

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



**23-24 NOVEMBER 2017**  
**HELD AT THE LORD ELGIN HOTEL**  
**OTTAWA, ON**



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## 2018 SEMI-ANNUAL MEETING



### SEMI-ANNUAL MEETING RECORD OF DECISIONS

FRIDAY, NOVEMBER 23 1030h to 1200h, 1300h to 1445h, 1500h-1800h and 1900h-2100h  
SATURDAY, NOVEMBER 25 0800h to 0945h, 1000h-1100h, 1100h-1200h, 1300h-1700h, 1700h-1800h  
LORD ELGIN HOTEL, OTTAWA ON

#### **ATTENDEES:**

Chairperson: Merv Ozirny

#### **Board of Governors**

C. Mervin Ozirny CD	President
Donald A. Berrill CD	Past-President
Jim Hunter CD	1 <sup>st</sup> Vice-President
Ernest Wiesner	Vice-President, Treas.
Hille Viita CD	Vice-President
Thomas Taborowski	Vice-President
Jerry Elias CD	
Russell J. Gallant	
Marc Lacroix	
Howard Mar CD	
Sue Madden	
Douglas Slowski CD	
Kevin Robinson	
Gerald Pratt OMM, CD	

#### **Associate at Large**

Penny Doern

#### **Advisory Council**

Guy C. Albert CD  
Gilles Cuerrier CD  
Donald W. Doern CD  
Ronald J. Ilko  
Keith Mann  
Brenton P. Wolfe

#### **Provincial Chairpersons**

Rhonda Barraclough (AB)  
Raynald Bouchard (QC)  
David Deswiage (SK)  
Paul Dowling (NB)  
Bruce Morse (NS)  
John Nolan (ON)  
Kendra Stordy-Mellish (PEI)  
Christian Stumpf (PTACC)  
Vern Toews (MB)  
Christine Welch (BC)

#### **Military Guests**

Col Paul Fleury CD, MSM (NATO)  
Maj Nathan James CD

#### **Guests**

Marie-Christine Lalonde (Translator)  
Russell Ulyatt AON  
François Morin AON

#### **National Office Staff**

Pierre Forgues OMM, CD (Executive Director)  
Ailan Holbrook (Administrative Assistant)  
Anthony Langlois (Communications Officer)  
Scott Lawson (Business & Corporate Development)  
Josée Woodford (Executive Assistant)





## I. ADMINISTRATION

### 1.1 PRESIDENTS OPENING REMARKS

- Merv Ozirny welcomed everyone to the 77<sup>th</sup> Semi Annual Meeting.
- Merv highlighted that this year over \$50k was handed out in awards to deserving cadets on behalf of our sponsors and of the Air Cadet League (ACL). It underscores one of the key contributions that the League brings to the cadet program – the ability to reach out to industry and likeminded organizations and generate resources and partnerships that in many ways make the cadet program what it is today.
- Merv has had two primary objectives since becoming President in June. The first is to enhance and improve the relationships and communications with DND. The other objective was to become proactive and to explore and exploit if possible, opportunities with the Civil Air Patrol. He was pleased to say they have made great progress in both regards.

### 1.2 NEW ITEMS FOR THE AGENDA

- No new items to add.

### 1.3 APPROVAL OF AGENDA

Motion: To approve the agenda as submitted. Moved by Russell Gallant/Ernie Wiesner. Motion carried.

### 1.4 APPROVAL OF OUTSTANDING ROPS OF BOG AND NEC MEETINGS

Motion: To approve the 12 Sep 2018 BOG meeting ROP. Moved by Jim Hunter/Jerry Elias. Motion Carried.

Motion: To receive the 17 Oct 2018 NEC meeting draft ROP. Moved by Russell Gallant/Hille Viita. Motion Carried.

## II. INFORMATION

### 2.1 DND REPORT - COL PAUL FLEURY

- Col Paul Fleury presented on behalf of BGen Cochrane on: lessons learned in the transition in command, control and governance within the Canadian cadet organization and on program updates. Please see the presentation in Annex A.
- Col Fleury stressed the importance of communication and having a single voice.
- Col Fleury acknowledged Ron Ilko's challenge for Cadet Community Coordination (CCC) Meetings to have a common agenda to bring a uniform message across the country.
- Col Fleury explained why more flying clubs can bid to be flying providers with the Power Scholarship Program. Last year they had contracting issues which resulted in a more limited number of participants that they could send the request to. This year, by doing it earlier and more formal with ADM MAT, they hope to reach more flying providers.
- Col Fleury confirmed the number slots are 245 and the budget is 3.1 million.
- Don Berrill asked if there has been consideration on the League's proposal to DND that the ACL Provide supplementary support to make sure we get the 245 slots if there is a shortfall of money? Col Fleury said he hadn't heard of this proposal, but they would be open to discussion and would investigate it.

### 2.2 PRESIDENTS CLUB

- Scott Lawson presented a PowerPoint presentation on "Recognizing Inaugural Members of The Presidents Clubs" which can be found in Annex B. Members include: Harold Fowler, Bob Goudie, Tom Taborowski.



### III. **BUSINESS ARISING & NEW BUSINESS**

#### 3.1 RISK MANAGEMENT (RON ILKO/ FRANÇOIS MORIN/RUSSELL ULLYATT)

- Merv Ozirny provided an introduction on risk management:
  - In business, risk management is defined as the process of identifying, monitoring and managing potential risks in order to minimize the negative impact they may have on an organization. Examples of potential risks include security breaches, data loss, cyber-attacks, financial risks, and the list goes on. Some risks can have such a severe impact as to permanently disable the organization.
  - Consequently, developing a risk management capability for the ACL is more than important, it is vital. It is our responsibility to ensure the ongoing success of the ACL. Identifying potential risks to the organization is one of the ways we can do that.
  - Ron Ilko has stepped forward and has advocated the need to develop risk management. He has formed a committee that has been chartered as one of the Presidential Committees. Merv thanked Ron for volunteering to lead the charge.
- Ron introduced the Risk Management Committee that aims to educate and develop risk awareness for the National and Provincial Committees. Please see his presentation on the Risk Management Committee in Annex C.
- François Morin, the Senior VP and the Ottawa Branch Manager for AON, provided a good lecture on risk management. Please see AON's presentation on risk management in Annex D.
- With the presentation, François hoped to instill a common language with regards to risk management and adopt best practices. The aim was to start building a risk management program.

#### 3.2 RISK MANAGEMENT WORKSHOP (FRANÇOIS MORIN/RUSSELL ULLYATT)

- Meeting participants were split into two groups and asked to list top risks to the League. Following the brainstorming sessions, both groups came together to showcase their work. The results of the exercise will be used by the Risk Management Committee as a starting point for further analysis and discussion.
- Please see Annex E for the risks/opportunities that the groups brainstormed during the workshop.

#### 3.3 GOVERNANCE FRAMEWORK "ROUND TABLE DISCUSSION" (DON BERRILL/SCOTT LAWSON)

- Don Berrill led a discussion about the fundamental principles of governance that must be in place at the ACL and how best to institutionalize a governance framework. Please see the presentation on the Governance of the ACL in Annex F.
- Don Berrill went over Sections 3, 5 and 6 of the draft Affiliation Agreement.
- *Section 5 Conflict Resolution* key points:
  - The group agreed they want a situation where a mediator comes up with the result after dual consultation with the other two parties. Moreover, we need a mechanism to have a third party/mediator resolve disagreement. Discussed the mediator being the Advisory Council. The decision would be up to the PCs and National to agree on a mediator.
  - We need a binding dispute resolution mediation process.
  - The blue part in Section 5.2 a) should be removed from the Affiliation Agreement based on the rationale that if all agree the dispute resolution mechanisms works, it should be able to work for any performance or non-performance related issues.
  - The group had an issue with the line "to the satisfaction of ACL CANADA" In Section 5.3 a).



- A section on ALC National noncompliance must be added so if mediation finds that the National Body is not doing what it is supposed to do, it outlines the remedy for the PC.
- *Section 3 Obligation of the Parties in the Affiliation Agreement* key points:
  - Section 3.1 h) replace “from SSCS” with “from Provincial and Territorial Committees.”
  - Section 3.1 p) add “in other matters related to the maintenance of any ACL charitable status.”
  - Revision needed to Section 3.2 a) because some PCs do have foundations.
  - Change to Section 3.2 (b): they should write “under the appropriate section of the ACL bylaw” because as they review bylaws there will be a change in the numbering system.
  - Section 3.2 (d). Don Berrill discussed removing the last part because not all will be registered charities. In addition, change of wording to “endeavor to ensure.”
  - The group discussed Section 3.2 d). There is general agreement around the table that the PCs are responsible to ensure that their SSCs comply with policies. Section 3.2 d) is just saying that it is not National’s responsibility to ensure the SSCs are doing their jobs, it’s the Pcs’ responsibility.
- *Section 6 Term and Termination* key points:
  - 6.2 a) and b) need to be tied to the dispute resolution mechanism. Need to change the wording so the automatic termination happens after the binding mediators says you are in default and you don’t meet the time.
  - Section 6.2 replace the words “essentially fair” with “equitable.”
  - Section 6.3 needs a mechanism so that if National was in default, there is a requirement for National to remedy the breach.
- Additional comments and conditions to agreement:
  - Christian Stumpf requested to add a T and use PTC rather than PC.

### AFFILIATION AGREEMENT TIMELINE

- **A consensus was reached that the Affiliation Agreement is the proper vehicle to establish and communicate governance roles and responsibilities of the national and provincial levels.**
- Affiliation Agreement timeline
  - Dec – final draft
  - Apr – approval by NACL
  - June – signatures at AGM
- They want to utilize assistance from John Nolan, William Cahill and Wayne from AB if possible.
- Don Berrill proposed that they will revise the current Affiliation Agreement to reflect the changes requested above. A few key points are summarized below:
  - Change all references of Air Cadet charity to Air Cadet global organization and define what that organization is in some form.
  - Under dispute resolution, make sure there are references to equal resolution techniques between the National ACL and the Provincial and Territorial Committees. Going to include non-compliance and performance issues as part of the dispute resolution. All generally in favor of making it binding mediation and that when the mediator sets the TORs for the mediation there will be agreement from input from mutual parties as to what those TORs are.
  - Under remedying non-compliance, there are 2 items to adjust that allow each side to equally identify and remedy the situation.
  - Under termination, make sure there are equal references to termination if either the PC or National ACL are not in compliance and try to ensure it is essentially fair (understanding that if the



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National ACL gets into trouble that is a completely different ball game than if a PC gets into trouble).

- The signatories must have the necessary authority to execute the agreement.
- Motion: That the timeline presented here is the timeline that the National ACL intends to pursue. Moved by Don Berrill. Seconded by Jim Hunter. Motion carried.
- Motion: That the Governance of the Air Cadet League PowerPoint presentation that was reviewed and accepted by the group yesterday is approved by the BOG as our common understanding moving forward. Moved by Don Berrill. Seconded by Jim Hunter. Motion carried.

### 3.4 CAP SELECTION PROCESS

- The group discussed how cadets will be selected for the CAP exchange. They agreed if there are only 6 slots, one can come from each of the 5 RCSUs and the 6<sup>th</sup> could come from the largest RCSU. The Selections Committee offered to assist. There was consensus on choosing candidates based on “the best cadet” and not gender.

**Saturday 24 November**

### 3.5 STRATEGIC PLANNING WORKSHOP (BOARDROOM 800)

- Sue Madden provided an update on the development of the Strategic Plan and a reminder of the inputs required from committee members. Please see the ACLN Strategic Planning presentation in Annex G.
- Next steps:
  - Review objectives and approve/revise
    - Send to Strategic Planning Committee
  - Submit budget request by 15 Dec 2018 this year and by SAM in the future
  - Submit Action Form A/Status Report to VP by next NEC meeting – Feb 15, 2019
- If Committee Chairs feel there is something missing, they can submit it to their VP for discussion and if agreed upon can then send to the Strategic Planning Committee.
- Need to gear publication based on the people that we want to help/clients and make it easily acceptable.
- Action Item: Ernie Wiesner requested that on the budget request form, people identify if their budget is status quo, over or under and that they provide support to their request/defend the amount requested.

### 3.6 RESOURCE GENERATION (TOM TABOROWSKI & SCOTT LAWSON)

- Tom Taborowski provided an update on the Resource Generation Committee. Please see the presentation “Growing and Sustaining the Air Cadet League of Canada and the Air Cadet Program” in Annex H.
- Tom provided an update on ITB which they have been working on the past few years. They are currently putting a hold on the fees to focus on ITBs. Their next step is meeting with Industry Canada to see if they qualify for ITBs.
- Scott Lawson provided information on the Youth Industry Portal for Education and Employment (YIPPEE) through Air Cadet Employment Streams (ACES). See Annex I for information on YIPPEE.

## IV. RECEIVING REPORTS

### 4.1 REPORT OF THE NATIONAL PRESIDENT

- Merv Ozirny referred to his report on page 2 of the meeting book. He made a correction to paragraph 3 entitled L19 replacement which reads, “a reliable source for parts has been identified that can support the



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L19 indefinitely.” When this report was written this was the best info available. In the last few days however, he received the final report which renders that sentence inaccurate. He turned to Jerry Elias to indicate how it should read.

- Jerry Elias indicated it should read: “a tow plane replacement program should be initiated within the next 2 years with the goal of fleet replacement for the L19 in the Atlantic and Eastern region with delivery within the next 5-10 years.” This means 1 year to get act together and look at a plane they want to buy, that plane could be produced within the 5-year term.
- Merv added an addendum to his report to deal with glider parts. He reported that we have acquired 16 glider parts from the US which gives us about a 10-year supply of glider parts. It was a huge find at a great bargain. He thanked Jerry Elias for his work on this.
- Motion: Moved by Merv Ozirny to adopt the report of the National President with the changes noted above. Seconded by Sue Madden. Motion carried.

### 4.2 REPORT OF THE TREASURER

- Ernie Wiesner referred to his report on page 27 of the meeting book. The report is based on Oct 31, 2018 financial statements as presented by Andrews & Co whom we have turned our accounting over to. He indicated he is very pleased with their services.
- Ernie Wiesner went over the figures in his report. In retained earnings he noted that the figures are in transition and will change going forward. He reported that our cash flow has improved and is adequate for the foreseeable future.
- Ernie Wiesner provided a CRA update on our status in phase 1. There are 5 PCs who share the National BN number and we are working on getting them new BN Numbers.
- He indicated he was pleased with the progress being made on ACC9s.
- Motion: Moved by Ernie Wiesner to adopt the National Finance Committee report as presented. Seconded by Doug Slowski. Motion carried.

### 4.3 REPORT OF THE EXECUTIVE DIRECTOR

- Pierre Forgues referred to his report on page 8 of the meeting book.
- He highlighted the Ops Management portion and acknowledge how busy the staff is. In terms of client service ethic, he asked the staff to provide acknowledgment when they have received a tasking and to provide members with an estimated completion date. If they can't meet that date they will provide you updates. They will inform you when the task is completed. Moreover, the National Office is finalizing a task management process to make sure priorities are managed.
- Pierre provided an update on screening. At the time of writing his report, he mentioned there were 2 options under consideration: FileMaker and Sumac (which the National Office has used for a few years). Since producing the report, he has done more research and his impression is that Sumac can be used for screening/as a database as intended with FileMaker. Pierre will have a 2-hour session with a technical expert from Sumac December 3rd to discuss this further.
- Pierre reported on the change in status of the Financial Officer. The financial officer at the National Office was making \$65 k a year plus benefits (approx. \$6000) and our contract with Andrews & Co is about \$48 k a year which results in savings of about \$20 k a year. With Andrews & CO, we get access to a Junior Accountant that works from the Andrews & Co office in Ottawa as well as some access to her supervisor and a firm partner. Pierre Forgues also noted the service is exceptional.



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- Motion: Moved by Ernie Wiesner to accept the Executive Director's report as presented. Seconded by Marc Lacroix. Motion carried.

### 4.4 REPORT OF THE NATIONAL EDUCATION SCHOLARSHIP COMMITTEE

- Guy Albert referred to his report on page 24 of the meeting book. Guy presented a PowerPoint presentation and their proposed Terms of Reference. Please see Annex J for the presentation on National Education Scholarships and Annex K for the Terms of Reference.
- Guy went over the National Education Scholarships Committee Communication Plan (see Annex L).
- Guy was pleased to announce that there will be 2 new \$1000.00 scholarships sponsored by the ALC Foundation next year.
- Guy reported that they have an interest in providing the same quality and same kind of process to all cadet scholarships and awards so that there is one consistent process (working in collaboration with the Music Committee, the Flying Committee, and the Honors and Awards Committee).
- Motion: Moved by Guy Albert to accept his report as presented. (Seconder unreadable). Motion carried.
- Motion: To accept the Terms of Reference as presented with the addition of the Continuing Flying Training Awards to the National Education Scholarship Committee. Moved by Russell Gallant. Seconded by Jim Hunter. Motion carried.

### 4.5 REPORT OF THE NATIONAL AVIATION COMMITTEE

- Jerry Elias referred to his report on page 19 of the meeting book and the Statement of Operational Requirement (SOR) on page 20-22.
- Jerry commented that he is extremely disappointed to see that they had two tow plane accidents this year and that the gliding school in the North West only graduated 1 student.
- Jerry Elias did not go through his slides (please see Annex M for the National Aviation Committee presentation). The reason being he was going to cover the Statement of Operational Requirement (SOR) for the new tow plane replacement for the L19, anticipating it would then be approved. He noticed however, that it was already approved in the minutes by the Executive Committee.
- Jerry strongly recommended increasing hull value of insurance to \$40K/glider.
- Action Item: Jerry will go to his Committee first to discuss increasing the hull value of insurance to \$40K/glider and then go back to the Board with what they come up with.
- Action Item: Merv suggested getting an independent appraisal for insurance companies.
- Action Item: Tom Taborowski advised getting a quote before telling insurance to increase and when Jerry puts a value on to make sure that it is the value that is established by the report and not actual cash value.
- Motion: To approve the National Aviation Committee report as presented. Moved by Jerry Elias. Seconded by Vern Toews. Motion carried.

### 4.6 REPORT OF THE NATIONAL SELECTIONS COMMITTEE AND IACE

- Marc Lacroix provided an update on the National Selections Committee. He referred to his reports on page 52 and 54 of the meeting book in English and French. Marc presented a PowerPoint presentation. Please see the National Selections Committee and IACE presentation in Annex N.
- Hille Viita referred to The National International Air Cadet Exchange Committee Report on page 35 of the meeting book. She provided a brief update on IACE: Israel and Turkey are out; IACE is now at 74 for outbound (not 65); there is a meeting taking place next week with Commander to discuss several issues including IACE.



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- Marc noted that we are operating on the assumption that reductions to PPS and IACE will have a corresponding increase to other courses.
- Motion: Moved by Marc Lacroix to accept the National Selections Committee report as presented. Seconded by Doug Slowski. Motion carried.

### 4.7 REPORT OF THE RISK MANAGEMENT COMMITTEE (RMC)

- Marc Lacroix provided an update on the RMC on behalf of Ron Ilko. He referred to the RMC report on page 43 of the meeting book. Marc presented a PowerPoint presentation. Please see the Risk Management Committee presentation in Annex O.
- The Committee began with the aim of educating and developing risk awareness for the National and Provincial Committees. To that end, the RMC put on an education and workshop session at the SAM. He thanked AON, our insurance partners, and the group, for sharing expertise and participating in this workshop.
- The group discussed the way forward for PCs to conduct their own risk assessments. Ron Ilko should be consulted for advisement on this matter.
- PC efforts to contact AON should be coordinated through the National Office.
- Tom Taborowski noted that a lot of companies will pay 15-25 K for a risk management assessment so keep that in mind. He suggested PCs try CRMs to see if they can get a free service.
- Motion: Moved by Marc Lacroix that the Risk Management Committee report be accepted as presented. Seconded by Jim Hunter. Motion carried.

### 4.8 REPORT OF THE NATIONAL POLICY, PROCEDURE & BY-LAWS COMMITTEE

- Russell Gallant referred to the report on page 38-40 of the meeting book. Russell presented a PowerPoint presentation. Please see the National Policy, Procedure & By-Laws Committee presentation in Annex P.
- Russell reported that in March of this year the Committee was given a mandate to review the PPM. They have since added members to the committee.
- He reported that Keith Mann/The Advisory Council expressed their interest and will be assisting with the proposed review of the bylaws.
- The questionnaire re: Revision/Rewrite of Policy and Procedures Manual (PPM) on page 40 will be distributed to the AC, BOG and PC Chairs. Input is very important.
- Motion: Moved by Russell Gallant to approve the National Policy, Procedure & By-Laws Committee report as presented. Seconded by Kevin Robinson. Motion carried.

### 4.9 REPORT OF THE NATIONAL AIR CADET COMMITTEE

- Gerald Pratt referred to his report on page 17 of the meeting book and to a PowerPoint presentation. Please see the National Air Cadet Committee presentation in Annex Q.
- Gerald explained CFITES phases. In the cadet program they have an adapted version of CFITES Phases but the validation phase of CPU has never been done. He highlighted the need to emphasize the importance of DND doing a validation and evaluation of cadet training. As partners and stakeholder, ACL needs to be part of Training Review process. The National Air Cadet Committee could have important role in coordinating the response.
- The group discussed senior leader courses (or the lack of). Jim Hunter advised the group to get the word out to SSCs and PCs that National is working with the National Air Cadet Committee to develop a strategic plan to try and begin the process of getting some sort of leadership course back.



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- Gerald Pratt was pleased to report that next week he will be speaking with the Director of Aerospace Education at the CAP headquarters to discuss how the ACL can get our hands on a STEM Kit and how much it would cost. See Annex R for a pamphlet on the STEM Kit Program and the 15 types of STEM Kits.
- Motion: Moved by Gerald Pratt to accept the report of the National Air Cadet Committee as presented. Seconded by Christian Stumpf. Motion carried.

### 4.10 REPORT OF THE NATIONAL MEMBERS COMMITTEE

- Doug Slowski referred to his report on page 36 of the meeting book.
- Motion: Moved by Doug Slowski to accept the National Members Committee report as presented. Seconded by Russell Gallant.

### 4.11 REPORT OF THE COMMUNICATIONS COMMITTEE

- Kevin Robinson did not submit a written report for the Communications Committee as he just recently took over as Chair.
- He kindly reminded the group that the Communications Committee is there to assist other Committees with their communications plans.
- Action Item: The Communications Committee requires a communications contact person from each PC.

### 4.12 REPORT OF THE NATIONAL EFFECTIVE SPEAKING COMMITTEE

- Penny Doern referred to her report on page 26 of the meeting book. Penny had two highlights to add. She was delighted to see Col Fleury's reference to performance objective being part of their to do list for DND. On that note, she thanked Pierre for getting it to DND. Penny Doern also reported that she has been in contact with the NL committee and the ES competition is going to be held on June 13, 2019 and plans are well underway.
- Motion: Moved the National Effective Speaking Committee report be accepted as presented (mover unreadable). Seconded by Jerry Elias.

### 4.13 REPORT OF THE PC CHAIRS

- Jim Hunter did not submit a written report for the PC Chairs Committee. Jim reported that the PC Charis Committee met Saturday morning and they reaffirmed their commitment to move forward with the Affiliation Agreement.
- Motion: Moved by Jim Hunter to accept his updated report. Seconded by Ernie Wiesner. Motion carried.

### 4.14 LEAGUE COSTING GROUP

- Don Berrill provided an update on the League Costing Group. He presented a PowerPoint presentation. Please see the League Costing Working Group presentation in Annex S.
- Motion: Moved by Don Berrill that his report be accepted as presented. Seconded by Howard Marr. Motion carried.





## V. CONCLUSION ITEMS

### 5.1 AROUND THE TABLE

- Request to pass along info on NL AGM (done)
- Request for update on youth voice and other cadet renewal activities
- Survey will be sent to attendees to gauge where members stand - are you thinking of leaving, do you want to go further, etc.?
- The National Nominations Committee requested everyone's assistance providing nominations ASAP. They need a name and reason why the person may be suitable to move to the next level.

### 5.2 CONCLUDING REMARKS

- Merv Ozirny thanked everyone for a very productive meeting. Together, we have taken the first steps in building a risk management capability for the ACL. We will all need to support the efforts of the risk management committee and work together to institutionalize this vital governance function. He expressed his appreciation for the efforts of the Strategic Planning Committee in continuing to develop our strategic plan where we also need to work together to support this equally important governance process.
- We had a very good discussion on our governance framework and Don Berrill and his team will continue to work hard at formalizing the relationship between all levels of the organization. This is also vitally important to ensure the ongoing success and sustainability of ACL.
- The future has never looked brighter for a positive relationship with DND.
- The format for the SAM was very well received. Many expressed that this was the best SAM format they have experienced, it was very productive and there was a positive spirit of cooperation.

### 5.3 DATE OF NEXT MEETING

- Next meeting of the Board is 16 January 2019.

Motion: To adjourn the meeting. Moved by Sue madden. Seconded by Kevin Robinson. Motion carried.



## **ANNEX A**

DND GROUP ADDRESS POWERPOINT



## Air Cadet League – Semi-Annual General Meeting 23 November 2018

Colonel P. Fleury, Deputy Commander  
National Cadet and Junior Canadian Rangers Support Group

## Agenda – Air Cadets

### PART 1 – The Long Game...

Lessons Learned in the Transition in Command, Control and Governance within the Canadian Cadet Organizations

### PART 2 – The Update...

- Programs – General
- Programs – Air Cadet Specific
- Projects
- Initiatives
- Policies
- Design & Development

## Part 1 The Long Game...

Lessons Learned in the  
Transition in Command,  
Control and Governance  
within the Canadian Cadet  
Organization



## This wasn't a drastic change...

- Mission and vision statements remain unchanged.
- Our centre of gravity did not change.
- Key principles of the youth programs remain the same.
- We remain focused on the **Cadet and JCR experience.**

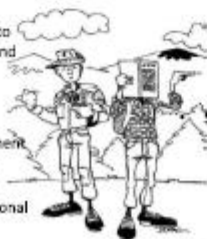


## Before... ... or was it?

- **Fragmented approach** to C2
  - 1x Director reporting to VCDS through C Res & Cdts.
  - 5x RCSU COs reporting to regional commanders and ECS.

- **Duplication of effort**
  - No functional management across the program(s).
  - Little cooperation / SA between regional / national staff.

- **No real governance** for stakeholder engagement.



- **Streamlined approach**
  - 1 National Commander (BGen) reporting directly to VCDS, responsible for C2.
  - 5x RCSU COs reporting to National Commander, responsible for execution.
- **Synchronization of effort**
  - Functional managers at an L2 headquarters.
  - Functional managers coordinate with regional staff.
- **Formalized governance structure.**

## Are we there yet?

No. Some challenges remain.



- Learning how to operate and manage in a new environment.
- Integrating governance into C2.
- New ARAs (authority, responsibility, accountability) at all levels.
- Integration with the greater CAF infrastructure.

## We have come a long way...

- Implementation of area / zone system
- CIC officers supporting CIC officers in ZTO positions
- Established, consistent, functional reporting lines (based on the continental staff system)



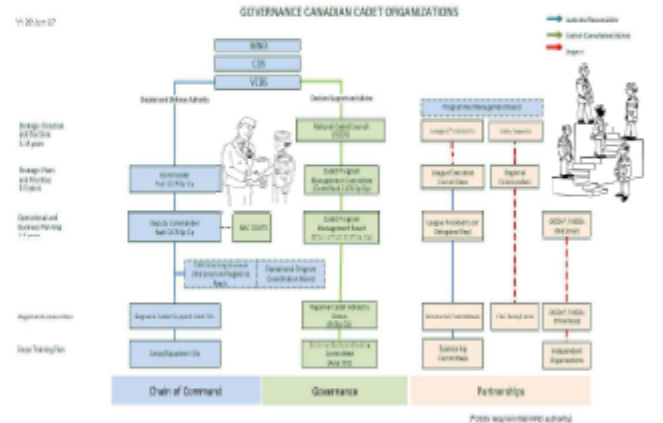
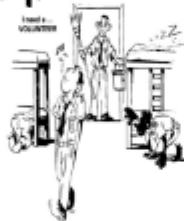
## What did we learn?

- (Internal) Communication is key.  
*"Secrecy sets barriers between men, but at the same time offers the seductive temptation to break through the barriers by gossip or confession" – Georg Simmel*
  - Plans need to be transparent, and open discussion encouraged
- We're dealing with people, not position numbers.
  - Transition plans will need time to settle, and allow people to adjust to the new normal, or move on if they don't feel they can participate. THAT'S OKAY.
- No good plan survives first contact with the enemy.
  - We knew we weren't going to get things perfect on the first try.
  - Remain open and adaptable, but stay true to the course.



## We need your help

- One voice – one message
  - RCSU COs report to a single commander... your voices have strength in numbers.
- Embrace change
  - YOU have a part to play.
  - Look at it from a "glass half full" point of view.
- Provide meaningful, constructive feedback
  - "Go back to the way it used to be", "Things were better back in my day"; these comments aren't helpful.
- The Governance model exists for your benefit
  - Make use of it! Collaborate with commanders at all levels on shared projects and proposals.



## New Commander's Priorities

1. Operation Honour
  - Safe environment
  - Relevant training
  - Timely reporting (SIRs)
2. Continue executing the CCO program
  - Program Excellence
3. Renewal / Continuous improvement
4. Maintain and strengthen partnerships
  - Leagues, communities, bases, CAF services (MOUs)
5. Identity
  - Formation (Internal & external)
  - CWO and Public Affairs / RCSU COs
  - Messaging / Communication



## PART 2 – The Update...

- Programs – General
- Programs – Air Cadet Specific
- Projects
- Initiatives
- Policies
- Design & Development



## Programs - General

- **Renewal**
  - On track for formal close-out in FY 18/19
- **NDA's**
  - 2019 Biathlon in Brookvale, PEI
  - 2019 Marksmanship in Victoria, B.C.
- **Evaluation**
  - Completing the evaluation reports for the Drill and Ceremonial Instructor Course and CTC Performance 2018.
  - Continuing evaluation of Zone Training Officer course and Basic Officer Training Course
  - Development of key performance questions / indicators for Cadet and JCR program Performance Information Profile (PIP).



## Programs – Air Cadet Specific

### Power Pilot Scholarship


- Fair, Open, Transparent and streamlined bidding process with multi-year options.
- Bidding open until 6 Dec.
- Open to more Canadian Flight Schools with potential for multi year options.
- Instructor availability continues to be a challenge.

### Glider Pilot Scholarship

- Increased to 7 weeks across the board.



## Programs – Air Cadet Specific

- RCAF "Maple Flag" type visit / trip (under development)
  - Exercise Maple Flag in Cold Lake not suitable due to security clearance requirements.
  - New activity being developed
  - 3-4 days
  - Still early in the planning process
- Vintage Wings 2019 – St Jean, Trenton, North Bay
-  **Civil Air Patrol**  
U.S. Air Force Auxiliary
- IACE
  - OUTBOUND: Australia, Belgium, France, Hong Kong, Israel (TBC), Netherlands, New Zealand, Switzerland, United Kingdom and United States
  - INBOUND: Hosted by RCSU Eastern In QC. Australia, Belgium, France, Hong Kong, Israel (TBC), Netherlands, New Zealand, Republic of South Korea, Switzerland, United Kingdom and United States

## Projects

- MOUs
  - Child Protection
  - Duke of Ed
- New Policy Framework



## Initiatives

### Effective Speaking Proposal

- Proposal received. Some initial thoughts...

### Tow Aircraft Replacement - L-19 Fleet replacement options

- Stable in the medium term (2-5 years)
- Long lead time for fundraising, but action is required sooner rather than later



### Resource Management

- Rifles
  - Aim to standardize, modernize, and rationalize the rifle fleets
  - Rifle Rationalization Plan is being staffed for approval
- Canoes/Kayaks
  - Develop a long-term acquisition, maintenance and life-cycling plan
  - Recreational Watercraft (Canoe/Kayak) Rationalization Plan is being staffed for approval

## Legalization of Cannabis in Canada

### BOTTOM LINE

The Cadet and JCR Programs will continue to deliver a set of fun, challenging, well-organized and safe activities in an impairment-free environment.

Additional direction, including prohibition periods, will be provided in an upcoming CANCDTGEN, which is expected to be read, understood and adhered to by all CAF members and DND employees, by civilian instructors employed within the Natl CJCR Sp Gp, and by civilian volunteers involved with the program.



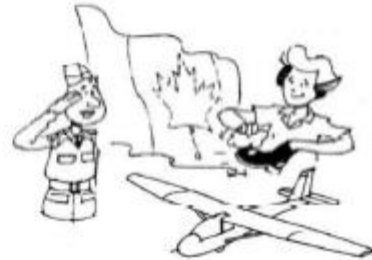
## Design and Development

- Air Cadet Symbols Poster
- Update of Advanced Aerospace Course



## Air Cadet League of Canada – Semi-Annual General Meeting

### Questions?





## **ANNEX B**

RECOGNIZING INAUGURAL MEMBERS OF THE PRESIDENTS CLUB



# Recognizing Inaugural Members of the Presidents Club



**Harold Fowler**  
Lifetime Legacy Member  
002



- 1949 – enrolled as Air Cadet ; 187 High River, Alberta
- Received wings in 1952 – Squadron was named TOP in Canada
- Instructor, officer, CO
- Chair of Alberta PC – 1975-77
- National President – 1989-90
- Continues to serve on Advisory Council
- Professional Landman as career in Petroleum Industry
- Life Member of 40 years with Calgary Stampede
- Married 61 years to Carol, one son



**J.R. (Bob)  
Goudie**  
Billy Bishop Builder  
003



- 1949 – enrolled as Air Cadet ; 51 Squadron Ottawa
- 1955 enrolled CI and 1966 as CIC Officer at 51 Sqn
- First CO for 706 Squadron; helped form 742 and 6 Wing; retired as Lt. Col in 1970
- Member of QOV PC, serving on many committees
- 1981-82 became Chair of QOV PC
- 1995-96 – President of National League
- Continues to serve on Advisory Council
- 36 year public service career, mainly with Indian Affairs/Northern Dev.
- Married to wife Laurette in 1956, and they have 5 sons and 6 grandchildren



**Thomas  
Taborowski**  
Aviation Architect Member  
001







- Currently a National Vice President
- Provincial Chair, Ontario from 2011-13
- 1975 – enrolled as Air Cadet at 246 Sqn Toronto
- Civilian Instructor & CIC Officer; a 3 year posting in Whitehorse
- 2012 - Queens Diamond Jubilee Recipient
- 2017 - 20 year long term service bar
- 2018 – Distinguished Service Medal, OPC
- President, Expo Insurance Brokers
- Partner to Jolena and father to Jennifer, Stephen and Eric



## **ANNEX C**

### **RISK MANAGEMENT COMMITTEE PRESENTATION**

## Risk management Committee



TechSmith Camtasia™

## Where We Came From

- Development of a National Risk Management Committee (RMC) was approved by the National Executive Council (NEC) in 2017.
- Terms of Reference were approved by the NEC in August 2017.
- RMC members, all with some level of risk management experience, are Mark Brickwood, Marc Lacroix, Ken Todd, Brent Wolfe, and Ron Ilko. Pierre Forgues is our non voting secretary.

TechSmith Camtasia™

## What happened at the SAM

- **We began with the aim of Educating and developing risk awareness** for the National and Provincial Committees. To that end, the RMC put on an education and workshop session at the SAM. We would like to thank AON, our insurance partners, AND YOU, for sharing your expertise and participating in this workshop.

TechSmith Camtasia™

## What will happen in 2019

- **The RMC will assist the Board in defining** risk appetite, risk tolerances, and acceptable risk within the organization.
- **Continuing on going education and assistance** to the NEC and PC's in their identification of top 5 risks, top 2 opportunities, and 1 shared DND/ACL risk/ opportunity in their organization.
- **Development of National Risk Register.**

TechSmith Camtasia™

## What will happen in 2019

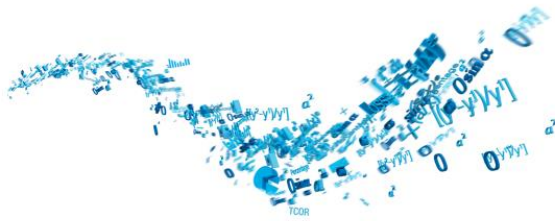
- **Work with DND** to ensure our program is in line and compatible with the risk management program put out by DND for the NSGCJR.
- **Introduction of the risk management program to the SSC's** at each provincial AGM.

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## **ANNEX D**

### **AON RISK MANAGEMENT PRESENTATION**



## Risk Management Presentation

Risk Management Program Introduction

November 2018

Prepared by Aon Risk Solutions  
Risk Control Services



## Introduction

Presentation topics:

Context  
Main elements of a risk management program  
Risk Identification  
Risk Quantification  
Risk Treatment  
Risk Register samples  
Benefits

Aon Risk Solutions | Risk Control Services  
Proprietary and Confidential | February 10, 2015



## Risk Management program - Context

In today's global economy, organizations need to:

- Manage their risks in a diligent way
- Implement a process which will facilitate the identification and treatment of emerging risks
- Ensure that the organizational structure facilitates the decision making process regarding these risks

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## Risk Management program - Context

A risk management program helps structure the various items to address regarding risks

A complete risk management program usually includes:

- A clear statement from senior management supporting the risk management process
- A defined structure regarding risk management roles and responsibilities
- A defined process to identify, quantify, prioritize and treat risks
- A risk reporting structure
- A risk management program monitoring process
- A risk management policy and protocols when working with counterparties

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## Main elements of a risk management program

Risk management recognized standard ISO 31000 covers the following topics:

- Sponsorship and positioning
- Managing the risk process
- **Risk Identification**
- **Risk Quantification**
- **Risk Analysis and Treatment**
- Risk Reporting
- Monitoring
- Culture and embedding
- Communication
- Working with counterparties

Our focus for this presentation will be on the 3 core steps of Identification, Quantification and Treatment

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## Main elements of a risk management program

Risk mapping exercise:

- Risk assessment with a holistic approach covering the entire organization.
- Includes the risk identification, risk quantification and risk treatment steps.
- Can also include an insurance gap analysis if performed by a firm with insurance industry expertise.
- Collaborative (internal resources with potentially some external support).
- Organizations should go through an in depth risk assessment process every 5 years or as needed by the various changes that can occur.

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## Main elements of a risk management program

Risk categories covered during the risk mapping exercise:

<b>Strategic</b>	associated with the strategic direction of the organization (competition, business model, ...);
<b>External</b>	sources outside the control of the organization affecting operations (NH, political risks, ...);
<b>Financial</b>	related to losing/gaining financial resources (market risk, liquidity risk and credit risk, ...);
<b>Human resources</b>	internal event or situation affecting HR and/or its management (occupational accident, loss of key people);
<b>Intangible</b>	internal or external events with no material damage (reputation);
<b>Legal</b>	related to regulatory issues (adverse change in regulation, ...);
<b>Operational - IT</b>	Pertaining to the delivery of services involving company's assets, processes and supply chain

## Risk Identification

Risk identification methodology:

- Personalized questionnaires
- Actual claims review and relevant document review
- Interview process
- Brainstorming exercise
- Review historical data
- Complete understanding of the operations, processes and various responsibilities (even if shared responsibilities)

Goal: Identify "specific" risk scenarios that can impact the organization

When the potential impact of a scenario is positive, we name this an opportunity. The same process is used for both Risk and Opportunity scenario identification.

## Risk Quantification

Each risk scenario needs to be assessed:

- For the impact it may cause to the organization's operations.
- For the probability of occurrence of the event materializing.

## Risk Quantification

Creating a personalized risk evaluation matrix:

- Choose specific impact criteria relevant to the risk profile of the organization
  - Financial impact
  - Environmental impact
  - Reputational impact
  - Business interruption impact
  - Life safety impact
- Define impact criteria scale and criteria weight (if more than one)
- Define the probability scale

## Risk Quantification

### Impact

Impact weight		3-level impact scale over 3 criteria		
		Low	Medium	High
50%	<b>Financial impact</b>	Less than 1% of annual revenue	Between 1 to 10% of annual revenue	> 10% of annual revenue
25%	<b>Business interruption</b>	Critical services are not or are temporarily disrupted	Critical services are disrupted/significant delays needed to recover operations (less than 1 week)	Critical services are severely disrupted/interrupted for a long period of time (more than 1 week)
25%	<b>Branding &amp; reputation</b>	Limited impact on the Company reputation	Local media coverage with moderate impact on the Company	Large media coverage (national / international) and strong impact on the brand / image

## Risk Quantification

### Likelihood

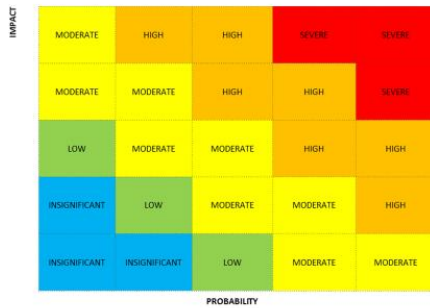
#### 5-level probability of occurrence scale

Low	Moderate	Elevated	High	Extreme
Over 50 year	30 - 50 year	5 - 30 year	1 - 5 year	0 - 1 year

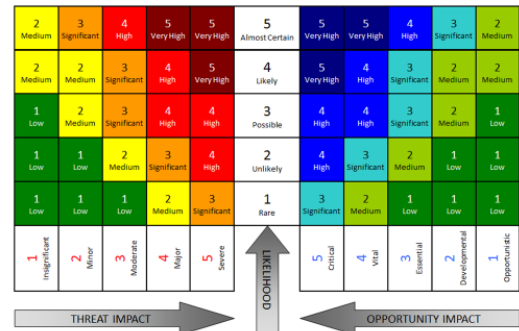
### Risk Matrix

IMPACT	PROBABILITY				
	LOW	MODERATE	HIGH	SEVERE	SEVERE
	INSIGNIFICANT	LOW	MODERATE	HIGH	SEVERE
	INSIGNIFICANT	INSIGNIFICANT	LOW	MODERATE	HIGH

## Risk Quantification



## Risk Quantification



## Risk Quantification

Quantification process:

- Each risk scenario is given a score for impact(s) and probability.
- Risk scenarios are sorted by overall score importance.
- End result is a prioritized list of risk scenarios, with major risks identified.

## Risk Treatment

Options:

- Avoidance
- Reduction (including loss prevention – Risk Control)
- Transfer
- Acceptance

## Risk Treatment

Risk treatment examples:

- Risk Avoidance: not engaging in a certain activity ( ex: fire works show near combustible building).
- Risk Reduction:
  - Reduce consequence: installation of sprinkler protection in a storage building
  - Reduce probability or likelihood (also called loss prevention): implementation of a preventive maintenance program
- Risk Transfer: property insurance.
- Risk Acceptance: performing awareness training sessions for risks rated ALARP (As Low As Reasonably Practicable).

### Risk register sample

Risk Categories	Rate	Severity	Impact	Likelihood					Control Measures	Policy	Possible Control Available
				High	Medium	Low	Very Low	Extremely Low			
Strategic	S1	Competition Risk	Loss of market opportunities due to competitors' aggressive expansion	5	10	3	1	0.5	0.5	Yes	Yes
	S2	Loss of income due to other competitors' loss of revenues in Malaysia, Singapore and Brunei	5	10	3	1	0.5	0.5	Yes	Yes	Yes
	S3	Loss of market share	Reducing the ability to compete for new customers and capital	5	10	3	1	0.5	0.5	Yes	Yes
	S4	Loss of market share	Loss of control over a key business activity leading to the loss of a market in the region	10	3	1	0.5	0.5	2	Yes	Yes
Operational	O1	General office space (including all)	Highly susceptible to loss due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	O2	Bridge (road)	Highly susceptible to loss due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	O3	Head Office	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	O4	Head Office	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
Financial	F1	Revenue decline	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	F2	Revenue decline	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	F3	Revenue decline	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	F4	Revenue decline	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
Legal	L1	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	L2	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	L3	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	L4	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
Information Technology	IT1	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	IT2	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	IT3	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	IT4	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
Human Resources	HR1	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	HR2	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	HR3	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	HR4	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
Marketing	M1	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	M2	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	M3	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	M4	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
Operations and Information Technology	OT1	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	OT2	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	OT3	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes
	OT4	Defective management	Loss of income due to external issues	10	3	1	0.5	0.5	2	Yes	Yes

## Risk register sample

Test COO Strategic Risk Register											
Identifying			Assessing			Mitigating			Monitoring		
Strategy	Area	Risk/Opportunity Statement	Impact/Relevance	Method	Impact	Area	Response/Initiative	Method/ Risk Mitigation	Area	Information/Performance Indicators/Reporting	Impact
Program Quality	Q1	Senior staff and leadership training	This doesn't ensure our audience, that the program may not maintain focus on critical business and may become non-productive	Financially based decision making, based on decisions made for quality of programming							
	Q2	Senior staff and leadership training	There is a risk that our current training program is not timely and responsive, and that the staff will not be able to meet the needs of the business	Program content often measured by feedback of attendees, not relevance of content from the perspective of the business							
	Q3	Senior staff and leadership training	There is a risk that our current training program is not timely and responsive, and that the staff will not be able to meet the needs of the business	Program content often measured by feedback of attendees, not relevance of content from the perspective of the business							

## Benefits of developing a risk management program by performing a risk mapping exercise

- Helps organization better understand their business risks and confirm their risk management needs
- Helps define and better understand the risk appetite and risk tolerance levels of the organization
- Structures adequately the risk identification, quantification and analysis processes
- Provides proof of a due diligence approach to risk management
- It is an excellent risk management feedback tool to upper management and board of director level executives

## For more information...

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## Questions/Thank you

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## **ANNEX E**

### **RISK MANAGEMENT WORKSHOP TOP RISKS/OPPORTUNITIES**

**Group A:****Risk Scenarios:**

1. Misappropriation of funds
2. Death of cadet/volunteer during event (authorized and non-authorized)
3. Assault – sexual or violence
4. Slander against league/false accusations
5. Hacking/IT/Cyber
6. Harassment (physical or sexual) and bullying
7. Loss of charitable status
8. Lack in screening process
9. Government cuts
10. Head man loss (Ex. Executive Director)
11. Loss of Key support staff
12. Unexpected employee loss
13. Secession planning (lack of)
14. Headquarter fire/flood/tornado/natural disaster
15. Terrorism attack (local and international (trip))
16. Major Transportation accident
17. Loss of personal records (cyber)
18. Being under the influence of ... while in an activity
19. Distribution of or abuse of substances impacting reputation
20. Risks associated to “changed” cadets (personal, medication, physical, intellectual)
21. Culture differences not taken in consideration
22. Avail of DND funding impacting ACLs operations
23. Lack of Human resources to deliver the program/activities
24. Loss of knowledge (HR)
25. Gender differences not taken into consideration
26. Government regulations impacting ACL structure/operations
27. Relevancy of the Leagues
28. Hight percentage of DND contribution
29. Joint venture philosophy not being equally contributed/understood/respected by both parties
30. 3 League imbalances

**Top Risks:**

- Public image events
- Reputation damaging event involving cadet
- Government (DND) related structure/funding-imposed changes
- Financial Mismanagement

### Opportunities:

- Visibility within other cultures
- New partners for League (private)
- Realignment of governance structure

### Group B Risk Matrix:

	Abuse / Reputation	Abuse / Rep.	Not Following DoP's
IMPACT ↑	Loss of Assets	Cloud / Cyber	DND Budget
	Injury		Injury

Probability →

- Ww Shortage of Pilots
- Financial Means R&O
- hobbing R&O



## **ANNEX F**

### **GOVERNANCE OF THE AIR CADET LEAGUE PRESENTATION**



## Governance of the Air Cadet League

BoG & PC Chairs Round Table Forum  
November 2018



## Today's Discussion

1. Confirming the Infrastructure of the ACL
2. Understanding the Risks & Challenges
3. Understanding the Goals
4. Mutual Understandings
5. ACL National Understandings
6. Provincial & Territorial Chairs Understandings
7. Dispute Resolutions
8. Tools to accomplish the Goal
9. A way Forward?



## The National ACL (NACL)

1. Approximately 80 voting members
  1. 16 members of the National Board of Governors
  2. 44 Provincial delegates (all PC Chairs plus delegates by population)
  3. 12-20 National Past Presidents
2. Geographic representation is very important
3. Recruits primarily from the 11 Provincial & Territorial Committees



## ACL Internal Relationships

1. National League (NACL) acts as the umbrella organization for Policy and Governance
2. Provincial & Territorial Committees (PTC) are the primary operations group of the ACL charity. They are responsible for all ACL extensions in their jurisdiction.
3. Squadron Sponsoring Committees are the ACL at the Local Level. They are supported and administered by the PCs



## Challenges & Risks

2014 Certificate of Continuance (NFP Act) action

1. **ACL Membership categories before CNCA**
  1. Provincial & Local Category (non-voting)
  2. National Category
    1. Three voting categories (PC delegates, Governors & Past Presidents)
    2. Three non-voting categories (Honorary members, Members-at-Large & Life Members)
    3. Approximately 9-10,000 members
2. **ACL Membership categories after CNCA**
  1. National Category – all with voting privileges. (Delegates, Governors and Past Presidents)
  2. All others are classed as ACL Volunteers – not members.
  3. Approximately 80 members



## Challenges & Risks (cont'd)

DND, the other Leagues, our Educational & Commercial partners, CRA, the Insurance Industry, the cadets, their parents, and most of our members perceive the ACL to be a single organization with multiple extensions sharing common goals, objectives and purposes.

There is an expectation that each level of the ACL has the ability to positively influence the balance of the organization to ensure adherence to agreements and responsibilities, and that we commonly apply our rules, regulations and procedures

We are being challenged internally and externally to prove that the infrastructure most expect to be in place is actually there.

Expectations are that when any level of the ACL makes a formal agreement or promise, that the other ACL levels all will comply with the agreement or promise



## Challenges & Risks (cont'd)

If our organizational hierarchy is not considered legitimate (and documented properly) we are at risk of:

1. Having Insurance coverages and actions declined unexpectedly.
2. Being unexpectedly liable for actions (or inactions) by one jurisdiction that threaten the rest of the ACL as a whole.
  1. Having no ability to positively influence the outcome of a rogue or third party element.
3. Being unable to honour our MOU agreements with DND – or any other organization.
4. Being unable to consummate or continue agreements with Industry, Governments, other charities and educational entities due to an inability to ensure the agreements are honoured.
5. Being challenged by CRA to continually prove our charitable objectives and purposes are being followed across the country as each sub group is registered properly.



Questions?



## Understanding the Goals

The primary goal of the Affiliation Agreement Proposal is to formalize the relationships (implied and actual) that already exist.

(or are supposed to exist)



## Scope of the Goals

A common understanding & implementation of the management and operations of the ACL Organization(s).

Inspire and develop across the country meaningful volunteer adult organization(s) that provide financial support, volunteers, accommodation, and other support to the Canadian Cadet Program – particularly the Air Cadet Program;

Recognize that the participants (NACL, PTCs, SSCs) form a collaborative arrangement to operate and support the Canadian Cadet program, **and each other**, and that this collaborative arrangement is most effective when the participants work together cooperatively and consultatively;



## Scope of the Goals (cont'd)

Cooperating within the applicable federal and provincial legislations, DND directives and agreements, the corporate by-laws of both the NACL and each of the PTCs; understanding that each organization has its own structure and legal context to operate in, bringing different and separate approval and jurisdictional requirements not necessarily bearing or binding upon the other.

Common protection under the umbrella arrangement that NACL has with DND to ensure that DND will reimburse the ACL for legal costs in matters where the ACL has been named as a party in an action and no liability has been attributed to the ACL either by the Court or by parties to a settlement of an action.

Common protections and benefits from National level agreements that encompass the global ACL and the Air Cadet Program as a whole (Insurance, CRA, Legal, Governmental, Industry and Educational).



Questions?





## Mutual Understandings

The Global ACL Organization is comprised of three levels:

1. A National body (NACL) that provides national policy and oversight;
2. Provincial & Territorial Committees (PTCs) who act as the operating ACL organization and implement national policy and oversight within provincial and territorial jurisdictions;
3. hundreds of Squadron Sponsoring Committees (SSCs) that act as the operating ACL organization in communities and exist to support a specific DND air cadet squadron.

The roles and responsibilities of each level are published in the national Policy & Procedures Manual (PPM). The PTCs and SSCs are recognized as being part of the ACL by virtue of their good standing from the NACL as described in the PPM.



## Mutual Understandings (Cont'd)

NACL is the only body that can authorize new extensions or the final dissolution of extensions of the ACL. (Not DND)

**Official Marks.** The NACL owns the official marks of the Air Cadet League of Canada (crests, wording, colours and marks) by virtue of section 9.1 of Trademarks Act. This includes the Air Cadet League of Canada 'crest' in both English and French. The NACL has full authority to provide or withdraw 'consent' to use the official marks at its discretion. As members in good standing, PTCs and SSCs are given the authority to use the *official marks* of the NACL.

**DND MOU.** The Department of National Defense (DND) recognizes the authority, responsibility, and accountability of all levels of the global ACL, and expects that the NACL will exercise policy oversight over the entire ACL structure and ensure adherence to the league responsibilities outlined in the MOU.



## Mutual Understandings (Cont'd)

**Insurance.** The current Insurers of all ACL programs recognize the global ACL structure as one organization. There is an expectation that policies and procedures are in place that apply to all organizations and members and that due diligence will be exercised to ensure these policies and procedures are followed. Failure to do so could result in loss of coverage.

**Legal.** In almost all issues regarding legal actions taken against the ACL or any of its components, the legal system recognizes the entire ACL structure as one umbrella organization with related independent organizations.



## Mutual Understandings (Cont'd)

**Contractual agreements.** Both the NACL and PTCs will collaboratively work toward future contractual agreements that ensure that the NACL has sufficient authority to positively influence each level of the ACL as required for our national activities (insurance, Industry Canada, DND, CRA, national MOU & MOA agreements).

These contractual agreements will also ensure that the PTCs have mechanisms to positively influence the NACL, while maintaining their current levels of autonomy and abilities to operate with provincially approved versions of the national policies and procedures.

The NACL and the PTCs acknowledge that it is our mutual role to ensure the Air Cadet Program is accessible to all Canadian youth regardless of financial standing.



## Questions?



## ACL National Understandings

The PTCs are all independent Canadian Corporations that report to their own individual Boards of Directors, and as such have significant autonomy to deliver support to the Air Cadet Program. (*The Pan Territorial Air Cadet Committee is an exception to this statement as it covers three territorial jurisdictions but nevertheless operates with a similar level of autonomy.*)

The NACL does not function as an autocratic "headquarters" of the global organization, but rather as a "governance and policy" umbrella body to ensure consistency in the execution and implementation of the ACL charitable purposes, programs and agreements.

The PTCs act as the operational charity of the umbrella organization known to the public as the AIR CADET LEAGUE OF CANADA.



## ACL National Understandings (Cont'd)

The NACL is not a part of any appeals process to any subordinate or third-party disputing rightful & proper decisions made by the individual PTC Boards of Governors.

The NACL will endeavor to ensure that its governance system is inclusive and mindful of the regional aspirations of the PTCs.

The NACL will act collaboratively and in a cooperative manner with the PTC representatives to ensure that any revisions to national policies, procedures, or governance have been thoroughly reviewed through the agreed upon processes in the PPM.

The NACL will do everything possible within its ability to protect the official marks and reputation of the global ACL as a whole, including the PTC corporations and their subordinate SSC bodies from negative outside influences, actions, and threats; as all are recognized as extensions of the ACL itself.



Questions?



## PC & PTACC Understandings

The NACL is the "governance and policy" umbrella body that ensures consistency in the execution and implementation of the ACL charitable purposes, programs and agreements.

The NACL requires the authority to engage in national agreements with DND, Industry Canada, DND, Insurance agencies, national MOU & National MOA agreements and as such the PTCs will honour and uphold the agreements made by the NACL on behalf of the global ACL & Air Cadet Program to the best of their abilities.

The PTCs will continue to follow the established and published methods of preparing policies, procedures and actions by deferring to the National PPM for direction and guidance.



## PC & PTACC Understandings (cont'd)

The PTCs agree to work in good faith with the National ACL in all actions regarding national activities and will cooperate & collaborate in all agreements.

From a financial perspective, the National ACL will continue the practice of seeking approval from the PTC Chairs prior to revising any national ACL financial assessments impacting the PTCs



Questions?



## Dispute Resolutions

**Mediation & Dispute Resolution agreements.** Both the NACL and the PTCs will collaboratively work toward establishing a meaningful Mediation and Dispute Resolution agreement to ensure harmony and cooperation throughout all participant jurisdictions.

Proposed resolution mechanism as follows:





## Questions?



## Tools to Accomplish the Goals

### Affiliation Agreement

A mechanism to bring *two* independent corporations together to act on behalf of the *one* charitable purpose.

-----  
If there were no independent 'corporations' within our structure, then the governing documents would strictly be Bylaws and Policies that apply to all levels and members of the *one* organization – there would be no need for additional legal agreements or documents between these separate bodies.  
-----

The AA maintains the individual corporate status of each entity, while recognizing and designating each of the bodies with the proper levels of authority, roles and responsibilities to fulfill the charitable purpose.



## Tools to Accomplish the Goals (Cont'd)

### Memorandum of Understanding

Most MOUs are non-binding contracts. Uncertain if we can create this type of arrangement without making it legally binding from the outset, and perhaps coupling it to one or all of the following:

Individual Articles of Incorporation  
Bylaws  
Policies and Procedures



## Tools to Accomplish the Goals (Cont'd)

### Reorganization of the entire ACL

The direction to date has been to maintain the current federated model that we have used successfully for the past 75+ years.

One alternative is to reorganize under a single banner yet again, and dissolve all the PC and SSC incorporations and have all operate as a single entity

Another is to reorganize in a full franchise arrangement, which would again involve significant legal and implementational challenges.



## Tools to Accomplish the Goals (Cont'd)

### Whichever Path we take

These same principles will need to apply to properly bring together every SSC within the legal framework of the Air Cadet League charitable purpose and objects.



## Questions?



## The Way Forward

Fill in the blank here!.



## **ANNEX G**

### **ACLN STRATEGIC PLANNING**

# ACLN Strategic Planning

*PLENARY SESSION*  
*2018 SAM*



## Overview of National ACL Priorities

PART 1



### The National ACL

1. Approximately 80 voting members
  - 16 members of the National Board of Governors
  - 44 Provincial delegates (all PC Chairs plus delegates by population)
  - 12-20 National Past Presidents
2. Geographic representation is very important
3. Recruits primarily from the 11 Provincial Committees



### ACL Internal Relationships

- National League acts as the umbrella organization for Policy and Governance
- Provincial Committees are the primary operations group of the ACL charity. They are responsible for all ACL extensions in their jurisdiction.
- Squadron Sponsoring Committees are the ACL at the Local Level. They are supported and administered by the PCs



### National Operational Priorities *President*

1. MOU Working Group
2. League Costing Working Group
3. Strategic Plan Creation & Implementation
4. Governance Framework
5. Screening & Registration
6. CRA Compliance
7. Policy & Procedures Manual Review
8. Risk Management Program Implementation



### MOU Working Group

Objective: to renew the 2005 MOU agreement and publish a new document in early 2019

Working Group – Chaired by DND with Governor and the National ED representing ACL

Members of the NACL BoG provide input



## League Costing Working Group

Objective: to review and quantify League revenues and expenses so that DND may better understand and appreciate the contributions by the partners.

Working Group – Chaired by DND with D. Berrill, T. Taborowski and S. Lawson representing ACL

A key item discussed and reviewed is the concept of “fees”



## Strategic Plan

### *Creation & Implementation*

Objective: ensure the ACL has a strong, detailed plan of action for the short, medium and long term.

Working Group – Chaired by Sue Madden with a number of senior NACL members

Next Step is to develop a strategic map and a balanced scorecard in order to measure the results of our efforts.



## Governance Framework

### *(Affiliation Agreement)*

Objective: The completion of Affiliation Agreements with all PCs is necessary for the Air Cadet League of Canada to deliver on its legal responsibilities to DND, CRA, Insurance Companies and other organizations.

Each PC (and in some cases SSC) is entitled to self determination as an independent Canadian Corporation.



## Governance Framework

### *(Affiliation Agreement)*

The AA maintains the individual corporate status of each entity, while recognizing and designating each of the bodies with the proper levels of authority, roles and responsibilities to fulfil the charitable purpose.

It is important to point out that the AA are simply formalizing the organizational processes that are supposed to already currently exist.

*This is a collaborative process.*



## Registration & Screening

Objective: to ensure 100% compliance with registration and screening requirements, while streamlining and bullet-proofing the system.

An essential part of the requisite due diligence which must be exercised for insurance purposes

An extremely important deliverable of our MOU with DND



## CRA Compliance

Objective: to enable all levels of the ACL to operate as a successful ACL Charity while we ensure 100% compliance with the income tax act.

An extremely important deliverable of our MOU with DND. (Organized and successful SSCs)

Work is ongoing to create compliant organizational structures at the PC and SSC levels





## Policy and Procedure Manual Review

The PPM is a critical strategic and operational document for our organization. Unfortunately it is currently lacking and insufficient in some areas.

Work is in progress to deliver an updated and revised PPM within the next 6 to 8 months

Committee is lead by NACL Governor Russell Gallant.



## Risk Management Program Implementation

The ACL needs to develop and publish a risk management framework. Risk surrounds us and needs to be identified, managed and steps taken to ensure our exposures are at reasonable levels.

New Standing Committee chaired by NACL Past President Ron Ilko



## Strategic Plan Overview

PART 2



## Strategic Objectives

1. Mission Integrity
2. Financial Security & Integrity
3. Operational Effectiveness
4. Program Effectiveness
5. Corporate Integrity
6. Growth Agenda



## Mission Integrity

### Strategic Objective:

Acting as a key partner and voice in the delivery of the Air Cadet program in Canada while striving to ensure that the organization acts as a strong advocate to help lead, guide and support the mission of delivering the premier youth movement in Canada.

Conduct cyclical review of all existing MOUs and other agreements with government and industry partners and secure new partnerships and sponsors.



## Financial Security and Integrity

### Strategic Objective:

As a national charity, to increase our financial means during 2019-2021 period in order to provide the resources, systems, services, infrastructure and guidance to deliver on corporate goals and responsibilities across Canada.



## Operational Effectiveness

### Strategic Objective:

Increase and improve the capacity of the organization to attract and retain motivated and talented volunteers throughout all levels of the organization by 15% over 2019-2021 period by using necessary tools and training in supporting accountability, growth and sustainability.



## Program Effectiveness

### Strategic Objective:

Increase by 8% the number of air cadets to be acquainted and gain exposure to: leadership strategies, aviation, aerospace, sports and physical fitness, music and the broad scope of programs and initiative supported by the organization that engage and motivate young people.



## Corporate Integrity

### Strategic Objective 1:

Complete legal agreements in all PC jurisdictions in order to improve and solidify the governing and managing structure of the League to meet the legal, regulatory, corporate and management goals and objectives of the League

*We must be able to prove we can follow through on agreements with other National bodies.*



## Corporate Integrity

### Strategic Objective 2:

Develop one complete national risk management plan in order to improve and solidify the governing and managing structure of the League to meet the legal, regulatory, corporate and management goals and objectives of the League.



## Growth Objective

### Strategic Objective:

Expand and increase by 15% the partnerships, initiatives and relationships to be able to offer greater opportunities for Air Cadets, volunteers and members.



## Strategic Plan Development & Implementation

*Moving forward*

PART 3



## Priorities & Agenda

- Review and finalize forms and protocols related to the Strategic Plan.
- *Committees should be working on their actions and reporting, or prepared to report on status!*



## Action Planning Form 'A'

Revised to include

- Main objective
- Measures & Measuring System
- Status Scorecard  
*Green, Yellow, Red*

## Budget Request Form

Revised To Include:

- Budget Request for Existing Actions
- Budget Request for Proposed Actions

Due by December 15 this year. By SAM in future.

## Decision Tree - #1

Committee Reports to VP

**Recommend**  
Submit 2 weeks prior to NEC Meeting  
(submit Form 'A' with Status)

Yes

No

Other

## Decision Tree - #2

Committee Form 'A' Strat Plan Cttee.

**Recommend**  
1. Same time as VPs prior to NEC (submit Form 'A' with Status)  
2. Committee - updates Master Sheets

Yes

No

Other

## Decision Tree - #3

VP Report to NEC

**Recommend**  
• Highlight any Issues and key developments identified

Strat Plan Committee Report to BoG

**Recommend**  
• Summary consolidation report of Status – *Green, Yellow, Red*

Yes

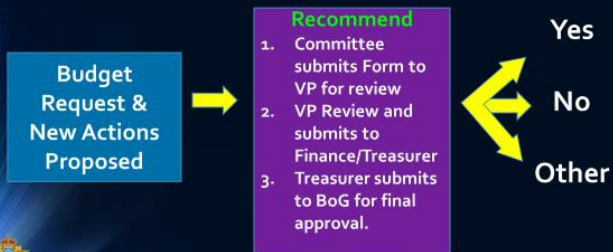
No

Other





#### Decision Tree - #4



#### Next steps for All Committees/leads

1. Review Objective and approve/revise
  - Send to Strat Plan Committee
2. Submit Budget Request and any new Actions
  - December 15 timeline this year!
3. Submit Action Plan Form 'A' and Status Report to VP
  - By next NEC meeting - Feb 15, 2019




Timeline	Activity
SAM 2018	<ul style="list-style-type: none"> <li>• Review communication systems and protocols –                             <ul style="list-style-type: none"> <li>➢ Committees to VP Leads</li> <li>➢ Committees to Strat Plan Cttee</li> <li>➢ VP and Strat Plan Committee reports to NEC</li> </ul> </li> </ul>
<b>December 15, 2018</b>	<ul style="list-style-type: none"> <li>• Budget Request Form submitted by Committees</li> <li>• New Action Plans &amp; Budget submitted by Committees</li> </ul>
Jan-March	<ul style="list-style-type: none"> <li>• Strat Plan Cttee: Provide all Leads/Committees with Instruction package – new forms, timelines, protocols</li> </ul>
March 2018	<ul style="list-style-type: none"> <li>• Budget Decisions</li> </ul>
AGM	<ul style="list-style-type: none"> <li>• Update members on Strategic Plan status</li> </ul>



## **ANNEX H**


RESOURCE GENERATION PRESENTATION:

GROWING AND SUSTAINING THE AIR CADET LEAGUE OF CANADA  
AND THE AIR CADET PROGRAM

## From our ACL member survey....

#1 – “The most important issue is to institute *Permanent, Sustainable, Dependable* funding coast-to-coast. We simply cannot carry out our existing business/organization model to any significant degree without proper funding. We are a major, national company with 450+ branch offices.”



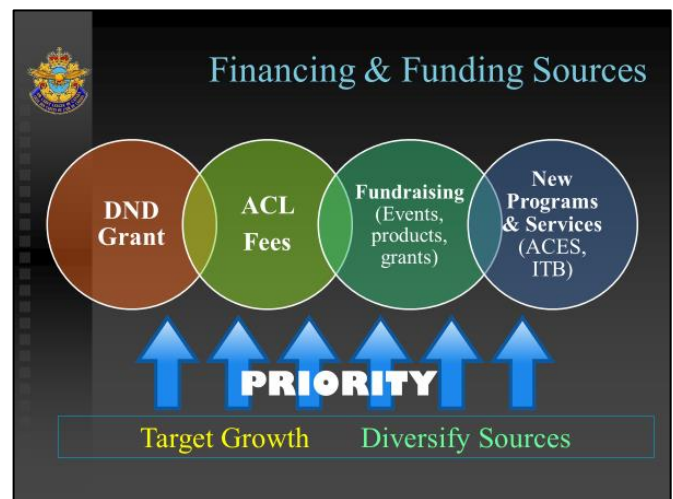

## ACLN Focus — *inside and outside the box!*

Enhance and deliver the things we need to do....

Improve, sustain, support and grow **EXISTING** programs and services to support mandate and mission.

Build, grow & sustain **NEW** initiatives to support League mission – Cadets, volunteers, program & structure

...grow and support the things we want to do!  
Strive for excellence!






## Our Financial Environment!

“BGen Woiden acknowledged that funding pressures were being felt across the organization ... he acknowledged that some discretionary training was delayed or cancelled as a result of these pressures....the consensus is that this will remain a high priority topic for all stakeholders to address.”  
*Cadet Program Management Committee, 2017*

- \$15 million + plus reduction in DND budget
- Reductions to Cadet program
  - PPS/IACE reductions
  - Gliding etc. closures
- Growth of DND budget in MIL pay/staff, but not programs

- \$7-8 million shortage in Air Cadet funding by *Cadet population*
  - No resolution to date
  - Future ‘funding’ model does not address ‘population’ ratio
- No funding at present for programs such as Sr. Leadership



## Our Financial Environment!

- National *operations* highly reliant on DND grant
- Challenges within PC and SSC structure
  - Compliance on screening and finances
  - Lack of Sponsoring Committees & Sponsors
- Most PC’s have no staff; require ‘support’ and guidance from National

- Achieving many ‘strategic plans’ will require infusion of new funding – *growth not reduction!*
- ACLN has been drawing down on investments
- High % of National funds tagged to ‘non-discretionary’ items – awards, bursaries, etc.
- Fundraising structure not developed, sufficient



## Our Financial Environment!

Managing, servicing, insuring and replacing our fleet will be a significant new cost across the nation.



## What are our strategic objectives?

1. Limit or remove risk of financial instability and insecurity
  - ❖ Reliance on DND for 68% of our annual revenue nationally puts us at risk – more NOW than historically due to cutbacks!
2. Plan for the significant impact of fleet renewal; identify other cost effective options for implementing and growing the aviation/flying program.
3. Have business ability to plan future goals and objectives with a baseline of real finances – new opportunities & rainy days!
4. Provide important national level services that we cannot provide at present – needs and responsibilities to volunteers, SSCs & PC



## What are our strategic objectives?

6. Provide Air Cadets with new, exciting opportunities – expand music/ES, ACES, Civil Air Patrol, UAV training
7. Respond to financial challenges of Cadet program due to DND cutbacks, limitations or \$circumstances of some PC/SSC.
8. Establish a stable foundation...remove 'bleeding' of investments
9. Establish programs that provide direct funding for operational needs of PCs and SSCs (e.g. computers, equipment, start-up, rental costs); similar to LSA program of DND.



## Growth & Sustainability Plans

8 Key Directions approved by the Board of Governors



### Cadet Program Development \$140,000 Annually - (Direct program costs, staffing support)

- Music**
  - Plan, develop and implement music program across all regions; band development, instructor development, equipment purchases, competitions, bursaries/scholarships
- Effective Speaking/Debating**
  - Increase program coverage and support across Canada; competitions, seed funding
  - Develop and build debating program in regions
- ACES**
  - Build and develop national initiatives with corporations and educators that provide Cadets with experiences, training and educational streams in aviation and aerospace occupations
- Civil Air Patrol**
  - Establish new initiatives to link and exchange program and service arrangements with CAP for Cadets and League development



### Cadet Program Development – cont'd

- Senior Leadership**
  - Build initiatives that support leadership training and development for senior level Cadets
- Unmanned Aerial Vehicle and Cyber Security**
  - Research and review options to offer new, unique training in a high demand sector that complements aviation and Cadet program objectives
- Other Potential Cadet Initiatives**
  - Enhancement or replacement of DND funding to support programs where possible
  - Computers for Cadets at CTC
  - Incentives for aviation programs, increasing family flying with partners





#### Support to PC and SSC Levels

\$65,000 Annually (Operational costs, financial support, staffing support)

- a) Development support to PCs – fundraising, organization, volunteer structure, operations, board training, stewardship, dispute resolution, DND relations
- b) Assistance in corporate roles and responsibilities related to compliance – financial, registration, legal, CRA
- c) Governance development for bylaws, policies, SSC, affiliation agreements, legal contracts, incorporations,
- d) Support for consultation with professionals related to legal, financial, insurance, contracting, human resources, purchase agreements
- e) Manage national registration and screening program



#### Volunteer Development, Training & Support Services

\$65,000 Annually (Operational costs, resources, training & instructors, staff support)

- a) Mandatory & new training programs (online) and resources to support volunteer development at SSC/PC and National level
- b) Dispute resolution support, services and training
- c) Courses and peer training for ACC9, bookkeeping, financial reports
- d) Courses and resources to support on-boarding, orientation and entry level position training (Chairs, Treasurers, Secretary)
- e) Create new resources and guides developed to support SSC level in marketing, recruiting, governance (Board member training, meetings, bylaws, policies), fundraising, and charitable designation/CRA rules and regulations
- f) Orientation and education on various DND and League programs, services, and documents – registration, Group Orders, policies, MOU



#### National Fundraising Development

\$50,000 Annually (Direct operating costs, marketing & promotion, staffing support)

- a) Managing short and long-term fundraising initiatives to build and diversify revenue sources
- b) Collaboration with PCs - individually and regional-based - on shared fundraising opportunities, grant writing, and joint initiatives
- c) Develop virtual training, libraries and resources to share best practices in fundraising across Canada and between SSCs
- d) Development of new programs with industry across regions and provinces.



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\$50,000 Annually (Direct operating costs, marketing & promotion, staffing support)

- a) Managing short and long-term fundraising initiatives to build and diversify revenue sources
- b) Collaboration with PCs - individually and regional-based - on shared fundraising opportunities, grant writing, and joint initiatives
- c) Develop virtual training, libraries and resources to share best practices in fundraising across Canada and between SSCs
- d) Development of new programs with industry across regions and provinces.



#### Technological & Operational Services

\$25,000 Annually (Operational costs, development & service costs, staffing support)

- a) Build and enhance web and mobile systems to support all operational needs – marketing, recruiting, fundraising, member support, Cadet/family services
- b) Create virtual training systems that utilize video and other digital resources to support self-directed learning for all levels of volunteers
- c) Establish new online, digital systems for payments, donations, registrations, and various online fundraising options
- d) Build and maintain online volunteer training system, resources, archives/library
- e) Build and support online webinar system to support meetings, education, engagement for use by all level volunteers, SSCs
- f) New portal to support national communication and input of Air Cadets to program and League activities



#### Corporate & Organizational Development

\$44,000 Annually (Operational costs, development costs, legal costs)

- a) Financial support for PC and member attendance at SAM and AGM
- b) Enhance budgets for main National Committees to support ongoing development and action plans
- c) Establish new industry partnerships to support national initiatives in areas of bursaries, scholarships, ACES initiatives, Cadet programs (e.g. music), political and advocacy objectives
- d) Provide/support legal services to support national and PC level business development, case specific advice, and contractual situations



### Fleet Replacement, Renewal, Enhancement \$300,000 Annual Target/ \$3-5 million Total

- Establish investment fund for eventual/planned aviation/fleet renewal
- Create financing arrangements with PCs to replace and/or build fleet; address gaps across Canada
- National level financing and operational support for aviation programs, e.g. purchasing of parts and supplies
- Identify and support services, contracts, programs with third parties to deliver increased flying and family opportunities for Cadets
- Research and develop new options for delivering flying to Cadets as required: purchase, lease, rental and ownership of power and glider planes



### Moving Forward

Developments and Initiatives  
Under Way



### Strategic Initiative



*Air Cadet Employment Streams*

Develop and launch initiatives to engage and link industry with Air Cadets through training, career development, education and employment pathways in key professions and occupations.



### Key – Demand and Supply

#### Addressing Significant Issues

High levels of unemployment & underemployment for youth (aged 15-29)

Gaps in skills/people in throughout sector and for many occupations in Aviation/Aerospace

Major shortages in current and forecasted workforce & industry education/training programs



### Overview of ACES

Program Bridge between Air Cadets and Education, Industry Training & Employment

Air Cadets & Existing programs, career exposure (could include other Leagues or other youth in future)

Enhanced program and new options work experience, pre-employment training, education and career services

**Employers & Industry Sectors**

- Industry sponsored training & certifications
- Occupation specific training
- Work experiences, pre-employment and on-the-job options



### Overview of ACES

*Framework – 5 models*





## Key Program Areas for ACL

1. **Career Development**
  - ◆ Site tours/visits, Career Expo's, Webinars, Co-op placement, Squadron visits by industry.
2. **Skill Development & Education**
  - ◆ Summer/PT Employment, Education pre-requisites, secondary school courses/credits, linked financial assistance (e.g. *Jazz scholarships*), PLAR.
3. **Training and Employment**
  - ◆ Industry training courses, industry certifications (e.g. WHMIS), mentoring and apprenticeship models, on-the-job training models.



## Key Service Models for ACL

1. **Independent Service/Delivery**
  - ◆ ACL delivers full service/training
  - ◆ ACL brokers or coordinates service/training for Air Cadets
2. **Joint or Collaborative #1**
  - ◆ ACL delivers partial service/training with industry partner
  - ◆ ACL delivers same with multi-industry employers
3. **Joint or Collaborative #2**
  - ◆ ACL delivers partial service/training with *a) educators, or b) private trainers*
  - ◆ ACL delivers partial service/training with other *youth/employment agencies*



## Current Priorities



## ITB (Industrial & Technological Benefits)



**FROM ITB - What types of Skills Development and Training investments would produce the maximum benefit for Canadians (defence or commercial sector)?**

- a) Work integrated learning programs (e.g., co-operative education; work placements);
- b) Apprenticeship programs;
- c) A new or existing skills development program at or through a postsecondary institution;
- d) Support for security certifications or cybersecurity compliance certifications for Canadian companies, especially small and medium-sized businesses.



## ITB (Industrial & Technological Benefits)



### Key issues for ACL and ITB

1. Awaiting policy direction to determine if **non-profits** will be eligible to qualify for multiplier effect.
2. Main target of ITB is Skills Development with secondary targets of recruiting more women and visible minority groups to Aviation/Aerospace.
3. Making presentations to Senior Policy department of ITB to support/influence decisions.




## YIPEE Summary

A Comprehensive Portal linking Industry and Youth for career, training, education and employment purposes


*A virtual 24/7 Career Fair for Aviation and Aerospace!*










## Current Priorities




1. National Career Expos will advance opportunities for Air Cadets while building corporate relationships to support future initiatives.
2. We continue to write grant applications that focus on ACES initiatives as a mechanism to support or pilot new initiatives – YIPEE, youth training.



## Current Priorities


1. Have had a seat on TC *Working Group on Labour Shortages – Pilots, Instructors and AME's*, a portfolio directed by Minister
2. TC is **intending** to provide funding and policy direction focusing on the following areas:
  - a) Career Awareness and Outreach – youth focus
  - b) Research projects – gaps, needs, capacities, labour force needs
  - c) Support for flying programs/institutions – including aircraft purchase and facility development
  - d) Individualized funding – to assist in tuition and training costs to obtain pilot licence.







## Current Priorities

1. Advancing existing opportunities with industry partners:
  - Bursaries and scholarships
  - Sponsoring events and programs (music, IACE)
  - Flight Simulator time
2. Establishing an Industry Action Team to identify and collaborate on initiatives.
3. Special initiatives with Industry partners
  - Example: Jazz and Air Cadet Career Pathways
  - Identifying opportunities to link and integrate Air Cadets with Jazz occupations: pilots, dispatchers, AME, flight attendants.





## Summary





Significant  
DEMAND within  
Industry for Skilled  
Workers

Significant  
SUPPLY of future  
Skilled Workers



**ACL Brokers the Supply and Demand through Partnership Programs**









## **ANNEX I**

RESOURCE GENERATION: YIPEE

## Key Features and Content of YIPPEE to Support Youth, Educators and Employers

### Youth



Employer job postings and links to submit applications; and links to their firms

Video library of presentations & other videos from professionals about occupations & careers

Searchable site through database to find employers and educators by province, sector and occupation

Career and Job Search guides and information to help youth select and pursue their goals

Live, online conferences and presentations by employers & business leaders to all interested youth

Information and access by youth to scholarships, bursaries and ability to apply

Tiered 'packages' for employers and educators to determine the services wanted to reach out to youth

Occupational profiles and presentations by leading Canadians from various professions telling their stories

Educator posting about courses and programs and links to their institutions

Career Library containing resources and guides to jobs across industries and occupations

Mobile-friendly capability to help youth access and use YIPPEE from anywhere via their phone

Youth Agencies able to join and post details about all of their services to youth, by province and type

### Employers



### YIPPEE

*Youth Industry Portal for Education and Employment*

*The 24-hour Virtual Career Fair!*

### Educators



# The Air Cadet League of Canada

## YIPEE

### Youth-Industry Portal for Education and Employment



#### Blueprint and Feature Sheet for **YIPEE**

- A payment system to electronically integrate employers who pay for various levels of their program, based on site features they want to utilize; online sign-up, registration and payment capability
- Payment can utilize existing services such as Paypal, e-transfer, credit card

#### **Mobile Application**

- A goal is to also build full mobile capacity so that youth who are members can access the main features of the site via hand-held devices.; employers will also be able to access key parts of the site related to their package

#### **Main System & Site Administration Options**

The system will have the following main aspects and capabilities:

- Employers will be able to schedule their online presentations and marketing/registration will go out to all registered users via email
- Youth will be able to register for any presentations and be able to feed questions in advance and via text method during
- System will be able to offer a live, one-to-one interview between an employer and youth; this is for purposes of interviewing candidates for jobs, scholarships/bursaries, career/training options
- Employer packages will have options that include: posting #X of jobs/opportunities, delivering online presentations, posting video's in library, posting scholarships/bursary information, a template section that details their company and it's service/products and occupations; standard links to websites and contact persons
- Youth will be able to register and join for a nominal annual fee
- Youth groups will be able to register and join for an annual fee that allows full access to #XX of youth under their membership
- Site will allow for third party advertisements at front and back office
- Post secondary education institutions will also be eligible to register and post information about the relevant courses; they will have a separate 'package' option to be able to market and post information
- The AMI-AA body and Air Cadet League of Canada will administer all elements of the site and have controls and capability to change core content on front and back ends, registration and payment controls, adding/approving new members, setting 'privilege' levels, managing advertising programs

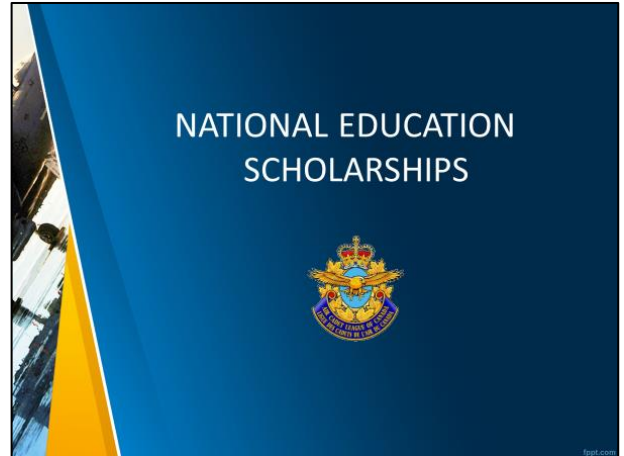


**Let's YIPEE**



## **ANNEX J**

NATIONAL EDUCATION SCHOLARSHIPS  
BOURSES D'ÉTUDES NATIONALES 2018



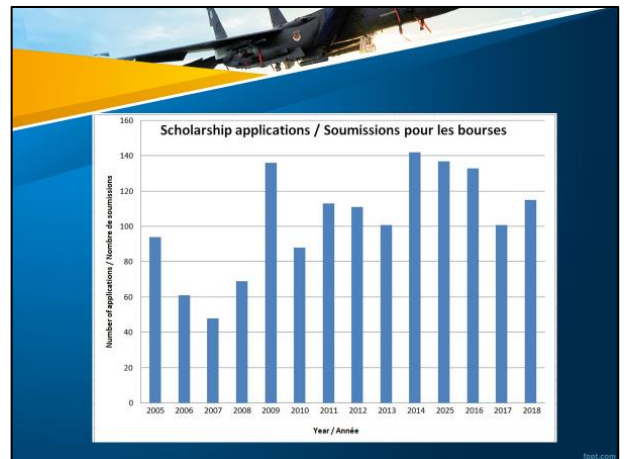
### Terms of Reference Termes de Référence

- **Committee**
  - 4-6 Advisory Council members
- **Responsibilities:**
  - Soliciting nominations
  - Selecting winners
  - Presentation of awards
  - Reporting to ACL and Donors
  - Recommendations to BOG
- **Comité**
  - 4-6 membres du conseil consultatif
- **Responsabilités:**
  - Solliciter des mises en candidature
  - Sélection des gagnants
  - Présentation des prix
  - Rapports à la LCA et aux donateurs
  - Recommandations au CDG

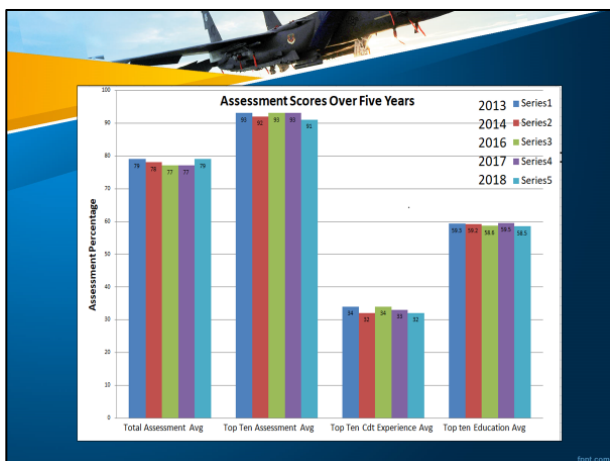
### Communication Plan Plan de Communication

### Communication Plan Timeline L'échéancier du plan de communication

### Scholarships Awarded Les bourses décernées







## Selection Process Processus de sélection

- Pre-screening by sub-committee for top 10 or more
- Evaluation of top ten or more by all committee members
- Conference call for final assessment

- Présélection par le sous-comité pour les dix premiers ou plus
- Évaluation des dix premiers ou plus par tous les membres du comité
- Conférence téléphonique pour évaluation finale

**Evaluation Form  
Formulaire d'évaluation**

NAME	SCORE	REMARKS

## Guidelines for the presentation of scholarships Les lignes directrices pour la présentation des bourses

Once selection completed:      Une fois la sélection terminée

- Submit the list of successful candidates to ACL HQ contact person so that certificates can be prepared and delivered to provincial offices
- NESC chair contacts each recipient to inform them of their successful submission

- Soumettre la liste des gagnants à la personne-ressource du QG de la LCA afin que les certificats puissent être préparés et livrés aux bureaux provinciaux
- Le président du comité des bourses d'études contacte les gagnants pour les informer de leurs bourses

## Guidelines for the presentation of scholarships Les lignes directrices pour la présentation des bourses

- Provide provincial committee chairs of award winners and text to be read at presentation
- Announce winners and read prepared text at the Annual Meeting
- Once cadets have been accepted at the educational institution, payment will be made at the registrar towards tuition.

- Fournir aux présidents des comités provinciaux les gagnants de leur province et le texte à lire lors de la présentation
- Annoncer les gagnants et lire le texte préparé lors de la réunion annuelle
- Une fois que les cadets ont été acceptés dans l'établissement d'enseignement, le paiement sera effectué au registraire pour les frais de scolarité.

## Responsibilities to Donors Nos responsabilités envers les donateurs

- National perspective
- Follow desired intent
- Fair and transparent process
- Provide information on successful candidate
- Monitor quality of applicants
- Follow-up after a year
- Value added....

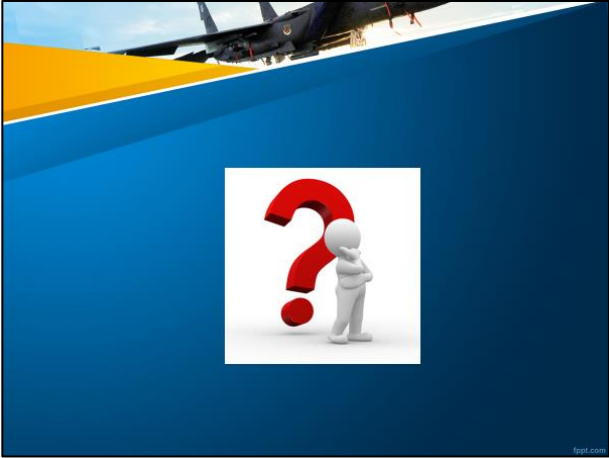
- Perspective nationale
- Suivre l'intention souhaitée
- Processus juste et transparent
- Fournir des informations sur le gagnant
- Surveiller la qualité des candidats
- Faire le suivi après un an
- Valeur ajoutée....

## What's New?

- **Administration of:**
  - Education Scholarships
  - Continuing Flying Training Awards
  - Pilot Training Achievement awards
  - Hamilton Watch Awards
  - Virginia Mitchell & Irvin Erb Awards
  - Music Awards for Excellence

**Why have one committee administer all cadet scholarships and awards?**

- Consistency In:
  - COMMUNICATION
  - APPLICATION PROCESS
  - EVALUATION OF SUBMISSIONS
  - ALLOCATION
  - PRESENTATION
  - SPONSOR RELATIONS
  - CREATION OF NEW AWARDS





## **ANNEX K**

### **NATIONAL AIR CADET SCHOLARSHIPS AND AWARDS COMMITTEE TERMS OF REFERENCE**



# **National Air Cadet Scholarships and Awards Committee Terms of Reference**

## **Authority:**

The National Air Cadet Scholarships and Awards Committee is a Standing Committee established by the Board of Governors, pursuant to the provisions Part 8 of the By-Laws of the Air Cadet League of Canada.

The Committee's role is to process applications for available scholarships, bursaries and awards for air cadets, as well as develop for the Board of Governors related policies, procedures, and guidelines.

## **Membership:**

- The Committee shall be chaired by a member of the Advisory Council as named by the President on the recommendation of the Advisory Council.
- Committee Members shall be selected by the Chair, in consultation with the Advisory Council Chair, from other past presidents of the League.
- The Committee shall be made of up of no less than 4 and no more than 6 members.

## **Responsibilities:**

In carrying out its role, the Committee is responsible for:

- Soliciting and encouraging the nomination of worthy candidates from:
  - National Members
  - Advisory Council
  - National Headquarters Staff via the National Newsletter
  - Provincial Honours and Awards Committees
  - Squadron Sponsoring Committees
  - Squadron Commanding Officers
- Selecting recipients for national scholarships, bursaries and awards that include:
  - Continuation Flying Training Awards
  - Pilot Training Achievement Awards
  - Hamilton Watch Awards
  - Jazz Aviation Pathway Awards for Professionalism Scholarships
  - Air Commodore Leonard and Kathleen Birchall Air Cadet Scholarship
  - Robert and Mary Dale Air Cadet Scholarship
  - Young Citizens Foundation Scholarship
  - Alex Venables Scholarship in Engineering
  - Air Cadet League Foundation Scholarships
  - Music Awards for Excellence
  - Other Scholarships, bursaries and awards as proposed and accepted by the League

- Preparing a list of the recipients to be announced at the Semi-Annual and Annual General Meeting of the League.
- Working with the National Office Staff and, as appropriate, with the sponsors, to coordinate the production and presentation of plaques and certificates, including the formal citation for each scholarship, bursary and award, .
- Working with partners and supporters in developing policies and procedures for new scholarships, bursaries and awards.
- Reviewing the policies, procedures and guidelines pertaining to scholarships, bursaries and awards in the PPM, as well as the established criteria for each scholarship, bursary and award, to keep them current with the overall philosophy and expectations of the Air Cadet Movement. Once changes have been approved, ensure that the changes are made known to all national members and provincial committees.
- Working with the National Office Staff to ensure information and forms are kept up to date on social media.
- Working with the Communication Committee, appropriate Provincial Committees, and the League's National Office to ensure appropriate PR coverage related to the presentation of scholarships, bursaries and awards.
- Preparing reports to the President and for incorporation in the annual reports of the League and present oral reports on its activities to the Annual General Meetings and Semi-annual Meetings of the Air Cadet League of Canada; and
- If a situation arises that requires immediate consideration for additional scholarships, bursaries or awards, the Committee may recommend such to the Executive Committee for approval.



## **ANNEX L**

### **NATIONAL EDUCATION SCHOLARSHIP COMMITTEE COMMUNICATION PLAN**



# **National Education Scholarships Committee Communication Plan**

## **Purpose:**

This communication strategy shows how effective communication can:

- help the committee achieve its goals
- ensure people understand what we do
- demonstrate the success of our work
- help the committee make the necessary changes to reflect the needs
- ensure cadets are aware of the simplified application process
- engage effectively with stakeholders

## **Current Situation:**

The role of the National Education Scholarships Committee (NESC) is to process applications for available education scholarships and bursaries for air cadets, as well as develop for the Air Cadet League Board of Governors policies, procedures, and guidelines for the presentation of the scholarships to cadets at the local level.

The NESC developed policy, procedures and guidelines for the allocation of available scholarships to cadets entering their first year post secondary programs. The first two awards were presented in June 2005. A third award was added in 2014 but until this year, all applications were submitted on one form and were processed with the same criteria at the same time. This year, Jazz awards were added and were processed with different application forms and assessed at a different time.

Soliciting and encouraging nominations has been and continues to be a challenge. Due to the large number of changes in the organization's leadership and limited access to cadets electronically, constant communication with all stakeholders is crucial for the success of this committee.

The on-going dialogue with donors is also an important aspect of the committee's work. Information about the reliable and transparent selection process and information of successful candidates must be shared with donors. Cadets are also encouraged to communicate with donors after they have received the awards. The committee must be mindful of the donors' intended allocation.

Effective acknowledgement of donors to the public is required to ensure the donors feel that the scholarship offered meets their desired objectives.

There is presently no sub-group identified to search for new and additional education scholarships.

## **Organization Objectives:**

### **Vision:**

The Air Cadet League of Canada envisions the Royal Canadian Air Cadets as Canada's premier and world class youth development movement. Being attuned to societal changes, it strives diligently to be a totally dedicated, proactive and innovative partner to encourage and enhance the development of well adjusted, civic minded youth to undertake leadership roles in a great Canada and a better world.

#### **Values:**

The Air Cadet League of Canada fosters development in youth of the values of self-confidence, self-discipline and leadership.

#### **National Education Scholarships Committee Objectives:**

Operational Objective	Communication Objectives
To solicit and encourage nominations of worthy candidates	To ensure that cadets are aware of the available scholarships and criteria
	To ensure that ACL staff, DND staff and Air Cadet League members at all levels are aware of the available national education scholarships and criteria
To select successful applicants	To ensure that all stakeholders understand the selection process
	To ensure that NESC applies a consistent rating system throughout the process
To develop policies, procedures and guidelines	To ensure that ACL staff, DND staff and ACL members have the opportunity to provide input.
	To ensure that NESC committee members, ACL staff, DND staff and ACL members follow approved policies.
To build strong relationships with scholarship donors	To highlight successes of the allocated national education scholarships
	To ensure that each donor's criteria is followed in the selection process
To publicize program awards	To inform the public of the movement, national education scholarships and donors
	To encourage additional national education scholarships

#### **Stakeholders:**

Audience	Information	Policies	Financial	Successes
NESC	X	X	X	X
ACL Staff	X	Input	X	X
BOG	X	Input	X	X
Adv Council	X	Input	No	X
ACL Members	X	Input	No	X
DND Staff	X	Input	No	X
SSC/CO	X	Input	No	X

Cadets	X	Input	No	X
Parents	X	No	No	X
PR Committee	X	Input	No	X
Donors	X	Input	X	X

Audience	What they need to know	Key Messages	Key Communication Channels
Cadets	Available national education scholarships and criteria	ACL offers national post secondary scholarships to cadets	Information & forms available on social media i.e. Web Page / Facebook / Twitter
	How to access forms	We provide fair and reliable selection process	Posted on National Air Cadet League Site
			Provide exemplars (appropriately completed form for reference)
	Where to get additional info	We want to help	Provide national contact E-mail address
	Where to provide opinion	We value their opinion	Survey applicants and winners as necessary
Donors	Financial implications	We provide support for interested donors	Personal phone call to donors by committee member
	ACL Vision, Value and Objectives	The name of the scholarship is determined by the donor	All communication concerning national education scholarships are identified
	The selection process	We provide a fair and transparent selection process	Information on successful cadets is sent to donors
			Donors may identify additional criteria
	Committee's success rate	PR to highlight successful candidates	Winner's name along with Squadron and Province posted on social media, announced at AGM and local news providers
	Achieving the donors' objectives	ACL will partner with donors in achieving the goals of the national education scholarship donation	Donor's name, text to be read at presentation and scholarship objectives along with scholarship winners posted on social media, sent to winner's schools, and announced at AGM and local news providers
	Reporting to donors	We provide an annual report of benefits to donors	Official letter informing donors of the benefits of their scholarship to successful candidates



ACL Staff	How to respond to possible national education scholarship sponsors	We can provide template for donors who wish to consider sponsoring a scholarship	Solicit donors on social media and at member meetings
			Have donor template available in digital and hard copy formats
			Personal meeting with donor to discuss scholarship
	How to administer policies, procedures and guidelines	Policies, procedures and guidelines have been developed to provide national education scholarships to the most deserving applicants.	Have readily available up to date information on social media
			All submissions are processed at the ACL National Office
			All successful candidates funding is administered at the ACL National Office
	Where to provide input	We value your opinion	Committee Meeting with person(s) responsible for scholarships at ACL National Office through conference call and in person throughout the year
PC/SSC/CO	Available national education scholarships, criteria and forms	ACL offers post secondary national scholarships to cadets & criteria	Information & forms available on social media
			Testimonials Posted on National Site
			Information shared at provincial, regional and local league meetings
	Where does the application go	All national education scholarship submissions are administered at the ACL National Office	Provide national contact E-mail address
	Guidelines for presentation of national education scholarships	Chair of NESC contacts PC, with the information on successful candidates to initiate the presentation of national education scholarship	Donors or designate reads pre-prepared text and presents awards at Annual Reviews
	Where to provide opinion	We value their opinion	Survey PC/SSC/CO as needed
DND staff	Available national education scholarships, criteria and forms	ACL offers post secondary scholarships to cadets & criteria	Information & forms available on DND system
			Information shared at provincial, regional and local DND meetings



	Where does the application go	All scholarship submissions are administered at the ACL National Office	National education scholarship forms are to be sent in digital format
	Where to get additional info	Contact person at ACL National Office	Provide national contact E-mail address
	Where to provide opinion	We value their opinion	Survey DND staff as needed
Parents	Available national education scholarships and criteria	ACL offers national post secondary scholarships to cadets	Information & forms available on social media
			Provide exemplars (appropriately completed form for reference)
			Testimonials posted on National Site
	Where to get additional info	Contact person at ACL National Office	Provide national contact E-mail address
NESC	All information pertaining to National League Education Scholarships	We administer and award education scholarships diligently and in good faith.	Through committee meetings and feedback from stakeholders, we make recommendations to the BOG on policies, procedures and guidelines



## **ANNEX M**

### **NATIONAL AVIATION COMMITTEE PRESENTATION**

# National Aviation Committee



## SOR

### Strategic Operational Requirements

#### Purpose

- Determine requirements for an aircraft capable of towing the Schweizer 2-33A Glider in regions currently using L19 and L19 Super Dog

#### Rationale

- PCs do not have unlimited funds to purchase aircraft
- Replacement acquisition must meet operational requirements AND obtainable within resources available

## SOR

### Primary ACGP Mission of Aircraft under Consideration

- A glider launch platform for both the spring and fall familiarization and Glider Pilot Scholarship course
- Aircraft may also be used for limited cadet familiarization flights at CFS when gliders are not usable

## Performance Capability Requirements

- |                                                                   |                                                                                                  |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| a) Normal towing speed no greater than 70 mph                     | e) Certified to CAR 523, FAR 23, JAR 23                                                          |
| b) Capable of towing 2-33A to 3000 ft or higher for cross country | f) Navigation & communication equipment sufficient for day VFT conditions in controlled airspace |
| c) Capable of operating from grass strips                         | g) Dual controls and minimum 2 seats                                                             |
| d) Reasonable STOL capabilities                                   |                                                                                                  |

## Desired Requirements

- Current production aircraft
- Same manufacturing as current ACGP aircraft
- Fuel capacity sufficient for 4 hours elapsed time in normal towing operations
- Easy transition for low-time pilots

## User Acceptance

- Must be agreeable to Regions/PCs that currently use L19 – user trial possible
- Capable of performing key tasks as described in the *Concept of Operations*
- Must be vetted under the terms of Reference B

## Summary

- L19 has been outstanding but approaching end of sustainable life in the program
- Overall costs of operations will continue to increase
- Challenges acquiring certified replacement parts – has operational impact
- Regions/PCs not wishing to replace current aircraft will have daunting task
- Prudent Plan: gradual replacement over 5-10 years using agreed aircraft types

## Possible Replacements

Type	Seats	HP	Gear	Tow	\$Cost 000's
Scout	2	180	Tail	Yes	246/90 used
Denali Scout	2	210	Tail	Yes	300/230+ used
Husky AIC 80	2	180	Tail	Yes	280/TBD used
Husky AIC 200	2	200	Tail	Yes	325/TBD used
CubCrafters Xcub	2	180	Tail	TBD	334/TBD used
CubCrafters Top Cub/PA18	2	180	Tail	TBD	288/62-190 used



## **ANNEX N**

### **NATIONAL SELECTIONS COMMITTEE AND IACE PRESENTATION**

## National Selections and IACE



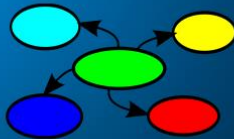
## Timelines for 2019

- The mapping of the National Selections process and finalize the flow and details in 2019.
- All process, conditions and new timelines will be recommended to CPMB/CPMC to take effect in 2019/20 training year.
- Goal: have all new requirements and process in place by **June 19**

### Key Issues

- NSGCJR sent out new timelines for 2020 which were addressed by ACLN and rescinded.
- The other 2 Leagues do not have the involvement in National Selections, so ACL will require specific items – e.g. interview boards

## Mapping



## Additional Key Issues

- As of SAM, we do not have the final Cadet billets for CTC 2019.
- We are concerned and tracking the allocation of PPS billets that are likely to be reduced to 192 next year due to lack of human resources (*instructors*).
- We are working under the assumption that there are **NO** reductions to GPS billets.

## Additional Key Issues

- Overall, we are concerned and in discussion with DND about the total reductions:
  - PPS was at 192
  - IACE now at 65
- As CTC billets are supposed to be based on Cadet population by each element, we are operating under the assumption that any reductions to PPS or IACE will have a corresponding increase to other courses – at least proportionally to Air Cadet population (26,500 air cadets)





## **ANNEX O**

### **RISK MANAGEMENT COMMITTEE PRESENTATION**



## Where We Came From

- Development of a National Risk Management Committee (RMC) was approved by the National Executive Council (NEC) in 2017.
- Terms of Reference were approved by the NEC in August 2017.
- RMC members, all with some level of risk management experience, are Mark Brickwood, Marc Lacroix, Ken Todd, Brent Wolfe, and Ron Ilko. Pierre Forgues is our non voting secretary.

## What happened at the SAM

- **We began with the aim of Educating and developing risk awareness** for the National and Provincial Committees. To that end, the RMC put on an education and workshop session at the SAM. We would like to thank AON, our insurance partners, AND YOU, for sharing your expertise and participating in this workshop.

## What will happen in 2019

- **The RMC will assist the Board in defining** risk appetite, risk tolerances, and acceptable risk within the organization.
- **Continuing on going education and assistance** to the NEC and PC's in their identification of top 5 risks, top 2 opportunities, and 1 shared DND/ACL risk/ opportunity in their organization.
- **Development of National Risk Register.**

## What will happen in 2019

- **Work with DND** to ensure our program is in line and compatible with the risk management program put out by DND for the NSGCJR.
- **Introduction of the risk management program to the SSC's** at each provincial AGM.



## **ANNEX P**

### **POLICY, PROCEDURES AND BYLAW COMMITTEE PRESENTATION**

## Policy, Procedures and Bylaw Committee



### 2019 Questionnaire

- BOG supported recommendation to revise PPM – March 2018
  - Some difficulties for users researching and finding information
  - Some content referenced and duplicated multiple times
  - Some section and details outdated
  - OVERALL – not user friendly

### 2019 Questionnaire

- In the next 4-6 months, Committee will go through PPM to address issues already identified and that surface during our review
- Will distribute a Questionnaire to identify any additional issues to review and rectify

### Draft Questions

1. In the current version of the PPM, the National By-Laws are contained in Chapter 3, while all other components of the PPM are Policy and Procedure.
  - » Should the By-laws be a stand-alone document?  
Yes/No
2. Are there sections of the PPM that should not be there at all? (Might fit better as an information item on the National website).
  - » If yes, please identify same!

### Draft Questions

3. Are there sections of the PPM that you feel are outdated and no longer reflect current moral/business/governance standards?
  - » If yes, please list with reasons
4. Are there sections of the PPM that are no longer relevant and should be removed?
  - » If yes, please list with reason(s)!
5. Please list any other concerns/issues you have with the current version of the PPM including your success(s)/frustration(s) in using the document.



## **ANNEX Q**

### **NATIONAL AIR CADET COMMITTEE PRESENTATION**

## National Air Cadet Committee



### Key Focus

#### 1. Air Cadet Training

- ACL influence on training review process
- CFITES Phases
  - Analysis – Needs Assessment Report and Specification
  - Design – Qualification Standard
  - Development – Training Plan
  - Conduct – Training Delivery
  - Evaluation – Assessment of students and instruction
  - Validation – Validation Report
- As partner and stakeholder, ACL needs to be part of Training Review process

### Key Focus

#### 2. CASARA Training

#### 3. Liaison Officer to Civil Air Patrol







## **ANNEX R**

### **STEM KIT PROGRAM BROCHURE**



# Civil Air Patrol/Aerospace Education Member's **STEM Kit Program**



[gocivilairpatrol.com/stem-ed](http://gocivilairpatrol.com/stem-ed)



## Astronomy

Gaze into the skies to see planets and stars with this easy-to-use telescope



## Bee-Bot

Use arrow keys on a floor robot and gridded mat to introduce programming to early learners



## Flight Simulator

Practice flying with yoke, rudder pedals, flight simulation software and training booklet



## Hydraulic Engineering

Build simple machines designed as a hands-on introduction to hydraulic engineering



## Middle School Math

Explore 2-D and 3-D patterns to demonstrate geometrical shapes and models with this K'NEX kit



## Quadcopter

Become an expert at flying an outdoor unmanned aerial vehicle (UAV)



## Raspberry Pi

Introduce computer coding, embedded systems, and digital sensors



## Ready-to-Fly Quadcopter

Develop experience flying UAVs with this small indoor quad



## Remote-Controlled (RC) Aircraft

Build/fly balsa planes; control computer-based RC flights; fly actual RC model aircraft outdoors



## Renewable Energy

Bring renewable energy to life by investigating solar, wind and water energy with this K'NEX kit



## Robotics

Assemble and program the Robotic Arm and explore numerous paths



## Rocketry

Ignite an interest in aerospace by building and launching rockets



## Snaptricity

Investigate electricity, closed circuits, switches and more



## Sphero

Explore programming with Sphero using a free app and your personal smart device



## Weather Station

Record and study aspects of weather using the weather sensor and data collection kit



## **ANNEX S**

### **LEAGUE COSTING WORKING GROUP PRESENTATION**

# LEAGUE COSTING WORKING GROUP

REPORT TO NATIONAL BOARD OF GOVERNORS – NOVEMBER 2018



## OVERVIEW

- 1.Context
- 2.Update On Status
- 3.Info Available
- 4.Concluding remarks

## CONTEXT

- 1.Membership includes senior members from all 3 Leagues and DND.
- 2.The purposes that most interested DND is finding a way to minimize fees of all types. Fees are a major issue to DND
3. Level of support to Cadet Program by Leagues is expansive and much higher than DND anticipated. (ACL highest contributor)
4. Original WG context was a one time snapshot to identify full support levels to the program (both League & DND). Now is being considered an ongoing tool due to critical mass

## UPDATE ON STATUS

- 1.All National data for 5 years has been submitted.
- 2.Provincial level data is still in compilation mode. Request PTCs confirm their 2013-2018 YE financials have been submitted to NACL as is our procedure.
- 3.LHQ data for 5 years has been submitted and is being used as a base for other Leagues and DND
- 4.ACL has provided most of the base data that the go-forward WG activities are based on.

## UPDATE ON STATUS (CONT'D)

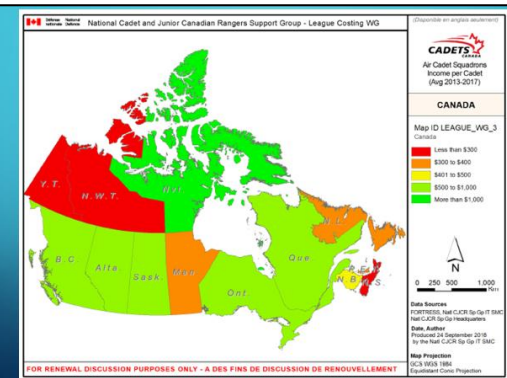
5. New tools are being created to provide information to the appropriate partners to help manage their jurisdictions.
6. Accommodation data is lacking. In many instances we do not have a complete picture of how units are housed. Need help from PTCs to determine
  - how many units are in non-DND locations,
  - how many own properties,
  - how many lease,
  - how many have properties & training locations donated.

## UPDATE ON STATUS (CONT'D)

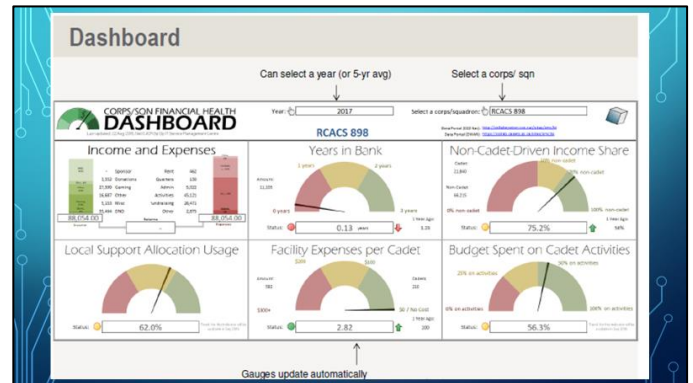
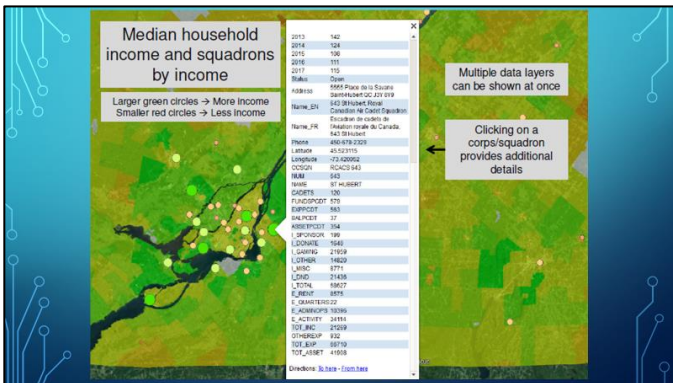
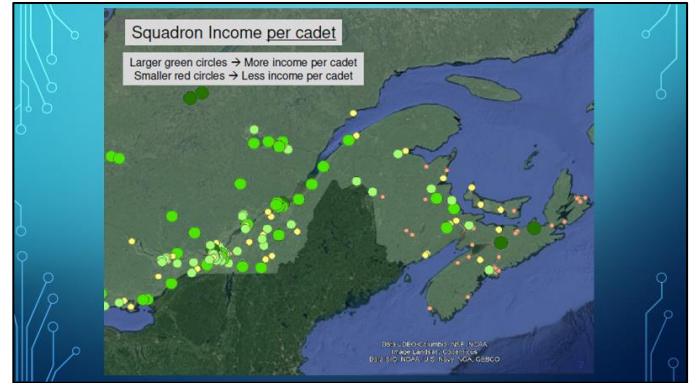
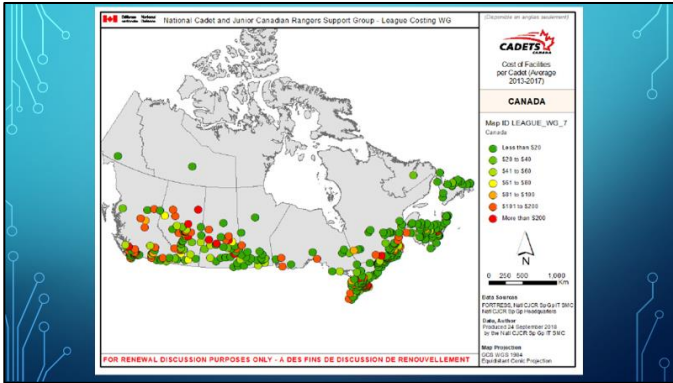
7. The BoG approved Growth and Sustainability direction is forming the template of a request for the ACL to receive \$800k to \$1M to finance those activities while displacing a fee.
8. DND supporting the PTC level with funding through the National Grant process for specific activities is also under consideration.

## INFORMATION AVAILABLE

1. Data will be available to NACL and each individual PTC to evaluate their individual LHQ units (both League and DND support). It will be protected by jurisdiction.
2. DND is leaning heavily on metrics and data-mining to understand the program.
3. Overall ACL data will be available for further analytics by ACL itself







## CONCLUDING REMARKS

1. ACL goal is to obtain DND buy-in that our global ACL system is the gold standard for administrating LHQ units from a League perspective.
2. A version of the ACC9 is in the process of being adopted by Navy League. All partners are engaged in a common version of LHQ level reporting & administration. A v2 version may be in the works.
3. We are taking a very strong position that DND is obligated to train its staff and administer the financial side program
4. The ongoing data from the ACL is restricted for use by ACL and DND.