

**RECORD OF DECISIONS  
70<sup>th</sup> SEMI-ANNUAL MEETING  
AIR CADET LEAGUE OF CANADA**



**18-19 NOVEMBER 2011  
OTTAWA, ON**

## **2011 Semi-Annual Meeting of the BOG and Committees**

**70<sup>th</sup> SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES  
HELD AT THE DELTA OTTAWA HOTEL & SUITES  
OTTAWA, ONTARIO  
18 – 19 NOVEMBER 2011**

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## 2011 Semi-Annual Meeting of the BOG and Committees

# Meeting Attendees

### Board of Governors

Bob Robert      President  
Grant Fabes      Past President  
Ken Higgins      1<sup>st</sup> Vice-President  
Tom White      Vice-President  
John Walker      Vice-President  
Keith Mann      Vice-President  
Marcel Bineau  
Bob Burchinshaw  
Don Doern  
Thomas Holland  
Fred Johnsen  
Marc Lacroix  
Lloyd MacIntyre  
Gary Pinsent  
Terry Platana

### Advisory Board

Jim Ash  
Gilles Cuerrier  
Max Goldack  
Bob Goudie  
Craig Hawkins  
David Hayden  
Fred Hopkinson  
Bob Parsons  
Jan Reidulff  
Brent Wolfe

### Honorary Secretary

Leonard Jenks

### Honorary Director

LGen (Ret) Dave Kinsman  
Col (Ret) Benoît Marcotte  
F/L (Ret) Herb Spear

### Honorary Life Member

Richard Logan

### Member at Large

Stan Harry  
Ralph Thistle

### Military

RAdm Jennifer Bennett  
Col Craig Fletcher  
LCol Yves Therrien

Maj Pierre Giroux  
Capt Simon Caron

### Provincial Chair of Chairs

Darlene LaRoche

### Provincial Chair Persons

Edgar Allain  
Robert Drummond  
Tina Kirkpatrick  
Howard Mar  
Ed Mroz  
Merv Ozirny  
François Provencher  
Thomas Taborowski  
Dave Vokey

### Committee Members & Provincial Delegates

Chantale Boily  
Mark Brickwood  
Marlene Conway  
Michel Côté  
Carol Cox  
Michel Crevier  
Bill Cumming  
Robert Dolynuik  
Jerry Elias  
Jim Gale  
Jack Henwood  
David Lamb  
Madeleine Lecours  
Norm Lovitt  
Stan Monkman  
Rick Mortensen  
Jim Mullins  
Ronald Rique  
Kevin Robinson  
Tom Sand  
John Scott  
Christopher Tuck  
Hille Vita  
Sandra Wells  
Jim Wiechold  
Brock Mason

### Provincial Office Staff

Pierre Barabey  
Scott Lawson

Richard Petrowsky  
Ilona Turra  
Paul Dowling

### Special Guests

Gail Angus & Michael Gouth  
Brian & Pat Darling (AFAC)  
John Davidson (CASARA)  
Theresa Davis-Woodhouse (CCAA)  
Robert Donald (CCAA)  
Wayne & Amy Foy (Webster)  
Captain Ray Gélinas (ALPA)  
Wayne & Jennifer Gouveia (ATAC)  
Commissionaire Frank Kobe  
Bill & Donna Maxwell (RCL)  
Tim Mell (Sennhesier)  
Kevin & Maureen Psutka (COPA)  
Suzanne Roy (CAE)  
Bob & Trudy Tracy (Piper)

### Spouses / Guests

Marjorie Burchinshaw  
Beverley Drummond  
René Dussome  
Janet Elias  
Janet Goldack  
Laurette Goudie  
Ian Gray  
Kathy Hawkins  
Lynn Hopkinson  
Carole Marcotte  
Denise McAndrew  
Jennipher Moritsugu  
Lynn Mullins  
Marguerite Parsons  
Linda Pinsent  
Donna Robert  
Glenn Robinson  
Janis Thistle  
Johanne Vokey  
Heather White

### National Office Staff

Sarah Matresky  
Candace Denison  
Joan Gray  
Ray McAndrew  
Francine Mongeau

# 2011 Semi-Annual Meeting of the BOG and Committees

## OPENING SESSION

### I ADMINISTRATION

#### 1.1 President's Remarks

B. Robert welcomed everyone to the Semi-Annual Meeting of the Air Cadet League of Canada. It was stated that it was not a voting meeting.

#### 1.2 Introduction of Delegates and Guests

Introduction of the head table, Immediate Past President Mr. Grant Fabes, First-Vice President Mr. Ken Higgins, President Mr. Bob Robert, Executive Director Mrs. Sarah Matresky, Director of Cadets Colonel Craig Fletcher, and SSOAir Lieutenant-Colonel Yves Therrien. Other guests in attendance include Colonel (retired) Benoit Marcotte of the Canadian Space Agency, Mr. Tim Mell from Sennheiser Canada, Mr. Len Jenks Honorary Secretary, Flight Lieutenant (retired) Herb Spear, Mr. Jim McKeachie Honorary Treasurer. Advisory Board Members in attendance include Bob Parsons, David Hayden, Jim Ash, Bob Goudie, Brent Wolfe, Fred Hopkinson, Lionel Bourgeois, Max Goldack, Craig Hawkins, and Jan Reidulff. Board of Governors members present include Don Doern, Thomas Holland, Fred Johnsen, Marc Lacroix, Lloyd MacIntyre, Gary Pinsent, Vice-President Tom White, Vice-President John Walker, Vice-President Keith Mann, Marcel Benoit, and our Parliamentarian Bob Burchinshaw. National Office staffs present include Executive Assistant Candace Denison and Administration Officer Joan Gray.

#### 1.3 Moment of Silence

At this point, I would like to call for a moment of silence to remember those Air Cadets, League volunteers, serving member and friends of the Air Cadets who have passed on since our last meeting. Also for our friends, colleagues and family who are ill at the present time. Michel Cataford, 2007 National President of the Air Cadet League, Lieutenant-Colonel Pierre Label, Commanding Officer of the Eastern Region School of Music, Cadet Flight Sergeant Shane Dabors, 296 Squadron in Cambridge, Ontario, Cadet Jessie Neeley of 291 Squadron in Blenheim, Ontario, George Hewitt, former Air Cadet and pilot, Edwin Lansdell, Recipient of the Certificate of Honour in 2004 and friend of the Air Cadet Movement in British Columbia, Cecil Palmer, 1981 National Air Cadet League President, and Joe Schulz, involved in the establishment of the flight safety program. As they dance the skies on laughter silvered wings, may they indeed put on their hands and touch the face of God.

#### 1.4 Adoption of the Previous Minutes

Moved by Lloyd MacIntyre, seconded by Brent Wolfe. Motion carried.

#### 1.5 Administrative Announcements

### II BUSINESS ARISING

#### 2.1 None

### III NEW BUSINESS

#### 3.1 Report by the National President

The National President's Report was included in the SAM meeting booklet. No further details were discussed at this time.

**B. Robert**

#### 3.2 Report by the Director of Cadets

Colonel Fletcher delivered a presentation on the status of the cadet program. Financial statistics were distributed.

**C. Fletcher**

Finances – For Fiscal Year 2011-2012, there were modest increases in all areas of the program, including personnel, operations and training. The grant for the Air Cadet League has also been increased slightly. The total budget for the cadet program stands at approximately \$195 million, with a total of \$205 million when including the Junior Canadian Rangers. These funds are currently allocated as follows: Local Training – Advanced Training – Training of Officers – Command and Support – At the local level, funding has not only been maintained but slightly increased in recent years. Advanced training, which includes summer training, has declined slightly. This

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can largely be explained due to the overall decline in the cadet population and difficulties in filling summer training vacancies.

**Cadet Population** – Although the overall cadet population has declined in recent years, the cadet population in proportion to the general youth population in Canada has increased slightly, owing to a decline in the general youth population. The current proportion stands at 1.82%. Within the Air Cadet Program specifically, there has not been a population decline for the previous year. Rather, there has been growth of anywhere between two and ten percent in each region across the country, whereas the other elements have had mixed results in this area. There has been an overall population growth of 4% for the Air Cadet Program, compared to the national growth average of 2.3% for the cadet program as a whole.

**Cadet Program Update (CPU)** – We are currently in the fourth year of CPU training at the local level, with the fourth year of CPU summer training to commence this year as well. The Level Five training documents will be made available to squadrons through the spring and summer in advance of the 2012-2013 training year.

**Training Learning and Support Materials (Handbooks)** – We will introduce a modified version of the level handbooks for local training, and these handbooks are currently in the development and design phase. These handbooks will be made available as soon as they are finalized.

**Cadet Population Growth Initiative (CPGI)** – This project was initiated by the VCDS in summer 2010, and the three respective Leagues have certainly been involved in both the planning and delivery. Phase 1, which aimed to stop the decline in the cadet population, was achieved in the summer of 2011. The population has since increased slightly to a total population of approximately 50,500. We have little problem in attracting new cadets – in fact, approximately half of the total cadet population is renewed every year through new recruits – but we do appear to have difficulty with regard to retention. While the population has increased overall, we continue to lose nearly half of the cadet population every year. We must continue to study ways through which we can address this problem of attrition. For Phase 2 of the CPGI, we have set a population goal of 60,000 cadets by 2013. While this may seem a difficult goal to achieve, it was not long ago that the cadet population had already attained this level.

**Youth Advisory e-Panel (YAP)** – This is our attempt to give cadets a voice in how the program is run at the national level. Cadets have always been able to provide input to activities at the squadron level and the CSTC level, but this has never been the case at the regional or national level. Recognizing this problem, we are now working to try and address it and we have received a lot of positive feedback from the cadets involved. I would also be interested in any feedback that you have received regarding the YAP.

**Corps and Squadron Growth Recognition** – We have introduced several forms of recognition for cadet units that have met or exceeding their goals with respect to the CPGI, as well as for regions that have grown beyond a certain level. While it has not yet been awarded, we have also developed an award for innovative ideas that contribute to growth and retention in the cadet program.

**Supervision** – We have considered the concerns raised by those at the squadron level regarding adequate supervision of cadets and have devised a solution through the use of a new form of Civilian Instructor (CI). We have modified our CATO on CIs to create a new category of CI, which would allow a member of the League or Sponsoring Committee to temporarily serve as a CI in order to meet minimum supervision requirements. At present, we are not aware of any Contingency Civilian Instructors (CCIs) having been brought into the system, nor are we aware of any training events that have had to be cancelled due to lack of supervision. We are monitoring this development, in conjunction with the RCSU COs.

**Enrollment of CIC Officers** – This has certainly been a problem in certain regions. We have strengthened our relations with the Canadian Forces Recruiting Group (CFRG) in order to overcome the backlog of applications waiting for processing, and we have managed to get the CFRG to devote more time and energy to processing these specific applications for the next few months. We are seeing positive results, with

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more officers coming into the system. If this is successful, then we will try to make this “drive” an annual event.

Strategic Review – This is the government program to identify 5% of budgets within government departments that could be reallocated or cut, and we are no exception. The cadet program has been examined and we will likely be affected, but not in a dramatic fashion. We expect the results of the review to be announced within a month or so. Throughout this process, the overarching principle has been to ensure that budget cuts will not affect the training of the cadets.

Screening – We have been involved in meetings with representatives from the three Leagues to harmonize the way in which we look at those who are screened and in particular those who may be flagged as unsuitable for service. In particular, we want to ensure that someone who is deemed unsuitable for one organization is not accepted by the other.

Civilian Instructors – For the longest time, we weren’t entirely sure that the employment of Civilian Instructors was valid from a government perspective. After review we have determined that it is both legal and sustainable in the future.

CIC Fitness Standards – We are looking to bring in a fitness standard and a fitness culture into the CIC. We have not been able to devote significant time or energy to this project, but it is something that we will continue to examine.

The presentation was turned over to Lieutenant-Colonel Therrien.

**Y. Therrien**

For last year's summer courses, we have a national cap for Air Cadets of 9,500. If you recall, several years ago this number was up to about 10,500. From what is understood, this number was reduced as a result of RTUs, cadets not showing up, etc. But if you look at the number, the percentage of RTUs and no-shows is still pretty high, even with the decrease in summer training slots. At a training conference several weeks ago it was asked why this was the case. It was realized that certain courses have very long waiting lists, sometimes upwards of 500 or 600 cadets, while other courses are rarely filled. This of course raised the question of why we try to load cadets onto courses that are of little interest to them. LCol Therrien is new to the office and coming at this with a fresh perspective and recommends a trial of increasing the number of slots for the more popular courses and decreasing those for the less popular ones to see how this may affect the rate of RTUs and no-shows. If this works, then we could continue to adjust the levels until we find the right balance. In particular, it seems as though the fitness courses are the most popular but there are simply too many people applying for too few positions. What has been done for the moment is increase the number of positions from 9,500 to 9,550, adding 50 more spaces in the hopes that this will help address the RTU and no-show issues.

IACE – It is good to see that we have a slightly higher cadet population, which means that we can send more cadets away on exchange. We’ve managed to send away a few more cadets this year, and we were also in partnership with several more countries. That being said, other countries have been facing budgetary constraints, particularly with the economic climate in Europe.

Fortress – This was discussed in the individual committees. Hopefully this will be the first year that the system is handled completely electronically. We always have to recognize that it will take some time for everyone in the country to catch-up to the new system, so there are bound to be bumps in the road.

Flying – Ensure that this is a mandatory component of the program. It is incredibly important to see that every Air Cadet gets the chance to fly in the plane. We have new planes, a new paint scheme, new engines, and things are going quite well.

75<sup>th</sup> Anniversary – Conversation with members of the anniversary committee in order to discuss ideas and see how we can ensure DND support of the anniversary activities. This is also a great opportunity to reach out to potential new cadets.

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Question: G. Cuerrier asked how many squadrons there were with COs that were not Air Force CIC officers.

Answer: Exact numbers were unknown, the belief is that there are not very many. Recognize that sometimes we just don't have people available. In my mind, it's more important to have the right person available, someone who is qualified, someone who is up to the job. If it has to be a Navy or Army CIC officer, then that's better than putting the wrong person in that position. Could we ask the CO to rebadge and put on a different uniform? I guess we could, but then the CO would be simply masquerading. When you see someone in a blue uniform, you expect them to have a certain amount of experience with the Air Cadet program, which would not be the case in this situation. It's more important to have the right leadership for the squadron to ensure that it operates effectively.

Question: There was a question on whether or not parent vehicles may be used to transport cadets at activities if there is not enough transportation provided.

Answer: Yes, they can be. But the person needs to know that DND is not insuring the vehicle – it's their own insurance policy that covers any possible damages.

Question: M. Lacroix asked if the research of the Air Cadet League and DND would be leveraged to continue government grants to the cadet program, or would it be a danger for the program according to the results of the research.

Answer: This won't be a danger at all. Every five years DND has its auditors examine the grants offered to the Leagues, and we are currently looking at a more in-depth analysis. This is routine and there is no need to worry about continued funding.

Question: Is there anything in officer training to cover relationships with the Leagues?

Answer: Yes. Each element has an Environmental Training Course (ETC), which includes study of the relevant League. For the Air ETC, this includes the aim, organization, history, origins, responsibilities and the role of the local sponsor. There is also a section of the Commanding Officers Course that covers interactions with the Sponsoring Committee and the League liaisons.

Question: Is there a national directive on Change of Command parades?

Answer: There is a national directive on the matter, CATO 12-01, Protocol for Parades. This gives guidelines for such events. That being said, it's always good for local corps and squadrons to put their own spin on things to boost morale and enthusiasm.

Question: G. Cuerrier noted that he views the role of the CO as the most important one at the squadron level, as the CO provides the public face of the program. If this is the case, how does it make sense to have COs or Air Cadet squadrons who are not wearing a blue uniform? I am sure that there are non-Air Force CIC officers who are very qualified to fill the positions, but I would expect that if someone accepts the command of an Air Cadet squadron then that person should be ready to wear a blue uniform. I cannot accept the idea of an Air Cadet squadron being commanded by an officer wearing another uniform.

Answer: The matter will be looked into further.

Question: C. Hawkins wanted to know if there was a message promulgated that cadets were not to be driven in private vehicles at cadet activities.

Answer: My understanding is that officers themselves have been discouraged from driving cadets in their private vehicles, but that it is fine for parents to do so.

Comment: In the past, COs received Alternative Dispute Resolution (ADR) training was one full day of the COC. Under the new course, the COs receive ADR training for one period, approximately one hour. The League briefing, which was the time set

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aside for new COs to meet with League representatives was typically a half day. In Central Region at least, this has been reduced to about 30 or 40 minutes over lunch. It seems to me that the COC, designed to train the men and women taking command of corps and squadrons, need to halt and reverse the decline of instruction on both the League and ADR. I would like to recommend to the military that the military and the League undertake to develop a joint ADR workshop for COs, ACAs, ACOs, and SSC Chairs to try and be more proactive. It would be greatly beneficial if these issues could be resolved at the local level. I realize that this is not so much a question as it is a comment.

Question: T. Holland asked about the 2226, particularly as they affect BC. He noted his concern in the release of an electronic version of this form. He noted that BC normally receives these forms for the scholarship programs by 15 December. However, with the current delays, the forms will likely not be available until the end of December. This will be difficult to process in a timely fashion and there is concern that this could put undue stress on the squadron. Have there been any developments to resolve this matter?

Comment: M. Bineau clarified that with selections through Fortress, everything is currently available online and that we have done a fantastic job with Major Giroux. He did not think that there would be any delay in loading cadets on the national courses. As it is the first year with a new system there will undoubtedly be glitches, but these will likely be minor glitches. In Eastern Region, everything is working quite well so far. With the DND 2226 out of the picture, Fortress will replace it and make everything much simpler.

Comment: D. Doern drew upon his experience as the CO of two different CSTCs to comment upon the aforementioned RTU and no-show rates. His first point was to note that at the squadron level, COs are given a quota for how many cadets they can send. It is sometimes the case that if a squadron cannot fill its billets, the CO will think that their quota be reduced for the following year. As a result, they fill the spots with cadets who do not necessarily want to be there, often resulting in RTUs. Second, he noted that the very young cadets have to be carefully monitored in advance to determine if they are prepared to go to a summer training centre. It is not uncommon for 12 and 13 year-old cadets who have never spent time away from home to go to a summer training centre and after 24 hours decide that they wish to go home. We have to convince the local COs that their quotas will not be reduced if the billets are not completely filled and we have to monitor the younger cadets.

Response: A very good point. Leadership at the local level will certainly help to reduce these issues. I do know that at the CSTC level there are certainly efforts in the first two or three days to try to reduce and address homesickness and encourage the younger cadets to stay until they start to adjust.

Question: M. Conway asked what the most popular summer courses among Air Cadets and also asked for a participation rate in the various courses as well as a correlation between RTUs per course.

Answer: An informative sheet can be distributed to everyone with that data.

Question: M. Ozirny asked about the Junior Canadian Ranger (JCR) program. First, what is the average member cost of funding a Junior Ranger versus funding an Air Cadet? Second, does and will the funding of the JCR program affect the funding of the Air Cadet Program?

Answer: I don't know the precise numbers at this moment, but I do know that the JCR program is much cheaper as it is far less involved and far less structured than the cadet program. JCR patrols do all of their training in the local communities with the exception of one week in the summer for select cadets. They have nothing like the flying program or sailing or expedition. I don't know the exact number, but it must be far cheaper on a per person basis. As for competition of funds, the two programs do not compete at all. The JCR program has a budget of \$10 million whereas the cadet program as a whole has a budget of around \$190 million. In my time, there has never been an issue of choosing one over the other for funding. In fact, over the last three



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or four years we have put in place an expansion of JCR and the funding for that came from outside the DCdts budget. There is definitely recognition at the CDS level that these are two separate youth programs.

Comment: M. Ozirny said that, in light of comments made over the course of the weekend, that he understood that the JCR program would be expanded into urban centres. This could result in a competition between the two youth movements.

Response: I believe you are referring to Winnipeg specifically, where there is now a JCR patrol located in the same community as a number of cadet units. This is just a trial program, with the intent of looking at urban centres with large aboriginal populations. Winnipeg is certainly a large enough city that it can support both programs, providing the youth of the city with a choice between the two. Where there is a large population and we believe that both programs can be sustained, we think that it is certainly worth investigation.

Comment: G. Pinsent wished to congratulate those involved in the release of a recent CATO allowing the three Leagues to be consulted on developments in the JCR program.

### 3.3 Report by the Executive Director

S. Matresky

Screening – There are many national members whose screening has lapsed. It is very important that you have your screening renewed as quickly as possible; some of you have been without valid screening for as long as eight months. It would be greatly appreciated if this could be rectified quickly.

Newsletter – If any has comments of questions, or would like to make contributions, it would be greatly appreciated.

Insurance – Our insurance broker will be giving a presentation this afternoon on the matter of insurance coverage. If anyone has any specific questions regarding insurance, she will be happy to take your questions. Everyone should have received an insurance coverage package.

Not-for-Profit Corporations Act – We are well on our way to compliance with the new Act and re-registering the League. It will be a long process, but I am working closely with the Policies, Procedure and Bylaws Committee to ensure that we are compliant.

Surveys – If all those in attendance could remember to complete a survey before leaving the SAM, we would greatly appreciate receiving your feedback. This information is particularly important to us when negotiating the hotel contract, based upon specific comments.

Past Presidents – I have noticed that we do not have any measures currently in place to commemorate the work completed by our previous presidents and nothing to pass on from one president to the next, apart from the national pin. In honour of the 70<sup>th</sup> anniversary of the Air Cadet League of Canada and with the approval of the Executive Committee, I set out to produce an item that would leave a lasting impression and that could be passed down from one president to another. We are proud to own a new presidential gavel set, which I would now like to present to our National President. It will be passed down from one president to the next hereafter.

In addition, we have had a plaque created with the names of all the Past Presidents of the Air Cadet League, which will be on display for the duration of the meeting should any members wish to view it.

### Presentation by Sennheiser

G. Fabes

As many of you know, the Memorandum of Understanding (MOU) signed the previous year with Sennheiser was amended to include participation from the Sennheiser music division. This year we had applications from squadrons across Canada for the Sennheiser Squadron Band Award, and Mr. Tim Mell will now present the cheque money to our National President for distribution.

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In addition to the monetary award, each recipient squadron will be presented with Sennheiser Addidas headsets for each of the cadet musicians.

I would just like to say that it is Sennheiser's pleasure to be here and to meet you all once again. Just a note about the music program, Sennheiser has done some research into music training on young people and there is a direct correlation to the expansion of the cognitive skills of youth through music training. Many of those cognitive skills lend themselves to piloting an aircraft. As a company that bridges both music and aviation, we strive to take advantage of this. Sennheiser values this partnership and we hope to continue and expand it in the future. Thank you very much.

### 3.4 Board of Governors Report

B. Robert

There were three items discussed. The first was Cadet Supervision. A vote was held and it was decided that we would send a letter to the Minister of National Defence in the near future, asking that screened members of the Air Cadet League be allowed to supervise cadets at the discretion of the Commanding Officer. This would be in the capacity of a CCI when no CIC officer is available. Second, we had a request from Quebec to amend the registration and screening forms, and this request was approved for Ontario only. If you are using registration and screening forms that are not nationally-approved, you must request permission from the national level. The third point is determining the Air Cadet League's position on automatic promotions for air cadets. Our position is that we support automatic promotions to the rank of Flight Corporal based upon the level achieved, time in rank and having a satisfactory performance. We believe that there should be a merit system in place for promotions to Sergeant and above.

### 3.5 Advisory Board Report

D. Hayden

The advisory board met yesterday and was fortunate to have 13 Past Presidents in attendance. As you know, the advisory board has three responsibilities, the nominating committee, the honours and awards and advisory board. C. Hawkins and J. Reidulff will make their committee reports shortly. Over the past three months, a five-person committee was established within the advisory board to conduct a complete review of the Bylaws, Policies and Procedure Manual regarding membership as a result of Bill C-4. This committee was comprised of C. Hawkins, L. Jenks, B. Goudie, J. Johnsen and D. Hayden. The Policies and Procedure Committee was invited to attend our meeting yesterday and B. Burchinshaw, F. Johnsen and D. Doern discussed the necessary approach. We are currently compiling a report, to be presented to the President, on recommendations and possible changes.

### 3.6 Nominating Committee Report

J. Reidulff

The nominating committee met yesterday with the President, First Vice-President, and many candidates for the Executive Committee and the Board of Governors. Following ongoing discussions, we will present a slate to the membership at our upcoming Annual General Meeting in June. Thank you.

### 3.7 Provincial Chairs Committee Report

D. LaRoche

Since the Annual General Meeting, all of the PC Chairs have met via teleconference to discuss online training, supervision, merit-based promotions, and the waiver with Transport Canada regarding our fleet of aircraft. Yesterday we had 19 present at the PC Chairs meeting. We discussed the waiver negligence issue and I understand that DCdts is rectifying the problem creating one single form that will be signed at the start of the training year. We discussed the matter of unsuccessful glider candidates applying for power. With safety as our primary concern, we opted not to allow these cadets to be considered for power. We also discussed our evaluation work plan. With regard to cadet supervision, we discussed the matter but we will allow others to speak on the matter more in-depth later on. For retention and recruiting, we discussed the matter and we have asked for the Air Cadet Committee to give us further information on it. For the good and welfare of the Air Cadet League, I am pleased to announce that at Alberta's AGM, I invited Mrs. Bebs Spielman to be our guest speaker. Mrs. Spielman was the first Commanding Officers of the cadet-ettes in 1973 in Alberta. This was prior to the participation of girls in the cadet movement. She has recently been interviewed by Chatelaine, giving us a fantastic PR

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opportunity. She has also been extended lifetime membership by the Alberta PC and received her volunteer service medal, with bar.

### 3.8 Air Cadet Committee

**M. Lacroix**

We have gone through key recommendations of the Youth Advisory e-Panel (YAP). Two key topics emerged: the retention of cadets and the use of social media, including the website and the use of mobile applications for cell phones. After going through these recommendations, there were three objectives identified: 1) implement a communication network with senior cadets, members of the League and CIC officers for each region; 2) provide e-learning courses for cadets, as is already done in the Ottawa Valley; 3) promote volunteer opportunities with the Air Cadet League for cadets. As part of the communication network objective, there will be a joint venture between the Public Relations & Image Committee and Air Cadet Committee to create a Facebook page. Finally, we will make an inventory of all documents that can be made available to our members through the national website. It will be completed by our committee in order to allow members to quickly find the materials that they need.

Question: D. Laroche, have you investigated the number of computers cadets have access to at the squadrons so that they can access computer programs that might be useful to them? I know that several squadrons have them already.

Answer: I think that this is a great resource for our cadets, especially for e-learning courses. I don't have any numbers right now, but I will get an answer for you.

### 3.9 National Aviation Committee

**J. Elias**

The report of the aviation committee can be found on page 39 and I will be limiting my remarks to those items. First, the League did authorize the purchase of a national glider. It will be taken down to KNL Soaring in the US until such time as it can be refurbished. It will come back to us as a completely re-built and re-furnished aircraft, ready to fly. A second glider will be considered for 2012-2013 and the budget does have \$20,000 set aside. There were several minor amendments made to the MOU to purchase aircraft. We have reached some obstacles in this regard when dealing with Transport Canada, but we will continue to cooperate with both Transport Canada and DND to see that they are resolved. We have instituted a new weight limit of 240 pounds/109 kilos for cadets applying to the power scholarship, and the individual must have full movement of the controls while seated in the aircraft, as those with larger frames are sometimes limited in this area. We are also making a recommendation to DND that an individual who earns a Transport Canada glider pilot licence outside of the Glider Pilot Scholarship program, and who also completes the conversion course, will be able to wear glider wings. Although the League was not consulted on the amendment in question, our committee voted in support of the amendment made to CATO 51-01, Annex C, that a cadet who fails the Glider Pilot Scholarship course be precluded from applying for the Power Pilot Scholarship course. Concerns were raised that cadets in Prairie Region are only offered one opportunity per year to undertake familiarization flights. This is of great concern to us and we would hope that DND would change this to two flights. There is a similar concern in Newfoundland and Labrador. Finally, the new paint scheme has been applied to its first aircraft. Pictures of the new paint scheme will be displayed later.

### 3.10 Effective Speaking Committee

**K. Mann**

I would like to remind all of the PC Chairs and representatives present to make sure that you remember to take your province's package of medals. In addition, your bronze and silver effective speaking medals are available from our national office as well. The gold medals are handled nationally. In addition, as regards the language of choice for cadets competing, we will now permit cadets to present their speeches in a combination of both official languages, rather than simply choosing one or the other. The cadet must still notify the squadron of its linguistic choice four weeks in advance so that an appropriate judge can be found.

Question: B. Drummond, At the Annual General Meeting we discussed an advance notice of not four weeks but 60 days. Has this changed?

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Answer: I don't have the minutes of that meeting with me at the moment, but I will verify that and give you an answer shortly.

### 3.11 Finance Committee

J. Walker

The finance committee met yesterday and we discussed a number of minor issues.

- In 2016, we will be hosting the International Air Cadet Exchange meeting in Ottawa. We budgeted an accrual of \$2,500 per year, which has since been increased to \$5,000 per year allowing us to set aside between \$20,000 and \$25,000.
- In the same year we will be celebrating our 75<sup>th</sup> Anniversary. In close cooperation with K. Mann, we have been working to determine how much we will need to set aside for this event.
- We had a presentation yesterday on the revised ACC9 report. The revisions will address many outstanding issues with the ACC9, creating a simplified, more efficient document. I know that QCOV has been using this new form for several years without issue. There is a video training package that accompanies the new form, showing the user step-by-step how to use the new form. This video will be available on the national website shortly. We will also look into hosting a webinar on the matter.

### 3.12 National Honours and Awards Committee Report

C. Hawkins

As a result of our discussions yesterday, there will be a minimum of eight articles in the Policy and Procedure Manual that will need to be revised.

- Subject to the approval of the Executive Committee or the Board of Governors, there will be an amendment to the wearing of cadet medals by League members. We have developed a new policy with the intent of creating a stronger link with cadets, allowing them to take note of our former service as cadets.
- At the Annual General Meeting we were tasked to develop a bar for the Air Cadet Service Medal. We have chosen to use the same gold bar currently in use for the Air Cadet League Volunteer Service Medal, and a small rosette will also be available for the undress ribbon. We anticipate that these will be available for purchase by Provincial Committees and Squadron Sponsoring Committees early in the new year.
- We were also tasked with creating a Medal of Honour that could be worn on the blazer. We have developed a design in cooperation with Joe Drouin.
- We have also discussed some issues regarding proportional representation for various cadet awards, including those sponsored by CASARA, Sennheiser and WestJet. At present, each Provincial Committee can submit one name to be considered for these awards. While this was done in the interest of equity, it does penalize those Provincial Committees with larger population. As a result, we have opted to introduce the following quotas:  
NL, PEI, NB, NS, NWO, MN, SK, AB, NT 1 candidate each  
BC 2 candidates  
QOVPC, OPC 4 candidates
- The section of the Policy and Procedure Manual relating to the Air Force Association of Canada Medal is completely outdated. We will be replacing this with new information reflecting current practice.
- We also discussed the terms of reference for the Honours and Awards Committee after discovering a degree of overlap with the League Industry Partnership Committee. We will be submitting revised terms of reference to address this redundancy.
- We want Provincial Committees to be aware that there are some sponsors that have actively supported the program since its inception. We have developed a framework to recognize these important partners. We will send a Certificate of Recognition as well as a signed Presidential Letter, on the request of the relevant Provincial Committee. Simply contact the National Office with the relevant information, including a brief explanation of the organization's history of support to the Air Cadet Program.
- In January you will all receive a reminder for submissions for national honours to be presented at the Annual General Meeting in June.
- Finally, we discussed the upcoming Diamond Jubilee Medals. We do not yet have a number or quota yet, but we have discussed the process and criteria to be considered. There will be a special committee struck to examine the matter.

Question: P. Barabey, Many of the awards available to cadets are due on different

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dates. Is it possible to have them all due on a single date?

Answer: What awards we alone control have been standardized to a single submission deadline. As for those sponsored by partner organizations, unfortunately we have no control of their deadlines.

### 3.13 International Air Cadet Exchange (IACE) Committee

**L. MacIntyre**

For this coming summer, we have on new country participating in the Canadian IACE exchange. The Czech Republic will be sending four cadets and one escort officer to Canada, and we will reciprocate with the same numbers. Singapore and South Korea will also be joining the Canadian exchange again in 2012. We have 81 Canadian cadets and eight escorts outbound to 14 countries, and increase of five cadets over last year. We will be welcoming 78 cadets and ten escorts, an increase of two cadets over last year.

- We have discussed a new microfiber red polo for purchase in order to overcome deficiencies with the previous design, such as running dyes and allergens.
- For the 2012 IACE itinerary, the Ontario Provincial Committee will not be supplying host family residences for the inbound cadets when visiting Ontario. As a result, we have set aside an additional \$11,000 to cover the cost of accommodations. The Quebec and Ottawa Valley Provincial Committee will still be supplying host families. Although there is a shortage of five bed spaces there at the moment, we are confident that the matter will be resolved in time for the exchange.
- As a result of the host family deficiency, the committee canvassed the other Provincial Committees to see if others may be interested in hosting the IACE exchange for 2013. Alberta and British Columbia have each expressed interest in doing so, and D. LaRoche will be making a brief presentation of the Albertan proposal once I have concluded. At present, the committee has determined that there are too many logistical details regarding transportation, accommodation ,etc. that have not yet been explained, so we have not yet been able to approve the proposals. Once this is completed, we will approach DND with a formal proposal and ask for a target date of implementation.
- For the 2012 IACE exchange to the United States, Governor M. Lacroix has been selected as the Air Cadet League escort representative.
- Our guests would arrive at Edmonton International Airport. On the first day of the tour proper, the cadets would take a tour of the Alberta Legislature and participate in a luncheon with the Lieutenant-Governor of Alberta. After that, the cadets would visit the Ukrainian Heritage Village for a self-guided tour, including traditional song, dance and food.
- The cadets will also be given the opportunity to visit the West Edmonton Mall, the largest shopping centre in North America and the fifth largest in the world. There are over 800 stores and services, and between 60,000 to 150,000 visitors and shoppers daily.
- I will approach several oil companies operating in the oil sands to seek their donation of an aircraft to fly the cadets to Fort McMurray for a guided tour of the oil sands. Once the tour has been completed, the cadets would then fly to Calgary. Should the tour of the oil sands not materialize, our backup plan is to send the cadets to 4 Wing Cold Lake where the cadets would interact with those of the Greenwood Air Cadet Summer Training Centre, take a flight in a Griffon and tour the base in general.
- In Calgary, the cadets would receive a tour of the Calgary Tower and a trip to Lake Louise. They will also hike up to Lake Agnes, a 3.4 km hike and approximately 3 hours roundtrip. After that, the cadets will visit Banff where they can relax and enjoy the sights. Next, the cadets would visit the Military Museums of Alberta. These museums are co-located in a single building and would allow the cadets to learn all facets of Canadian military history.
- Next, the cadets would visit Head-Smashed-In-Buffalo-Jump, a UNESCO World Heritage Site. The tours are done by Aboriginal youth and would explain how Aboriginal peoples made use of the lands the wildlife in the past. The cadets would also be able to partake in Aboriginal cuisine, dance and music, giving them an unforgettable experience.
- At Fort McLeod, the cadets would visit a former Northwest Mounted Police Station and watch the Northwest Mounted Police Musical Ride. The cadets would then go to the Bomber Command Museum of Canada in Nanton, allowing the cadets to learn about an important chapter of Canadian Air Force history.

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- Toward the end of the exchange, the cadets would view the World Chuckwagon Races in Strathmore. Unfortunately, the dates we have proposed would preclude the cadets from viewing the Calgary Stampede. Nevertheless, the cadets would be treated to a spectacular competition. Following that, the cadets would visit the Royal Tyrrell Museum in the heart of the Badlands. The guides would explain how the archeological finds are treated and excavated, with a private tour of the museum's research facilities.
- The exchange would end with a barbecue, serving Alberta beef of course. After that, the cadets would move on to the next province. We hope that this proposal will be accepted in short order and we look forward to hosting the IACE cadets.

### **MOU Signing with the Canadian Space Agency**

The Memorandum of Understanding (MOU) with the Canadian Space Agency (CSA) was signed by National President, Bob Robert.

### **3.14 League Industry Partnership Committee**

**G. Fabes**

We have just completed the signing of the MOU with the CSA. This makes for our 17<sup>th</sup> formal partnership with the aviation and aerospace industry. There are two other MOUs that are currently being negotiated, one with Hamilton Watches and one with NAV CANADA. We have formulated draft agreements with each organization that will serve as the frameworks for the formal MOUs. Our contacts within each organization have passed along the draft agreements for consideration and approval. We hope to have confirmation by December that these MOUs will be accepted. One of our existing MOUs, that with the Webster Memorial Competition, will be amended to increase the number of cadets that they will support. At present, they support the top Power pilot from each region who wishes to participate in the Webster Memorial Competition, held to determine the top amateur pilot in Canada. For this coming year, Webster will support not just one cadet from each region but one cadet from each Provincial Committee. Webster will waive the registration fee, provide free accommodation, and assist in settling other logistical matters.

### **3.15 Members Committee**

**T. Holland**

- Our first priority is to look after our members, from National down to the Squadron Sponsoring Committees. For those who have not quite embraced the idea of having a healthy, functioning sponsoring committee for every squadron, please pay attention to the insurance implications. After speaking with our National President, we are resolved to having an effective Squadron Sponsoring Committee in place for every squadron across the country by this time next year. We must start protecting ourselves and ensuring that we follow our own policies.
- I also encourage every Provincial Committee to maintain an office for record-keeping purposes. Again, we must ensure that we maintain our records accurately and securely in order to protect ourselves. I expect that this will be accomplished by 2014, if not sooner.
- Through the Board of Governors meeting in August, we approved that the training of our new members will be completed online, largely via video and webinar. We plan to have most of the courses online to create an interactive learning environment, but this does not prevent any Provincial Committee from holding its own in-person meetings, workshops or seminars to enhance the training of local members. We will submit several programs to S. Matresky by April so that she may pass them along to various software providers in order to determine what program best suits our needs. We should have a working demonstration for our Annual General Meeting in Burlington in June.

### **3.16 National Selections Committee**

**M. Bineau**

The Selections Committee met yesterday and despite low attendance, we had a very successful meeting. We have reviewed the packages that the COs will have to submit for national course applications. With Fortress V2 up and running, the application process should become much easier for both Squadron and Region COs. I know that Eastern Region has already produced a guide on how to use Fortress in conjunction with the League application forms and I must say that their package is quite well organized. I believe that this will greatly reduce the workload on staff in both the Air Cadet League and DND. I would to thank our military partners, in particular Major Giroux and Captain Caron, for their cooperation in this

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regard, especially in reference to Fortress.

### 3.17 Public Relations and Image Committee

**G. Pinsent**

Our committee met yesterday afternoon and as you can appreciate we are working in close cooperation with both the Air Cadet Committee and the 75<sup>th</sup> Anniversary Committee. Two important points of discussion that arose were the possibility of Freedom of the City parades in communities across Canada to mark the 75<sup>th</sup> anniversary of the Air Cadet League of Canada and the production of a 75<sup>th</sup> anniversary coin by the Royal Canadian Mint. I have contacted the Mint regarding the latter proposal and unfortunately it was not met with enthusiasm. There has been some progress, however, in producing a 75<sup>th</sup> anniversary postage stamp by Canada Post. Canada Post seems quite willing to work with us on the matter. We are still examining proposals for a Facebook page and other forms of social media, which will hopefully come to fruition soon. The electronic brochure developed by Marc Lacroix should also be completed and posted online soon. It was also suggested that we developed an informative PowerPoint presentation for senior cadets to explain the roles and responsibilities of the Air Cadet League was also put forward.

### 3.18 Policy, Procedure and Bylaw Committee

**B. Burchinshaw**

First, I would like to welcome the committee's newest member, National Governor D. Doern, and ask those present to join me in congratulating him. I would also like to acknowledge the fact that there are still formatting issues in the Policy and Procedure Manual that must be addressed and to note that they are currently being examined by the staff at the National Office. Next, I would like to discuss the new federal legislation governing not-for-profit corporations, which replaces the current Canada Corporations Act. It will have a significant impact on the structure of our organization. S. Matresky has sent everyone a package including information on the new legislation and the changes that will be required. These will be discussed in greater detail at the Annual General Meeting in June. I have asked S. Matresky to allow our committee to participate in the drafting of the Certificate of Continuance which will replace our organization's Letters Patent. While this may cause apprehension for some, we view it as an excellent opportunity to modify our national constitution and makes changes that will reflect the current reality of our organization. Much of our original constitution from 1941 is still in place and must be replaced. The most important change that we aim to introduce is the elimination of all constitutions of Provincial Committees. Under the new legislation, the Provincial Committees are not required to have constitutions as they form constituent branches of the national Air Cadet League. The Air Cadet League will have a constitution and bylaws, but these are not required of the Provincial Committees. The only bylaws for our organization registered with Industry Canada will be those of the national Air Cadet League. D. Doern has completed an Operational Guide laying out the specific jurisdictions and responsibilities of the military and the League for the use of Squadron Sponsoring Committee members. In this way, they may better familiarize themselves with their duties.

### 3.19 National Resource Generation Committee

**J. Scott**

Our purpose is to identify new means of generating funds for the Air Cadet League. At present, we have identified several ways in which this may be accomplished, as noted in our report. We have also identified several potential activities and programs for which we may wish to raise specific funds, but we require further direction from our Board of Governors regarding specific funding priorities and objectives. I would also ask for the input of those present for their budgetary priorities if we were to increase our corporate and foundation donations.

### 3.20 Seventy-Fifth Anniversary Committee

**K. Mann**

Imagine 700 Air Cadets, 150 CIC officers and 150 Air Cadet League members marching through the streets of Ottawa, knocking on the doors of Parliament Hill. That is only one of the items that we are exploring for this incredibly important milestone. We are early in the "brainstorming" phase of this project and we have tasked some of our committee members to begin investigating different proposals and possibilities. We will be holding a teleconference in early January to further refine these ideas. I have no doubt that we will produce one of the best

## 2011 Semi-Annual Meeting of the BOG and Committees

commemorations this organization has ever witnessed. In speaking with Lieutenant-Colonel Therrien in Moncton, we discussed the possibility of having the Air Force's CF-18 demonstration aircraft painted in a celebratory scheme. We have begun to investigate this possibility and I remain hopeful that it will come to fruition. I have also been in contact with the Commanding Officer of Prairie Region regarding the Snowbirds demonstration team. Unbeknownst to me, T. Holland has also been in discussion with Lieutenant-Colonel Carmichael, the Commanding Officer of 431 Air Demonstration Squadron, to have a Snowbird similarly painted. This is all preliminary and nothing has been confirmed, but we will continue to investigate these possibilities. There was discussion as to merits of having an Air Cadet paint scheme on a training (Snowbird) versus a combat (Hornet) aircraft given that we are a youth organization, but our formal opinion has not yet been established. Should there be reservations of our association with a combat aircraft, please be sure to speak sooner rather than later. Seeing no opposition, we will proceed. I am also in negotiation with WestJet on several items.

I think that if you decide to proceed with this project, you could certainly use it to your advantage as part of a public relations strategy. Instead of portraying the CF-18 as a combat aircraft, you could simply frame it as a protector of peace.

Thanks to the hard work of T. Holland, we have come up with several proposals for a 75<sup>th</sup> anniversary logo and pin to be produced. Modifications will likely be made, but this is our general plan.

Comment: The official title of the organization is the "Royal Canadian Air Cadets." Why would we use just the phrase "Air Cadets" for branding purposes?

Comment: T. Holland, As the design includes a maple leaf, I think that the "Canadian" aspect of the logo is plainly stated. For our advertising campaigns we regularly use the phrase "Air Cadets" and this has never been an issue in the past. Many companies use shorthand versions of their official names for marketing purposes, so there is nothing preventing us from doing the same.

Question: T. Taborowski, What if we were to hold a national competition and have the cadets themselves design a logo for the 75<sup>th</sup> anniversary with the winner receiving a \$1,000 bursary?

Response: LCol Therrien, We could open this up to be a competition for an Air Cadet logo, in addition to the present crest. Why not introduce one for marketing purposes?

### 3.21 Staff Management Committee

We have examined the financial compensation for the staff at the National Office and will be submitting to the Treasurer the total package cost, which remains confidential. Our committee will also be tasked to staff the Air Cadet League's fundraising efforts as suggested by D. Berrill.

## IV CONCLUSION

### 4.1 Good and Welfare of the Air Cadet League of Canada

None.

### 4.2 Closing Remarks

I would like to thank everyone for their contributions to making these meeting so successful, I really appreciate that and I wish you a safe journey home. The meeting was adjourned.

### 4.3 Date and Time of the Next Meeting

The next meeting will be held at the Annual General Meeting in Burlington, ON on June 23<sup>rd</sup> 2012.

### 4.4 Adjournment



## 2011 Semi-Annual Meeting of the BOG and Committees

### Air Cadet League of Canada Semi Annual Meeting

#### Ottawa Ontario

#### National Aviation Committee Meeting

17 -18 November 2011

#### Record of Proceedings

Attendees:

Chairperson: Jerry Elias Chair /OPC National Delegate

Vice Chair: Edgar Allain Vice Chair / Chair NBPC

|                     |                    |                    |
|---------------------|--------------------|--------------------|
| Members/ Attendees: | Bob Robert         | ACL President      |
|                     | Grant Fabes        | Chair /L I P       |
|                     | Sarah Matresky     | Executive Director |
|                     | Richard Petrowskey | SK                 |
|                     | Howard Mar         | MB                 |
|                     | Dave Vokey         | PEI                |
|                     | Mark Brickwood     | MB                 |
|                     | Tom White          | VP National        |
|                     | John Walker        | VP National        |
|                     | Jim Mullins        | NS                 |
|                     | Pierre Barabey     | QC                 |
|                     | Marcel Bineau      | QC                 |
|                     | Fred Hopkinson     | ON                 |
|                     | Stan Monkman       | AB                 |
|                     | Darlene LaRoche    | AB                 |
|                     | Richard Mortensen  | NWO                |
|                     | Jim Ash            | NWO                |
|                     | Brock mason        | ON                 |
|                     | Norm Lovitt        | BC                 |
|                     | Chris Tuck         | BC                 |
|                     | Jack Henwood       | BC                 |
|                     | Gary Pinsent       | NL                 |
|                     | Bob Drummond       | NL Chair           |
|                     | Herb Spear         | Hon Director       |
|                     | LCol Yves Therrien | SSO Air NCA Ops O  |
|                     | Maj Brent Cook     | D/NCA Ops O        |

#### I GENERAL

##### 1.1 Welcome

## **2011 Semi-Annual Meeting of the BOG and Committees**

The Chairman opened the meeting at 7 pm and welcomed everyone to the meeting. A comment was made that the official name of this committee is the National Aviation Committee.

### **1.2 Call for New Agenda Items**

New Business added: 2.7 Paint Scheme

4.1 Weight of Candidates for PPS

4.2 Qualifications for PPS

4.3 Wearing of Wings

### **1.3 Approval of the Agenda**

Moved by Darlene LaRoche and seconded by Fred Hopkinson that the agenda be approved as amended.

**Carried**

### **1.4 Update on Power Familiarization Pilot Upgrade Scholarships (Process and Timelines)**

Grant Fabes reported that there was a problem in getting the names from Central Region between August and November 2011. It does take time to get the letter from ATAC to the SCHOOL through the National Office to the Cadet. Expediency needs to be respected. Comment made by Jerry Elias that the Top PPS and GPS cadets shouldn't receive all of the awards. We need to ensure the wealth is spread out. The question of consistency was brought up on how to determine the top marks as there are some inconsistencies between Pilot Examiners and Regions. Edgar Allain mentioned that the Transport Canada Flight Test Guide is as consistent as we can get plus the fact that all Pilot Examiners attend annual workshops in order to maintain the standard. It would be difficult to come up with a better system of testing.

### **1.5 Approval of the Minutes of the Previous Meeting**

The Chairman asked for the approval of the previous minutes of the Aviation Committee meeting held at the AGM in Dieppe, New Brunswick on the 16<sup>th</sup> of June 2011. Acceptance moved by Jim Mullins and seconded by Norm Lovitt.

**Carried**

## **II BUSINESS ARISING FROM PREVIOUS MINUTES**

### **2.1 Update on Glider Procurement**

It was reported that the procurement of a Glider for Alberta is still a work in progress.

### **2.2 Update on Procurement of National Glider**

Jerry Elias reported that a Glider has been procured, inspected and the insurance in force. Ontario reported that

the Glider is currently in storage and will be brought down to K&L in the USA for SIRP before being put on line.

In addition, it was mentioned that the Soaring Club has advised the Air Cadet League of Canada that if they ever disbanded, all assets of the club will go to the Air Cadet League.

### **2.3 Update on the Status of Tow Planes for B.C., QC, and ATL.**

## **2011 Semi-Annual Meeting of the BOG and Committees**

Norm Lovitt of BC reported that a 2<sup>nd</sup> Cessna 182 was purchased and was now being refurbished and painted in the

new paint scheme . Tow 2 should be test flown in early December and Tow plane 1 will also be getting a new engine. A 3<sup>rd</sup> Cessna 182 has been purchased and is currently in non – flying status and is scheduled to be refurbished in April 2012.

QC has four aircraft converted to the new engines and will hopefully have 6 aircraft converted by spring.

L-19 TGA for Atlantic will be stored in Comox BC for the winter. Final paperwork for the transfer to ATL was completed at the November 2011 SAM. The aircraft should be in operation by May-Aug 2013 .

### **2 . 4 Model Aeronautics Association of Canada (MAAC) Program Update**

It was reported by Fred Hopkinson that the first \$300 of the initial \$1200.00 committed at the National AGM in June 2011 should be used up in the next year due to several requests from Squadrons. Meetings have been set up with MAAC and the Ontario Provincial Committee will continue to facilitate the meetings between MAAC and DND to talk about insurance, flying areas etc. It is appreciated by all parties for the support by the Air Cadet League of Canada and the effort will be to continue to seek sponsors, get the word out and promote the program. General Paisley is our contact point with MAAC.

### **2.5 Letter of Intent on Purchase/Disposal of Aircraft in the ACGP**

Jerry Elias reported that clarification was made on two points of Paragraph 3 which included revenues and insurance and that they would be kept within the ACGP. There was some discussion concerning, that if an asset was to be sold then it should first be put to the Provincial committees before any consideration of it being sold elsewhere. After further discussion there was consensus that Paragraph 3 needs to be changed to reflect that an asset stays in the program and not refer to revenue except for insurance. Jerry Elias suggested that the wording of MOU be changed to letter of intent. Consensus was that MOU was too forceful.

In Paragraph 13, a concern was raised in the form of a question and that K&L was identified as the sole source of SIRPs and we should ensure that wording allow for DND to continue to carry out the SIRP's when required. LCol Therrien explained that the best solution was to have a reliable external source of SIRP's only because the project was very labour intensive and the intent is to continue to outsource whenever possible but Regions could continue to carry out the work if required. Also it was brought up that the national inventory be used as a procurement source for Provincial Leagues keeping in mind that replacing a glider involved in an accident takes priority. On another note, Jerry Elias also included that the pre-purchase checklist that is being utilized currently should be separated into two separate sections, one for powered aircraft and one for gliders. Consensus was that this would make the checklist more user friendly.

### **2.6 Registration of League Aircraft to DND**

It was emphasized several times by L Col Therrien that this was a very serious issue that needed attention. Some solution must be in place with Transport Canada by September 30<sup>th</sup> 2012 and that time was slipping by. Discussions are ongoing with DND and Transport Canada. It appears that the Airworthiness question has been rectified although licensing issues still remain. Moving forward, a **motion** was made by Jim Mullen “ that the Chair of the of the National Aviation Committee or his designate be engaged in the talks between DND and Transport Canada with

## 2011 Semi-Annual Meeting of the BOG and Committees

reference to the issues of ownership and registration in the national Air Cadet Flying Program” . It was **seconded** by Mark Brickwood – **Motion Carried**

It was also determined that the League would like a letter from DND re- affirming that the Provincial Leagues are the owners of the gliders . L Col Therrien believed that this would not be an issue. Norm Lovitt suggested that paragraph 2 of the MOU for **Purchase/Disposal of Aircraft in the ACGP** be renamed to include registration to cover this issue and therefore be called **Purchase/Registration/Disposal of Aircraft in the ACGP**. Consensus was achieved.

### 2.7 Paint Scheme

The new paint scheme for the tow planes and gliders were showcased and distributed in print

## III DND REPORTS – Reports were differed to the National AGM

### 3.1 Report from the National Cadet Air Operations Officer & Flight Safety Report

### 3.2 Report from the National Technical Authority

### 3.3 MOU on Purchase / Disposal of Aircraft in the AGP

## IV New Business

### 4.1 CASARA

Fred Hopkinson from the Ontario Provincial Committee (OPC) reported that there was a meeting several weeks ago with the OPC and the Civil Air Search and Rescue Association (CASARA) who are willing to conduct “train the trainer” sessions for Cadets who wish to become spotters. Discussions are ongoing. The requirements covering Cadet Involvement is in CATO 52-7. Further information is to be disseminated by Jerry Elias at a future date.

### 4.2 Weight of Candidates for PPS

It was explained by Major Cook that airplanes have both Utility and Normal Categories. Some of the maneuvers required for training and flight testing require that the airplane be in the utility category which is of a lower weight than the normal category therefore a max weight of 240 lbs / 109 Kg is being implemented in CATO 51-01 Annex C. It was also brought up that the CATO 51-01 Annex C should also ensure that the candidate can execute the full range of movement of all controls especially when it comes to weight and size. The movement aft of the control column should not be restricted due to body size. Motion was made by Bob Drummond that the League accept proposal put forth with the addition of ensuring full range of control motion. This was seconded by Davey Vokey.

**Motion Carried**

### 4.3 Qualifications for the PPS

The question was brought forth as to whether or not a Cadet, who does not pass the Glider Pilot Course due to a lack of aptitude still be allowed to apply for the PPS? Currently CATO 55-01 Annex C does not allow for a Cadet who has failed the GPS course due to lack of aptitude to apply for the PPS . **Motion** was made by Richard Mortensen to let the CATO stand, seconded by Norm Lovitt.

## 2011 Semi-Annual Meeting of the BOG and Committees

### Motion Carried

#### 4.4 Wearing of Wings

The question of who should be able to wear wings has resurfaced. Currently, a CIC officer who has not completed the GPS program is allowed to wear the GPS wing once they have completed the glider conversion course and they are active in the ACGP. At the same time, a Cadet who did not complete the GPS course but was able to obtain a Glider Pilot License on their own, completes the conversion course and meets the standard set forth by DND is not able to do so.

It was felt by the group that this was discriminatory to our own Cadets who showed perseverance and courage to follow through to completion. It was moved by Mark Brickwood that "Any Cadet who follows through to completion the Glider Pilot Course on their own, carries out the conversion course, and meets the standard as set out in CATO 55-01 Annex C should be allowed to wear the Glider Pilot wing.". This was seconded by Rick Mortensen.

Motion Carried

#### 4.5 Dream Flyer

Rick Mortensen had asked the question on the extent of utilization of the Dream Flyers across the country. Discussion showed that the Dream Flyer was not yet being implemented consistently on a national basis. Motion made by Marcel Bineau that Dream Flyers be deployed at all Gliding sites when able. Seconded by Jim Mullins.

Motion Carried

### V COMMENTS AND REPORTS

#### 5.1 PC's NAC Representatives

**North Western Ontario** – Wanted to thank Manitoba and Saskatchewan for the loan of a glider in a time of need.

In addition, the maintenance staff needs to be commended as well. It was also pointed out that the PC invests a large number of resources at the glider field and that the current practice of only flying once a year was not utilizing the resources available adequately enough.

**Alberta** – All is well

**Manitoba** – Were able to provide food vouchers to the cadets in order to support the program.

**Nova Scotia** – All is well.

**New Brunswick** – Recently informed by RGS that a Dream Flyer was being deployed at the Primary Glider site in the Miramichi. On behalf of the Atlantic Aviation Council, they wished to thank Quebec for the engine parts and cores they have passed on as their transition to new engines continues. This is greatly appreciated.

**PEI** – Running well and wanted to thank the partners for helping them when their equipment was down.

## **2011 Semi-Annual Meeting of the BOG and Committees**

**BC** – RGS Comox has an on line ground school. This is all made possible through Instructor volunteers and Skype.

**DND** - If you are concerned or need questions answered – Please ask.

**Quebec/Ottawa Valley** – Program going well. We must continue to share best practices.

**Newfoundland** – Is not currently happy with RGSA program and how it's being executed. The N.L. Provincial Committee feels strongly that the directives about mandatory training in CATO 54-26 are not being met. The Air Cadet League requests that DND national address this issue.

L Col Therrien stated that it will definitely be addressed ASAP.

### **VI DATE OF NEXT MEETING**

6.1 AGM Burlington, ON. June 2012

### **VII ADJOURNMENT**

7.1 The meeting was adjourned at 12:05pm

**As of 10 Jan 2012**

**Jerry Elias, Chair NAC**

## 2011 Semi-Annual Meeting of the BOG and Committees

# Finance Committee

### RECORD OF PROCEEDINGS

18 November 2011 - 0830 hrs – Delta Hotel, Ottawa

#### In Attendance:

John Walker (Chair & Secretary)  
Marlene Conway (Member)  
François Provencher (Member)  
Carol Cox (Member)  
John Scott (Chair NRCG & Member)  
Sarah Matresky (ED & Member)  
Ray McAndrew (Finance Officer & Member)

Michel Crevier (Observer)  
Ed Mroz (Observer)  
Rick Brooks (Guest)

#### Absent:

Greg Boudreau (Member)  
Stan Harry (Member)  
Tom Holland (Member)

### 1. ADMINISTRATION

#### 1.1 Welcome and Opening Remarks by the Chair

The Chair welcomed Finance Committee members and visitors and thanked members for their ongoing participation and contributions during and between meetings. Those in attendance were introduced.

#### 1.2 Additions to the Agenda:

- 3.6 Budget Accrual IACE
- 3.7 Accrual 75<sup>th</sup> Anniversary
- 3.5 Moved to the end of the meeting

#### 1.3 Approval of the amended Agenda

***Motion** to adopt the amended Agenda – Marlene Conway / John Scott **Carried***

### 2. REVIEW AND APPROVAL OF ROP, BUSINESS ARISING AND UPDATES

#### 2.1 Approval 2010 ROPs

***Motion** to adopt the 2010 SAM Finance Committee ROP as published -  
Marlene Conway / Carol Cox **Carried***

#### 2.2 Business Arising and Updates from the 2011 AGM

- It was noted that the Cadet Assessment Fee will remain at 10\$/cadet  
**Item closed**
- Ontario noted that they have a new Financial Compliance Officer:  
[Nikky.Grantham@aircadetleague.on.ca](mailto:Nikky.Grantham@aircadetleague.on.ca)

#### 2.3 Review of the Finance Committee Report in the SAM 2011 Book

- QC&OV noted that they changed their fiscal year to June.
- Some members on the committee noted that their provinces were experiencing difficulties with ACC9's, either having the SSC's completing them or the ACC9's not balance. Many SSC's do not show their work or their entry process is wrong.
- Discussion ensued about ACC9's and amending the August 31<sup>st</sup> date. J. Walker was pleased overall with the ACC9's and said that for 2010 there is 88% compliance. He added that page 4 of the form is an issue as quite often the numbers do not balance. M.

## 2011 Semi-Annual Meeting of the BOG and Committees

Conway noted that the quality of the ACC9's has improved in Ontario with the help of new compliance officers. J. Walker agreed that this is the case across the country.

- J. Scott asked if the League receives updates from the CRA on a regular basis and R. McAndrew answered that the League does indeed receive updates.

### 3. NEW BUSINESS

#### 3.1 Update on the ACL Financial Administration Situation (ED)

S. Matresky gave an update on the League's financial situation. She indicated that things are running well and that the Grant was received in full. She added that the auditors recommended during their audit last year that we work on spending more money to avoid such a large surplus.

#### 3.2 Review as required of YTD (31 Oct 11) ACL Financial Statements & Budget

The ED walked the committee through the statements and indicated that OPC has still not charged the National Office for the IACE activities last summer. She added that the Letter Writing Campaign is well underway and she anticipates that we will meet our goal for this year. J. Scott asked if the Campaign was worth the employee's time and effort and S. Matresky confirmed that it was indeed, more so now than before because the mailing lists have been refined and the new Xerox machine will now fold the letters.

#### 3.3 Budget

J. Walker indicated that he sent out a call for Budget items. He asked that submissions be turned in before December 6<sup>th</sup>.

#### 3.4 Mandatory yearly review of the 'Statement of Investment Policy'

J. Walker indicated that the supporting material in the Committee handouts did not contain the proper page of the Investment Policy. He will therefore circulate it by email at a later date for electronic approval. M. Conway said that OPC recently changed their policy and will share it with the committee.

***Motion to have electronic vote –John Scott/ F. Provencher Carried***

#### 3.5 Presentation on Revised ACC9 (Rick Brooks)

Moved to the end

#### 3.6 IACEA Accrual for 2016

J. Walker reported that based on the hosting costs of the 2006 IACEA, the accrual for the 2016 IACEA in Canada should be increased to \$5000/yr.

***Motion to increase IACEA accrual to 5k/yr. – M. Conway / F. Provencher Carried***

#### 3.7 75<sup>th</sup> Anniversary of the ACL

J. Walker reported that an accrual needs to be established to support the 75<sup>th</sup> anniversary celebrations. This will be subject to the review of the Budget and the 75<sup>th</sup> Anniversary Committee. It was also noted that the Finance Committee will be working with the Fund Generation Committee to fund the celebrations coming up in five years.

***Motion to establish 75<sup>th</sup> Anniversary accrual pending Budget and Committee review. – M. Conway / C. Cox Carried***

#### 3.8 Resource Generation

J. Scott reported that his committee has solicited three companies for assistance with Fund Generation. They recommended that the League 'brand' itself. He added that the ACL needs to recognize that it does not have the expertise to raise huge funds. The company 'Wishart' was used with OPC and they have delivered a proposal. KMA Associates provided a



## **2011 Semi-Annual Meeting of the BOG and Committees**

proposal as well and has a performance criterion that needs to be met. J. Scott said that the ACL needs to budget for front money and will be putting in his request for funding.

### **3.5 ACC9 Presentation (Rick Brooks)**

Rick Brooks gave a presentation on the ACC9s he has developed along with instructional videos and other learning material. The presentation was very well received by all committee members and J. Walker said he would ask for approval of the EC to post the material on the web for the SSCs to use.

## **3 Conclusion**

### **4.1 Good and Welfare of the Air Cadet League of Canada:**

Nothing further

### **4.2 Closing Remarks**

The Chair acknowledged anew the very good progress made, thanks to the members of the committee and the office staff. Finances and Financial Management are sound. He looked forward to continued support and involvement of those present.

### **4.3 Date of Next Meeting**

June 21st (TBC) 2012 at the AGM in Burlington, ON

### **4.4 Adjournment: At 10:30 AM**

**NOTE:** In accordance with item 3.4 the current investment policy was distributed to the committee for review. Following review the following motion was moved by Stan Harry and seconded by Greg Boudreau.

I hereby move our Investment Policy stay as presently stated in our P & P Manual.

This motion was passed by a majority of the committee (five for and one not responding).



## 75<sup>th</sup> Anniversary Committee

### Record of Decisions

**Chairperson:** Keith Mann  
**Vice-Chairs:** Tom Holland and Gary Pinsent

**In Attendance:**

|                                  |                                    |
|----------------------------------|------------------------------------|
| Keith Mann (Chair/EC)            | Tom Holland (Vice-Chair/BOG)       |
| Craig Hawkins (Secretary / AdBd) | Jim Gale (OPC)                     |
| Pierre Barabey (QOVPC)           | Howard Mar (MPC Chair / Music)     |
| Stan Monkman (AB / PR-I)         | Merv Ozirny ( SKPC Chair )         |
| Ed Mroz (NSPC Chair)             | Marcel Martineau (QOVPC)           |
| Ilona Turra (BCPC – CAO)         | Candace Denison (EA – Nat. Office) |

**Regrets :**

|                                 |                              |
|---------------------------------|------------------------------|
| Gary Pinsent (Vice-Chair / BOG) | Lloyd MacIntyre (IACE / BOG) |
| John Walker (EC / Finance)      | Marc Lacroix (BOG)           |
| Thomas Tabarowski (OPC-Chair)   | Hille Viita (Q/OVPC)         |

## 1 Administration

### 1.1 Welcome and Opening Remarks

The chair welcomed all members to this inaugural meeting of the 75<sup>th</sup> Anniversary Committee. Even though the anniversary is still a few years away, it is important to get started on our planning.

### 1.2 Additions to the Agenda

There were no additions to the agenda that was sent out electronically

### 1.3 Approval of the Agenda

Moved by: Craig Hawkins  
Seconded by: Stan Monkman  
Approved

### 1.4 Other Administrative Items

The Chair asked all members present to sign the list and include their e-mail address so that we could set up a Committee Mailing List.

## 2 Business Arising

2.1 As this is the inaugural meeting of the committee, there were not items under this section

## 3 New Business

### 3.1 Update on Activities to Date

The chair updated the group on the preliminary discussions that has happened to date. A number of ideas (to be discussed below) have been discussed and some preliminary actions taken.

## 2011 Semi-Annual Meeting of the BOG and Committees

### 3.2 Sharing of Ideas from Public Relations Committee

3.2.1 Official Logo: Tom Holland had prepared a letter outlining the criteria for the official logo. The seven criteria included the following:

- Must be recognized as Canadian
- Must accommodate both languages
- Must represent our main activity
- Must show 1941- 2016
- Must show 75 years
- Must be clean and stylish
- Easy to Identify

He approached a graphic artist that was familiar with the program. A number of submissions were prepared and circulated prior to the meeting. Following a discussion of each proposal, it was decided that the model shown below would be chosen as the official logo for the 75<sup>th</sup> Anniversary.



The official logo would be used on official ACL stationery, on envelopes and for “branding” of products that could be used for public relations and recruiting, on gifts in the on-line Kit Shop, clothing items, etc. It would also be made available to provincial committees to use as part of their own promotions.

Some fine tuning may be necessary: It was suggested that the glider be made larger to clearly identify it as one of our primary activities. Spacing of the words will also be adjusted.

3.2.2 It was also decided that the model with the Air Cadet League Banner (shown below) would be used as an official banner. The banner will be shown in both official languages.



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**Action:** The Chair will take both submissions to the Board of Governors for approval. (Note: This was done and the Chair was able to announce at the formal Semi Annual Meeting that the logo and banner had been approved.

### 3.3 Thoughts, Ideas and Suggestions

#### 3.3.1 75<sup>th</sup> Anniversary Pin

One of the prime uses for the logo would be the production of a pin. The pin would be presented to each cadet for the two calendar years (January 2015 to August 2016) that span the anniversary training year (September 2015 – August 2016). The pin would initially be distributed to all cadets and league members (all levels). Other possible uses of the pin could include the following:

- Providing a pin to members of the CF who have identified that they were once Air Cadets. The members would be able to wear the pin on their CF uniform.
- Providing a pin to members of West Jet and our other official partners who were once Air Cadets.
- Using the pin as a fund raiser by either the national or provincial leagues. The target audience would be supporters of Air Cadets or former Air Cadets

Questions still to be answered:

- ? Cost and quantity. Will depend on who we wish to give the pin to.
- ? Will cadets be able to wear the medal on their uniform? We will need to approach DCadets to secure permission for this. It should not be a problem, but we don't want to wait until the last minute.
- ? Will CF members be allowed to wear the pin? Who should we approach? Could DCadets act as our representative.
- ? Will PC's be prepared to assume the cost for their portion of the medals

#### 3.3.2 A National Cadet Honour Band

Plan a five day function in Ottawa on or around September 2015 as an official launch of the 75<sup>th</sup> Anniversary Year. Cadets could be selected from across the country through auditions, or from the various summer camps. The band would perform in a number of functions in the national capital region that would be open to the public, including local cadet squadrons. Howard Mar has had some experience in organizing this type of event.

#### 3.3.3 National, Provincial and Local Parades

Plan to host a number of parades similar to Freedom of the City parades in the spring of 2016. The National Parade would be held in Ottawa. Cadet squadrons from the National Capital Region (QOVPC and Eastern Region of OPC) would be invited to attend. A National Honour Guard made up of one cadet from each region would lead the parade. The parade could culminate at the Parliament Buildings where the PM (or GG) could read a declaration celebrating the 75<sup>th</sup> Anniversary of the Air Cadet program.

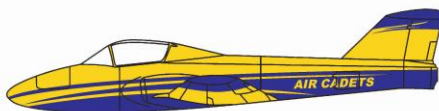
Provincial Capital Parades would follow a similar format, culminating at the provincial legislature where the premier (or Lt. Gov) would read a proclamation.

Local parades would follow the normal format for the Freedom of the City parade with the mayor reading a suitable proclamation.

#### 3.3.4 Aviation-Focused Celebrations

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- Painting one of the Snowbirds in Air Cadet Colours. Tom Holland has had unofficial conversations with Snowbird Commanding Officer (and former Air Cadet) about this. There were many advantages to this, especially considering the number of shows the squadron performs and the fact that their aircraft (and personnel, many of whom are former Air Cadets) are “up close” with the public.



- Painting the CF 18 Demonstration Jet in Air Cadet Colours. There was some concern about having Air Cadet colours associated with an aerial weapon. However, the consensus was that we should be proud of our partnership with the Royal Canadian Air Force.
  - Having West Jet (our official partner) do a logo or an aircraft in Air Cadet colours
  - Adding a 75<sup>th</sup> Anniversary decal to the tail plane of each Air Cadet glider and tow plane.
- 3.3.5 Having a commemorative stamp produced. Canada Post has been approached unofficially about this and it is seen as a possibility. Former Executive Director Dick Logan may be of assistance in this regard.
- 3.3.6 Producing a 16 or 18 month Air Cadet Calendar (Starting January 2015). It could feature a page/month for each provincial committee as well as the League, regional camps etc.
- 3.3.7 Having an official painting done commemorating 75 years of Air Cadets
- 3.3.8 A national poster contest for the Air Cadets themselves.

### 3.7 How to Proceed

- 3.7.1 Following the discussion, it was decided that
- Howard Mar and the Music Committee will explore the Honour Band concept and report back to the group. As an option can we explore 2 regional concerts as an example; 1 in Ottawa to coincide with IACEA and 1 in BC to coincide with the AGM?
  - Tom Holland will work with the graphic artist to refine the design of the logo and will explore options for producing a commemorative pin.
  - Ilona Turra will get some preliminary prices and information on the 18 month calendar.
  - Chair, Keith will continue to work with our Military partners in seeking the concept of the Snowbird and CF-18 painted in Air Cadet colors.
- 3.7.2 Other tasks to be done (but not yet assigned):
- Approach DCadets with a proposal to allow cadets to wear the pin for the period of celebration (that would be part of the discussion)

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- Contacting our aviation/aerospace partners
  - Determining role of DND/DCadets in any national celebration and working in collaboration with any working groups established to celebrate the 75<sup>th</sup> Anniversary
  - Setting aside funds in the national budget each year earmarked for this project.
- Some of these tasks will have to wait until a more formal plan and budget is planned.

### **4 Conclusion**

#### **4.1 Good and Welfare of the Air Cadet League of Canada**

This event could be the catalyst for a range of League-related projects for the next couple of years. It should serve as a chance for the entire League, military and cadets to celebrate 75 years of success and plan for the future.

#### **4.2 Closing Remarks**

All committee members are to think about other possible ways to celebrate the 75<sup>th</sup> Anniversary and forward them to the chair. If possible, members are asked to please do the ground work such as gathering information and/or pricing prior to submission to the Chair.

#### **4.3 Date and Time of Next Meeting**

Plan for a teleconference early in January, 2012.

#### **4.4 Adjournment**

The meeting adjourned at 12:00.

## **2011 Semi-Annual Meeting of the BOG and Committees**

### **RESOURCE GENERATION COMMITTEE**

#### **RECORD OF DECISIONS**

#### **SEMI ANNUAL MEETING 18 NOVEMBER 2011**

Members in Attendance:

Chair John R. Scott   Michel Crevier                  Francois Provencher   Marlene Conway  
Carol Cox

Observers: Brock Mason,   Max Goldack   Scott Lawson   Ray McAndrew

Regrets: Stan Harry   Don Berrill   Robert Pelletier                  Tom Holland

#### **1. ADMINISTRATION**

1.1 Chair welcomed all those able to attend. Conflict with other meetings some members unavoidably were unable to attend. The Chair recognized the attendance of two members of the Air Cadet League Foundation and the National Office representative. The Chair also recognized the participation of Michel Crevier as a new member.

1.2 A call to order and request for any additional items to the published agenda. None were requested.

1.3

1.4 Approval of the Agenda was moved by Marlene Conway and seconded by Francois Provencher.

#### **2. BUSINESS ARISING**

2.1 The Chair reviewed the need for members to continue to put forth target items that can be identified for future fund generation. Additionally the need to identify the three year budget submission time lines.

#### **3. NEW BUSINESS**

3.1 Review of Report to SAM. The Chair requested each member to review to report as published in the SAM list of Reports found on page 52. Acceptance of the report was moved by Marlene Conway and seconded by Carol Cox.

3.2 Letter Writing Campaign. This method of fund solicitation has been in process for a number of years and is in addition to a similar campaign undertaken by Mr. Robert Dale. National staff are currently using their resources in manpower, photo copy, mailing and issuance of Charity donation tax receipts. Budget/expenditure reports indicate a cost of approximately \$4500 with revenue of approximately \$19,000 to date this year. There is no indication about cost of staff time to conduct this process. Also, under current procedures there is no involvement of the RGC either in the construct of the letter nor the time and

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target points for the solicitation. This should not be the case as it is a Fund Generation program and revisions to the PPM will suggest that this program come under the supervision and responsibility of this Committee.

**3.3 Hiring of Professional Fund Generation Agency.** All present were provided with a copy of a proposal from KMA Consultants. This firm's submission is one of three that the Chair asked to provide for discussion. There are a number of important considerations that must be observed when considering such a process. First is cost. Second is who does what work. Third covers the period of time in which such a process is achievable. Fourth is the question of cost versus value gained or more appropriately, how does this fit into the League's business plan.

Considerable discussion ensued with the primary point being that all members should take the time to review the submission and that comments/questions be referred back to the Chair before further discussion with KMA Consultants. However, as 2012/13 Budget submissions are required before the end of November, the Chair suggested that an amount of \$25,000 be submitted to the Finance Committee for consideration. Subsequent discussion resulted in a motion, moved by Marlene Conway and seconded by Francois Provencher that:

*The Fund Generation Committee requests consideration by the Finance Committee for an allocation of \$40,000 in the 2012/13 budget to engage a Fund Raising Professional Company in the preparation and development of major gift solicitation of private sector philanthropic support. Funds raised in this campaign will be allocated as revenue to offset the cost of this project.*

**3.4 Building Strategies.** Several points were brought forward.

1. Should funding be considered for capital projects?
2. How will it be possible to establish an effective Alumni register?
3. QOV suggested use of the 'Friends of Air Cadets' project.
4. Requirement to engage all members of the BoG to provide not only support to Fund Generation but also provide DIRECTION to this Committee on what specific targets should our efforts.
5. That ALL fund raising efforts come under one umbrella. This would include letter writing campaigns, League Industry Program, etc otherwise there will be conflict in resource targets causing failure of any or all possible resources.
6. That all foundations, companies, agencies that are set as target companies be made known to all provincial committees and the ACL Foundation before any move to solicit be undertaken.

## **4. Conclusion.**

4.1 Time restriction prevented completion of all planned agenda items. It was moved by Michel Crevier and seconded by Carol Cox that the meeting adjourn.

4.2 Next meeting will be held by conference call in December or January on a date TBD.

Respectfully Submitted

John R. Scott