



Bridges

**The Centennial of the
Canadian Military Engineers 2003**



Final Report of the Executive Director



Prepared for
The Centennial National Steering Committee
Ottawa, Canada

30 March 2004



Foreword



S.C. (Stan) Britton
Executive Director

A military engineer and architect, Stan has worn the uniforms of, and served with, all three services. Actively involved in volunteerism he has held senior leadership positions in military and community organizations. He is CEO and a founding director of CANTECH-Aide, a mentoring and training charity comprised of serving and former military engineers.



Captain Nanette Fliesser
Deputy Executive Director
(Finances & Communications)

Nanette is an Airfield Engineer having previously served the CME Branch as its Adjutant. She was recruited into the Centennial Executive for her traits of *savoir-faire* in business best practices and motivating volunteers.

“There is first of all the problem of the opening, namely, how to get us from where we are, which is, as yet, nowhere, to the far bank. It is a simple bridging problem, a problem of knocking together a bridge. People solve such problems every day. They solve them, and having solved them push on.”

‘Elizabeth Costello’ by J.M. Coetzee, 2003 Nobel Prize for Literature

The Centennial of the Canadian Military Engineers was an unqualified success: meaningful discoveries by the CME of itself as an institution, and the CME/CF as an object of public interest.

For those of us who were there throughout, the centenary experience was the barnburner of bridge gallops. In fair weather and foul, singly and in teams, over a period of 54 months, we invested much of ourselves knocking together our “Bridges for Canada” and bridging the gaps of CME metaphor.

Bridges is a reporting of facts and figures. It is also of findings that challenge the very notion of military engineers as ‘family’.

Bridges is the Executive Director’s report to his board of directors – the Centennial National Steering Committee. As such, a particular intellectual framework shapes it, and the journey it chronicles. It assigns to the Centennial the CME legacy of gifting-the-nation whilst embracing the bonds of kindred spirit.

The Centennial was, in part, about engendering oneness amongst the disparate military and civilian constituencies. At Centennial’s-end, a “group hug” was indeed declared, albeit one of detachment. On the other hand, meaningful comings-together were afoot within the CF functional - vice ‘hat badge’ - stovepipes: army field engineering, air force construction engineering, air force fire & crash rescue, and Defence geomatics. Whereas the iterative norms and cultural bonds of the CME were heavily promoted during the Centennial, the outcomes were clearly of unities of environmental and functional affiliations over those of the CME Branch. This paradigm was recognized of late and a Branch Strategic Review has been undertaken. To the extent that the experience of the Centennial was a mirror....

Were the right bridges built? Were they “knocked” together well?

It is now time for Canada’s military engineers to push on.

Chimo!

S.C. (Stan) Britton
Executive Director



Table of Contents

Foreword.....1

Table of Contents.....3

1.0 Overview 5

2.0 Mission & Goals..... 7

3.0 Profile..... 8

4.0 Concept 9

5.0 Organization.....10

6.0 Activities.....12

 6.1 Envelope One – “Bridges for Canada”..... 13

 6.2 Envelope Two – The National Program..... 14

 6.3 Envelope Three – The Regional Programs ..22

7.0 Communications.....29

8.0 Finances.....30

9.0 Findings.....32

List of Annexes

- Annex A – Recognition & Awards
- Annex B – Audit Committee Report
- Annex C – Kit Shop
- Annex D – Calendar of Events
- Annex E – The Bridges for Canada
- Annex F – The Habitats for Humanity

<u>Acronym Key</u>
CCRA – Canada Customs & Revenue Agency
CDS – Chief of the Defence Staff
CF – Canadian Forces
CFPSP – Canadian Forces Personnel Support Program
CME – Canadian Military
CMEA – Canadian Military Engineers Association
Col Comdt – Colonel Commandant
DCC – Defence Construction Canada
DND – Department of National Defence
MEAC – Military Engineers Association of Canada
MEIC – Military Engineering Institute of Canada
MEMAC - Military Engineering Museum Association of Canada
MND – Minister of National Defence
NDHQ – National Defence Headquarters
RMC – Royal Military College
VCDS – Vice-Chief of the Defence Staff



1.0 Overview

In the military, as elsewhere in society, the turning of one's century is a time of great celebration. It is a milestone of achievements – of endurance, of course, but also the blessings of good fortune. Whether institutional or personal, the story of the passage of time is of a journey, the people of the time, and the cultural that begat the experience. It is the element of change that gives thrill to such journeys. Canada's military engineers experienced this change in their centenary celebration.

The CME 2003 Community

1730 – Regular Force (Field)
1225 – Regular Force (Const)
515 – Regular Force (Fire)
135 – Regular Force (Geo)
3605

950 – Reserve Force (Field)
180 – Reserve Force Const)
1130

5,000 – Defence Civilians
260 – DCC Associates
5,260

1,200 – CME Army Cadets

1,300 – Association Members

12,495 – Total (estimated)

Centennial planning commenced with the release of a CME Branch Concept Paper in 1998 (five full years ahead of the event). This provided the foundation for VCDS approval to staff an Executive Director. A Reserve Force Class C Lieutenant-Colonel competition and appointment took place mid-1999. Soon thereafter a broadly representative volunteer board of directors – a National Steering Committee - was formed. They deliberated 28 October 1999 and approved "A Plan for Commemorating CME 2003 – The Canadian Military Engineer Centenary." This document informed all subsequent governance decisions.

The mission was in two parts: (1) to celebrate within as a one; and (2) to involve and inform Canadians-at-large. One fed the other. A three-year nationwide "Bridges for Canada" initiative provided meaningful focus and left the gift of legacy.

The constituent parts of the CME community celebrated with a detached passion, and did so as functional and environmental stovepipes, vice that of a unity of the CME whole (Finding 1).

Canadians-at-large became well and better informed of the CME/CF through exposure to, and involvements in, "Bridges for Canada" and Centennial Public Affairs Outreach (Finding 2).

The Centennial was conceived as a two-year sequenced portfolio of regional activities centred primarily on CME units, packaged and facilitated nationally, widely communicated. Plans were briefed to, and received the encouragement of, DND/CF senior management. Military units achieved programmatic success and acquired financing by incorporating activities into chain-of-command approved training plans.

Volunteers – military and civilian – few in number but strong of will, energized others of innovative and kindred spirit. Together they mobilized the CME community. Many are the Centennial's Champions - they are identified at Annex A.

The Centennial – nationally and regionally -was organized and governed along non-profit charitable organization lines arms-length from DND/CF and CME associations/institute.

Life's Rule No. 11: "One cannot change human behaviour."

*Robert S. McNamara,
American Secretary of Defence and
President of the World Bank*

"We sometimes refer to culture as the 'spice of life' – in other words, as something that, while making life more agreeable, in the end is dispensable."

*'The Culture of Enterprise' by
Václav Havel, former President of
the Czech Republic*



The all-up cost approximated \$9.1 million. Much was attributed CF wages. Most other were in-kind donations by partners. The fundraised cash contribution was approximately \$185,000.

Déjà vu

“There is widespread interest in the non-profit and voluntary sector in Canada. At the same time, it is surprising how little we know about it and its role in Canadian society. This is particularly startling given the expectations that are placed on the non-profit and voluntary sector – by governments seeking to off-load public programs and services, and by citizens who expect high levels of service and diverse opportunities to participate in community life. Yet demands on the sector have not matched by commensurate human or financial resources. Many non-profit and voluntary organizations struggle for survival day to day.

*‘Funding Matters’
Katherine Scott, Canadian Council on Social Development, 2003*

The national and regional arms of the Centennial were not accountable for the expenditure of public monies. The respective organizing committees were, however, very proactive in facilitating participation by DND/CF, as well as by other agencies of the federal, provincial and municipal governments.

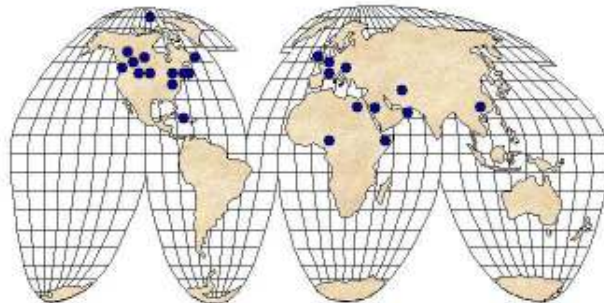
National level fundraising was conducted on behalf of, and disbursements made from, a special CME 2003 Fund sub-account of CCRA-registered charity MEMAC (Military Engineering Museum Association of Canada). There were no gifts to the Crown. DND/CF ethics guidelines were followed. CFPSP (CF Personnel Support Program) administered the Fund.

Mission success was assisted by the Centennial not being of the CF chain-of-command, whilst being entirely dependant upon it for resources and leadership (Finding 3).

On the matter of succession, a measurement stick was to have been evidence that the Centennial experience would bond the CME-as-whole in ways that would energize the future. This did not happen. The bonding expectations of the older ‘Baby Boomer’ generation were not shared in the same emotive way by the middle ‘Busters’ and younger ‘Echoes’. As well – not necessarily negative - CF-wide trends were evolving to favour unity-of-service over -hat badge.

The CME Branch, as presently conceived, is at serious risk, due, in large measure, to societal and CF influences-of-change (Finding 4).

The centenary of the Canadian Military Engineers was the celebration of a journey through interesting and changing times, of the people who made it so, and the rich cultural fabrics that were woven. At Centennial’s-end, the times were found to be no less interesting, still changing.



Location of Canadian Military Engineers
‘Turn-of-Century’



2.0 Mission & Goals

Mission

The Centennial engaged most members of the CME community in celebrating 100 years of military engineer service to Canada; and, in so doing, helped to enhance the knowledge of Canadians-at-large about its contributions to Canada at home and abroad.

Goals

1. To the extent possible the Centennial brought together and energized the CME community by stimulating and facilitating regional celebrations nationwide.
2. The Centennial increased Canadians' awareness and appreciation of military engineers and the CF through educational outreach programs and participation in commemoration activities such as "Bridges for Canada."

Objectives

In each of the years leading into and through Year-2003, the Centennial developed, funded and implemented a well coordinated, geographically distributed and chronologically sequenced program of commemoration activities.

The Centennial succeeded in engaging a successful National Fundraising Campaign that helped to finance the prioritised program of commemoration activities.

Through its Outreach initiatives, the Centennial was able to make the celebration a DND/CF "Public Affairs Event of the Year."

On an opportunity basis, the Centennial leveraged the benefits to be had from other non-CME commemorations such as the Centennial of Military Communications.

Although the Centennial was unable to achieve intended staffing levels within the Office of the Executive Director, ways were found to bring the activity programs along. *

Note (*)

DND/CF Human Resource restraints limited the CF contribution to a full-time Reserve Force Lieutenant-Colonel Executive Director and, later on, a multi-role Regular Force Airfield Engineer Captain. Compensation was achieved through work sharing amongst Ottawa units on an opportunity part-time basis. Professional Public Affairs advisory assistance was provided by DND/CF. Financial administration was provided by CFPSP.

Vision

"To commemorate 100 years of Military Engineering, in peace and war in the service of Canada, while looking forward to a second century" was found to be uninspiring and unemotive. It was left to the cadre of Centennial Champions to reinterpret the vision as "to come together".

Values

The partners to CME 2003 aimed to be fully inclusive. They value the highest standards of professional ethics in the conduct of their affairs; and the inherent worth and personal esteem of all volunteers, contributors and the Canadian public. They engaged principled leadership in all endeavours national, corporate, regional and local.



3.0 Profile

“... it is our expectation that Canadians-in-whole should know better of their military engineers and of their Canadian Forces and our tenacious place within civil society – yesteryear, today and in preparation for the challenges of Canada’s future.”

*S.C. (Stan) Britton
Centennial Launch, Bridgewater NS,
25 April 2002*

The two-year celebration was active with other high profile military commemorations in Canada and abroad: the centennial of military communications, the 50th anniversary ending the Korean Conflict, the Queen’s Jubilee Tour of Canada, and the centennials of the Royal Australian Engineers and the Royal New Zealand Engineers. Additionally, there were a number of internal-to-CME anniversaries. The challenge was to lever public awareness benefits from the former and to creatively integrate the latter. An achieved objective was to make the Centennial a DND/CF “public affairs event of the year” in 2003.

An expectation was that the centenary would be the catalyst to energize a momentum to carry forward the spirit of military engineering post-Centennial. At Centennial’s-end military engineering, its uniformed and civilian practitioners, and DND/CF did indeed achieve a high public profile - it is too early to determine whether this is sustainable.



Vancouver Candlelight Ceremony
Korea 50th Anniversary and CME 2003
20 Sept 2003

The national and regional programs were designed to capture Canadians’ attention and interest. By and large, most activities were well conceived, actively engaged and broadly communicated. To good effect, the activities were widely distributed geographically, and chronologically sequenced over two years. Three years building “Bridges for Canada” provided programmatic focus, partnerships and media profile.



CME Branch Advisor Col R. Gervais
RNZE Centenary
14 Oct 2002

The Centennial complemented vice competed with other anniversaries. A joint venturing with the Centennial of Military Communications helped to obtain a commemorative Canada Post envelope, made possible a Canadian War Museum exhibit, facilitated base-level interfaces, and led to an introduction to Colonel-in-Chief Princess Anne. Military engineers participated in commemorative activities ending the Korean Conflict. In various locations, military engineers contributed to the success of the Queen’s Jubilee Tour, including participation in the end of tour Honour Guard in Ottawa. The CME Branch Advisor was guest of honour at the New Zealand centenary.

The Centennial aspired to acquire - subsequently achieved - strength of presence in the public domain nationally, in the regions and offshore.



4.0 Concept

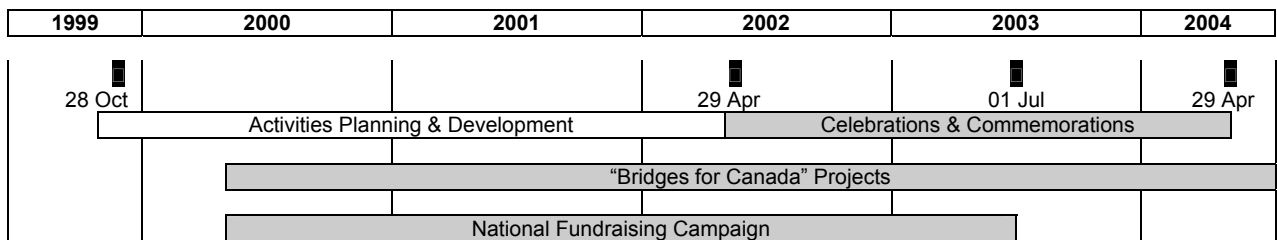
<u>Table of Anniversaries</u>
01 May 1901 – 2 nd Fd Engr Regt
01 Jul 1902 – 3 rd Fd Engr Sqn
01 Feb 1903 – 3 rd Fd Engr Regt
01 Jul 1903 – Cdn Corps of Engrs of the Permanent Force
02 Jul 1903 – Army Survey Establishment
20 Apr 1912 – MEAC
29 Apr 1936 – RCE
September 1941 – RCN Directorate of Works & Buildings
09 Nov 1942- RCAF CMUs
22 Nov 1950 – DCL (1951) Ltd.
03 Feb 1971 – CME Branch

Canada Day 2003 marked the hundred-year milestone of the creation of the Canadian Corps of Engineers of the Permanent Force. Predating were numerous militia units. Today, three trace their roots back beyond 1903. As well, there are many other significant dates requiring celebration. Thus, in 2003, Canadian military engineers had much to celebrate and much to distract.

With the creation of a corps as the cause célèbre, the Centennial was conceived to be an iterative volunteer endeavour that would reinforce bonds amongst military and civilian constituent groups. To lever a number of related anniversaries, celebrations took place over a period of 24 months – 29 April 2002 launch through 01 July 2003 turn-of-century to 29 April 2004 wind-up. Activity programs were stimulated, facilitated, coordinated and communicated centrally; but inspired, planned, promoted and implemented regionally. Save for an envelope of national core activities, activity approvals and financing – public as well as non-public - were via chains-of-command.

Geographical and chronological distribution was intended, with some success, to create synergy within the CME community, whilst impacting on the public. This occurred regionally, more so in some locales than others. Nationally, cross-constituency synergy was, by and large, the direct consequence of one inspired undertaking: the “Bridges for Canada” partnership with the Trans Canada Trail Foundation. It was legacy-building “Bridges” that positioned the CME and the CF in Canada’s hinterlands, and, in the sum, stirred the nation’s imagination. “Bridges” moved the yardstick for measuring the value of CF commemorative outcomes beyond the within to the community-of-others.

Planned schedule milestones were achieved.



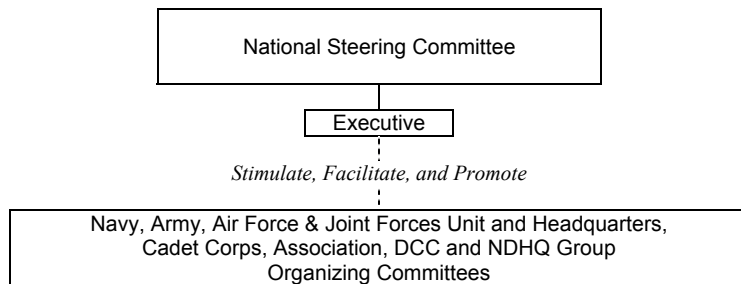
Schedule Milestones



5.0 Organization

The CME community comprises constituencies that were – still are – culturally *indépendantiste*, identifiable by a common military hat badge and the nuances of the vocation that is, loosely, military engineering.

DND/CF does not centrally finance anniversaries as program. Such activities are supported in unit business plans when supportive of training and ceremonial objectives. Thus, chain-of-command was not an option as an organisational model; volunteerism blessed by the chain-of-command was. The National Steering Committee chose to frame an organization around non-profit lines. This assured an arms-length relationship with DND/CF, encouraged regional ‘ownerships’ and facilitated tax-receiptable fundraising. The non-profit organizational model functioned as two separate but interdependent program delivering entities: the national program and a grouping of regional programs. The following diagrammatic illustrates:



National and regional organizing – once engaged - was focussed on outcomes vice process. When the Committee first deliberated in October 1999, it had been presumed that the military, civilian and cadet constituencies were eager and ready. The reality was otherwise, and much motivational process was required of the centre. It is a credit to the Committee of the day that the Centennial’s organizational constructs accommodated change.



National Steering Committee
May 2002

Governance

In variance with CF chain-of-command, a board of directors, called the National Steering Committee, governed the Centennial. Membership was by appointment-by-name and by constituency representation. The members elected a Chair – senior amongst equals. The functions of the Committee were governance, advocacy and fundraising.



**Steering Committee
Membership
Turn-of-Century - 01 July 2003**

CF Joint Forces (Chair) - J3 Engr
Past Chair – former Br Advisor
CME Branch Advisor
CME Branch CWO
CME Honouraries – Col Comdt
Navy – FCEO Halifax
Army – Director Engineers
Air Force – A4 Airfield Engineers
CME Assns – Pres. CMEA
CME Cadets – Hon LCol 2nd FER
CME Associates – Pres. DCC
Ex-Officio – Co-Chair Fundraising
Ex-Officio – Executive Director
At-Large – 3 x Cols Comdt
At Large – Pres. MEIC

Turn-of-Century Messages

Her Majesty Queen Elizabeth II
Adrienne Clarkson, GG
Minister of National Defence
Minister of Natural Resources
BGen J. Silva, Col Comdt
Land Force Director of Engineers
MGen J. Stewart (ret'd)
S. Britton, Exec Dir
Military Communications Branch

**National Fundraising
Campaign
Showing the Way**

Number of NSC Members: 17
Number of NSC Donors*: 2

* donations greater than \$50

Governance involved establishing policies, setting strategic direction and assuring Executive accountability. The October 1999 Plan set a conceptual framework that in large measure responded to changing circumstances and evolving expectations. (A major challenge was the mitigation effort to counter the negative effects of a demanding tempo of operations in the CF.)

The functional relationship of Executive to Committee was iterative and mutually supportive; it was not CF chain-of-command. This condition was essential to meeting all, and exceeding many, program objectives.

Advocacy was the championing of the vision, mission and goals amongst the CME constituencies and beyond to the public. The aim was to invigorate within, and to inform external to the CME community. Generally, advocacy was most effective at CME unit level when local leadership took charge – complemented and encouraged by travelling CME messengers. In the public domain, advocacy was not energized until post turn-of-century. A Speakers Forum – type Outreach program was engaged, through a modest mobilization of serving and former CME seniors. The best advocates were, first, dedicated volunteers at all levels, and second, the few serving persons holding CF military engineer “hat badge” positions-of-authority.

Fundraising the non-public sectors was championed by a two-member National Fundraising Campaign Committee - aided by the Executive. CME seniors were, with a few notable exceptions, ambivalent. The Campaign nevertheless succeeded in exceeding its goals. (See 8.2 Fundraising.)

The constituency-based governance model implied responsibility sharing and the perception of populist democracy. In fact, it was the Centennial experience that constituency leaders participated as individuals – as advisors vice stewards – and were sometimes challenged by personal agendas. Nevertheless, Boards work best when they deliberate with many voices but speak with one – this the National Steering Committee achieved through its Chairs.



6.0 Activities

The 1999 Plan recognized that the activities program would be one that evolved over time. The Executive was charged with fostering synergy and encouraging balance in that evolution.

Initially envisioned were four generic groups of activities: ceremonial (a Royal Visit), legacy (a commemorative monument and Trans Canada Trail work), competition (an engineer readiness challenge), education (War Museum, book, etc.), and regional/local commemorations and celebrations. Later, the groups were redefined as envelopes of a national portfolio. These are described in the pages that follow and at Annex D.

At Centennial's end the portfolio included a broad range of endeavours, well sequenced and, more often than not, financed from within local means. Collectively, they achieved the mission by engaging the membership in celebration, and enhancing the knowledge of Canadians at large. One envelope more than any other provided the fireworks that lit the nation: Envelope One – “Bridges for Canada.”

- **6.1 Envelope One – “Bridges for Canada”**

- **6.2 Envelope Two – The National Program**

- 6.201 - Royal Visit
- 6.202 - Century of Service Parade
- 6.203 - Century Of Service Military Engineer Ball
- 6.204 - Canada Day Capability Demonstration
- 6.205 - Canadian War Museum Exhibit & Demonstration
- 6.206 - Canada Post Commemorative Envelope
- 6.207 - Royal Canadian Mint Commemorative Coin
- 6.208 - *UBIQUE!* Commemorative Book
- 6.209 - Centennial Video
- 6.210 - Century of Service CD ROM
- 6.211 - *Chimo!* Music & Oral Traditions CD
- 6.212- Centennial Outreach

- **6.3 Envelope Three – The Regional Programs**

- 6.301 - CFSME Homecoming
- 6.302 - Habitats for Humanity
- 6.302 - Defence Construction 50th Anniversary
- 6.304 - MEAC 90th Anniversary
- 6.305 - First Unit Centennials
- 6.306 - 1 ESU 60th Anniversary
- 6.307 - Centennial of Defence Geomatics
- 6.308 - Exercise Constant Makefast
- 6.309 - CME 2003 Knokke-Heist Liberation March
- 6.310 - Tribute to the CF Fire Service
- 6.311 - Tribute to the CME Cadets
- 6.312 – Tribute to National Development
- 6.313 - Competitions
- 6.314 - Across Canada Community Events



6.1 Activities Envelope One – “Bridges for Canada”



CME Tribute Pavilion
Dartmouth, Nova Scotia

On Monuments

“Rather than commission for themselves a bronze ‘sapper’ statue in an Ottawa park, the engineers built a necklace of truly monumental bridges for all Canadians.”

– MGen Ed Fitch

“Bridges for Canada” was the programmatic response to two planned legacy projects: a commemorative monument and Trans Canada Trail-blazing. The former was found to be overly costly, of benefit to only one locale, and self-serving. The latter was determined not to be a great engineering challenge and offered comparatively little public profile. In January 2000 the then CME Branch Advisor, the Executive Director and the President of the Trans Canada Trail Foundation crafted an inspired alternative: the “Bridges for Canada” legacy initiative.

“Bridges for Canada” was the Centennial’s keystone activity. It inspired the imagination and energized participation in a unifying CME endeavour. Thirty-eight projects delivered 66 new and restored and two in-planning bridges over a period of three years. By working with communities in the hinterlands of Canada, the CF/CME presence was felt dearly. The placement of interpretative commemoration plaques at each bridge site ensures that the military engineer legacy will stand proud for generations.



The Necklace of Bridges

The aim was to build in each province and territory and to involve all CME operational units and CFSME in at least one project each. At Centennial’s-end, all provinces benefited, Nunavut was in progress, and the Yukon and Northwest Territories had designs in-hand for later constructions. Most units, CFSME, and two cadet corps stood tall. They are identified at Annex E.

“Bridges for Canada” was launched in May 2001 in the national media and at ceremonies in nine cities. The national focus was Dartmouth where the Trans Canada Trail Pavilion was dedicated as the CME Tribute Pavilion – an unplanned but most appropriate CME monument. Three years later, in September 2003, wrap-up ceremonies took place and the tribute panels were updated.

Myth

Airfield Engineers don’t build bridges. The army does the ‘horizontal’ construction; the Air Force does the ‘vertical.’

Fact

Airfield Engineers engaged 11 of 38 bridge projects, proportionately more than the army.

Derived from the close partnership with the Foundation was public affairs access to the 76,000 Trail members who are an influential slice of Canadian society. Media sharing allowed for the Centennial message to be communicated that much farther. “Bridges for Canada” was the emotive focus for fundraising.



Sylvia Grinnell Bridge, Iqaluit
“The Crown Jewel”

Website maps of the necklace of “Bridges for Canada” provided the Foundation with its only on-line cross-Canada trail map.

“Bridges for Canada” will continue as a Foundation program.

In-kind DND/CF Wages	\$ 1,233,200
In-kind TC Trail Partnership Funds	1,650,050
CME 2003 Sponsorships	<u>123,717</u>
	\$ 3,006,967



6.2 Activities Envelope Two – The National Program

6.201 - Royal Visit

Her Majesty Queen Elizabeth II is the CME Colonel-in-Chief. Unlike other members of the royal family having similar roles, she does not travel except as State Visit. The Centennial undertook three initiatives to be in her presence.



Col Comdt BGen J. Silva and CWO Klem Michaud on their way to meet with HM Queen Elizabeth II
04 March 2004



Canadian Military Engineer Jubilee Tour Honour Guard

Text of Message

1. I send my warm good wishes to the Canadian Military Engineer Branch of the Canadian Forces on the occasion of its Centenary.

2. You have served for a century at home and abroad, in war and in peace. You have shown your professionalism as serving and former combat and airfield engineers, geomaticians and fire fighters in Canada's Navy, Army and Air Force, and together with your Cadet Corps, Defence Civilians and corporate affiliates, you have a vibrant esprit de corps. Your efforts are reflected in your motto and battle honour "Ubique" meaning "Everywhere" and in your Inuit greeting "Chimo" meaning "Friend".

3. Elizabeth R.

June 30, 2003

First: **Queen's Jubilee Tour**. It was opportune that, on 15 October 2002, military engineers were invited to co-mount with the Governor General's Foot Guards a Land Forces Central Area Honour Guard in Ottawa, upon her departure from Canada. Parading were 50 members of 2 Cbt Engr Regt (Petawawa), 2nd Fd Engr Regt (Toronto), 31 Cbt Engr Regt (The Elgins) (St. Thomas) and 3rd Fd Engr Sqn (Ottawa).

In-kind DND/CF Labour	\$ 96,000
CME 2003 Fund	0
	\$ 96,000

Second: **Mounting the Guard at Buckingham Palace**. This initiative was not executed for reasons of fiscal austerity and the demands of CF operations overseas.

Third: **Royal Audience**. On 4 March 2004, the CME Branch Col Comdt and Branch CWO visited with Her Majesty at Buckingham Palace. This was the first such visit in recent memory.

In-kind DND/CF Labour	\$ 4,000
CME 2003 Fund	0
	\$ 4,000

A Centennial message was received from Her Majesty and read by the Col Comdt at the Century of Service Parade 30 June 2003.



HRH Princess Anne with CME Branch Advisor Col René Gervais and Exec. Dir. S.C. (Stan) Britton
Ottawa, 01 Sep 03

On Labour Day 2003, words of congratulations were passed via the CME Branch Advisor and the Centennial Executive Director by then visiting The Princess Royal, Colonel-in-Chief of Communications & Electronics Branch.



6.202 - Century of Service Parade



The Guard

Participants

Engineers on Parade: 100
 Band of Ceremonial Guard: 50
 Engineers in Support: 25
 CME Cadets: 30
 CME Veterans: 45
 VIPs: 30
 General Public: 400

Turn-of-century took place at midnight 30 June 2003.

In former times the emotive and geographic venue for a Century of Service Parade would have been then CME "home station" Chilliwack. In November 2002, "home" was designated to be the CF School of Military Engineering in whatever location it might occupy from time to time – presently yet to be emotively connected CFB Gagetown. Canada's capital Ottawa was chosen.

Parliament Hill was considered but rejected due to preparations for, and the staging of, Canada Day. The selected venue was the National War Memorial, the morning of the eve of the Centenary.

A Vice-Regal presence was requested, but declined. The reviewing officer was the CF CDS. The Band of the Ceremonial Guard provided music. Present in formations were the CME Cadets and CME veterans. The Guard was comprised of 100 military engineers representing 35 locations nationwide.

Training took place at Connaught Ranges. A post-parade public reception took place at Cartier Square Drill Hall. National media coverage was achieved.

In-kind DND/CF Labour	\$ 325,000
In-kind DND/CF Hospitality Services	4,500
CME 2003 Fund	<u>5,000</u>
	\$ 334,500



Turn-of-Century Ceremony
 Col Comdt & CDS

Demographics

Attending: 350 pers
 Serving Reg Force: 50%
 Serving Res Force: 03%
 Former CME: 27%
 Sponsors: 06%
 Other Civilians: 05%
 Allied Forces: 04%
 VIPs: 05%

 National Capital: 75%
 BC AB SK ON QC NB: 25%

6.203 - Century of Service Military Engineer Ball

The formalities of military socials are very much an expression of pride-of-heritage. Mess dinners and military balls were held throughout the celebration period in most CME locations.

The National Century of Service Military Engineer Ball took place in Ottawa on the eve of the turn-of-century. Held at the National Arts Centre, the Ball host was the CME Col Comdt; the CDS was Guest of Honour. Fully 25% guests were not of the National Capital Region. Arguably, the Ball set a high benchmark for such events. The Ball was organized by the local MEAC and was self-financing.

Cash Expenditures	\$ 46,000
Corporate Sponsorships	\$ 14,600
Subscriptions (309 paying guests @ \$110)	<u>34,000</u>
	\$ 48,600
Total Revenue	
Net Profit	\$ 2,600
In-kind DND/CF Labour	0
CME 2003 Fund	<u>0</u>
	0



6.204 - Canada Day Capabilities Demonstration



Parliament Hill Flag Raising

Audience Statistics

Canada Day total: 303,000

Flag Raising Parade: 6000
 Flag Raising Ceremony: 17,000
 Ferry Ops: 360 pax
 50,000 spectators
 ROWPU: 5000
 War Museum: 6,000
 Aviation Museum: 9,000



Geomatics Demo



Airfield Engineering Demo



Combat Ferry Operations

DND/CF Public Affairs used the military engineer Centennial as a focus for the annual CF participation in the National Capital Canada Day celebrations. Other participants were the Snowbirds aerial demonstration team, the Skyhawks parachute team, the guns of the RCA, the Ceremonial Guard and Band, and the centenary of military communications.

The CME demonstration was of current CF operational capabilities, representing combat, airfield, geomatics and fire & crash rescue functions, distributed in four strategic locations in Ottawa-Gatineau. The demonstrations included:

Flag Raising Ceremony on Parliament Hill. A 50-person guard from MCE led the parade and participated in the Canada Day opening ceremonies. BGen Steve Irwin spoke to the CME century of service. The flag was subsequently placed into the custody of the CME Museum.

Combat Ferry and ROWPU Operations. 4 Engr Sp Regt operated a combat ferry service carrying visitors across the Ottawa River between Parliament Hill and the Museum of Civilization. On the museum bank 81 Airfd Engr Sqn dispensed freshly filtered water as refreshment.

Airfield Engineering and Fire & Crash Rescue Operations. Located at the Aviation Museum, airfield engineers from 4 Airfd Engr Sqn set up an armoured explosives ordnance disposal vehicle and a CF-18 decoy. Firefighters from CFB Bagotville carried out hazardous material disposal and vehicle extraction demonstrations.

Geomatics Operations. As the start of its weeklong demonstration (see 6.205) at the Canadian War Museum, MCE demonstrated survey and mobile terrain analysis capabilities.

The well-attended demonstrations were conceived and organized by CF formations and CME units, and financed via chain-of-command approved training plans. Distributed funding responsibility resulted in a dynamic public affairs punch that would not have been otherwise possible. The Centennial mission to inform Canadians – including political persons-of-influence and large numbers of international visitors - was achieved in spades.

In-kind DND/CF Labour & Equipment	\$ 110,000
CME 2003 Fund	<u>0</u>
	\$ 110,000



6.205 - Canadian War Museum Exhibit & Demonstration



Mr. Joe Guerts, President and CEO,
Canadian War Museum

One of the earliest initiatives undertaken was that of formalizing an arrangement with the Canadian War Museum to curate an interior heritage exhibit in 2003, and concurrently, a DND/CF Public Affairs sponsored outdoors demonstration of current operational capabilities. At the Museum's behest, a centennial partnering took place with the Centennial of Military Communications, a partnering that included contributions from the military engineer and military communications museums. Uncertainties were overcome with the delay of the Museum's move to a new location.

The interior exhibit was – from its opening on 11 June 2003, and running through to Museum closing in autumn 2005 – a juxtaposition of the two histories presented in ways that encouraged viewer interactions with the displays. All costs were borne by the War Museum.



Exhibit Poster

In-kind Partner Contributions	\$ 212,000
CME 2003 Fund	0
	<u>\$ 212,000</u>

The exterior capabilities demonstration in General Motors Court opened on Canada Day and continued through the month of July. (By arrangement, the month of August was hosted by military communications.) Funding from DND/CF Public Affairs was limited to \$8,200 for printing of **Mission Possible** CD ROM envelopes. The Centennial responded with volunteer unit contributions with chain-of-command approved financing.

<u>Visitor Statistics</u>
40,493 - July 2003
<u>38,360</u> - August 2003
78,853

In-kind DND/CF Service	\$ 32,200
CME 2003 Fund	0
	<u>\$ 32,200</u>

The War Museum's summer program was, in numbers of visitors, more successful than in any other year – reflecting well on CME outreach objectives. In part, these numbers were achieved by the need for the Museum to advertise its changing activities on a weekly, vice monthly, basis.



Week One
Defence Geomatics
Mapping & Charting Estb.



Week Two
Airfield Engineering
81 Airfd Engr Sqn



Week Three
Fire & Crash Rescue
NDHQ & BFC Valcartier



Week Four
Combat Engineering
2 Cbt Engr Regt



6.206 - Canada Post Commemorative Envelope



Official Launch by the Hon. Andy Scott, Col Comdt Jerry Silva and Exec Dir S.C. (Stan) Britton



The Commemorative Envelope

The Letter Campaign

- 1 x Prime Minister
- 3 x Premiers
- 1 x Minister of National Defence
- 8 x Federal Politicians
- 7 x Provincial Territorial Politicians
- 7 x CME Generals
- 46 x CME Others

It is a custom – supported by product evidence - that military centennials include a commemorative postage stamp. The process involves serious lobbying of Canada Post by persons of political influence; a strong retail market is of lesser importance. To help assure success, CME 2003 joint-ventured with the Centennial of Military Communications to secure MND backing in a year of competing priorities: the end of the Korean Conflict and a testimonial to the Canadian Rangers. A letter campaign was an effective enabler, due in large measure to strong advocacy by non-military “friends of the CF/CME.”

The Canada Post response was a commemorative envelope for each of the two centennials. The Honourable Andy Scott launched the CME 2003 envelope, designed by Mr. Bernie Reilander, on 26 April 2002 at the CME Homecoming.

Twelve thousand envelopes were issued of which Canada Post reported sales of 9,000 – primarily to non-CF/CME collectors. The story of the CME, as conveyed on the envelopes, informed an audience of Canadians not otherwise “touched” by DND/CF. In addition, Centennial Outreach broadened that exposure by gifting 700 envelopes to Senators, Parliamentarians, Legislators, Mayors and Councillors, institutes of higher education, the professions, and “internationals.”

Centennial Outreach Purchases:	\$ 1,550 (quantity 700)
Kit Shop Revenue	\$ 600 (quantity 300)
In-kind Canada Post Partner Contribution	\$ 7,000
CME 2003 Fund	0
	<u>\$ 7,000</u>



The Centennial Coin Gift Box

“... this year’s circulation five-cent coin... bears the portrait of Her Majesty Queen Elizabeth II, your Colonel-in-Chief (and the) beaver is representative of your logo. Your motto is ‘Ubique,’ meaning ‘Everywhere,’ and Royal Canadian Mint 2003 five-cent coins will be there with you.”

David Dingwall

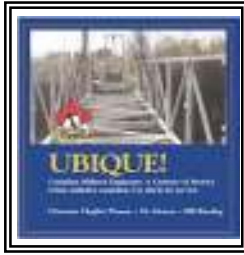
6.207 - Royal Canadian Mint Commemorative Coin

A second military centennial custom is the minting of a circulation coin or the fabrication of a medallion. Informal polls showed, and experience proved, a general ambivalence. The Royal Canadian Mint stipulated a minimum \$20,000 pre-purchase by CME 2003 (1200 sets), which was well in excess of the potential CME market. To cater to the expectations of CME collectors, a limited edition of 300 circulation nickel gift sets were acquired from the private sector, of which 20 sets were used to promote Centennial Outreach and to thank corporate donors. The sets were retailed by the Kit Shop.

Purchase of Coin Sets	\$ 975 (300 sets)
Centennial Outreach Purchases	\$ 65 (20 sets)
Kit Shop Revenue	\$ 1,770 (253 sets)
In-kind Canadian Mint Partner Contribution	0
CME 2003 Fund	0
	<u>0</u>



6.208 - **UBIQUE!** Commemorative Book



“As I tell my students these days, I am always grateful for anything that tells me something new, and even more grateful when it shares the novelty with a little style.”

Desmond Morton, author

The official history of the CME has been told in three published volumes - a fourth is in development. The Centennial’s *UBIQUE! Canadian Military Engineers: A Century of Service* was a capsule complement, heavy on photographs and light on text. The book spoke to the functional aspects of CME operations, important national development activities in each of the provinces and territories, and recent projects-of-pride. The all-volunteer research and writing team comprised a professional editor, a published historian, a retired officer and a photo archivist.

UBIQUE! was envisioned to be of large format with professional colour photographs commissioned by CME units, augmented with archive monochromes. Conspiring for reality-of-expectations were: (1) insufficient unit interest, (2) a high per-volume publishing cost and consequent high retail price, and (3) an inability to attract adequate financing. A smaller book of monochromes was published, priced at \$19.95.

UBIQUE! retail sales were modest – approximately 500 copies. However, the book was an important aspect of CME promotion. Gifts to Members of the Senate, Parliament and Legislatures, Mayors and Councillors, the CME Cadet Corps, civilian friends-of-CME, and other persons-of-influence were heartily received. It is in Centennial Outreach that mission success was declared.

Statistics

135	Publisher’s Promotions
140	Publishers Reserve Stock
25	Bookstore Sales
438	Kit Shop Sales
312	Centennial Outreach
400	Transfers to CMEA
400	Transfers to MEIC
150	Transfers to Museum
2000	Total Printed

Costs of Publishing	\$ 18,100
Revenue from Sales	\$ <u>12,200</u>
In-kind CME Branch Fund Contribution	\$ 5,900
CME 2003 Fund	<u>0</u>
	\$ 5,900

A MEIC-authored book of Canadian Military Engineer *Heroes* was planned, but at Centennial’s-end remained a work in progress.

6.209 – Centennial Video



“Royal Canadian Engineers”
General Motors Canada
01 Oct 2002

Two made for TV products were initially proposed: military engineering as a profession of the modern era by DND/CF, and the Canadian military engineering heritage by the Centennial. The former was incorporated into the CD-ROM described at 6.210. The latter achieved interest by Lank/Beech Productions, but fell victim to unsuccessful financing from the History Channel.

Quite by accident, in 2003, General Motors Canada released – without Centennial credits – a one-minute nation-wide advertising video that praised Canadian WWII Bailey Bridge constructions. This video acquired CME cult status.

In-kind GM Partner Contribution	not reported
CME 2003 Fund	<u>0</u>
	not reported



6.210 - A Century of Service CD ROM



An interactive CD ROM was to have been a by-product of the research carried out for the commemorative book and the heritage component of the website. High estimates precluded CME 2003 Fund financing. Circumstance intervened when the CF Recruiting Group approached with an offer to engage its in-house graphics team to produce a product that celebrated military engineering whilst promoting the CME disciplines as CF occupations-of-choice.

The CD ROMs were readied for nation-wide distribution on Canada Day 2003. Additional leverage was obtained by using the CD ROMS as promotional handouts to promote the Canadian War Museum exhibit and courtyard demonstrations.

Distribution Statistics

8,000 – CF Recruiting Centres
12,000 – Centennial Outreach
 20,000 – Total

The CD ROM contributed well to achieving mission success.

In-kind CFRG Design Contribution	\$ 10,000
In-kind CFRG Production Contribution	20,000
CME 2003 Fund	<u>0</u>
	\$ 30,000

6.211 - Chimo! Music & Oral Traditions CD



Chimo! The Music & Oral Traditions of the Canadian Military Engineers was undoubtedly one of the great – unplanned – cultural achievements of the Centennial. Inspired and recorded by Captain Gary Silliker, *Chimo!* brought together an ensemble of Atlantic Canada voices to sing and recite praises to the CME. The collection energized the Centennial by becoming a popular adjunct to the convening of military engineer socials. As well, because of its heritage content, it became a valuable contribution to the archived record of military engineering in Canada.

The Contributing Ensemble

All the participants directly involved with the making of this recording were former or serving engineers, and friends or family members of engineers. Christine Preece, Jesse Grondines and George Jordan did the readings. Don Corbett provided the harmonies, lead-guitar, and drums on the songs with Bryne McDonnell providing some additional background vocals. Georges Hebert was the recording engineer who graciously added some lead & bass guitar. Gary Silliker contributed the lead vocals and 12-string guitar accompaniment, while his son Shamus Silliker provided background tunes on the shuttle pipes. Mr. Chuck O'Hara of Reel Time Recorders, Halifax, was the re-mastering engineer



Official Launch
 14 Airfd Engr Sqn, Bridgewater
 25 April 2002

Costs of Development	\$ 2,970
Costs of Production	<u>3,250</u>
	\$ 6,220
Outreach Program Purchases	\$ 650
Revenue from Sales	<u>5,980</u>
	\$ 6,630
CME 2003 Fund	(-) \$ 410



6.212 - Centennial Outreach



Col Comdt presentation to Mr. Edward Kuefler, Dean, School of Applied Building Sciences at the Northern Alberta Institute of Technology.
25 October 2003

Outreach Audiences

Canadian Associations

- Association of Consulting Engineers of Canada
- Consulting Engineers of Alberta
- Association of Professional Engineers, Geologists, and Geophysicists of Alberta
- Association of Professional Engineers of Newfoundland
- Canadian Council of Technicians and Technologists
- Professional Engineers of Ontario
- Association of Professional Engineers and Geophysicists of New Brunswick

Colleges and Universities

- Carleton University
- Memorial University
- Mount Allison University
- Northern Alberta Tech Institute
- BC Technical Institute
- College of the North Atlantic
- University of Alberta
- University of BC
- University of Regina
- University of Moncton
- University of Saskatchewan
- University of Ottawa
- University of New Brunswick
- University of Toronto
- Nova Scotia Community College
- New Brunswick Community College
- Humber College

The 1999 Plan recognized that the military engineering message is best conveyed by word of mouth. To this end a Speakers Forum was conceived. The forum subsequently evolved to a more comprehensive and far-reaching public affairs Outreach program. Although Outreach targeted particular audiences, it was de facto but one – albeit the most penetrating – aspect of a much broader Centennial communications strategy.

Outreach was premised on the knowledge that military engineers – commissioned and non-commissioned serving members, former members, and associates – are effective, albeit oftentimes reluctant, messengers.

An aim of Outreach was to better inform key sectors of the Canadian public about the military engineering legacy and, by extension, the place of their Canadian Forces in civil society. The sectors included post-secondary education, the professions, political and youth. Outreach was not about CF recruiting, although benefits were no doubt derived.

To facilitate the approaches, MEIC gifted 3-volume sets of CME History to institution libraries and *UBIQUE!* books to individuals and CME Cadet Corps. Where possible, the presentations were made to large audiences in the presence of the media.

Outreach travel was financed from within chain-of-command approved unit business plans, vice DND/CF Public Affairs, and at no cost by non-serving volunteers. The CME Col Comdt spoke most often.

Coupled with the media-intensive “Bridges for Canada” initiative, Outreach contributed significantly to achieving mission success.

In-kind DND/CF Wages	\$ 5,000
CME 2003 Fund	7,010 (gifts)
	<u>\$ 12,010</u>

Foreign Military

- Armd Forces Engrs –China
- Royal New Zealand Engineers
- Royal Australian Engineers
- US Army Staff School

Canadians

- 101 Senators
- 42 Parliamentarians
- 30 Legislators
- 75 Mayors & Councillors
- 55 Significant Others
- 25 CME Cadet Corps



6.3 Activities Envelope Three – The Regional Programs

6.301 - CME Homecoming



Lt Gov inspects the Old Guard on parade.



Engineer WWI vignette at tattoo.



WCE Greenwood team constructs water cannon.



Family members try their hand at being a sapper.



Those who remained enjoyed the RSM's pancake breakfast.

Early in 2003, the CF School of Military Engineering was formally designated to be the 'Home of the CME.' This was a response to the earlier loss of Chilliwack, and a reluctance to confer this status on Gagetown. Serving and former military engineers from distant locations came together in celebration from 24-27 April 2003. CFSME and the Atlantic Retired Sappers' Association organized the event.

Homecoming Ball. The Homecoming opened with a formal ball held at the Fredericton Sheraton on Thursday, over 300 serving and retired engineers attended.

Parade and Drum Head Ceremony. Friday morning a parade took place with the Lt Governor of New Brunswick Marilyn Trenholme Counsell as reviewing officer. The four squadrons on parade were: 100 Years, The Past, The Present and The Future, respectively represented by personnel in period uniforms, retired sappers, serving members, and students of CFSME.

Tattoo. Friday a Sunset Tattoo entertained with engineer vignettes, a musical performance and a requisite MGB bridging competition.

Meet and Greet. After the tattoo approximately 500 former and serving engineers crowded into the Sapper's Loft for the event.

Engineer Skill Competition. Saturday morning a Volksmarch linked skill competition venues: obstacle course, level loop, pole climbing, mine identification, water cannon construction, MGB build, field fortification construction, and FEL blade replacement. Teams from 5 RGC, CFSME, 4 ESR, WCE Greenwood, CFB Halifax, 14 AES, 45 FES, and 56 FES competed.

Family Day. The parade square was set up on Saturday for families to explore engineer equipment and try some tasks. Attendance was low with only about 200 participating.

Dinner Dance. This Saturday night function was well received by the 570 persons in attendance.

Pancake Breakfast. Sunday morning for those preparing for departure a RSM's breakfast was offered.

In-kind DND/CF Wages	\$ 182,000
In-kind DND/CF Services	7,000
In-kind Local Partner Funds	not reported
CME 2003 Fund	0
	<u>\$ 189,000</u>



6.302 - Habitats for Humanity



Frost family moves into new home in Trenton, ON



4 ESR Project nears completion St John, NB

Habitats for Humanity were a late entry to the national program, included by the National Steering Committee to, in part, recognize the legacy value of existing, and encourage the undertaking of additional, undertakings. Eight projects comprising 17 residences were built.

Designed not to be competitive with or detract from “Bridges for Canada,” these CME unit- and DCC Branch-inspired humanitarian housing projects provided meaningful community service in locations where groups of serving and civilian military engineers had interests.

Habitats for Humanity enhanced already well-established civil-military relationships in the regions.

In-kind DND/CF Wage Contributions	\$ 385,000
In-kind Partner Contributions	625,000
CME 2003 Fund	<u>0</u>
	\$ 1,010,000
Total value of structures constructed: \$ 2,130,000	

6.303 - Defence Construction 50th Anniversary

Defence Construction Canada (DCC) is the largest and most distributed constituency group of military engineer associates. In May 2001, DCC celebrated its 50th anniversary.



DCC Valcartier on their 50th

Celebrations of all kinds were held at the national, regional and local levels, especially events to support local communities. Examples: a national gathering at Head Office Ottawa; Atlantic Region work to help make a section of the Trans Canada Trail wheelchair accessible; a Borden area Habitat for Humanity; the construction of a children's playhouse to raise monies for the Kingston-Frontenac Habitat for Humanity program; and participation in military engineer celebrations on bases and wings.

In-kind DCC Partner Contributions	Not reported
CME 2003 Fund	<u>0</u>
	0

Defence Infrastructure Symposium

In the days leading into the 50th, and as a way of inspiring the early days of Centennial commemoration, DCC partnered with ADM(IE) and the MEAC to sponsor a high-profile Defence Infrastructure Symposium. The intended audience included mid-level managers and practitioners from DND/CF, other departments and agencies of government and the private sector – including former members of the CME. Regrettably, the number of subscriptions was insufficient, the event was cancelled, and speaker contracts were carried forward to enrich the DCC 50th.



6.304 - MEAC 90th Anniversary

"The MEAC has survived many challenges, including the post-war lack of interest in military matters, social and political changes, the technology explosion and unification and, recently, devolution. ... Today, society is calling for a reinvigorated Canadian military. MEAC is marking its 90th anniversary by seeking to re-niche itself as advocates responsive to that challenge

Excerpt from CME Centennial Communiqué #16 marking the 90th anniversary of the MEAC

On 20 April 2002, MEAC commemorated its 90th anniversary, in quiet ways and without fanfare. On 29 June 2003, the MEAC ceased national operations whilst retaining a few stand-alone local branches. One of these, National Capital Region Branch, hosted the highly successful Centennial National Century of Service Ball (see 6.203).

The Military Engineers' Association of Canada (MEAC) was a Centennial Founder Organization.

In-kind MEAC Partner Contributions	Not reported
CME 2003 Fund	0
	0

Included in the 1999 Plan was the preparation by MEAC of a **Peacekeepers Book of Remembrance**, intended for safekeeping in St. Paul's Cathedral in London and at the CME Museum. As there were insufficient names-of-record, the project was deferred for consideration by others in a future year.



3 FES marches to Ottawa City Hall
13 Sep 03

"... the 3 FES legacy was manifest early when in September 1903 the unit responded to a serious fire engulfing Canadian Pacific Railway facilities in LeBreton Flats. A hundred years later, in the same Flats, architecture-of-remembrance will rise as the new Canadian war Museum, and the sappers of Ottawa will stand proud as its sentinel."

- the Foreword, Ottawa's Sappers

6.305 - First Unit Centennials

Canadian military engineer militia units predated Confederation. The legacies of those in Toronto, Montréal and Ottawa were carried forward to current times.

2nd Fd Engr Regt in Toronto stood up as the Toronto Company on 01 May 2001. By local custom, the Regiment commemorates an earlier anniversary.

3rd Fd Engr Regt in Montréal stood up as Montréal Company on 01 February 1903. It, as well, commemorates an earlier anniversary.

3rd Fd Engr Sqn in Ottawa stood up as the Ottawa Company of Engineers on 01 July 1902. Commemorations lasted a year and culminated with unit participation in the national turn-of-century celebrations on Canada Day 2003. Highlights included Freedom of the City of Ottawa, the publishing of the Squadron history *Ottawa's Sappers*, hosting the CME 2003 celebrations in the National Capital, and participating in the Centennial's-end dedication of Sappers' Bridge in Ottawa.

In-kind DND/CF Wages	\$ 25,000
In-kind 3 rd FES Association Partner Contributions	1,200
CME 2003 Fund *	4,300
	\$ 30,500

* Book: \$1700; Bridge Plaque: \$2000



6.306 - 1 ESU 60th Anniversary



Freedom of the City of Moncton
08 Nov 2002

The history of airfield engineering was recorded first in the creation of RCAF Construction & Maintenance Units in 1942. Established as a national resource, 1 Engr Sp Unit and its antecedents were – remain - instrumental to the conduct of infrastructure operations in Canada and overseas.

It had been intended to commemorate in the Canadian north where the unit had made great impact during the Cold War. As a 60th anniversary project and a significant CME Centennial “Bridges for Canada” contribution, the unit assisted to the design and construction of Iqaluit’s Sylvia Grinnell suspension bridge.

Locally, the unit engaged public affairs outreach opportunities such as Freedom of the City of Moncton.

In-kind DND/CF Wages	\$ 20,000
CME 2003 Fund	<u>0</u>
	\$ 20,000

6.307 Centennial of Defence Geomatics

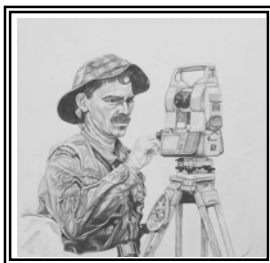


MCE Parade and Plaque Unveiling
02 July 2003

The 02 July 2003 commemoration of a hundred years of military geomatics was championed by Mapping and Charting Establishment (MCE) located in Ottawa.

In service, in Canada and on operations overseas, military engineer geomaticians were –are – responsible for strategic intelligence in support of missions. In the Cold War era, MCE was a major contributor to the mapping and surveying of Canada’s North.

As a national resource located in the National Capital, the centenary celebration was integrated into, yet remained visibly distinct from, the larger coming together of the CME 2003 national commemoration.



Commemorative Artwork
by US Exchange NCM
Sgt 1st Class Greg Alston

In-kind DND/CF Wages	\$ 12,000
CME 2003 Fund *	<u>200</u>
	\$ 12,200

* Contribution to history brochure



6.308 NATO Exercise CONSTANT MAKEFAST



Opening ceremonies Exercise
CONSTANT MAKEFAST
24 June 2003

Participating Nations

Australia, Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Italy, Lithuania, the Netherlands, Norway, Poland, the United Kingdom and the United States

NATO's oldest series of exercises was held for the first time in a location outside Europe as a tribute to the CME Centennial. The exercise engaged Alliance military engineers around issues of operations, training and doctrine. It was also the venue for the annual NATO Engineer School Commanders' Conference. Sponsored by SHAPE and hosted by NDHQ J3 Engr, the June 2003 exercise was held in Kingston's Fort Frontenac and Royal Military College. Participants numbering approximately 100 represented 16 NATO and other nations. The exercise was NATO financed.

Although the Symposium-type venue was closed to the public and given little media coverage, CONSTANT MAKEFAST was successful in enriching the already strong professional bonds that exist between Canada and our Alliance peers.

In-kind DND/CF Contributions	Not reported
In-kind NATO Partner Contributions	Not reported
CME 2003 Fund	0
	0

6.309 - CME 2003 Knokke-Heist Liberation March



Engineer Knokke-Heist contingent at
Engineer Memorial in Arnhem

Participants

10 pers – 1 CEU, MCE, NDHQ
4 pers – Maritime Forces
31 pers – Land Forces
10 pers – Air Forces
55 pers

This 33 km march was an annual October-November ritual that commemorated the liberation of the Breskens Pocket of the Scheldt Estuary in Belgium. Inspired as Europe's contribution to the CME Centennial, the Canadian contingent rallied 55 military engineers from 31 Regular and Reserve Force units in Canada to march with 25 other CF members resident in Europe. The trans-Atlantic effort was co-ordinated by 1 Engr Sp Unit. It was NDHQ approved conditional on unit financing.

It is reported that hitherto strong bonds of multi-national friendship were strengthened. Media coverage in Europe was favourable and supportive of Centennial public affairs goals.

In-kind DND/CF Wages & TD	\$ 160,000
CME 2003 Fund *	400
	\$ 160,400
* Outreach presentations	

6.310 - Tribute to the Canadian Forces Fire Service



"Toughest two minutes in sport"
In 2003 Canadian military firefighters won the International Combat Challenge firefighter competition.

Military engineer contributions to life safety operations, structural fire protection and aircraft crash rescue were celebrated in the decision to publish a *History of the CF Fire Service* early in 2004.

In-kind Corporate Partner Contributions	\$ 10,000
CME 2003 Fund	10,000
	\$ 20,000



6.311 - Tribute to the CME Cadets



Cadets on Exercise PRESIDENTIAL RANGES

"The hiking programme started in Quebec with a trip to Charlevoix for an extremely exciting high rope course at a ski hill. ... Our last day hike, to Mount Monroe, New Hampshire, was our longest, and reached the summit at 5,378 feet (1,640 metres). Even though it wasn't the highest peak, it was the largest single-day gain in elevation made during the expedition. ... It was a great experience and I'm glad I had the chance to attend!"

- Cadet WO Dane Nicholson

The Canadian corporate sector identified the 25 CME Cadet Corps to benefit from its philanthropy. Four cadets were funded to attend outdoor adventure training EXERCISES PRESIDENTIAL RANGES (Quebec & New Hampshire) and POLARIS (Northwest Territories). (The Army Cadet League observed it is unusual for CF Branches to fund their Cadet Corps.) A special instruction was issued by NDHQ/D Cadets to permit the wearing of Centennial pins on uniforms. Where venue circumstances permitted, Cadet Corps celebrated with their CME support units. Cadets were represented at the Century of Service Parade in Ottawa. The Cadet Corps in Norman Wells NWT undertook the building of a "Bridges for Canada" cableway, and a North Vancouver Corps assisted to a 6th FES bridge.

The Centennial experience synergized bonds between many Cadet Corps and their CME support units.

In-kind DND/CF Exercise Contributions	not reported
CME 2003 Fund *	\$ 12,500
	\$ 12,500
* Exercises: \$10,000; lapel pins: \$2,500	

6.312 - Tribute to National Development



Front page of tabloid

Military engineer contributions to national infrastructure development prior to and during the commemorated century of service have been remarkable. Much of this work was embodied in the building of Commonwealth Air Training Plan communities and opening of the northern territories. Representations of these achievements were captured in the publication of UBIQUE! (see 6.208), and communicated nationally in a commemorative tabloid of the same name.

In-kind DND/CF Services	\$ 12,500
CME 2003 Fund	0
	\$ 12,500



6.313 - Competitions



Lieutenant Claire Bramma of 1 CER, first woman to finish in Edmonton's Mountain Man 2003 Competition.

Military engineer competitions are an essential component of building esprit de corps. A MEAC-led Engineer Readiness Challenge was to have encouraged units of various functional capabilities to engage in projects of import. The Challenge was overtaken by the "Bridges for Canada" initiative for which competitive award was not an imperative. Sporting competitions were undertaken in various regions and "flagged" with ceremonial significance. DND/CF funding constraints precluded centralizing.

In-kind Corporate Partner Contributions	not reported
CME 2003 Fund	0
	0

6.314 - Across Canada Community Events



Edmonton Eskimos Half-time Show
17 October 2003

During the early days of visioning, a cornerstone of the activities program was, and indeed became, a broad spectrum of regional and local commemorations and celebrations. Many of these were tied to dates and events particular to unit histories, to affiliations with professional and technical associations and to other significant venues of the public. Perhaps no location was more involved than the military engineers of Edmonton.

"Engineers over the years have made a great deal of progress for us all," said the Honourable Iona Campagnolo as she cut a ribbon across one of the trail's wooden bridges. "The trail charted by military engineers through Canada's history has been a difficult and dangerous one. They have given their lives in both peacetime and war, battling Canada's demanding geography just as they battled her enemies in two world wars and struggled for peace in UN missions worldwide."

Only one event required and received Centennial financial assistance. This was a contribution to a Bailey Bridge memorial at RMC in Kingston. In its formative years, one-and-a-quarter centuries ago, RMC was – still is - a centre for engineering excellence. The academic relationship to the CF and to the disciplines of military engineering was, and remains, strong.

At Centennial's-end, more than a hundred events were engaged nationwide. Mission achievement was assured. A Calendar of Events is given at Annex D.

In-kind DND/CF Wages	\$ 3,055,000
In-kind Corporate Partner Contributions	25,000 (estimate)
CME 2003 Fund *	500
	\$ 3,080,500
* RMC Monument	



7.0 Communications



Full and Abbreviated Logo Variations

Branch Senior Visitations

29 Apr 02 – 29 Apr 04

Col Comdt: 32
Branch Advisor: 38
Branch CWO: 35
Centennial Exec Dir: 6

Website Statistics

Opened: 23 December 1999
Closed: 29 April 2004
Server: Magma.com
Attribute: e-commerce
Monthly Average: 5000 hits

The homepage was the most popular page with it's constantly changing updates.

E-mail Communiqués

Communiqué #001 : 21 Sep 01
Communiqué #160 : 29 Apr 04
DND/CF Lists: 3,000
Association Lists: 800

Communication Products

National Art Gallery Poster (500)
Chimo! Music CD Poster (1,500)
UBIQUE! Brochure (20,000)
Centennial CD ROM (20,000)
Development Tabloid (35,000)
Travelling Wall Display Unit (3)
Centennial Map (20,000)
DND/CF Maple Leaf Articles (40)
National Newspapers (4)
Base Newspapers (25)
TC Trail Tabloids (3) *
TC Trail Fundraiser (1) **
Legion Magazine Article (1)
Cadence Magazine Articles (2)
Royal Engineer Journal (1)

* Audience : 200,000

** Audience : 76 000

The 1999 Plan recognized that mission attainment was very much dependent on capturing people's attention and interest. Effective communication within all the military engineering community, amongst volunteers, with donors/sponsors, and to the Canadian public was essential. The expected by-product would be the generation of a momentum that would sustain cohesiveness and maintain a lasting presence in the public eye.

In December, 1999, 95% of unit and cadet corps commanding officers, association presidents, and Branch Council members did not respond to an "expectations" questionnaire - the Centennial was not yet a priority, bonds-of-Branch were weak.

The communication challenge was stimulation: internally to "bring together and energize," and, externally to "inform" Canadians.

The flagship communication vehicle was the "Bridges for Canada" partnership with the Trans Canada Trail Foundation. It was an emotive unifier that evoked public curiosity and interest.

The communication message was the "bridges" metaphor.

Instruments employed to communicate with CME audiences:

- e-mail Communiqués;
- Unit Visitations Program by military engineer seniors;
- publications such as *Chimo!* and *Ubique!*;
- National Gallery of Canada and *Chimo!* posters; and,
- *Ubique!* Calendar of Events.

Instruments employed to communicate with Canadians:

- Centennial Outreach Program (see 6.212);
- Trans Canada Trail Foundation – media sharing;
- 2003 Nova Scotia International Tattoo – theme;
- press releases to regional and national media; and,
- military participation at community events.

Instruments employed for both internal and external audiences:

- Centennial Website www.cme-2003-gmc.org;
- General Motors Canada television commercial;
- military parades and ceremonies in the public domain;
- Centennial e-commerce products;
- writings in the print media; and,
- TV and radio interviews at various venues.

The Centennial message was suspected to have reached 10% of Canadians. The degree of lasting memory was – remains – difficult to measure, but the measurement would be in Canadians' attitudes to defence issues-in-the-whole. For military engineers, the instruments of communicating created awareness, fostered synergies and provided a mirror on state-of-Branch.



8.0 Finances

8.1 Overview

The Centennial was planned to be an \$11.1 million venture and became one of \$9.1 million distributed amongst the public, private and volunteer sectors.

The DND/CF in-kind share was \$6.3 million spread over three years ending 29 April 2004. This amount included training and ceremonial wages, temporary duty and the use of military equipment. Trans Canada Trail communities contributed an in-kind \$1.7 million for materials and contract support for bridge projects. Other partner contributions were \$0.9 million. National fundraising was in the amount of \$185,100. (Additional cash and in-kind amounts were raised regionally.) All attributions were for mission enhancing activities, and did not include social venues. Prioritization was informed by relevant national significance, the need to achieve geographic diversification throughout the regions, and a desire to chronologically sequence activities over the two-year commemoration period. As a guiding principle, activities were, within reason, self-financing and revenue neutral.

To facilitate fundraising, the Centennial operated as a non-profit organization, established as a sub-account of CCRA-registered charity MEMAC (CME 2003 Fund). Accordingly, national and regional organizers administered no public monies. DND/CF in-kind contributions were provided not from the centre but through chain-of-command approved unit business plans. The role of the Centennial Executive was that of facilitation, program coordination and national promotion. This approach was briefed to, and was supported by, senior Defence managers at NDHQ and in the subordinate headquarters.

The Centennial books closed with all monies having been expended on approved activities. A small final accounting balance was transferred to MEMAC as per agreement to finance future CME Museum educational outreach programs.

The CME 2003 Fund was well served by CFPSP, both in terms of providing responsive account administration and obtaining a good rate of investment interest. CFPSP also provided required reporting to CCRC on behalf of MEMAC.

The report of the Audit Committee of the Centennial National Steering Committee is given at Annex B. The report's appendices include a Financial Statement, a Record of Donations and a Statement of Operations. DND/CF Chief Review Services declined an invitation for audit intervention.



BGen Silva visits Weatherhaven

8.2 Fundraising

The National Fundraising Campaign goal was \$1.0 million: \$300,000 in-cash and \$700,000 in-kind. These figures were exclusive of DND/CF in-kind contributions and were to represent approximately 10% of the total rollup of \$11.1 million.

At Centennial's-end the goal was exceeded: \$2.8 million (\$185,100 in-cash and \$2.6 million in-kind) – 30% of the Centennial's-end roll-up of \$9.1 million.

A Record of Donations is given at Appendix 2 to Annex B.

A two-person fundraising sub-committee of the National Steering Committee comprised an Honourary Lieutenant-Colonel/Senator and a recently retired Brigadier-General. The Executive administered and facilitated.

A Guide to the Conduct of the National Fundraising Campaign was published to address ethics and national-with-regional interface issues. A training video was produced and distributed to potential fundraisers.

Corporate Case for Support documentation identified benefits-of-association, noting two-thirds attributions directed to building “Bridges for Canada.” Fundraising the corporate sector was successful to the extent that 60% of the \$300,000 cash goal was achieved. That said, this sector was a ‘hard nut’ to crack, due, in part, to relaxing affinities with government-as-client. Evidence: donations from the construction sector were nil, the military equipment sector few, and the service sector some.

A joint-campaign with the Trans Canada Trail Foundation was undertaken to fundraise members and families within the CME and the Foundation rosters. The Foundation reported \$70,000 from 600 donors, most of whom were presumed to be of the Foundation. Donor names were inscribed on the wall panels of the CME Tribute Pavilion in Halifax.

Whether national or regional, corporate or individual, the fundraising campaigns found few in-house champions and were, of consequence, shy of cash results. Regional fundraising worked best amongst community businesses when facilitated by expert fundraisers. CFB Gagetown is one location.

Mission financing success was attributable less to the impact of cash donations than to the value of in-kind contributions from partner organisations – particularly the Trans Canada Trail, Habitat for Humanity, the Canadian War Museum, and the chains-of-command within DND/CF.

Corporate Donors	
Zenon	\$20,000
Rothmans	35,000
Weatherhaven	25,000
TD Bank	5,000
Bank of Nova Scotia	13,000
Info Magnetics	10,000
Telus	10,000
MSA	10,000
Kelco Management	<u>5,500</u>
	\$153,500
Associations	
CME Branch Fund	\$17,000
CMEA	486
MEIC	3,240
3 FESA	1,195
NCR MEAC	4,700
MEAC	<u>10,000</u>
	\$36,621
Individuals	
Kelly	\$1,000
Montegue	200
McCracken	100
Burke	1,000
Fitch	100
Britton	500
Campbell	1,000
Verschoor	<u>85</u>
	\$3,985
Buy a Bridge	
J3 Engineer Ops	\$1,000
Nova Scotia MEAC	1,000
DCC	4,000
City of Lunenburg	500
ADM(IE)	4,000
Retired Sappers	<u>500</u>
	\$11,000
TOTAL	\$185,106

Statistic

Serving CME Cols & Gens: 25
Donors: 2

**Contributions greater than \$50*



9.0 Findings

The Centennial achieved mission success by engaging most members of the Canadian military engineering community in the celebration, and in so doing, helped to enhance the knowledge of Canadians about the CF/CME.

Findings:

1. The constituent parts of the CME community celebrated with detached passion, and did so as functional and environmental stovepipes, vice that of a unity of the CME whole.
2. Canadians-at-large became well and better informed of the CF/CME through involvements with “Bridges for Canada,” and exposure to Centennial Public Affairs Outreach.
3. Mission success was assisted by the Centennial not being of the CF chain-of-command, whilst being entirely dependant upon it for resources and leadership.
4. The CME Branch, as presently conceived, is at serious risk, due, in large measure, to external societal and CF influences-of-change.

*“Once belief is gone,
the churches begin to empty.”*

‘The Collapse of Globalism’ John Ralston Saul, 2004



Annex A

Recognition & Awards

“Centennial Champions” Recognition Program



Champion's Bronze Lapel Pin

The “Centennial Champions” Recognition Program was established to recognize conspicuous contributions by individuals and groups who advanced the Centennial goals of celebration and commemoration. By giving awards early, others were encouraged in their own involvements. The cadre of champions is a CME intellectual resource and an energy bank.

Centennial Champions are serving and former military engineers, members of the CME Cadet Corps, DND & DCC civilians, military associates in other public & private sectors and the professions, and unaffiliated friends of the CME. They are:



Presentation to Mrs. Florence Deacon by LCol Bruno Simard, CO 1 Engr Sp Unit. It was Mrs. Deacon who coined the name “Bridges for Canada.” She and her husband Donald were the driving force within the Trans Canada Trail Foundation that facilitated the CME participation and leadership.
14 Jan 2004

- 001 - Brigadier-General Jerry Silva, Sicamous, BC
- 002 - Colonel Jim Simpson (Ret'd), Ottawa ON
- 003 - The Honourable William Kelly, North York ON
- 004 - Captain Gary Silliker, Lunenburg NS
- 005 - Mrs. Vera Stone, Dartmouth NS
- 006 - Mr. Bill Rawling, Ottawa ON
- 007 - Mr. Victor Johnson, Ottawa ON
- 008 - Mr. John Bellini, Montreal QC
- 009 - Major Peter Peril, Oromocto NB
- 010 - Warrant Officer Michael McInnis, Oromocto NB
- 011 - Lieutenant-Colonel Brent Warne, Trail BC
- 012 - Chief Warrant Officer John Mallory, Halifax NS
- 013 - Mr. Ralph Gienow, Edmonton AB
- 014 - Major Paul Davies, Oromocto NB
- 015 - Warrant Officer Scott Laird, Cold Lake AB
- 016 - Mr. Jim Harris, Chilliwack BC
- 017 - Ms. Charmion Chaplin-Thomas, Ottawa ON
- 018 - Lieutenant-Colonel Darwin Gould, Ottawa ON
- 019 - Mr. John-Paul Campbell, Chelsea QC
- 020 - Major Eric Perrault, Ottawa ON
- 021 - Sergeant Terry Wilkison, Alert NU
- 022 - Captain Sandra Burrows, Borden ON
- 023 - Master Warrant Officer Jean Lessard, Borden ON
- 024 - Mr. William Smith, Borden ON
- 025 - Mr. Ralph Storey, Petawawa ON
- 026 - Mr. Greg James, Oromocto NB
- 027 - Chief Warrant Officer Lorne Boulter, Oromocto NB
- 028 - Ms. Pam McIntyre, Oromocto NB
- 029 - Major Don Duplisea, Oromocto NB
- 030 - Mr. Dennis Dwyer, Edmonton AB
- 031 - Mr. Tony Zilli, Toronto ON
- 032 - Mr. Roland Kreuger, Christina Lake BC
- 033 - Warrant Officer Ed Storey, Ottawa ON
- 034 - Major Dan O'Keefe, Oromocto NB
- 035 - Mrs. Florence Deacon, Charlottetown PE
- 036 - Mr. Ross Nichols, Ottawa ON
- 037 - Mr. Stephen Vines, Halifax NS
- 038 - 44th Field Engineer Squadron, Trail BC
- 039 - 14 Airfield Engineering Squadron, Bridgewater NS
- 040 - Mr. H.J. 'Clem' McClemens, Ottawa ON
- 041 - Canadian Forces School of Military Engineering

The Champions

- 19 – Serving military
- 5 – Former military
- 8 – Defence civilians
- 1 – DCC employees
- 5 – TC Trail members
- 38 – Total individuals

- 3 – Group Champions



Professional Recognition



Group Recognition Plaque

Government of Nova Scotia declaration of recognition, April 2002

Meritorious Service Award, Association of Consulting Engineers of Canada, "Engineering the Defence of Canada", Winnipeg, 25 April 2003

Deep River Professional Engineers present bronze plaque. 20 Feb 2004



Presentation of Group Award to 44th Fd Engr Sqn Major Bill Wenman by LCol Eric Carey, LFWA Engr November 2003

Community Recognition

Freedom of the City of Nelson, 44th Field Engineer Squadron, 01 September 2002

Freedom of the City of Ottawa, 3rd Field Engineer Squadron, 22 September 2002

Freedom of the City of Moncton, 1 Construction Engineering Unit, 08 November 2002

Freedom of the City of Pembroke, 2 Combat Engineer Regiment, 31 May 2003



1 Cbt Engr Regt
Freedom of the Town of Pembroke
31 May 2003

Freedom of the City of Edmonton, 1 Combat Engineer Regiment, 18 October 2003

Engineer Flag flies over Cabot Tower, St John's Newfoundland, 56th Field Engineer Squadron, 27 April 2003



Presentation of ACEC Meritorious Service Award to Col Comdt BGen Jerry Silva by Chairman of the ACEC Board of Directors Garry Bolton. Winnipeg, 25 Oct 2003



Annex B

Audit Committee Report

Chair, National Steering Committee,

At the request of the CME 2003 Steering Committee, we have reviewed the Statement of Operations of the MEMAC CME 2003 Fund as at 29 February 2004. The preparation of financial statements is the responsibility of the Centennial's executive management. The responsibility of this Committee is to express an opinion on the financial statement based on our review.

We are satisfied that due diligence was practiced in the receipting and disbursement of funds derived as charitable donations and it appears that all expenditures were reasonable, and directly furthered the Centennial programme. The commitment to sponsors to direct at least 60% of expenditures against Envelope 1 activities was met, and overhead costs were well within CCRA guidelines for a registered charity, as we understand them to be. In-kind contributions included in financial statements were not reviewed in detail.

In our opinion, the financial records of the Centennial appear to be accurate, and the executive has managed the funds appropriately, in accordance with the general direction provided by the Steering Committee.

Mr. Ross Nichols

CWO Klem Michaud

List of Appendices

- 1 – Financial Statement
- 2 – Record of Donations
- 3 – Statement of Operations



Appendix 1

Financial Statement MEMAC (CME 2003 FUND) 361002750-0001 to 30 Mar 2004

Total

REVENUE:

Cash Contributions	\$185,105.75	
Earned Interest	8,819.85	
Net Merchandise Revenue*	5,725.43	
Total REVENUE		\$199,651.03

EXPENDITURES:

Env 1 - "Bridges for Canada"	\$123,717.31	
Env 2 - National Activities	9,980.73	
Env 3 - Assistance to Others	29,134.44	
Fundraising	5,847.57	
Communication & Promotion	16,231.27	
Presentation Watches	10,000.00	
Commendations	3,720.62	
Administration Overhead	286.07	
Total EXPENDITURES		\$198,918.01

CLOSING BALANCE at 30 Mar 2004

\$733.02

N. Fliesser, Captain
Acting / Centennial Comptroller



Appendix 2

Record of Donations MEMAC (CME 2003 FUND) 361002750-0001 30 Mar 2004

	<u>Amount</u>	<u>Comments</u>
<u>Received (Cash)</u>		
Individual Donations	\$3,985	8 persons
CME Branch Fund	17,000	
CMEA	486	Directed to wreaths for National Parade
MEIC	3,240	Directed to Outreach
Zenon	20,000	
Rothmans	35,000	\$10K directed to Cadets
Weatherhaven	25,000	
TD Bank Financial Group	5,000	
Bank of Nova Scotia	13,000	
Info Magnetics	10,000	
Retired Sappers Reunion	500	Bridges for Canada Panel
Staff of J3 Engr	1,000	Bridges for Canada Panel
MEAC Atlantic Branch	1,000	Bridges for Canada Panel
DCC	4,000	Bridges for Canada Panel
3 FESA (Ottawa's Sappers)	1,195	Returns on 3 FES Book Sales
City of Lunenburg	500	Bridges for Canada Panel
MEAC	10,000	
Staff of ADM(IE)	4,000	Bridges for Canada Panel
Telus	10,000	Directed to Watches
MSA	10,000	Directed to Firefighter Book
NCR MEAC	4,700	Profits from Centennial Celebrations
Kelco Management	5,500	Directed to 2 FER Bridges
Sub-Total (Cash)	<u>\$185,106</u>	

*Note: CME Branch Book Financing \$19,008 Net revenue \$13,118.56
Value of subsidy \$5,889.44

N. Fliesser, Captain
Acting / Centennial Comptroller



Appendix 3

Statement of Operations

	<u>DND/CF</u>	<u>Partners</u>	<u>CME 2003</u>	<u>Total</u>
<u>REVENUE</u>				
Cash Contributions	-	-	\$134,671	\$134,671
Directed Cash Donations	-	-	50,435	50,435
Interest	-	-	8,820	8,820
In-Kind Contributions (services & material)	\$80,500	\$2,560,170	-	2,640,670
In-Kind Contributions (labour & eqpt)	\$6,187,950	24,000	-	6,211,950
Kit Shop Sales			5,725	5,725
	\$6,268,450	\$2,584,170	\$199,651	\$9,052,271
<u>EXPENDITURES</u>				
Centennial Administrative Overhead (1)	\$567,000	-	\$286	\$567,286
Fundraising	-	-	5,848	5,848
Communications and Promotion	15,000	\$42,230	16,231	73,461
Presentation Watches	-	-	10,000	10,000
Champions	-	-	3,721	3,721
Sub-Total	\$582,000	\$42,320	\$36,086	\$660,316
Envelope 1 – “Bridges for Canada”	\$1,233,200	\$1,650,050	\$123,717	\$3,006,967
Envelope 2 - National Activities				
• Royal Visit	\$100,000	-	-	\$100,000
• Century of Service Parade (2)	329,550	\$5,000	-	334,550
• Canada Day Demonstration (2)	110,000	-	-	110,000
• War Museum Exhibit and Demo	32,200	212,000	-	244,200
• Commemorative Envelope	-	7,000	-	7,000
• RC Mint Commemorative Coin	-	-	-	-
• <i>UBIQUE!</i> Commemorative Book	-	5,890	-	5,890
• Centennial Video	-	-	-	-
• Century of Service CD ROM	30,000	-	-	30,000
• <i>CHIMO!</i> Music & Oral Traditions CD	-	-	\$2,971	2,971
• Centennial Outreach	-	5,000	7,010	12,010
Sub-Total	\$601,750	\$234,890	\$9,981	\$846,621
Envelope 3 of 3 – Support to Others				
• CME Homecoming (3)	182,000	\$7,000	-	189,000
• Habitat for Humanity (4)	385,000	625,000	-	1,010,000
• DCC 50th	-	-	-	-
• MEAC 90th	-	-	-	-
• First Unit Centennials	25,000	-	\$5,495	30,495
• 1 ESU 60 th	20,000	-	-	20,000
• Geomatics Centennial	12,000	-	200	12,200
• Constant Makefast	-	-	-	-
• Knokke Heist	160,000	-	439	160,439
• Fire Service Tribute	-	-	10,000	10,000
• Tribute to the CME Cadets	-	-	12,500	12,500
• National Development Tribute	12,500	-	-	12,500
• Competitions	-	-	-	-
• Across Canada Community Events (5)	\$3,055,000	25,000	500	\$3,080,500
Sub-Total	\$3,851,500	\$657,000	\$29,134	\$4,537,634
	\$6,268,450	\$2,584,170	\$198,918	\$9,051,538
<u>EXCESS OF REVENUE OVER EXPENSES</u>				\$733

Notes

(1) Exec Dir: 54 mo @ \$7,000. CCO: 30 mo @ \$5,800. Facilities: \$15,000. Total: \$567,000.

(2) Includes Military wages, TD and cost of equipment transport and operation.

(3) 200 persons. 7 days over 3 months. \$130/day. Total: \$182,000.

(4) 8 structures (17 family residences) Total value: \$2,130,000.

(5) 4700 persons. 5 days over 2 years. \$130/day. Total: \$3,055,000.

Not estimated is the contributed value of volunteer labour.



Annex C

Kit Shop

Centennial Marketplace

Catchments Area: 10,000 pers
 Individual Orders: 1260
 Penetration: 8%
 Total Individual Sales: \$63,700
 Average Individual Order: \$50
 Most Popular Item: Lapel Pins

Quai du Vin Estate Winery St. Thomas, Ontario Centennial Wines

1999 Dechaumac Red: 790 btls
 1999 Vidal White: 834 Btls

BC: 01%, AB: 10%, ON: 60%
 QC: 07%, NB: 22%




Purveyor: 31 CER (The Elgins)

Memories and memorabilia - the latter were the revenue generators that helped finance the venues-of-memory. The goals were promotion, first, and profit, second.

An online retail outlet was established in 2001 to serve CME constituencies and the public. At the time, a parallel CME Branch Kit Shop was operating off-line (since changed). Inter-shop competition was avoided with niche product lines.

The contractor was Proforma Marketing of Ottawa. Throughout, monies were tied up in inventory and the Centennial was required to assume all market risk – a situation that was unavoidable given the smallish CME constituency and the uniqueness of its products. Proforma was not able to retail special items; books, coins and watches were sold out of the Centennial offices – a time consuming exercise, but unavoidable. Wines were contracted out.

Whereas the Kit Shop was not a good source of revenue, its products were excellent promoters. Centennial Outreach gifts to benefactors and persons of the constituencies-of-influence were well received. Mission enabling was achieved in good measure.

THE CENTENNIAL PRODUCT LINE	Product	Unit Price Buy / Sell	Quantity Retail	Quantity Programs	Quantity Total	Quantity Unsold
	1 Centennial Lapel Pins	1.97 / 2.50	183	3900	4083	0
	2 Music CD	1.62 / 12.00	535	400	935	1065
	3 Travel Mugs	12.94 / 14.50	314	5	319	0
	4 Ball Caps	14.20 / 16.00	317	3	319	0
	5 Golf Shirts (SS)	34.86 / 39.50	332	2	334	6
	6 Denim Shirts (LS)	34.86 / 39.50	204	4	208	30
	7 Golf Accessories Kit	9.11 / 10.00	282	0	282	18
	8 Canada Post Envelopes	2.21 / 2.00	300	700	1000	0
	9 Canada Mint Coins	3.25 / 7.50	253	20	273	27
	10 Watches	45.00 / 75.00	216	247	463	2
	11 Books	19.95 / 19.95	438	162	600	400
			85,113.93 / 93,263.87			
	Gross Profit	8,149.94				
	Less Operating Costs	2,424.51				
	Net Profit	5,725.43				

*Note : Unsold items were gifted to individuals who had given much of themselves to making the national program a success, and to the CME Museum to encourage it's fundraising efforts.



Annex D

Calendar of Events



Cold Lake Pavilion Opening



Edmonton Car Crush for Charity



Halifax Sports Day



Alert Igloo and Dinner



Trebuchet Competition - Bosnia

Date	Event	Location
Dec 98	Haliburton Gut Bridge Opening / 14 AES	Pictou NS
Jun 99	River John Bridge Opening / 14 AES	River John NS
Jun 99	Credit River Bridge Opening / 2 FER	Caladon ON
Sep 99	Little Credit River Bridge Opening / 2 FER	Caladon ON
Sep 99	Izzy Bridge Opening / 44 FES	Creston Valley BC
May 00	Tatamagouche Bridge Opening / 14 AES	Tatamagouche NS
Jun 00	Ready-Aye-Ready Bridge Opening / NCT(A)	Cole Harbour NS
Jun 00	High Falls Bridge Opening / 2 FER	Bracebridge ON
May 01	Inverness County Bridge Openings / CFSME	Cape Breton NS
Jul 01	Jacques Cartier Bridge Openings / 5 RGC	Shannon QC
Aug 01	Guysborough Bridge Opening / CFSME	Guysborough NS
Aug 01	Gold River Bridge Opening / 14 AES	Chester NS
Oct 01	Bernier Bridge Opening / 5 RGC	Bromptonville QC
24 Mar 02	EOTA Bridge Opening / 3 FES	Tweed ON
21 Apr 02	EOTA Bridge Opening / 2 FER	Tweed ON
30 Apr 02	Martin's Brook Bridge Opening / 14 AES	Mahone Bay NS
16 May 02	Ghost Beach Bridge Opening / CFSME	Troy NS
17 May 02	Opening of CME Tribute Pavilion	Halifax NS
01 Apr 02	Music and Oral Traditions CD available for sale	Bridgewater NS
01 Apr 02	CME Beaver Cup Hockey Tournament	Petawawa ON
01 Apr 02	Fête du Canada Québec	Quebec QC
04 Apr 02	33rd Annual Pigspiel	Petawawa ON
15 Apr 02	Retired Sappers Reunion	Chilliwack BC
20 Apr 02	90th Anniversary of the MEAC	National
25 Apr 02	Centennial Kick off Sports Afternoon	Borden ON
25 Apr 02	14 Airfield Engineer Squadron Badging	Bridgewater NS
25 Apr 02	Launch of CHIMO! CD	Bridgewater NS
25 Apr 02	Engineer Dinner 14 Wing Greenwood	Halifax NS
26 Apr 02	Retired Sappers Reunion	Chilliwack BC
23 May 02	CME Tribute Pavilion Donor Recognition Ceremony	Halifax NS



Calendar of Events



Canada Day Firefighting Demo



Edmonton Logger Sports Day



Camp Mirage Street Sign Unveiling



56 FES flag raising at Cabot Tower



Homecoming Tattoo

Date	Event	Location
23 May 02	Ottawa Canadian Military Engineer Dinner	Ottawa ON
25 May 02	Tawatinaw Bridge Opening / 8 FER	Athabasca AB
01 Jun 02	Engineer Sponsored Hole #10 Footbridge	Borden ON
01 Jun 02	Barrie Sesquicentennial Anniversary	Borden ON
12 Jun 02	CME Golf Tournament	Trenton ON
15 Jun 02	Commemorating of Cairn for No 2 Construction Bn	Halifax NS
15 Jun 02	Opening of Lt Gen Maarten Schouten bridge	St Leonard NB
25 -27 Jun 02	5 RGC Centennial Celebrations	Quebec QC
28 Jun 02	Gala mess dinner at Officer's Mess	Quebec QC
10 Aug 02	Exercise Kootenay Castle International Bridge Building Exercise (Canada, USA, UK)	Trail BC
27 Aug 02	Great Blue Heron Bridge Openings / 4 AES	Chilliwack BC
Sep 02	Outreach Presentation - Armd Engr Academy	China
15 Jun 02	Maarten Schouten Bridge Opening / NL Army	St Leonard NB
15 Jun 02	Buffalo Bridge Opening / NL Army	Ste Anne de Madawaska NB
20 Jun 02	Martin's River Bridge Opening / 14 AES	Mahone Bay NS
14 Aug 02	Cascade George Bridge Opening / UK Army	Grand Forks BC
30 Aug 02	Melville Bridge Opening / CFSME	Melville PE
30 Aug 02	Rocky Run Bridge Opening / CFSME	Lawrencetown NS
01 Sep 02	Hike the Bruce Trail	Borden ON
01 Sep 02	44 FES Freedom of the City	Nelson BC
13 Sep 02	Engineer Sports Day	Bagotville QC
14 Sep 02	3 FES Centennial Freedom of the City	Ottawa ON
20 Sep 02	5th Field Company RCE Veterans Reunion	Truro NS
10 Oct 02	Mush a Mush Bridge Opening / 14 AES	Mahone Bay NS
14 Oct 02	RNZE Celebrate Centennial	Palmerston NZ
14 Oct 02	Outreach - Royal Australian Engineers	Palmerston NZ
15 Oct 02	Queen's Honour Guard	Ottawa ON
07 Nov 02	Celtic Crossings Bridge Openings / 45 FES	Inverness County NS
08 Nov 02	1 CEU 60th Anniversary	Moncton NB



Calendar of Events



Fountain Dedication Esquimalt



Pavilion Dedication Halifax



School Children visit Chilliwack



2 CER Freedom of the City

Date	Event	Location
01 Feb 03	3 FER 100th Anniversary	Montreal QC
15 Feb 03	Toronto Officer's Garrison Ball	Toronto ON
16 Mar 03	CME 2003 Birthday Bash	Velika Kledusa, Bosnia
20 Mar 03	34th Annual CME Pigspiel	Petawawa ON
26 Mar 03	Atlantic Region CME Beaver Cup Hockey Tournament	Greenwood NS
31 Mar 03	Pacific Region Celebrations	Esquimalt BC
01 Apr 03	Central Region CME Beaver Cup Hockey Tournament	Borden ON
10 Apr 03	144 AES Birthday	Bridgewater NS
11 Apr 03	44 FES Centennial Celebrations	Trail BC
12 Apr 03	Formal Unveiling of WWI memorial plaques	Vancouver BC
24 Apr 03	CFSME hosted CME Homecoming weekend	Gagetown NB
25 Apr 03	CME Sports Afternoon and Centennial Kick Off	Borden ON
25 Apr 03	33 FES Centennial Celebrations	Calgary AB
25 Apr 03	56 FES Centennial Celebrations	St. Johns NL
26 Apr 03	Commemorative Envelope Issued by Canada Post	Gagetown NB
26 Apr 03	Commemorative Book Launch	Gagetown NB
27 Apr 03	Sappeur Constructeur Bridge Opening / 9EG & 10 EG	Field ON
08 May 03	Winnipeg Engineer Dinner	Winnipeg MB
16 May 03	29th Annual Retired Sappers Reunion	Chilliwack BC
18 Apr 03	Centennial Celebrations	Camp Mirage Arabian Gulf
03 May 03	Centennial Celebrations	Velika Kledusa Bosnia
24 May 03	Engineer Centennial Ball	Vancouver BC
25 May 03	Charity Lob Ball Tournament	Borden ON
26 May 03	Western Canada Celebrations	Edmonton AB
28 May 03	Halifax Celebrations	Halifax NS
31 May 03	2 CER Freedom of the City and Gala Ball	Pembroke ON
02 Jun 03	Golf Tournament and Centennial Luncheon	Shilo MB
06 Jun 03	Centennial Mess Dinner	CFB North Bay ON
06 Jun 03	Flag Raising Ceremony	Dundurn SK
11 Jun 03	CME Golf Tournament	Kingston ON



Calendar of Events



Constant Makefast Equipment Demo



Beaver Cup Hockey Tournament



National Century of Service Gala



Knokke Heist March



Vancouver Candlelight Ceremony

Date	Event	Location
11 Jun 03	Canadian War Museum Exhibit Opens	Ottawa ON
15 Jun 03	Centennial Trail Opening	Comox BC
19 Jun 03	Quebec Region Celebrations	Quebec QC
21 Jun 03	Car Crush for Charity	Edmonton AB
23 Jun 03	Exercise Constant Makefast NATO Military Engineering Symposium	Kingston ON
24 Jun 03	Memorial Building Opening	Cold Lake AB
24 Jun 03	Exercise Palm Beaver Begins – RE Exchange	Trail BC
28 Jun 03	National Activities Meet and Greet Dinner	Ottawa ON
28 Jun 03	National Capital Golf Tournament	Ottawa ON
29 Jun 03	Nova Scotia International Tattoo	Halifax NS
29 Jun 03	Mapping Centennial Meet and Greet	Ottawa ON
30 Jun 03	National Century of Service Parade	Ottawa ON
30 Jun 03	Century of Service Ball	Ottawa ON
01 Jul 03	Flag Raising	Kabul Afghanistan
01 Jul 03	Static Displays at Airport	Calgary AB
01 Jul 03	Static Displays	Edmonton AB
01 Jul 03	Century of Service Capability Demonstration National Capital Canada Day Celebrations	Ottawa ON
01 Jul 03	Engineer equipment at Canadian War Museum	Ottawa ON
01 Jul 03	Canada Day Official Flag Raising	Ottawa ON
01 Jul 03	Fête du Canada	Quebec QC
01 Jul 03	Canada Day Celebrations	Vancouver BC
02 Jul 03	Defence Geomatics Centennial	Ottawa ON
04 Jul 03	Calgary Stampede Parade and Midway	Calgary AB
05 Jul 03	Centennial Celebrations and Igloo Opening	Alert NU
11 Jul 03	Centennial Celebrations	Goose Bay NL
11 Jul 03	Nijmegen March	Nijmegen Belgium
13 Jul 03	Sour Dough Raft Race	Edmonton AB
17 Jul 03	Klondike Days Raft Race and Parade	Edmonton AB
22 Jul 03	Kettle River Trestle Opening / UK Army	Christina Lake BC
22 Jul 03	Nursery Trestle Bridge Opening / UK Army	Grand Forks BC
08 Aug 03	Abbotsford Airshow	Abbotsford BC



Calendar of Events



Mission Possible Opening



Valcartier Golf Tournament



Pig Roast Bosnia



RE Engineers at Kettle River



CME Flag Raising - Kabul

Date	Event	Location
13 Aug 03	Expo Quebec	Quebec QC
30 Aug 03	Quebec Air Show	Quebec QC
13 Sep 03	Quebec Region Ball	Quebec QC
20 Sep 03	Outreach Presentation - Carleton University	Ottawa ON
20 Sep 03	Candlelight Commemorative Ceremony	Vancouver BC
25 Sep 03	Rededication of CME Tribute Pavillion	Halifax NS
25 Sep 03	Ranney Gorge Bridge Opening / 81 AEF	Campbellford ON
27 Sep 03	Centennial Celebration Weekend	Rouyn Noranda QC
28 Sep 03	Lawson & Brother's Bridges Opening / 6 FES	West Vancouver BC
01 Oct 03	6 FES Centennial Ball	Vancouver BC
03 Oct 03	Birdtail Bridge Opening / 1 CER	Rosburn MB
03 Oct 03	Outreach Presentation - University of Saskatchewan	Regina SK
10 Oct 03	Sapper Apprentice 50th Anniversary Reunion	Chilliwack BC
12 Oct 03	Avondale Bridge Opening / 56 FES	Avondale NL
17 Oct 03	Participation at CFL Game	Edmonton AB
18 Oct 03	1 CER Freedom of the City	Edmonton AB
20 Oct 03	Outreach Presentation - APEGGA	Edmonton AB
20 Oct 03	Outreach Presentation - NAIT	Edmonton AB
20 Oct 03	Outreach Presentation - University of Alberta	Edmonton AB
22 Oct 03	Chilliwack Remembers activities with school children	Chilliwack BC
22 Oct 03	Outlook Bridge Opening / 33 FES & 8 FER	Outlook SK
25 Oct 03	ACEC Awards Ceremony	Winnipeg MB
29 Oct 03	Knokke Heist March	Belgium
29 Oct 03	Outreach Presentation - University of Regina	Regina SK
31 Oct 03	Outreach Presentation - CCTT	Quebec QC
11 Nov 03	Wreath Laying at Remembrance Day Ceremonies	National
Nov 03	Outreach Presentation - APEGNB	Fredricton NB
06 Dec 03	Time Capsule Ceremony	Cold Lake AB



Calendar of Events



Royal Netherlands Engineers
Bridge Opening, NB



Nijmegen March Team



14 AES Badging



Remembrance Day Wreath Laying

Date	Event	Location
Dec 03	Outreach Presentation - APEN	St. John's NL
Dec 03	Outreach Presentation - Memorial University	St. John's NL
Dec 03	Outreach Presentation - Mount Allison University	Sackville NB
Dec 03	Outreach Presentation - College of the North Atlantic	St. John's NL
Jan 04	Outreach Presentation - US Army Staff School	Ft Leonard MS Wood
20 Feb 04	Outreach Presentation - PEO	Chalk River ON
04 Mar 04	Col Comdt meets with Queen	London England
Mar 04	Outreach Presentation - University of New Brunswick	Fredricton NB
Apr 04	Outreach Presentation - NS Community College	Halifax NS
Apr 04	Outreach Presentation - NB Community College	Fredricton NB
06 Apr 04	Outreach Presentation - University of Ottawa	Ottawa ON
15 Apr 04	Outreach Presentation - University of Moncton	Moncton NB
Apr 04	Outreach Presentation - University of Toronto	Toronto ON
Apr 04	Outreach Presentation - Humber College	Toronto ON
29 Apr 04	Sapper's Stairs Dedication	Ottawa ON
29 Apr 04	National Thank-you Luncheon	Ottawa ON
29 Apr 04	CENTENNIAL CLOSES	Ottawa ON



Annex E

The Bridges for Canada

Ser	Date	Bridge	Loc	Unit(s)	Scope	Span	Project Value
1	Dec 98	Haliburton Gut	NS	14 AES	NSB Rehab	38m	\$12,000
2	Jun 99	River John	NS	14 AES	NSB Rehab	110m	\$33,000
3	Jun 99	Credit River	ON	2 FER	Bailey	25m	\$94,000
4	Sep 99	Little Credit River	ON	2 FER	NSB	12m	\$13,700
5	Sep 99	Izzy	BC	44 FES	Bailey	40m	\$145,000
6	May 00	Tatamagouche	NS	14 AES NCT(A)	NSB Rehab	127m	\$47,000
7	Jun 00	Ready Aye Ready	NS	NCT(A)	NSB	40m	\$150,000
8	Jun 00	High Falls	ON	2 FER	Acrow	43m	\$144,000
9	May 01	Inverness County (x13)	NS	CFSME	NSB Rehab	307m	\$120,000
10	Jul 01	Jacques Cartier (x2)	QC	5 RGC	NSB	10m	\$8,000
11	Aug 01	Guysborough	NS	CFSME	NSB Rehab	32m	\$30,000
12	Aug 01	Gold River	NS	14 AES	NSB Rehab	113m	\$45,000
13	Oct 01	Bernier	QC	5 RGC	Suspension	66m	\$422,575
14	Mar 02	EOTA Bridges ((x3)	ON	3 FES	NSB Rehab	47m	\$14,000
15	Apr 02	EOTA Bridges (x2)	ON	2 FER	NSB Rehab	22m	\$4,000
16	Apr 02	Martin's Brook	NS	14 AES	NSB Rehab	10m	\$4,500
17	May 02	Ghost Beach	NS	CFSME	Steel Rehab	32m	\$150,000
18	May 02	Tawatinaw	AB	8 FER	Bailey	28m	\$102,000
19	Aug 02	Great Blue Heron (x2)	BC	4 AES	NSB	36m	\$245,000
20	Jun 02	Maarten Schouten	NB	NL Army 4 ESR	Bailey	43m	\$50,000
21	Jun 02	Buffalo Bridge	NB	NL Army 4 ESR	NSB	20m	\$20,000
22	Jun 02	Martin's River	NS	14 AES	NSB Rehab	77m	\$25,000
23	Aug 02	Cascade George	BC	44 FES UK Army	NSB Rehab	54m	\$20,000
24	Aug 02	Melville	PE	CFSME	NSB Rehab	46m	\$15,000
25	Aug 02	Rocky Run	NS	CFSME	NSB Rehab	35m	\$13,500
26	Oct 02	Mush a Mush	NS	14 AES	Steel Rehab	100m	\$20,000
27	Nov 02	Celtic Crossings (x12)	NS	45 FES	NSB Rehab	155m	\$48,000
28	Apr 03	Sappeur Constructeur (x2)	ON	9EG 10 EG	Steel Rehab	200m	\$50,000
29	Jul 03	Kettle River Trestle	BC	44 FES UK Army	NSB Rehab	156m	\$300,000
30	Jul 03	Nursery Trestle	BC	44 FES UK Army	NSB Rehab	77m	
31	Sep 03	Ranney Gorge	ON	81 AEF	Suspension	111m	\$400,000
32	Sep 03	Lawson & Brother's (x2)	BC	6 FES	NSB Rehab	30m	\$12,000
33	Oct 03	Birdtail	MB	1 CER	NSB Rehab	66m	\$17,700
34	Oct 03	Outlook	SK	33 FES 8 FER	NSB Rehab	900m	\$250,000
35	Oct 03	Avondale	NL	56 FES	NSB Rehab	15m	\$10,000
36	Sep 04	Sylvia Grinnell	NU	44 FES 1 ESU	Suspension	96m	TBD
37	Aug 04	Norman Wells	NT	CME Cadets	Cableway	TBD	TBD
38	TBD	Yellowknife	YU	192 AEF	NSB	20m	TBD
							\$3,034,975.00



Annex F

The Habitats for Humanity

Ser	Date	Scope	Location	Unit(s)	DND In-Kind Contribution	Project Value
1	Jul 02	Help construct single family home	Borden, ON	DCC	\$10,000	\$100,000
2	Aug 02	Help construct single family home	Ottawa, ON	2 CER	\$15,000	\$105,000
3	Mar 03	Help construct 6 unit complex	Sydney, BC	NCT(P)	\$50,000	\$680,000
4	Jun 03	Deploy to construct 3 storey duplex	St John, NB	4 ESR	\$200,000	\$300,000
5	Jul 03	Help construct 4 unit row house	Burnaby, BC	192 AEF	\$35,000	\$440,000
6	Jul 03	Help construct single family home	Edmonton, AB	1 CER	\$20,000	\$95,000
7	Sep 03	Help construct duplex	Medicine Hat, AB	CE Suffield	\$30,000	\$320,000
8	Nov 03	Help construct single family home	Quinte West, ON	81 AES	\$25,000	\$90,000
					\$385,000	\$2,130,000