed to keep work moving onboard. They also started to build new bitts (posts made of purple heart that mooring lines attach to) and dorade (or funnel) boxes. During this time, the aft cabin deck house was built offsite, assembled onsite and finished in place. It's a beautiful piece with yellow cedar corner posts, fir sides/decking/sills, a teak hatch, and the original skylight. Thanks go to Pat Woodland who built both the original and this refresh! Once the literal dust had settled onboard, we turned our attention to cleaning, fairing, and waterproofing the deck. Seams were cleaned and oiled, then two layers—one of cotton, then one of oakum—were driven into the seams. After those hardened, the seams were taped, painted and tarred with pitch to create a waterproof seal.

With most of the woodworking on deck completed, the Pacific Swift crew painted and oiled above decks. Belowdecks, the attention turned to reassembly of the interior and systems to get the Swift ready to sail. The engine's transmission and starter needed to be rebuilt, and the Swift was ready just in time to embark on her first scheduled sailing with trainees since the pandemic began, slipping her lines on April 19, 2022. The new aft-deck should serve us well for another 35+ years, and preparations will now begin for the replacement of the foredeck in a future winter season.



Many thanks to Pat Woodland, a builder on the Swift and Grace, for being with us throughout the project and helping us work through many obstacles as they came up. Also thank you to Jean Gaudin from Abernathy and Gaudin Boatbuilding, Thomas Wolferstan from Wolferstan Boatworks, Hamish Mayhill from Cutwater Joinery, and Dawn Johnston. Many thanks also go to each of the SALTS crew members, led capably by Captains Tristan Hedley and Sam Vaale, who worked hard to make this refresh a reality, from initial timber drying all the way through to the final coat of paint. Finally, we are so grateful for everyone in the SALTS community who supported this project with their time, talent, donations, and enthusiasm - it has truly been a team effort and we couldn't have done it without you!

# GRACE UPDATE

2021 was another year of more shoreside time than usual due to pandemic restrictions. But unlike 2020, this year the Grace was able to sail a handful of times - first with crew members only for a training voyage in June, and then (finally!) with trainees in October.



The shoreside time was put to good use completing many maintenance projects. Interior refinishing projects that began in 2020 were wrapped up, including benches in the hold and aft cabin, paneling in the aft cabin, the galley skylight, and the scuttle hatch. The new dory neared completion, deck seams were re-caulked, and the engine room got a new coat of paint. Three new dory oars were made by crew members, which were brought along on the crew training trip.

In June, the crew and families of both Pacific Swift and Pacific Grace circumnavigated Vancouver Island on the Grace over the entire month. Some of the highlights crew members listed were learning how to use sextants and how to navigate without electronic equipment, as well as exploring new places to take trainees in the future. Captain Tony said crew members gained the equivalent of years-worth of training compared to what they would get during our usual program, as they had time to focus solely on hands-on training on the water. Pacific Grace also went sailing with trainees in October, marking the first time SALTS had done so since March 2020. It was rejuvenating to have trainees back on board, to have life breathed into the boat again, and to be back to training young people, by the sea, for life!

*Above left : Crew members practice navigating with sextants Below left: The first trainee trip since March 2020 leaving the dock*

## A MILESTONE SAILING

Last fall, long-time community member Mike Richardson, a professor at Columbia Bible College in Abbotsford, sailed on his 30th annual voyage with SALTS! 29 of his voyages have been with the TREK/Quest program he founded at CBC, and he also got to sail the first leg of an offshore voyage from Victoria to Honolulu. Since his first SALTS voyage in October '96, he has spent 170 days at sea and sailed an estimated 6456 nautical miles!

When we spoke with Mike about his experiences with SALTS, he said: *"It's so much more than just a sailing experience. Sailing is actually the cherry on top...it's the experience, it's ship life that is the high value and getting to sail is actually a bonus. Because you can't control the weather, but you can impact the community."*



*Mike with a group of Quest students after a SALTS voyage*

Mike, thank you for faithfully modelling what it looks like to impact a community for all these years. We are grateful to learn from your example. Congratulations on your 30th voyage!



# SCHOONER LEONORA

It was 11 years ago that we first shared our intention to build another tall ship to add to our coastal fleet and enable us to sail on offshore voyages again. At the time we envisioned a wooden schooner, built by us, in Victoria, at a cost of \$3.5 million. We quickly raised a couple of million dollars toward the project in 2011 and 2012. But we also found ourselves in a regulatory quagmire with Transport Canada, one that has taken over a decade to resolve. On March 22, 2022, we achieved a significant regulatory milestone and crossed what we've long called the "major project risk reduction threshold." The approval we received allows us to use "enhanced safety ladders" instead of large staircases, and slightly smaller bulkhead doors. While that may sound minor, this approval is of critical importance because if they had not approved it, we would have had to increase the hull size of Leonora and substantially redesign the ship. It means that our current hull size/design is viable in terms of meeting the myriad regulatory requirements. There are several additional applications for regulation exemptions we will make, but none of those are deal-breakers from our perspective, meaning that they won't affect hull size/design.

At this project milestone, we need to take stock of how the project has changed from the beginning. Instead of our 2011 plans for a wooden tall ship built by SALTS in Victoria for \$3.5M, the ship is now:

- Made of steel and synthetic, fire-retardant materials with very little wood, except perhaps the masts
- Since our SALTS team does not know how to build with those materials, the ship will not likely be built by us, except perhaps for the rigging

- Since we will not be building the ship ourselves, the ship is more likely to be built outside of Victoria
- The ship cost, originally estimated at \$3.5M as of 2011, is now in the realm of \$7.5M, and that estimate is a couple of years old and needs to be updated, now that we've just confirmed the hull size

The project has changed significantly as we've sought to overcome various regulatory roadblocks. The gap between the money we have and the money we still need is massive, and the pandemic has taught us that we need to retain a very robust emergency fund. Our next steps include updating the project cost estimate and deciding how far to go with detailed design and engineering. Then—should we build the hull with the money we have, and trust that another \$5 million or so will flow in to complete the job? Or should we wait until we raise millions more before we lay the keel? The answer depends on our appetite for risk, and that risk increases as the project cost increases. What we want to avoid is ending up with a half-built ship that we must pay to store and maintain, but that generates no revenue, and then drains away the Society's resources. Ideally, and perhaps necessarily, we'll confirm additional major funding partners before we lay the keel, so we can move forward in confidence that this project won't jeopardize the financial health of the broader organization. So the best answer to "when will you lay the keel" may now be "as soon as we close the funding gap." That's a tentative answer, and one our Board will be wrestling with in the time ahead. In the meantime, we're blessed to have two schooners that are restarting their wonderful work with young people on our beautiful BC coast, and we're blessed that after two years of challenges, SALTS is still here, and still in good health.

# BOAT DONATIONS AND SALES

In 2021, 18 boats, two boat trailers, and one boathouse were donated to SALTS at a value of \$559,071.00. There were 20 units sold, which raised \$1,537,123.00, helping keep SALTS afloat and ensuring that young people will continue to be impacted on future SALTS trips.



Boat donations included the lovely 1984 C&C 41, (pictured, SOLD) and boats sold included the 60' Kristen-Seascope (pictured, SOLD). Visit [www.salts.ca/site/buy-a-boat](http://www.salts.ca/site/buy-a-boat) to view all active listings!

## PEOPLE

### *We are immensely grateful for...*

The dedicated and gifted service in 2021 of Captains Tony Anderson and Tristan Hedley, and crew members Gabriella Barrett, Van Law, Brock McNeill, Trinda McNeill, Phoebe Sidwell, and Gillian Trotter.

The leadership in 2021 of staff-members Loren Hagerty, David Eggert, John Andrachuk, Sam Vaale, Sherilyn Thomson, Glynis Gittens, Patrick Sharman, Chris Barritt, Tina Bergum, Marita Atwood, and (by part-time contract) Stephen Duff and Louise Gardner.

Those who served on our volunteer Board of Directors in 2021, including Derek Rand (Chairperson and Treasurer), Ryan Smith (Vice-Chairperson), Krista Chase, Dan Cumming, Jim Huzzey, Ruth McGhee (Secretary), Sarah Meyer, Kerri Morash, and Jason Nassichuk.

### *Notable events in our community...*

We are celebrating Chris Barritt for 5 years of service, Tristan Hedley for 10 years of service, and Patrick Sharman for 25 years of service! Our community is better for having each of you in it. Thank you for contributing your time and talents to SALTS for so many years!

On November 28, 2021, long-time SALTS volunteer and supporter Ivor Hughes passed away, a few weeks before his 86th birthday. We'll miss Ivor, and we're grateful for his part in this community.

In autumn 2021, the Maritime Museum of BC awarded the Beaver Medal for Maritime Excellence to Martyn and Margaret Clarke, who led SALTS through the 1980s and 90s. Congratulations Martyn and Marg!



# 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 2021. In particular, we want to thank the following people and organizations:

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

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## *Shoreside Volunteers:*

Stan and Paula Ball, David Blacoe, Peter Bradford, and Zack Eggert

Due to the continued restrictions of the pandemic, we were not able to welcome as many volunteers as we have in the past. Thank you as well to everyone who inquired about volunteering in 2021 – we hope to see you onboard or onshore in the future!

## *Charitable Foundations:*

The Dennis and Phyllis Washington Foundation  
JRG Family Fund at Calgary Foundation  
R.J. Nelson Family Foundation

## *Boat Donors:*

Gaston Luthi - 30' Pearson Sloop	Anonymous - 36' Sceptre
Thomas Petersen and Jennifer McKechnie - 30' C&C	Anonymous - 36' Boathouse
Ragnar Berelsen - 11' Apex RHIB, 11' Ab RHIB and trailer	Anonymous - 48' Maple Leaf
David Heaney - 33' CS	David Merralls - 32' C&C
Heath Family - 36' Harbour Tug	David Read - 30' Alberg
Anonymous - 30' Newport	Russ Bullock - 41' C&C
Anonymous - 28' Sunstar	Rikkert Vos - 39' Irwin
Anonymous - 2008 Road Runner trailer	Raymond Martin - 44' Spencer
Anonymous - 30' JJ Taylor & Sons Classic Cruiser	Anonymous - 29' Jay Benford Cutter

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!