

**Minutes – C&E Heritage & Museum Committee**  
**1400-1600 hrs 2 November 2017 @ Museum**

**In Attendance:** CO Museum, Karen Young, Annette Gillis, Lloyd Tien (Fdn), Bob Taylor, Maj Rob Stroud (77 Line), Lt Robert Holt (JSR), Jim Holsworth, Tony Charters, Lyle Read, Peter Sheremata, Jim Hueglin

**Standing Invitation:** HS COs, Col Cmdt, Chair Fdn, Pres C&E Assn, Col of the Regt JSR, Dir RCCS, Sr Air Col, Br Advisor, Br CWO

**Regrets:** Maj Tyler Lavigne (Br Adj), Joe Costello, Sgt Gilbert (21 EW), MWO Jones (77 Line), Tony Fequet

1. **Minutes.** From 5 Oct 2017, circulated.

2. **Business Arising:** (10 minutes, update only)

a. CAFL proposal for Museum – ongoing

Maj Stroud

The project has been approved for incorporation into the Museum development plan for the display floor. Maj Stroud briefed on the scope and research needed through the historical periods. Discussions continue with the Curator and Project Team, with the aim of defining the project, designing the display and recruiting new team members by the Line Conference in Cornwall in Feb 2018.

**Action.** CAFL Line Project Team, with assistance of the Curator, to develop a project description and design plan for inclusion in the Museum Business Plan and program of work for the display floor.

b. Vimy Oaks Proposal – letter sent to BComd

Chair

Letter seeking BComd approval and direction is being drafted. It will also address the need for a development plan for the grounds surrounding the Museum, given earlier proposals for a 'memorial park' and future construction of a RCEME museum. CO Museum agreed to co-sign in his capacity as HS Cmdt.

**Action.** Chair and HS Cmdt. When written, letter to be posted with the minutes and on CMCEN.ca

c. Assessment of Museum Governance

Chair, CO

– staffed to Branch Leader, Branch Advisor, Cmdt HS

At the direction of the Branch Leader, a WG has been formed (Pres Assn, Assn VP Govn, CO Museum, Br Advisor, Sr Air Col, Dir RCCS, Col Cmdt, Pres Fdn, Chair H&M, Mbr H&M) to review the baseline assessment on museum governance researched by VP Govn and Chair H&M. WG met 24 Oct with tasks to draft ToRs, and other governance documentation, and meet with key stakeholders (BComd, DHH, NPF) before the new year.

**Action.** Museum Governance WG to reconvene early 2018 to recommend a new governance model for the Museum, and as a result for the C&E Heritage Program.

d. De-accessioning Project – progress on recruiting volunteers, starting work

Annette

The Business Plan 17 Feb 2017 identified the need for a serious, focused team effort to improve the state of the collection, archives and database. Two new policies (Volunteer, Collection Mgmt) were written to enable this work, however, no significant progress has been made. After some debate over policy and process, the Committee was reminded that **the aim is to clean-up the archives and catalogue the collection**, with the first step of building a team of dedicated and trusted volunteers to serve on an Accessioning / De-accessioning Sub-Committee.

**Action.**

a. CO Museum agreed to review the volunteer policy, with Karen and Annette, as it applies to veterans asked to serve on A/De-A Sub-Cmte. This was done, and revised CO's Guidance on volunteers has been issued (and will be filed).

b. Peter Sheremata agreed to draft ToRs for the A/De-A Sub-Cmte to clarify the application of the Collection Management policy.

c. Jim Hueglin (in his absence Tony Charters) will lead a recruiting effort for veterans (with trade knowledge and historic context for archival work) through the Signallers' Club. The revised CO's Guidance on volunteers has already

been conveyed to the Signallers' Club.

d. Curator will continue to prepare items for de-accessioning (and accessioning) in anticipation of forming a A/De-A Cte and starting work in the new year.

### 3. For Information / Awareness: (5 mins)

- a. C&E Battlefield Study Tour – AAR posted on CMCEN.ca Chair  
-Presentations to Subalterns' and Sergeants' Indoctrination  
-future battlefield studies (Italy 2018, D-day 2019, The Netherlands 2020)

Chair outlined the plans for the next three years, as per the AAR and approved by BAC. For 2018, CO JSR has been asked to lead C&E participation in Italy, and information will be available on CMCEN.ca for any member of the Association/Branch to join the tours being organized by the RCA.

Following the Chair's H&M briefing to the Reserve Conference 28 Oct, proposals were made (by LCol Ryan Walker, former J6 JTF-N, and Maj Rod Sterling former CO Alert) for a 'battlefield study' in 2019 to the NWT&Y and DEW sites, in keeping with the theme of 'Canada's North'. This concept had also been suggested by the Branch Leader (former Comd JTF-N). The Committee embraced the idea of a North tour, subject to feasibility assessment, yet would still encourage C&E participation in a D-Day 2019 tour (being organized by RCA, for those who wish to pay).

#### Action

- a. Publish the AAR (attached) and outline plan for 2018, 2019 and 2020 on CMCEN.ca (access rights need sorting).
- b. For 2018, Chair to pass details of RCA 2018 Italy trips to CO JSR to request they be lead unit. If not, information will be posted on CMCEN.ca for individual registration by anyone wishing to join the RCA tours.
- c. For 2019, Chair will explore the concept and feasibility of a northern tour, recruit and form a planning team, and prepare a decision brief for BAC (recognizing the likely need for CAF resources, aircraft, duty status, adventure training approval, etc.).
- d. For 2020, project lead to be named, project charter to be written and planning team to be formed. More to follow with a call for volunteers.

### 4. For Discussion / Decision: (90 mins)

- a. 5-Year look ahead at themes, commemorations, milestones Lt Holt, Bob Taylor  
-approve plan for 2018 theme 'Canada at Home'

Bob Taylor briefed on the outline plan (attached, and to be placed on CMCEN.ca), noting the Signallers' Club will lead the organization of the traditional 5-year (now 115<sup>th</sup> anniversary) C&E reunion weekend 31 Aug - 2 Sep 2018. Note was also made of the 50<sup>th</sup> anniversary of the Wegner Point memorial for the loss of four signallers of 2 CMBG HQ & Sig Sqn.

BAC has not yet directed any specific Branch 50<sup>th</sup> anniversary event. There was a suggestion that the C&E Week symposium could adopt the 'Canada at Home' theme (as done in 2016 for UN Ops) for a professional development look at how the CAF provides and protects CCIS for domestic operations.

It was conceded that it is too late to organize anything of significance in 2018 under the theme '**Canada at Home**', yet it is important to communicate the theme, and its intent, across the C&E community to encourage local initiatives (research, commemorative events, professional development, educational pieces, site visits, etc.).

The Committee realizes that communication is key to stimulating the heritage themes and the H&M work in general. This was again emphasized to the Chair by the unit COs / RSMs at the Reserve Conference on 28 Oct. We need to get the word out through an ongoing, resources and proactive communications strategy!

#### Action:

- a. The Chair will post the 2018 outline plan on CMCEN.ca and send a short briefing note to the BAC and Association summarizing the planned events and proposals for professional development.

b. The Committee must define the H&M inputs, and information requirements, to a C&E Association communications strategy for ongoing dissemination of information and capturing of history. Not easy, but needs action.

- b. Report from Performance Measure & Budgeting Forecast Team Karen, Peter Sheremata  
-report from 20 October meeting FY17-18 progress review,  
-invite DHH, CFBK, NPF, Fdn input

The 20 October meeting did not take place, and it was accepted that it may be premature to engage DHH, CFBK and NPF formally until a proper BP cycle, and sub-committee, is established. However, Karen has already completed the progress review of in-year goals, identifying deficits and forecasting requirements for FY2018-19.

- c. Continue Review of 5-Year Museum Business Plan Chair, Manager  
-recap SO1 review from 5 Oct committee meeting  
-refine goals / tasks (SO2, 3, 4 & 5) for FY18-19 and out years

Time did not allow for continued review of the BP, as hoped; however, Karen provided a quick overview of her review of the business plan and achievement / status of FY2017-18 goals and tasks.

To clarify, the business planning FY cycle the Committee is trying to establish is:

- April, implement the approved in-year business plan and budget (within the goals of the 5-year rolling BP).
- August, mid-year measure of goals/task achieved, or not, adjust the plan and budget, add late opportunities, anticipate shortfalls.
- November, late-year measure identifying shortfalls, slippage into next FY (Committee review / CO approval for changes, keeping the Foundation informed).
- January, finalize next FY priorities, plan of work and budget for Committee review / CO approval (and then submission to the Foundation and NPF Accounts)
- February, refine and update the next 5-year outlook in the BP for each goal/task, for CO approval.
- April, to implement...again...

It is acknowledged that this cycle was not followed in 2017, nor a proper Fin & BP Sub-Committee formed to assist the Manager. Also, this process is not yet coordinated with NPF accounting system. This will need to be corrected for 2018, the next cycle.

#### **Action.**

- a. Manager to report on achievement of in-year goals (performance measurement) at the next meeting.
- b. Manager to prepare the FY 2018-19 plan of work / budget for Committee review / CO approval (and then for submission to the Foundation and NPF Accounts).
- c. Draft CO's Planning Guidance (similar to the outline steps above) for Museum Business Planning.
- d. Fin & BP Sub-Committee to be formed, with ToRs written, for next cycle, or as part of the new governance model.
- e. Chair and Manager (and CO if available) to meet with NPF Supervisor to coordinate respective roles in BP cycle.
- f. Committee meeting agenda to include a Manager's Standing Report on operations, programs and finances.

#### **5. New Business.**

- a. Succession planning, next Chair and new committee members Chair

Time did not allow discussion, tabled for next meeting.

- b. Presentation by 76 Comm Regt Maj Nakul Nayyar

As the request of the Branch Leader, Maj Nayyar provided an excellent briefing on two items: naming of 76 Comm Regt and its sub-units; and a proposal for a museum display to mark the stand-down of CFCMU. Both items generated excellent discussions.

- a. The naming item set precedence in that it was the first time a C&E heritage body was asked for an opinion on historical names and lineage of C&E units. The summary of discussion sent to the Branch Leader is attached.

- b. The discussion on the display prompted a wider discussion on the strategy needed for the display floor as it moves from individual unit, equipment or topic displays to more modern, interactive stories and exhibits.
- For example, as much as the CFCMU display will mark the life of that unit, the longer term museum goal is to tell the story and evolution of cryptology, cypher, COMSEC in military operations.
  - Similarly, the JSR has expressed an interest to renew its presence in the Museum, which should be encouraged yet built into a longer range development plan that show's its evolution and operations over its 103 years unit history.
  - Equally, as formation and unit histories (CFCC, CFIOG, Comm Reserve, Radar Sqns, etc.) are being written and captured, the Museum needs a strategy to display the 'C&E Order of Battle' throughout its history.
  - Another example is telling the story of Line (people, missions, technologies) throughout our history, rather than focus on any one unit.

The Committee agreed that, for now, units such as CFCMU and JSR should be encouraged to sponsor unit displays, yet eventually should fit logically into an overall display development plan. It is understood that any display development is contingent upon resources (time, people and money) and must be part of the museum business plan, committee review of priorities and program budgeting.

The Manager is requested to identify new programs, display initiatives or opportunities (such as the airplane), that are not otherwise identified in the BP, and include them in the central display development plan for prioritization.

**Action.**

- a. Chair has sent a briefing note to the Branch Leader, summarizing the discussion and endorsing the naming proposal for 76 Comm Regt. It will also be posted on CMCEN.ca
- b. The Committee approves the inclusion of the CFCMU display in the Museum development plan, and encourages the Foundation to support the alumni fund-raising efforts.
- c. CO's Planning Guidance (to capture the concepts discussed) will be drafted for the evolution and development strategy for the Museum displays and exhibits.
- d. Subject to CO 76 Comm Regt approval, Maj Nayyar has agreed to join the H&M Committee as the 'Strategic Comms' rep.

**c. Policy on Access to, and Release of, Archival Information**

The intent was to discuss the formulation of a policy on access to, and release of, archival information and digital material, to include intellectual property rights and copyright. Time did not allow the discussion.

**Action.** This matter will be tabled to a future meeting for a full assessment and eventual writing of a policy.

**6. Adjournment.**

- a. Next meeting 5 December @ WO & Sgts Mess (TBC)

Confirmed next meeting **1000-1200 hrs 5 Dec WO & Sgts Mess** prior to the Retired At Home

A special committee meeting will also be held **0930-1200 hrs 11 Dec at the Museum** for a presentation by Peter Sheremata and Wendy Stewart on their visit to the Dutch Signal Museum in Amersfoort, The Netherlands. They will report on their visit and recommend steps to build a partnership between our Museums. See attached meeting notice.

- b. Adjournment NLT 1600 hrs

With some committee stalwarts continuing at the Red House.....