

**RECORD OF DECISIONS
75th SEMI-ANNUAL MEETING
AIR CADET LEAGUE OF CANADA**



**21-22 NOVEMBER 2014
HELD AT THE LORD ELGIN HOTEL
OTTAWA, ON**



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ANNEX A

MEETING ATTENDEES



2014 SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES
With Special Meeting



MEETING ATTENDEES

Board of Governors

Keith Mann President
Thomas White Past President
Edgar Allain Vice President
Don Berrill Vice President, Treasurer
Don Doern 1st Vice President
Bob Burchinshaw
Thomas Holland
Darlene LaRoche
Lloyd MacIntyre
Merv Orizny
John Scott
Tom Taborowski
Hille Viita
Ernest Wiesner

Advisory Board

Jim Ash
Gilles Cuerrier
Irene Doty
Max Goldack
J. R. (Bob) Goudie
Craig Hawkins
David Hayden
Fred Hopkinson
Ron Ilko
Robert Parsons
Jan Reidulff
Bob Robert
Brent Wolfe

Military

Capt Paul Bousigard
Major Simon Caron
Capt Nathan Daley
CWO Camil Guerin
LCol Richard Hone
Major Darrin Little
Col Conrad Namiesniowski
Major Chris Toth

Honorary Officers

Leonard Jenks Honorary Secretary
Jim McKenchie Honorary Treasurer

Honorary Life Associates

Donald Gladney
Richard Logan

Provincial Chair Persons

Pierre Barabey, QOV
Greg Boudreau, NB
Diana Bray, NL
Joan Cameron, NWO
William Cumming, ON
Alan Curtis, PE
Jim Hunter, SK
Douglas McLennan, MB
Jim Mullins, NS
Jamie Nicol, PTAAC
Ron Rique, BC
Kevin Robinson, AB

Special Guests

Doug Best (CATCA)
Dean Black (AFAC)
Steven & Donna Clark (Royal Canadian Legion)
Peter Duffey (CATCA)
Frank Kobe (Commissionaire)
Cheryl Marek (COPA)
Louise Mercier (Navy League)
Kevin & Maureen Psutka (COPA)
Brian & Heather Sherry (ALPA)
Doug Thomas (Navy League)
Gerry & Heather Wharton (ANAVETS)
David & Theresa Davis-Woodhouse (CCAA)



2014 SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES
With Special Meeting



Provincial Delegates

Norm MacFie
Howard Mar
Stan Monkman
Yves Therrien
Jim Wiechold

Provincial Office Staff

Paul Dowling (NB)
Suzanne Myrand (QC)
Richard Petrowsky (SK)

National Delegates

Rhonda Barraclough
Gene A. Bell
Marcel Bineau
Mike Boyle
Carol Cox
Michel Crevier
Penny Doern
Robert Dolyniuk
Jerry Elias
Jim Gale
Russell Gallant
Beverley Hoban
Dan Kehoe
Madeleine Lecours
Jean-Anne Milton-Binczak
Serge Philibert
Thomas Sand
Doug Slowski
Michael E. Symons
Edwina Thompson
Chris Tuck
Richard Valiquette
Christine Welch

Spouses

Lynn Berrill
Marjorie Burchinshaw
Jack Doty
Janet Elias
Ian Gray
Janet Goldack
Laurette Goudie
Kathy Hawkins
Michelle Kehoe
Barbara Mann
Nick Matresky
Vicki McLennan
Marguerite Parsons
Donna Robert
Glenn Robinson
Katherine Stokes
Heather White
Karen Wiesner

National Office Staff

Sarah Matresky, Executive Director
Joan Gray, Administrative Assistant
Josée Woodford, Executive Assistant
Ray McAndrew, Finance Officer
Sitiraka Raelimanohisoa, Comm Officer
Wendy Hough, Sponsorship & Fundraising

This list is current as of November 12, 2014. We apologize for any errors or mistakes.



ANNEX B

JOINT SESSION

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AIR CADET LEAGUE OF CANADA
73rd SEMI-ANNUAL MEETING
OTTAWA, ON
SATURDAY NOVEMBER 22, 2014

SPECIAL MEETING, JOINT SESSION, RECEIVING OF REPORTS
SATURDAY 21 NOVEMBER, 2014
0800 - 1200 HOURS

1. ADMINISTRATION

1.1 WELCOME BY THE PRESIDENT

K. Mann welcomed everyone to the meeting.

1.2 REMINDER OF THE ORDER OF EVENTS and SCHEDULE

- Special Meeting of Members
- Discussion Paper
- Joint Session PC-BoG
- COFFEE BREAK
- Receiving of Reports (Chairs will have 5 minutes each to report)
- Special Presentations
 - ACC9's
 - Social Media
 - Fun Run
 - Presentation CCAA

1.4 CONFIRM NOTICE OF MEETING

S. Matresky confirmed that a notice of meeting was circulated in September of 2014, that they had a quorum, and that it was a duly constituted special meeting of the Air Cadet League of Canada in accordance with bylaw 4.04 Special Meetings and bylaw 10.01 Amendment to Articles.

1.5 CALL TO ORDER

B. Burchinshaw noted that all proxies should have been registered upon arrival at the meeting and members authorized to vote should be in possession of a voting card.

1.6 MOTION TO APPROVE NON-VOTING MEMBERS AT MEETING

K. Mann indicated that under the new bylaws, non-voting members need to be approved to be present at the meeting.

Moved By: _____

Seconded By: _____

Motion: That non-voting members on the sign-in sheet be approved to be present at the meeting.

CARRIED: YES X NO

1.7 INTRODUCTION OF SPECIAL MEETING ITEMS

K. Mann indicated that there are two items that must be voted on at the special meeting: One Constitution for the Air Cadet League of Canada; and Increasing the Number of Directors to 16 on Form 4031, Article 5.

B. Burchinshaw, Parliamentarian, came forward and provided background information, the policy and introduced the 2 motions.

1. One Constitution for the Air Cadet League of Canada

Background: This Item was missed at the AGM in Whitehorse. The BOG approved a motion (22 Jan 2014) to make this League Policy in accordance with a recommendation from the Transition Lawyer, which reads: *"Since there is ambiguity in requiring the incorporated provincial committees and Squadrons (SSCs) to adopt articles of continuance, we recommend revising the policy to require incorporated provincial committees and squadrons (SSCs) to adopt the above purposes (as per schedule 1 of the Certificate of Continuance) in their governing documents, if that is the purpose of the proposed policy. Otherwise, there is no clarity in requiring the incorporated provincial committees and Squadrons (SSs) to adopt the articles of continuance, since what is to be set in the governing documents of each province varies according to the applicable incorporating legislation to non-share capital corporations".*

Policy: in order to avoid any conflict at any level of the League with respect to the use of the term 'Constitution', it is proposed that the term 'Constitution' be used exclusively to describe the national Constitution. It is also proposed that, should any level of the League require a constitution for legal purposes to satisfy a requirement of provincial legislation, that the stated purposes of the National Constitution be the only purposes stated in the Provincial Constitution. The same applies for SSCs.

Motion: To establish the National Certificate of Continuance as the only 'Constitution' to represent the Air Cadet League of Canada.

MOVED BY: B. Burchinshaw

SECONDED BY: D. Berrill

CARRIED: YES X NO

2. Increase the maximum number of Directors in the Certificate of Continuance (Form 4031, Article 5) from 15 to 16.

Background: This is a requirement to allow for the Past President, who is a voting member of the BOG and Executive Committee in accordance with Bylaw 7.02 to be recognized as a Director, ensuring that 15 Governors shall also remain as Directors. Since the CNCA does not allow for ex-officio members, this will ensure that the Immediate Past President "*shall be a voting member of the Board and the Executive Committee.*" This proposed amendment to the Certificate of Continuance was recommended by the EC and approved by the BOG (10 Sep 14). Because it is an amendment to the Certificate of Continuance it requires not less than a 2/3 approving vote of the members by a special resolution of the members *Bylaw 1.01 (r)*, in accordance with *Bylaw 10.01 Amendment to Articles*.

Being a special resolution amending the Articles of Continuance of the Corporation and Upon and subject to obtaining the approval of the Minister of Industry, Form 4031, Article 5 of the Corporation are hereby amended as follows:

Special Resolution: It is moved by a special resolution that the maximum number of Directors as described in Article 5 of the Certificate of Continuance be increased from 15 to 16.

MOVED BY: _____ L. Jenks _____

SECONDED BY: _____ L. MacIntyre _____

CARRIED: YES X NO

1.8 DISCUSSION PAPER (30 MINUTES MAX)

K. Mann invited B. Burchinshaw, D. Doern, C. Hawkins & T. Taborowski to come forward to present and moderate the discussion paper (Annex 3)

Q & A & Comments:

<p>Q. M. Goldack: Are positions on the Executive Committee determined by the EC or by the Nominating Committee?</p> <p>Moving from Vice 4 to Vice 1 – will that be determined by the Nominating Committee or EC?</p>	<p>A. D. Doern: It would be done through the BOG through the Nominating Committee.</p> <p>I would say by the BOG as they can move people as they want. With the nature of the Treasurer's position, that could play a factor. Your 3rd and 4th VP could hop past the 2nd VP if that was determined by the BOG.</p>
<p>Q. R. Ilko: If the EC is essentially able to control the movement of VPs up and across? What is in place to prevent a VP from staying beyond their intended time, potentially to the detriment of the organization? Because the VPs and EC essentially control the movement of people within that executive area as I understand – correct?</p> <p>So the Nominating Committee's only job is to put one body / person's name forward for the position and after that the Nominating Committee is finished?</p> <p>I would suggest then that the purpose of the Nominating Committee then is quite diluted compared to what it is today.</p>	<p>A. D. Doern: No, no – not true. The BOG controls the movement of people within the Executive Committee. Normal succession would be 4, 3, 2, 1, but if the BOG chose to leave an individual in that position because of talents, skills or need they could leap frog that position.</p> <p>Yes, after that the BOG decides who they want to move up the line.</p>
<p>C. D. Berrill: We just went through this at OPC (our structure is a little different than it was in the past) and essentially the Nominating Committee is a conduit for all members to come to the Board it is also a conduit for the Executive Committee. There is also a rule that the President can only serve one year and an expectation that you are going to follow our Policy and Procedure and that you're going to keep advancing. As I understand your proposal, the only difference is that the BOG would like the ability to say 'we would like to hold you in this position and there would be a leapfrog effect'. I don't think it dilutes the Nominating Committee because they still have to interview and determine who gets on the board. If they don't approve, you won't make the slate for next year. <i>(discussion ensued about the procedure for the slate - inaudible banter)</i></p>	

<p>C. J. Reidulff: If I may? I read in the document that that is something you wanted to do for the specific position of the CFO. If I hear the words that are being spoken right now, you are reserving the right to give any VP a position.</p> <p>The words here are different than what you are saying.</p> <p>We have a guideline that says the President will only have a one year term. There is no reason why we can't go beyond that, but what you're saying here for the CFO is that he could in fact retain that position in perpetuity as long as the BOG is...</p>	<p>A. D. Doern: I'm not – if the BOG chooses it.</p> <p>D. Doern: We specifically targeted the CFO position, as it is in my opinion the most critical one. The BOG has the right to freeze any position that it feels is necessary for the good and welfare of the League.</p> <p>D. Doern: If it were the <i>will</i> of the BOG/Membership. It's the key position I think in making us a business.</p> <p>B. Burchinshaw: Or the person in the position. The function of the Nominating Committee has not changed. We did not touch that in this scenario. You still produce the slate. But it is always been and is now the prerogative of the BOG to determine how that slate is used. They have always had the authority to do that.</p>
<p><i>Inaudible banter.</i></p>	<p>B. Burchinshaw: You are naming the President. Yes, yes but you are not naming the 1, 2, 3, 4th vice president.</p>
	<p>C. C. Hawkins: We have had in the past financial officers, treasurers for multiple years as they have moved up. I was treasurer for years, Bob was too. The duty of that individual remained with the person. They still moved up in the progression because in terms of planning when they were going to be the president, they needed to know when they were going to be in that role. Part of that was to ensure a logical succession plan particularly for the treasurer's role because it is the most difficult and technically challenging. It takes the most time to learn. You have to ensure the handover is smooth and going to a qualified individual. We have done that in the past, the only difference I see in the plan is that we are allowing the BOG to say that you're going to continue as the treasurer. I don't read it to say that you're not going to progress up through the EC. The only time we've had anyone 'hang around' was when the person made a voluntary request because they were not ready and that always came back to the Nominating Committee and they had to make that approval for the slate.</p>

<p>Q. L. Jenks: If I understand it, in future what you are proposing is that the slate proposed by the Nominating Committee is for the BOG. The Members vote for the approval of a BOG slate they do not elect a president or anyone else. They just elect a BOG. At the first meeting of the BOG they determine who is president, CFO etc. Similar to a Territorial Government. So at the end of the AGM, they do not know who will be president.</p>	<p>A. D. Doern: <i>Inaudible.</i> It is somewhat predetermined. The normal succession rate is 4, 3, 2, 1. And for the most part, we will be moving in the normal direction.</p>
<p>Q. R. Dolyniuk: To identify the issue of short turnaround time with DND I have a very simple question. Why are you not going back to DND and tell them that they are not allowing enough time for comment?</p> <p>Quite frankly I don't see how that is our problem and why we would need to restructure our organization as a result.</p>	<p>A. K. Mann: We did that Bob and they are getting better. A lot of the short time has been around Governance because they are trying to push it through and we have to deal with the other Leagues as well.</p> <p>That is not the only reason for the change.</p>
<p>Q. D. Mc@BbUx: Following that, I agree that the timelines are not correct – I agree with that 100%. In this new structure, I as a PC Chair, if the 30 day timeline comes up and the BOG gives an interim reply to DND, am I still expecting a call from the 1st VP as a PC Chair asking what I think? I don't see that in the paper.</p> <p>Even in a 30 day timeline, I would still like a call from the 1st VP saying 'this is what we're thinking but we want your opinion' and I don't see that built in here and I would like to see it built in here.</p> <p>I don't see that there, I guess I am reading this discussion paper differently.</p>	<p>B. Burchinshaw: That would be a decision of the Executive Committee, not the BOG...the president would be able to negotiate more time.</p> <p>It is built in there because the 1st VP will be the Chair of the PC Chairs Committee.</p> <p>We want to engage the PCs to be part of the National voting structure as they are not using their vote currently. They don't understand that they are essentially the League as they appoint the delegates. Under this system, the PC Chairs will be a powerful force as they should have always been. *Reads out Bylaw 5.10*</p>

K. Mann thanked everyone for their participation and added that the paper will be tweaked based on feedback received at the meeting and if approved by the Board of Governors will move forward to the AGM in June for approval.

1.9 JOINT SESSION PC CHAIRS / BOG (30 MIN)

K. Mann invited K. Robinson to the front to begin the Joint Session.

1. K. Robinson reported that the PC Chairs made the following motion for consideration of the Finance Committee: "That 50k be set aside in a reserve fund for FAMIL scholarships and that National would maintain that value at that level in order to provide continuity for the presentation of the FAMIL Scholarships at a certain time of the year". He clarified that it does not mean that that many would be given out, but that it would supplement any shortfall from year to year.

J. Scott described the varying flying scholarships and their differences and added that the League Industry Partnerships sub-component of NRGCC is looking into ways of improving the process and procedure. D. Berrill indicated that the Finance Committee discussed the issue and approximately \$27k is sitting in an account from unused funds and that the money is being held for that purpose. It was decided for the next year (short term) we will utilize that money if there is a short fall to allow for those scholarships to continue to be paid on time and then the various committees will be approached to determine how to proceed in the future. He is reluctant to pay an award if the money was not collected from the sponsor as the League is awarding something it did not intend to pay but understands the concern.

2. K. Robinson indicated that the PC Chairs discussed the cancellation of the both major events planned for the 75th Anniversary (Parade & Band) and explored some alternate ideas. The PC Chairs made the following motion as a recommendation to the 75th Anniversary Committee:

The PC Chairs would support a National event that would bring cadets to Ottawa from all provinces and territories to the 2016 SAM that would include leadership and celebration as proposed by H. Mar.

Discussion ensued about what a leadership and celebration event at the SAM could entail and the incorporation of high profile individuals.

3. K. Robinson added that further to the meeting in Whitehorse where it was discussed that the cancellation of SLC lead to fewer leadership learning opportunities for cadets and therefore a committee was struck to prepare a report draft and as a result the follow was strongly recommended:

That the National President along with his National counterparts and our National Executive Director meet with the Director of Cadets, the Vice Chief of Defence and the Minister of National Defence. The purpose of the meeting shall be to review the current training syllabus and its short comings with a view to returning the leadership aspect to the level required. If this is not done and done quickly, the situation will continue to worsen, soon becoming evident in those cadets moving into the CIC and other areas of community service.

4. K. Robinson reported that the PC Chairs discussed the proposed text revision proposed by the BOG for section 3.8.4 of the Policy Manual with regards to National representation at PC AGMs. They recommend that written guidelines be drawn up and given to the PCs on what expenses they are expected to cover. They suggest as a minimum of two days' accommodations; registration; meals to cover two days.

Comments from the audience: T. Holland believes that all expenses for National Members should be incurred by National

5. Ad Hoc Committee on Governance – K. Robinson summarized that the PC Chairs would like clarification that this is indeed a temporary committee with a secondary purpose to ensure governance at all levels of the League and that it relates only the Cadet Renewal Process.

K. Mann indicated that due to the short turnaround on some documents on Governance and the need to consult with the other two Leagues on a frequent basis, this Ad Hoc committee was struck to assist with moving the workload along more quickly. D. Berrill added that we are about to embark on Phase II of Renewal and three major items are coming up that require particular attention. This committee will help the League to be proactive. Discussion ensued on roadblocks and challenges.

This concluded the Join Session.

**PAUSE AT 1000
FOR A 15 MINUTE COFFEE BREAK**

2.0 RECEIVING OF COMMITTEE REPORTS:

1. NATIONAL PRESIDENT – KEITH MANN

K. Mann indicated that his report was in the meeting book and he had nothing further to add at this time.

2. EXECUTIVE DIRECTOR – SARAH MATRESKY

S. Matresky indicated that her report was in the meeting book and added that Hamilton Watches, the company that donates two time pieces to the League for the Top Male and Top Female Pilot Awards, would be willing to make a commemorative watch for the 75th Anniversary celebrations. Engraving is done in Switzerland and there is a 4-6 month turnaround. She provided pricing and ordering details and circulated a few catalogues for model selection. This concluded her report.

3. PROVINCIAL CHAIRPERSONS COMMITTEE – KEVIN ROBINSON

K. Robinson indicated that the PC Chairs' items were covered during the Joint Session.

4. ADVISORY BOARD – BRENT WOLFE

B. Wolfe reported that the EC asked for more involvement from the AB on committee work. They met with the President to discuss a desired level of commitment. The AB also held interviews this weekend for nominations to the Board. This concluded the report.

5. HONOURS AND AWARDS BOB ROBERT

- B. Robert reported that there were only six nominations received for the West Jet Pilots Association Award this year – all provinces are entitled to submit applications. Same goes for CASARA Award. There were 142 applications for the Educational Scholarships and the procedure and protocol surrounding these awards has been modified.
- The National Office now has a list of recipients of the VLSM consisting of the BOG, AB, PC Chairs. He asked that the PCs add to this database as there was no previously recorded data on the recipients.
- Sub Committee make ups for the various awards were confirmed.
- The H&A committee also confirmed that the Air Cadet Service Medal is calculated starting from the day the cadet was taken on strength.

6. NOMINATING COMMITTEE JAN REIDULFF

- J. Reidulff reported that the committee conducted interviews this weekend further to earlier teleconference with nominees to prepare a slate for approval by the Membership at the AGM in 2015. This concluded the report.

7 FINANCE COMMITTEE **DON BERRILL**

- D. Berrill reported that E. Wiesner is the committee vice-chair
- Questions were raised about how much money there is available celebrate the 75th Anniversary. The answer is that \$200k was allotted for celebrations
- A new online catalogue will be launched in the New Year. It will allow for online payments for registration etc.
- Although some investments were earmarked for the 75th, S. Matresky and D. Berrill noted that there was nothing restricted for the Rainy Day/Contingency fund of \$110k in the League's investments and therefore a change was made identify investments to restrict.
- A new Investment Policy was passed as the policy in place was overly conservative and did not allow for sufficient returns. 30% of investments can now be put in medium risk returns (will be used for scholarships).
- ACC9's –87% compliance rate for this year. A data extraction slide show was presented to demonstrate the overall contributions to the CCO on behalf of the ACL.

8 AVIATION COMMITTEE **JERRY ELIAS**

- J. Elias indicated that his report in the book is short as DND noted that there would be no change to the flying program through to 2016.
- The flying training conference was postponed until January and has been reduced from a 5 day conference to a 1 day conference in Ottawa.
- In 2016 the future of the Aviation Program will be looked at. DND will perhaps consider the League's paper at that time.
- The Aviation committee is concerned with the possible reduction in the number of cadets who train out of the Mountainview facility. They are monitoring the situation.

10 75th ANNIVERSARY COMMITTEE **KEITH MANN**

- Report is on page 43
- The National Capital parade and Band event were cancelled
- Fun Run will be held instead across the country with smaller commemorative events up for consideration as well.
- 75th anniversary pins have been ordered and a distribution plan is being worked on
- Swag items will be purchased with LOGO Central being the company of choice
- Logo to remain as is and will not be modified
- Poster contest set to proceed for new year – winners coming to Ottawa is TBD
- Voting for the official poster to take place at the 2015 SAM

11 IACE COMMITTEE **LLOYD MACINTYRE**

- An update on the 2015 program was given at the meeting
- 75 cadets and 8 escorts outbound
- 72 & 7 received here in Canada
- Thanks given to Alberta for a great hosting job
- Survey results were in and an overview was given
- For 2015 – 71 cadets outbound, 70 inbound
- E. Allain will be the League rep on the Exchange for next year
- A 2016 proposal was put forth from the Maritimes

12 NRGCC COMMITTEE **DON BERRILL**

- D. Berrill thanked S. Matresky and her staff along with E. Thompson for their work on the ACC9 data extraction report
- New chair of NRGCC is now E. Wiesner and vice-chair is K. Robinson
- New Fundraising Development Officer is W. Hough at the National Office
- Gala in the works for the SAM 2015 Saturday night
- Video will be presented during the SAM luncheon.
- LIP is now a subcommittee of NRGCC

13 LEAGUE INDUSTRY PARTNERSHIPS **JOHN SCOTT**

- J. Scott indicated his report is on page 46
- Looking for a member of the Advisory Board to assist with LIP initiatives

14 COMMUNICATIONS COMMITTEE **HILLE VIITA**

- Looking to refresh the committee to improve what the League does to be proactive by prioritizing a list of items that need attention
- Committee would like participation from all provinces
- Next step is to set up the communication chain so that information is dispersed appropriately and focus on major upcoming events
- Set up of a calendar of events to keep tabs on what's happening; information disseminated appropriately to ensure proper coverage of event
- Guidelines for social media tools – leverage what we have already and optimize resources

15 MUSIC COMMITTEE **MERV OZIRNY**

- Report was penned before a definitive decision on the National Capital Parade/Honour Band activities
- Committee is largely affected by the activities of the 75th Anniversary Committee
- Committee feels that the Music Program in the CCO has become irrelevant
- It is the expectation of the committee that monies not used for the National Capital Parade/Honour Band activities would be made available to the provinces to conduct similar celebrations at the provincial level.
- There is a correlation between cadet retention and the music programs at the local level and therefore more funding and attention should be given to music in general

16 EFFECTIVE SPEAKING COMMITTEE **DARLENE LAROCHE**

- A presentation was shown at the meeting provided by Mr. Ken Nixon (ES Trainer in AB) that assists cadets in preparing for an Effective Speaking Competition. It will be provided to committee members and PC Chairs via email in the near future.
- R. Petrowsky will distribute a PPT presentation, which assists the adults in conducting ES Competitions, to committee members and PC Chairs for onwards transmission.
- So far the committee has good provincial representation and participation the goal is to provide everyone with the necessary training required to conduct the competitions.
- In 2015, chaperones will receive material independently from the competitors so they know what is expected from them and to ensure they have all the necessary information related to the National Competition.

17 MEMBERS' COMMITTEE **TOM HOLLAND**

- T. Holland encouraged everyone to review the Policy and Procedure Manual as there is much activity taking place within the League.
- A meeting for this committee is planned for this afternoon. He is unaware of any participants but encourages a representative from each province to participate.
- The purpose of the committee is to encourage recruitment and retention
- Items the committee has been involved with include: governing of expenses for travel; issues dealing with membership; easier access to information on the website for the SSCs; recognition for new sponsors as part of the SSCs
- Banners for the 75th Anniversary are being organized by this committee; orders to be placed through National Office.
- Encouraged all committees to use BlueJeans

PRESENTATIONS

1. **Social Media / Giving Presentation – Wendy & Sitraka**
See attached annex for details
2. **CCAA Industry Presentation – glenn priestley**
See attached annex %for details

**THIS CONCLUDED THE MORNING SESSION OF
THE SEMI-ANNUAL MEETING. LUNCH AND WORKSHOPS
FOLLOWED FOR THE REMAINDER OF THE DAY**



ANNEX C

AVIATION COMMITTEE RODs

National Aviation Committee

Record of Decisions

In Attendance:

Jerry Elias – Chair NFC
Edgar Allain (N.B.) – Vice Chair NFC
Diana Bray (N.L.) Chair
Dave Vokey (P.E.I.) ACLC
Joan Cameron (N.W.O) Chair
Chris Toth (Major) D/NCA OPS O
Camil Guerin (CWO) D/NTA
Darren Little (Major) NTA
John Scott (Chair) OAC
Cheryl Marek S.Ont Director COPA
Jim Hunter (Past Chair SK)
Yves Therrien (Quebec) Rep
Marcel Bineau (Quebec) Rep
Richard Valiquette (Quebec) Rep
Rhonda Barraclough (AB) Rep
Chris Tuck (BC) Rep
Doug McLennan (MB) PC Chair
Bob Dolyniuk (MB) VChairPC
Richard Hone LCol DCdts & JCR 4 /NCA Ops O.

1. General

1.1 Welcome & Opening Remarks

Jerry welcomed all who were in attendance and referred to his committee report in the Record book as being brief based on very little activity in regards to recommendations put forth by the sub Committee on the way forward. At this juncture, it is business as usual and we wait for further information in regards to possible changes National Gliding Program.

1.2 Call for New Agenda Items

4.4 Power Pilot upgrade Scholarship (continuing)

4.5 Possible purchase of N.L. glider by someone in Atlantic

1.3 - Approval of the Agenda -

Motion by Doug McLennan

Seconded by John Scott

1.4 - Approval of the Minutes – Moved by Doug McLennan - Seconded by Richard Valiquette

2.0 Business Arising from Previous Minutes

2.1 – Update on Glider Procurement issues for PC's (Jerry Elias)

- QMH and FMC – two Alberta aircraft / willing to pay at this time. Still at KNL. One glider is almost finished is almost finished and getting done. League has a cheque and it's a matter of getting the go ahead.

2.2 – Update on procurement of National Glider (Jerry Elias)

There is no procurement of a National Glider at this time. Major Little brought up an idea that was put forward by one of the PCs in regards to having an National component inventory. It was brought up by Jerry Elias that the Goods and Services Contract is very specific that the inventory shall be one complete aircraft. At this time we have 1 National Glider.

2.3 – Update on procurement of Tow Planes (Jerry Elias)

No new information on Tow planes – No new procurement at this time. ,

All BC L-19s have been sold and the Atlantic Region has received all the residuals

- Brought up by Major Little that two tow planes are grounded in Atlantic due to a mismatch of wings to fuselage as in Model Series. This error occurred some 40 years ago. Although there is no identified Safety Hazard the legality is in question and this is in the process of hopefully being sorted out.

2.4 – MAAC program update (John Scott)

MAAC and the Air Cadet League have guidance for a four phase model building program which engages cadets in an active learning experience, and is easily relatable to core aviation subjects in LHQ training. Moving forward through this program, cadets gain experience building and flying models of increasing complexity.

Moving the focus off building and onto flying indoor radio controlled models, this program relies on acquiring model aircraft which are 'ready-to-fly'. Although many cadets may still enjoy the model building program, in our discussions with MAAC we have recognized that getting cadets into flying pre-built models may be a better fit for some squadrons.

the OPC administers a trust fund set aside from the former Royal Canadian Flying Clubs Association. After purchasing necessary supplies to get the model club going, a squadron can apply and be reimbursed for their expenses up to \$300.

Please review the following link, and feel free to contact me.

<http://www.maac.ca/>

Stephen Thomson thomsonstephen@hotmail.com

3.0 DND Reports

3.1 Report from National Cadet Air Operations Officer and Flight Safety

Lt Col Richard Hone & Maj Chris Toth

Lt Col Hone began the discussion that he visited all five Regional Cadet Support Units and all five Regional Gliding Schools this past summer. The summer produced a varying degree of success with regards to the number of cadets who successfully completed the flying training, across the five regions. Weather in some Regions was a major factor. Challenges existed but safety is the key. The LCol is of the opinion that extensions are not desirable due to increases in fatigue which may be linked

3.1 Report from National Cadet Air Operations Officer and Flight Safety (continued)

to stress and errors, stating that he would err on the side of caution whenever cadet safety was in question. This point was questioned by Jerry Elias who stated that possibly having such firm deadline may actually induce the stressors. Edgar Allain was in concurrence with that statement and further stated the psychological pressure to complete is often real and self-induced whether there is organizational pressure to complete or not.

The annuitant policy is creating some real gaps in filling positions with qualified personnel for the Glider Program. There is a real effort in getting the annuitant policy, as it presently exists, reversed. More news to come.

Lt Col Hone brought up that a study was going to be conducted by Director General Military Personnel Requirements and Analysis (DGMPRA) to see how many Cadets we actually need to train in order to sustain the ACGP. More information on that study will be forthcoming.

Safety levels are being maintained right now but there may be a need to reduce or suspend flying training/famil flying in local areas/some regions unless the staffing situation changes. ATAC was advised that the PPS was still intact and there was a funding CAP and that limit will be respected.

A question was brought up by the Quebec region on the high number of RTUs in the region last summer- 18 to be exact and through the discussion Lt Col Hone reemphasized that he would not be recommending extensions; however it is the D Cds & JCR (Col Namiesniowski) who has the final authority for making these decisions. Jerry Elias reiterated that possibly that in itself could create problems. Edgar Allain brought up the results of the study done by the League in recommending the 15 year olds in the two 3 week intakes during a summer camp while the regular camp with the adjusted lower numbers simultaneously delivering what he feels will be a much lower number of RTUs, a stronger product, and a thrust contributing to the overall increased retention during spring fall and not to forget the greater exposure of a real hands on aviation experience for a greater number of cadets.

Maj Toth From a flight safety perspective – Overall things were good. The program continues to see an increased number of reported incidents, but this is encouraged by the program which is an indication of a strong reporting culture which is desirable.

3.2 Report from the national Technical authority - Maj Little

A full presentation was given showing the overall state of the fleet and operations. Winches are still going to be phased in as a greater part of the operation but that will be over a period of time. The right balance for the requirements of the program has yet to be worked out. Chris Tuck brought up that the increased use of winches was the way to go due to their high efficiencies and low cost. Major Little pointed out that at some airfields this may not be possible but the integration of the Winches is seriously being looked at.

Once again, gaps in personnel are creating strains in the program. The Progressive SIRPs are still being looked as an option moving forward which will create better efficiencies as well as a better allocation of resources.

4.0 New Business

4.1 Update on the future of Aviation Program

Currently, the program is solid till the fall of 2016. Doug McLennan recommended that the subcommittee meet in 2015 prior to the fall of 2016 to revisit the paper that was produced by the League and revisit the recommendations as put forth to align ourselves with possible implementation.

4.2 Use of the name Royal Canadian Air Cadets on our Aircraft

Doug McLennan asked the question as to whether or not we were going to re configure our fleet with the name. Brought up by Maj Little and others that the name was too cumbersome in terms of both official languages and the branding of Air Cadet name is widely known. Maj Little also pointed out that The Royal Canadian Air Cadet name is on the decal affixed to the aircraft. The general consensus from the group is that would not be pursued. Doug McLennan concurred and the matter is now considered closed.

4.3 Procedures on reporting incidents

Brought forth by John Scott that in light of a recent incident, it was felt that there was a delay in getting timely information to League on the particulars surrounding the incident. The League is bound by the Insurance companies to provide them information immediately following an event I particular when one of the aircraft received damage. Albeit there may have been a delay in DND releasing information during the last event, the necessity of doing so was understood. Major Toth did express his reservations o maintaining the confidentiality of the Pilots involved as a large part of preserving the integrity of a non-punitive safety culture. This was understood by all parties.

Action Item by Sarah is to determine by checking with the Insurance Company if indeed the names of Cadets involved in any future incidents can remain confidential.

4.4 Continuation Power Scholarships

A formula was brought up by Richard Valiquette that would allow for advance payment to those receiving the Continuation Flying bursary in order to not delay in the Cadet receiving the funds in order to commence the flying. It was also suggested that the Regions get a pre set allocation. The question of distribution by population by representation was discussed and that clarification on the current Status of this program be carried out by discussing with Sarah Matresky our Executive Director .

A statement was made that changing or modifying the payment allocations should go through the honors and awards committee so therefore the topic was not discussed further. It was also brought up that there are challenges to finding and accessing ATAC schools in Quebec and that we should allow Cadets from Quebec to utilize the ASSOCIATION QUÉBÉCOISE DU TRANSPORT AÉRIEN (**AQTA**) in lieu of ATAC. Jerry Elias suggested that he thought this was already done and that other changes to the continuation Training Scholarship were already in place. Again, this would be clarified with further discussions with Sarah.

4.5 Possible Purchase of N.L Glider from either a PC in Atlantic or a joint venture between PCs.

It was brought up by Edgar Allain that the NL PC may possibly want to sell one of their three Gliders to one or several of the Maritime Provinces. This is simply due to lack of utilization and any appreciable physical presence of the Glider in the province.

Jerry Elias and Major Little both indicated that that process should be relatively simple if indeed there is an intention to do so. The desire and result would be to keep the Resource in the Region.

5.5 Comments and Reports

None other than what has already been discussed.

6.0 Date of Next Meeting

6.1 Annual General meeting, June 18-21 2015

7.0 Adjournment

Moved by Dave Vokey



ANNEX D

75TH ANNIVERSARY COMMITTEE
RODs



75th Anniversary Committee Record of Decisions

Chairperson: Keith Mann
Vice-Chairperson: Tom Holland

Attendees

Keith Mann (Chair)	Tom Holland (Vice-Chair)	Craig Hawkins (Secretary)
Merv Ozirny (SK)	Penny Doern (BC)	Howard Marr (MN)
Stan Monkmann (AB)	Hille Viita (QOVPC)	Pierre Barabey (QOVPC)
Jim Mullins (NS)	Joan Gray (NOS)	Sitraka (NOS)

Guests

Edwina Thompson (OPC)	Bill Cumming (OPC)	Bev Hoban (NL)
Richard Petrowski (SK)	Madeleine Lecours (QOVPC)	Mike Symons (BC)
Bob Burchinshaw (BOG)	Jamie Nicol (PT)	

1. Administration

- 1.1 Welcome and Opening Remarks
The Chair welcomed all committee members and guests to the meeting. He noted that the kick off to the anniversary celebrations are rapidly approaching and we need to be finalizing decisions today so that the Fund Generation Committee could start raising additional funds required to support the projects.
- 1.2 Additions to the Agenda:
The following items were added:
SWAG Presentation by Fern Lalonde (Item 2.2)
Squadron Posters by Mike Symons (Item 2.3)
National Banner by Joan Gray (Item 2.4)
- 1.3 Approval of the Agenda
Moved by M. Orzirny, seconded by T. Holland to approve the agenda as amended.
- 1.4 Approval of the ROD / Minutes of the Last Meeting (June 2014)
The ROD of the November ** Teleconference were approved as circulated.

2. Business Arising

- 2.1 Discussion of the Conference Call: The Chair reviewed the decision at the last conference call to recommend that the National Capital Parade and the National Honour Band be cancelled and that more national celebrations be implemented. A new "Major" event will be discussed later this meeting.
- 2.2 Presentation by Fern Lalonde of Logo Central:
Logo Central has done work for the national Kit Shop in the past. F. Lalonde brought in a number of sample items that included the National 75th Anniversary Logo. New items, included

a “distressed-look” T-shirt were also shown. F. Lalonde discussed a potential problem with placing the logo on hats: in its current format the logo will not reproduce well in the limited space available on the hat. We will need to look at an alternative version of the logo for use on hats. The company has a digital graphic artist that can make the necessary modifications for us to approve.

A number of new SWAG items were also displayed. However, F. Lalonde cautioned against having too many items. The best recommendation is to identify specific products that we know will have mass appeal and a proven record of sales within the cadet world. Special / custom orders can be made if a customer wishes to order a unique item.

F. Lalonde outlined the process for ordering / payment / production / filling the orders. The key was to have minimal stock held at the national office and to fill the orders on an “as required” basis. All orders would be paid for (to the League) up front. An on-line order form could be developed.

Moved by Jim Mullin, seconded by Tom Holland that Logo Central be engaged as the principal supplier of NACL SWAG for the 75th Anniversary. Carried

Moved by Penny Doern, seconded by Tom Holland, that Terry Trophies of Kamloops BC designated as an approved supplier of official 75th Anniversary material. Carried

Moved by Merv Ozirny, seconded by Stan Monkman, that the NACL 75th anniversary Committee be the approving authority for the use of the 75th Anniversary official logo. Carried.

Action Items:

- The NOS to work with Logo Central to develop the necessary on-line order forms and displays for the sale of anniversary SWAG.
- That the 75th Anniversary Committee work with Logo Central to review the modifications for the anniversary logo to be used on caps.
- That the 75th Anniversary Committee develop guidelines for provincial committees and other League groups that wish to modify the official logo (-ie- with the addition of a provincial name).

2.3 Presentation by Mike Symons: Poster Project

Mike Symons presented a sample of the poster that was distributed to the BCPC. Similar posters can be made for other PCs. The official 75th Anniversary Logo was incorporated in the sample poster. It was suggested that each PC have their own posters that includes the crests of all squadrons in the PC as well as any cadet training centers within the area (DCadets has approved the inclusion of these crests on the poster). If a squadron does not have an official crest, they should work through the national office to get a crest approved by the end of the training year.

Each PC will also need to provide a picture for the center of the poster.

Motion: Moved by Jim Mullin, seconded by Pierre Barabey, that the poster project be adopted as an official 75th Anniversary Project. Carried.

Action Item: M. Symons and the NOS will produce a one-page criteria sheet outlining the exact requirements for submissions for the provincial chairs. A separate order form will also be produced to allow individuals / groups to order posters from more than one PC.

- 2.4 National Banner (Joan Grey)
A sample of the national banner was displayed. The other provincial banners are being produced and should be ready for distribution shortly. For information only.

3. New Business

3.1 Major Events

3.1.1 Fun Run

The Committee confirmed its support of the national Fun(d) Run as one of the major events of the 75th Anniversary Celebrations. The details will be worked out by a small committee, including E. Allain and the NOS, to be identified by the next meeting.

3.1.2 Cadet Leadership Symposium

The Committee heard two presentations on possible symposium formats. H. Marr presented his outline, followed by a second proposal by P. Barabey and H. Viita. While there are some differences in the two presentations, both events include a group of cadets from all provincial committees, workshops and citizenship tours. Both presentations are attached for information.

Moved by H. Marr, seconded by P. Barabey, that the Committee support a Cadet Symposium as one of the major events of the 75th Anniversary Celebrations. Carried.

Action Items: A working group consisting of H. Marr, P. Barabey, H. Viita, C. Hawkins and Major Caron, will review both proposals and develop a unified format for review at the January Teleconference.

3.2 Committee Reports

3.2.1 Poster Contest (P. Doern)

Thanks to Sitraka for producing the information flyer. Following discussion, the Committee recommends that the contest launch date be in the middle of December, 2014.

3.2.2 PC Banner (T. Holland)

A few of the banners have been produced and were displayed at the SAM. The other banners will be shipped to PCs shortly. Additional banners can be ordered by the PC if they wish. The approximate cost (including taxes and shipping) will be \$175.

Moved by T. Holland, seconded by P. Barabey, that the League produce a banner for the Director of Cadets Office. Carried.

Action: T. Holland to work with NOS on the wording of the banner.

3.2.3 Pins (P. Doern)

The sample of the final design was circulated. Final orders will be confirmed and the consolidated order will be placed in the near future. Details about placement of the pin will be finalized with DCadets. It was recommended that the pins will be shipped to the provincial committee office and that the PC can determine the most effective method of distributing the pins within their jurisdiction.

Moved by H. Marr, seconded by S. Monkman, to proceed with ordering the pins. Carried.

3.2.4 SWAG
Covered under Item 2.2

3.2.5 Communications (H. Viita)
The Communications Deck will be updated with new information following the SAM and will be reviewed at the January teleconference.

3.3 New Items

The following items will be discussed at the next teleconference:

- The development of an Alumni Data Base. This joint project (as part of the NOS / National Fund Generation) could be used as both a fund raiser as well as a way of increasing public awareness of both the Anniversary and the Air Cadet program.
- License Plate Holders incorporating the National Anniversary Logo
- Other ideas are still welcome!

4. Conclusion

4.1 Good and Welfare

The secretary reminded anyone who is not on the regular committee mailing list to include their e-mail address if they wish to receive a copy of the minutes of the meeting

4.2 Closing Remarks

The Chair and Vice-Chair both thanked all committee members and guests for their participation in the meeting.

4.3 Next Meeting: Teleconference in January, date to be determined.

Proposal for the 75th Anniversary Activity

Category: National Event

Title: **Celebrating Excellence; Our ACL “Best of the Best”**

Timeframe: November 2016 (coordinate with SAM meeting)

Goals:

1. To celebrate the 75th Anniversary of the Air Cadets and our movement with participation from across the country.
2. To celebrate Air Cadets, representing their PC/territory, that have distinguished themselves in a facet of the Air Cadet movement and their accomplishments.

Participation:

Target an estimated 36 cadets.

The below are possible participants.

- 75th Anniversary poster contest winners
- 2016 Effective Speaking Contest winners
- 2016 Top Cadet/Chairman’s Award winners

Note: May want to consider representation from other areas like flying/gliding winners, some for the trophy/bursary winners given out at SAM, Music, etc.

A suggested option is for the PC/territory to select their two “Cadets of Excellence” to send to the event, in addition to the Poster. This could allow a little more flexibility for the PCs/territories to bring forward their best and work with Cadets availability.

Proposed Agenda and Activities:

Three days in Ottawa – Flying in Thursday, Fly out Sunday

Activities under three main themes

Celebrating our “roots” and flight

- Visit to Vintage Wing in Gatineau
- Tour of the Capital by “air”

Our Youth - our future

- Tour of the Governor General’s residence
 - Potential to include lunch or dinner with the Governor General
- Visit to Parliament Hill – sponsored by Senator Day or MP(s)
 - Tour of the Hill, the buildings including the library
 - Possibly an opportunity to have lunch at the Parliamentary Restaurant

Our Movement

- Participate in the 2016 SAM
 - Cadet Workshop – potentially a topic on « *The Next 75 Years* » or similar regarding the vitality of the movement, and or to have a special guest to meet with the Cadets
 - SAM Dinner
 - Meeting with ACL and Military leadership

High Level Budget Considerations :

Transportation for 36 cadets 36 000\$

Accommodations 3 600\$

Meals 3 600\$

Tour of Ottawa by plane 5 000\$

Vintage Wing Visit 5 000\$

Dinner or lunch with Governor General 5 000\$

Visit Museums 1 800\$

Total 60 000\$

Note: Suggest also looking to get sponsors for this one-time event (e.g. Military, Partnerships, Alumni, etc)

Background Notes

Governor General's Tour – 45 minutes

October 27 to December, 2014 w/ reservations

Daily 10AM to 4PM

AIR CADET LEAGUE 75TH ANNIVERSARY LEADERSHIP SYMPOSIUM

The Air Cadet League of Canada will hold a Leadership Symposium to celebrate its 75th Anniversary. The Symposium will consist of 50 senior Air Cadets participating in formal meetings with leadership experts to discuss leadership from several perspectives and levels, participating in small group discussions to suggest what the Air Cadet Program might achieve in the near future and participating in tours of the Canadian War Museum, the National Gallery of Canada and the Canada Aviation and Space Museum. A Vice-Regal Reception will open the symposium and a Mess Dinner will conclude the Symposium.

Schedule of Events

Wednesday, November 23, 2016

1900-2100 Vice Regal Reception – hosted by the Governor General His Excellency the Right Honorable David Johnston CC, CCM, COM, CD

Thursday, November 24, 2016

0900-0945 Leadership - Gen Raymond Henault CMM, MSC, CD, CDS 2001-04
1000-1045 Leadership - Gen Rick Hillier OC, CMM, ONL, MSC, CD, CDS 2005-08
1100-1145 Leadership - Gen Walter Natynczyk CMM, MSC, CD, CDS 2008-12
1200-1330 Luncheon – Guest of Honor: Minister of National Defence the Honorable Rob Nicholson
1400-1700 Tour of the Canadian War Museum hosted by Gen Paul Manson OC, CMM, CD, CDS 1986-89
1800-1930 Barbeque hosted by the President of the Air Cadet League of Canada
2000-2200 Bowling in ten teams of five to prepare for Saturday Discussion Groups

Friday, November 25, 2016

0900-0930 Leadership in Business – Raymond McFeetors, President & CEO, Canada Life
0935-1005 Leadership in the Arts – Peter Herndorf, President & CEO, National Arts Centre
1010-1040 Leadership in Academia – Alan Rock, President & Vice Chancellor, University of Ottawa
1055-1125 Leadership in Sports – Corey Chamblin, Saskatchewan Roughriders, Head Coach
1130-1200 Leadership in Media – Lisa Laflamme, CTV
1200-1330 Luncheon – Guest of Honor: Andrew Scheer, Speaker, House of Commons
1400-1700 Tour of the National Gallery of Canada hosted by Senator Joseph Day
1800-1930 Barbeque hosted by Keith Mann, Chair, 75th Anniversary Committee
2000-2200 Bowling in ten teams of five to prepare for Saturday Discussion Groups

Saturday, November 25, 2016

0900-0930 Discussion Group
0935-1005 Discussion Group
1010-1040 Discussion Group
1100-1200 Presentation – Discussion Group Recommendations
1200-1330 Luncheon – Guest of Honor: Cory Niefer 2012 London Olympian, 17 RCACS
1400-1700 Tour of the Canada Aviation and Space Museum hosted by LCol Jeremy Hansen
1800-2100 Mess Dinner – Guest of Honor: Gen Thomas J. Lawson, CMM, CD, CDS

Participants

Fifty Senior Air Cadets are to be chosen by the Provincial Committees allocated as follows;

NL	3	NS	4	NB	3	PEI	2
QC	7	ON	8	NWO	2	MB	4
SK	3	AB	5	BC	6	PAN	3

TOTAL 50

Criteria for Selection

To qualify for selection a cadet must be in Grade 11 or higher, be sixteen years or older, be a good communicator and possess one of the following qualifications/achievements: rank of WO1, International Air Cadet Exchange, Staff Cadet, Advanced Aerospace, Advanced Aviation Technology – Air Craft Maintenance, Advanced Aviation Technology – Airport Operations, Glider Pilot Scholarship, Power Pilot Scholarship, Leadership and Ceremonial Instructor, Survival Instructor, Sports Instructor, Marksmanship Instructor or Advanced Musician.

Budget

Rations	28K
Quarters	21K
Transport	50K
Local Bus	5K
Tours	6K
Meeting Rooms	2K
Honoraria	10K
Translation	8K
Publishing	5K
Total	135K



ANNEX E

IACE COMMITTEE

RODs

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ANNEX F

NATIONAL RESOURCE GENERATION COMMITTEE RODs

National Resource Generation Committee Record of Decisions



Chairperson: D. Berrill

Attendees:

Greg Boudreau	Carol Cox	Sarah Matresky	Wendy Hough
Michel Crevier	Ernie Wiesner	Ray McAndrew	Suzanne Myrand
Doug Slowski	J-A Milton-Binczak	T. Taborowski	

1. ADMINISTRATION

- 1.1 Welcome and Opening Remarks
The Chair welcomed everyone the NRGC meeting.
- 1.2 Appointment of Note Taker
S. Matresky agreed to take notes
- 1.3 Additions to the Agenda
No additions
- 1.4 Approval of the Agenda
Moved by D. Slowski / T. Taborowski to accept the Agenda as presented.
Carried.

2. BUSINESS ARISING

- 2.1 Approval of the SAM 2014 Committee Report
Moved by C. Cox, seconded by M. Crevier to accept the report as presented.
Carried.
- 2.2 Approval of the AGM 2014 ROP
Moved by J-A Milton-Binczak, seconded by G. Boudreau to accept the minutes as presented. Carried.
- 2.3 Business Arising & Updates from AGM 2014 ROP
D. Berrill indicated that since AGM, Wendy Hough had been hired to replace D. Shaw in the position of Fundraising & Resource Generation Specialist. S. Matresky introduced her to members of the committee around the room.

3. NEW BUSINESS

- 3.1 Fundraising Specialist Presentation Report
W. Hough presented a slide show on the League's Situation Analysis and Pyramid of Giving. She indicated that nationally we only solicit 800 of a potential 2 million donors. She added the following points:
 - Plan of Action to include: fundraising mantra; framework; build on momentum; alumni element.
 - Direct Mail – priority to expand database, social media, stewardship program and data mining.
 - Fun Run – 75th Anniversary to increase viability of activity; event with the most money going directly to the squadrons; National would get sponsors and distribute the money.

3.1 Fundraising Specialist Presentation Report continued...

- Major Gifts – operational definitions; identifying prospects; potential honorary chair
- Donations – members will be asked for contributions, starting with the BOG.
- Honorary Members – consider asking Michael Potter of Vintage Wings to be an honorary chair and consider bringing in an external board.
- Corporate Sponsorships – review of existing LIP relationships, Home Hardware; identify new prospects.
- 'My Giving Moment' initiative by Governor General
- IBM Grant – W. Hough will apply soon with the help of a few of the committees
- Planned Giving is essential
- Work Plan for W. Hough summarized
- Fundraising training session is planned for June on the topic of asking a board member or volunteer for money.
- Pledge form will be in place for major donations.

3.2 Major Pathways Discussion

D. Berrill stressed the importance of the committee being proactive and added that we should consider data-mining our Registration and Screening database as well as the Facebook group 'Save Air Cadet Gliding'. The Board of Governors should also be approached for donations as many charitable organizations considered their board members as major contributors. M. Crevier, S. Myrand of Quebec, D. Slowski of BC, J-A Milton-Binczak of ON, E. Wiesner of NS and C. Cox of AB to assist in obtaining national prospects that can be brought forward from the provincial level.

Defining the 'Asks' is crucial to the 75th Anniversary and is task that needs to be addressed presently. Clarification needs to be given on what the League does as it is not well known and he sees this as the committee's next role. D. Berrill gave some eye-opening facts of what the League currently contributes. When the 'asks' are completed, a clarification can be made on what the League does, followed by the core case for support. Each case for support should be tailored for each 'ask' and tailored for each person/company.

E. Wiesner added that the projects need to qualify and a cost analysis prepared for each ask. It was noted that instead of referring to raising money for 'Optional Activities', it should be referred to as asking for 'enrichment money'.

3.3 75th Anniversary Discussion

The NRGC is having difficulty with the lack of finality of the 75th Anniversary Plan and it is hampering the NRGC committee to move forward to support the activities as everything is still tentative.

A representative of Logo Central was scheduled to meet with the 75th Committee to discuss options for swag. Hamilton Watches will be producing a commemorative time piece. D. Berrill confirmed that the order has been placed for the 55,000 pins for the cadet uniforms.

3.4 NRGC Activities Report

This item was covered in the presentation in item 3.1

- 3.5 ACL Foundation Status
Nothing further is known at this time.
- 3.6 Committee Chair Discussion
E. Wiesner has accepted the position of Chair of the NRGCC. D. Berrill will continue as a member of the committee. K. Robinson will serve as vice-chair of NRGCC. J. Scott will chair LIP as a sub-committee.
- 3.7 League Industry Partnerships Committee
J. Scott reported that he has put together a paper with points to consider about the League's awards, indicating that the way business is currently conducted is 'cracked'. The late G. Fabes conducted business very independently and although the League fared well and many opportunities came to fruition, there was no succession plan in place and much of the work was left to the national office to piece together. Many of the agreements initiated by G. Fabes are out of date and no stewardship has been done with these partners since his death. Sennheiser can no longer offer support as their operations have moved to Germany and they have determined that their contributions to the League in the past did not offer a cost benefit. CAE has cut back (loss of 3 scholarships).

Other concerns with the MOUs involve a lack of specification (do they need to be a cadet?) J. Scott provided some additional ideas of how the scholarships could be awarded and added that we should encourage education offered some suggestions on how to improve the current process as it is not practical. Staff members should be involved once the League is prepared to enter into discussion with the various organizations.

MOTION: That for the future, the LIP Committee should become a sub-committee of the NRGCC. Moved by J. Scott, seconded by E. Wiesner.

D. Berrill to recommend adoption by BOG.

- 3.8 Video 'TED Talks' Fundraising Video
A YouTube video featuring activist and fundraiser Dan Pallotta who calls out the double standard that drives a broken relationship to charities.
Too many non-profits, he says, are rewarded for how little they spend -- not for what they get done. Instead of equating frugality with morality, he asks us to start rewarding charities for their big goals and big accomplishments (even if that comes with big expenses). In this bold talk, he says: Let's change the way we think about changing the world.

4. **CONCLUSION**

- 4.1 Good and Welfare
Nothing further.
- 4.2 Closing Remarks
The Chair thanked everyone for their participation.
- 4.3 Date of Next Meeting: Teleconference is scheduled for the near future.



ANNEX G

MUSIC COMMITTEE

RODs

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.....U y o @ COMMITTEE RODs



ANNEX H

BOARD OF GOVERNORS RODs



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

November 21 & 22 , 2014

MEETING INFORMATION

Meeting Date: November 21 2014 (Continued November 22nd @ 1300)

Start Time: 1300

Location: Lord Elgin Hotel

Purpose: Scheduled SAM Meeting

ATTENDANCE

Edgar Allain	Present	Tom Taborowski	Present
Don Berrill	Present	Lloyd MacIntyre	Present
Bob Burchinshaw	Present	Keith Mann	Present
Don Doern	Present	Merv Orzirny	Present
Tom Holland	Present	John Scott	Present
Darlene LaRoche	Present	Tom White	Present
G. Johnston	Absent	Ernie Wiesner	Present
F. Johnsen	Absent	Hille Viita	Present

Sarah Matresky Present Executive Director

Obersvers (Nov 21): E. Thompson, J. Elias, Y. Therrien, J-A Milton-Binczak, M. Bineau, C. Namiesniowski

1. Administration

1.1. President's Opening Remarks – K. Mann

K. Mann welcomed and thanked everyone for their participation.

1.2 New Items for the Agenda

4.9 Accessible Customer Service Plan

1.3 Approval of the Agenda

MOVED BY: T. White

SECONDED: D. Doern *that the Agenda be approved as amended.*

CARRIED

1.4 Approval of Record of Proceedings – BOG Sept 2014

MOVED BY: L. MacIntyre

SECONDED: M. Ozirny *that the ROPs be approved as presented.*

CARRIED

2. Information

2.1. President's Report – K. Mann

K. Mann indicated that his report was included in the meeting book and there was nothing further to add at this time.

2.2. Executive Director's Report – S. Matresky

S. Matresky indicated that her report was included in the meeting book and added that it was written recently and therefore she did not have anything further to report.

2.3. Finance Committee Report –D. Berrill

D. Berrill indicated that his report was included in the book. He added the following points:

- Cash flow – trying to keep \$200k in liquid assets
- Budget for travel to meetings is more than expected
- Rainy Day Reserve was not restricted until now.



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2.3 Finance Committee Report –D. Berrill (continued)

MOTION: That the Rainy Day reserve be restricted as presented.

MOVED BY: D. Berrill

SECONDED: H. Viita

CARRIED

D. Berrill presented the ACC9 Extraction Report

- Purpose of exercise is to provide the senior leaders of DND with a clear picture
- Information was gathered based on the SSC's ACC9 reports
- Gave a breakdown of what is provided financially on the National, Provincial and Local levels
- PCs spend 3.8 million dollars on the cadet program
- 82% of Squadrons are housed in non-dnd facilities
- Fundraising activities at the SSC's amount to 22% of funding
- Discussed the dollar value of volunteers
- Acronym YIB stands for Year in the Bank
- Col. N said that is was a great presentation and is trying to wrap his head around what it means for the CCO
- D. Berrill thanked E. Thompson for her assistance with the project
- It was requested that the briefing be given at an upcoming CPMB Meeting

MOTION: That 2013 and beyond acc9's brought to 100% compliance

MOVED BY: D. Berrill

SECONDED: D. Doern

CARRIED

MOTION: That the Finance Committee may use up to 80 hours of paid time to carry out the ACC9 data mining project to present data to DND.

MOVED BY: D. Berrill

SECONDED: T. White

CARRIED

K. Mann thanked D. Berrill and S. Matresky and the Finance Committee for their excellent work.

3. Business Arising

3.1 Governance and Ad Hoc Committee – K. Mann

K. Mann introduced the document and explained the process of the Community Coordinating Committee and how it works as part of the Governance structure. S. Matresky read the footnote that was added as an amendment to the document as follows:

** In circumstances where only the Air Element of the CCC will be convening, the meetings will be chaired by DND and a senior representative of the Provincial Committee will participate as an advisor/facilitator.*

These terms of reference require approval from the Board of Governors

MOTION: That the TORs for the CCC be approved as presented.

MOVED BY: D. Berrill

SECONDED: E. Allain

CARRIED

MOTION: That we accept the CCC document as our recommendation to DND from the ACL

MOVED BY: D. LaRoche

SECONDED: L. MacIntyre

CARRIED



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3.2 Paid Supervision Discussion Paper – D. Berrill

D. Berrill presented his discussion paper on Supervision.. He added that it is not in the League's best interest to wait on this issue. It was noted that DND never speaks about its 'overall manpower' and it was recommended that the supervision issue be investigated.

MOTION: That the ACL requests DND to address this issue as a primary issue of importance and the ACL wants it resolved in phase 2 of renewal.

MOVED BY: D. Berrill

SECONDED: M. Ozirny

CARRIED

It was clarified that the BoG wants the issue of CIC officers supervising resolved as they should be paid for all of their time. M. Ozirny added that other exclusions should be considered in writing.

3.3 ACL Who Are We – K. Mann

K. Mann asked that this issue be tabled

MOTION: That the agenda item 3.3 'ACL Who Are We?' be tabled to the next meeting

MOVED BY: D. LaRoche

SECONDED: E. Wiesner

CARRIED

3.4 Strategic Plan Update – S. Matresky

S. Matresky indicated that a Strategic Plan Update with a column reporting the status of each item was circulated and would be pleased to answer any questions. She asked that the BOG take time to review the document at their convenience and contact her should they have questions. This concluded her report.

4. New Business

4.1 Insurance Abuse Policy – S. Matresky

S. Matresky reported that at the last BOG meeting she was instructed to inquire further about abuse coverage recommended by the League's broker. She obtained a comparison between the old and new policies and intended to have the policy explained to the board at the insurance workshop during the Saturday afternoon session. As the continuation of the BOG meeting now conflicts with the workshop, she will ask for an extension on the quote to allow the BOG more time to come to a decision.

4.2 Awards – Release and Indemnity – J. Scott

J. Scott introduced a form that is currently in use within the Ontario Provincial Committee. He asked that the item be tabled.

MOTION: That the agenda item 4.3 'Awards – Release and Indemnity' be tabled to the next meeting

MOVED BY: J. Scott

SECONDED: T. Holland

CARRIED

4.3 LIP Committee Amalgamation – J. Scott

J. Scott recommended that the League Industry Partnerships Committee become a subcomponent of the National Resource Generation Committee. T. Holland asked for some clarification and gave reasons why they should continue as separate committees. Discussion ensued.

MOTION: That the League Industry Partnerships Committee become a subcommittee of the NRGCC.

MOVED BY: J. Scott

SECONDED: D. Berrill

CARRIED

4.4 Addressing Harassment Complaints – H. Viita

H. Viita gave an overview of a complaint from the Q&OV that began two years ago and has now become more problematic. She asked if the National level of the League has a system in place along with guidelines to accept and track complaints to bring proper attention to the issues raised. The complaint at hand is escalating and no resolution has been reached to date. It was decided that a panel be struck to deal with the matter. OPC's harassment policy and discrimination policies were discussed and considered. Copies to be sent to M. Ozirny for consideration.



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4.5 Revision to PPM 3.8.4 – B. Burchinshaw

S. Matresky indicated that it was often unclear to PCs who was responsible financially for having a national representative attend a Provincial AGM. She worked alongside B. Burchinshaw to make the proposed amendments to the policy. T. Holland was opposed to the changes. PCs recommend in a motion that they typically pay for a max of 2 nights and for the registration of the meeting.

MOVED BY: D. Berrill

SECONDED: T. Taborowski to accept the proposed changes to the document and update it

CARRIED

4.6 Chairs of National Committees (2 motions) – K. Mann

K. Mann introduced this agenda item that was first presented at the Executive Committee meeting last month. Discussion ensued about who should be chairing National Committees and whether or not there is a conflict of interest if you work for DND. It was added that double hatting should not be allowed in their opinion, as it would be in a conflict of interest. The Motions from Nov 5th EC meeting were mentioned. M. Ozirny added that a pecuniary interest means that there is a conflict of interest no matter how much money is involved. The Flying Committee was discussed as an example.

MOTION 1

MOVED BY: D. Doern

SECONDED: J. Scott that chairs of national committees shall be governors or members of the advisory board.

CARRIED

MOTION 2

MOVED BY: D. Berrill

SECONDED: D. LaRoche that parties employed by or receiving compensation from the Canadian Cadet Organization cannot chair a National Committee.

CARRIED

4.7 Motion to Approve Signing Authorities – S. Matresky

S. Matresky indicated that a motion to approve signing authorities needs to take place as it needs to be clear in the minutes who may sign on behalf of the League.

MOTION: That the following changes be made to the signing authority at the Bank of Montreal and signing authority be reviewed annually.

Signers: S. Matresky; D. Berrill; K. Mann; D. Doern (*new); H. Viita (*new) Remove: B. Goudie; K. Higgins; T. White; B. Robert

MOVED BY: J. Scott

SECONDED: M. Ozirny

CARRIED

4.8 IACE Hosting 2016: PE, NS, NB – L. MacIntyre

L. MacIntyre gave an overview of the IACE Committee meeting and made the following motion.

MOVED BY: L. MacIntyre

SECONDED: D. LaRoche That the hosting responsibility for the 2016 IACE in-Canada program be assigned to the PCs from NB, NS, and PEI hereafter to be referred to as the Atlantic Proposal, contingent to DND approval. If successful the program is to be extended to 2017 and 2018.

DEFEATED

The BOG felt that not enough information was given to make a decision at this time. The IACE chair is going put together a proposal to the board of governors and will report back to the board and be voted on electronically.

4.9 Accessibility Customer Service Plan – S. Matresky

S. Matresky reported that she heard a PSA on the radio two days ago indicating that businesses operating in Ontario are required to have an Accessibility Customer Service Plan and Accessibility policy in place. The deadline to report is December 31st 2014. She prepared the two documents circulated using the online policy and plan generator to meet the requirements. Because of the short notice, she is still unaware if this applies to Federally Regulated Organizations such as the ACL. Because the report is due at the end of December before the next BOG meeting, she asked that the documents be approved as required.

MOVED BY: D. Berrill

SECONDED: D. LaRoche That the plan and policy be approved as presented.

CARRIED



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5. Committee Reports

5.1 75th Anniversary Committee

K. Mann reported that the following activities are planned for the 75th Anniversary celebrations:

1. The Poster contest and all the other associated minor activities (banners, kitshop, etc.) are going to continue as per plan.
2. There is \$210k set aside at ACL in support of all additional 75th Anniversary activities.
3. There is going to be an NRG run event at the 2015 SAM;
4. There is going to be a National Fun Run with a projected date of 1st weekend in June 2016;
5. We are going to push for a specific "AIR CADET WEEK" in which all PC's and regions will conduct special activities such as a parade, band concert, or other such activity.
6. There will be special activities of some type at the 2016 AGM
7. There will be special activities of some type at the 2016 SAM
8. There will be a "Celebration" activity (such as the Leadership symposium) in conjunction with one of the SAMs or the BC AGM in 2016.

Briefly discussed were some formulas to utilize ACLN funding in support of 75th Anniversary activities across the country. All costing should be ready in time for the January BOG meeting and will be passed on to the Treasurer for board approval.

5.2 Aviation Committee

E. Allain reported that the policy is crippling and hurting the flying program and they are advocating to get the policy changed. More to report on the subject after the January Air Operations conference.

5.3 National Resource Generation Committee

D. Berrill reported that Ted Talk video was shown at lunch to the members. It was a YouTube video featuring activist and fundraiser Dan Pallotta who calls out the double standard that drives a broken relationship to charities.

Too many non-profits, he says, are rewarded for how little they spend -- not for what they get done. Instead of equating frugality with morality, he asks us to start rewarding charities for their big goals and big accomplishments (even if that comes with big expenses). In this bold talk, he says: Let's change the way we think about changing the world.

There are three major pathways that the committee is currently working on at this time. The first is to generate a list of 'asks' that National is looking to fund or resource. The second is to clarify the data of League contributions and create a clear and concise document that highlights the League's contributions to the Cadet Program. The third is to draft a basic Core Case for Support which needs to be aligned with the 'asks' that the ACL is looking to pursue. W. Hough also presented plans for a social media campaign Saturday morning and all members were asked to consider making a contribution to the League.

6. Conclusion

6.1 Reports of the Vice-Presidents

T. White would like to review the length of time the Board of Governors meet.

6.2 Good and Welfare of the Air Cadet League

M. Ozirny asked what steps are being taken to deter cuts to the cadet program in the future (example – IACE etc.) D. Berrill indicated that the Governance model will help with those concerns as there needs to be mutual consultation through the partnership at all levels under this new model.

6.3 Date and Time of the Next Meeting:

January 14th 2015 via teleconference.

IACE Electronic Motion 10 December 2014

MOTION:

“The BoG accepts the recommendation from the IACE Committee to pursue the Maritime proposal for 2016 at the current ACLN Budget allocation for this activity, and authorizes it to move forward”.

MOVED BY: L. MacIntyre SECONDED BY: E. Allain

CARRIED

From: Keith Mann [mailto:president@aircadetleague.com]

Sent: January-08-15 9:12 PM

To: Keith Mann; Lloyd MacIntyre; Bob Burchinshaw; Don Berrill; Thomas Taborowski; Sarah Matresky; Darlene LaRoche; Don and Penny Doern; Edgar Allain; ernest. wiesner; Fred Johnsen; Geoffrey Johnston; Viita, Hille H; John Scott; Kevin Robinson; Merv Ozirny; Tom White; Tom Holland

Subject: Re: IACE Committee Proposed Motion to the BOG for E-Vote

In regard to this electronic vote on this motion, all BoG members responded with all but 1 voting in favor 1 governor chose to abstain from voting. As such I declare the motion carried.

Keith



ANNEX I

PROVINCIAL CHAIRS COMMITTEE RODs

PC Chairs Meeting- November 21, 2014 – Ottawa

In Attendance: There were 24 in attendance. All Provinces were covered.

Kevin welcomed everyone in his opening remarks.

1. Acceptance of minutes of last meeting
 1. Item 9: Pierre – FTU uniforms discussions and clarification in written motion.
 - i. **Motion** to accept previous minutes by Pierre, 2nd by Greg, **carried**
2. New agenda items
 1. Acc9”
 2. Supervision
 3. 75th Anniversary

Jim Hunter made a **motion** to approve the agenda with the amended new items added.

Greg Boudreau seconded. **Motion carried**

Kevin proceeded to give us a detailed review of all ACL documents provided by Don Berrill to explain the ACC9 process.

ACC 9 Data with Government of Canada/DND data discussion - are there any assets which is a value to DND that we are paying for – send information to Kevin to include in the report

75th Anniversary Discussion:

1. Both the National Band and Capital Parade events have been cancelled due to final costing analysis. Costing summary reviewed by Chair

Howard Mar made a presentation on a Leadership Symposium which has been given to the 75th committee for consideration which would consist of: chosen by accomplishment, senior cadets, morning sessions learning, afternoon sessions touring and evening sessions socializing. We want something to showcase the cadet organization and everything would be recorded for the purpose of sharing. Consideration to amalgamate with Pierre’s suggestion for ‘Celebrating Excellence’ national event.

2. A **motion** was made by Pierre Barabey that all PC Chairs support a National event to bring cadets to Ottawa from all provinces/territories to the 2016 SAM(Leadership/celebration) as proposed by Howard Mar. Doug McLennan of Manitoba seconded. All were in favour. **Motion carried.**
3. Leadership training for Cadets – Norm MacFie (NL). Did a presentation of his study undertaken to address lack of leadership training with the ACL programs. Quality of leadership training offered at Summer Training Camps has declined. Why can’t the Leadership training be included in Drill and Ceremonial training courses. Recommendations: National President to meet with VCDS and DCadets to discuss this issue.

Please see report attached. A **motion** was made by Dave Vokey to support the recommendations in Norm Macfie's report and ask the president to bring them to DND for consideration. Greg Boudreau seconded the motion, All were in favour. **Motion carried.**

Paid Supervision Issue:

1. Review of Paid Supervision Issue – Letter of Nov. 16th by Don Berrill – in current renewal no actions taken by DND to review and realign the supervision issue. Taking this issue to the BOG for consideration.

Ad Hoc Committee of Governance – Terms of Reference in IACE – Restricted to host committee and next/incoming host committee. Discussion to include representatives from other PC's not directly involved with current IACE program. Ron Rique from BC requested that the IACE committee ask all PC Chairs to get involved at the National Level. Terms of Reference review is needed. Any thoughts or concerns. Will we be violating our own charter by doing business in a rapid business format.

National representations from National to PC AGM – recommendation that guidelines be drafted for protocol hosting National delegates at AGM. Pierre Barabey made a **motion** that the PC's only cover two nights accommodation, meals and registration. Anything above that should be covered by National. Seconded by Diana Bray. All were in favour. **Motion carried.**

ACL National Power Upgrade Scholarship determination of funding payout and allocation. Funds for continuation flying are donated but are managed by ATAC. Problems have arisen when funds have not arrived at National in time to issue funds to cadets that qualify. Pierre Barabey made a **motion** that National establish a national reserve fund of \$50,000 for famil scholarships and maintain that value, so that any shortfalls at time of presentation be covered. Doug McLellan seconded. All were in favour. **Motion carried.**

Harrassment and Conflict Policies – Quebec is looking for a policy that they can adapt to deal with these conflicts. Bill Cumming offered to provide him with OPC policies. Kevin asked that Bill instead send it to him and he could then forward it to all PC Chairs. Does National have a policy? If so please have it placed on the website for easy access.

Issue of cadets wearing uniforms in public discussion. Dcdts need to clarify region by region that Admiral Bennett directive was back to normal. Quebec was told that the cadets cannot fundraise with their uniforms on due to event that happened in St. Jean in October. All other organizations are visible in their uniforms and QC 's fundraising efforts are severely hampered if the cadets cannot wear their uniforms.

Kevin thanked everyone for a productive meeting. A **motion** to adjourn was made by Jim Hunter at 3:45 p.m. Seconded by Greg Boudreau. **Motion carried.**



ANNEX J

NATIONAL SELECTIONS COMMITTEE RODs



**National Selection Committee
Record of Decisions**

Chairperson: Jim Wiechold

Attendees

Gene Bell (NS)
Capt Paul-Martin Bousicard (D Cdts & JCR 4-5-2)
Major Simon Caron (D Cdts & JCR 4-5)
Bob Dolyniuk (MB)
Dan Kehoe (NS)
Madeleine Lecours (QC/OV)

Richard Petrowsky (SK)
Serge Philibert (QC/OV)
Suzanne Myrand (QC/VO)
Thomas Sand (AB)
Christine Welch (BC)
Josée Woodford (NHQ)

1. Administration

- 1.1 Welcome and Opening Remarks
The Chair welcomed all committee members and guests to the meeting. He mentioned that this is the last meeting he is chairing.
- 1.2 Additions to the Agenda:
National Scoring Sheet – Suggestions for the next chair person. There might be some new ideas.

2. Business Arising

- 2.1 Blue Jeans / Skype interview for remote squadrons
Need to have a facility set up – Played as if the cadet was there (entering the room). Good idea to have the cadet enter the room so the board appears to be as close as a face to face board.
-Blue Jeans has been used for a board interview in BC and went well.
-Manitoba used skype for interview and they experienced some problem with people who do not have facility or enough band width.
-SK did not have the opportunity to try it.
- 2.2 2015 ACL PC's Contact List
Review the list to ensure contact information is correct.

3. New Business

- 3.1 Discussion regarding the scoring sheet
Passing around national scoring sheets –Between now and AGM please look over and modify if required. During the discussion, it has been raised that the points allowed on the English version do not match the French version (Glider/Power). Major Caron took note of that and will resend the revised version for distribution once the scoring sheet will be amended.
- 3.2 Major Simon Caron's Report
-One change to National selection process: Age criteria for IACE – Cadets must be 17 years of age, at minimum, before they commence the IACE (before 21st of July, 2015). There is a move to change the CATO.
-Other than IACE DCdts has received less applicants than 2013 for National Scholarships.
-Still working on improving the selection process in Fortress.
-Oshkosh trip is still suspended until further notice.
- Failed/RTU Course report will be provided by DCdts through Josée or via RCSU – RCSU has a current list and is updated once a month.

3.3 CO Recommendation Letter / Application

Motion: that the CO's recommendation letter for IACE no longer be required as part of the application process; to make the application process simpler. Jim Wiechold made the motion. Richard Petrowski (SK) was not in favor of the motion. Jim will take the recommendation to the BoG for approval. This change, if approved, would take place for the 2016 IACE applications.

4. Conclusion

4.1 Good and Welfare

4.2 Closing Remarks

The Chair thanked all committee members and guests for their participation in the meeting.

4.3 Adjournment

D Cdts & JCR 4-5 Report to National Selection Committee members

Prepared by Major Simon Caron
Revised 22 October 2014

National Selections 2014:

1. A total of 1933 National Courses applications were submitted to the Regional level. Please note that this does not represent 1933 different cadets, as most cadets submit multiple applications. This is a reduction of 572 applications from 2013. The numbers are broken down as follow:

- a. IACE: 180 applications (for 75 vacancies), 19 more than 2013;
- b. PPS: 448 applications (for 255 vacancies), 53 less than 2013;
- c. GPS: 612 applications (for 300 vacancies), 158 less than 2013;
- d. AATC-AO: 204 applications (for 60 vacancies), 48 less than 2013;
- e. AATC-AM: 293 applications (for 60 vacancies), 55 less than 2013;
- f. AASC: 196 applications (for 60 vacancies), 13 less than 2013; and
- g. OT: 0 applications, there was 264 in 2013.

2. The reduction can be explained by the various lists submitted; a larger number of cadets who didn't meet the criteria were just not put forward compared to last year.

National Selections 2015:

3. The National Vacancies for the 2015 National Courses are as follow:

- a. IACE: 71 vacancies;
- b. PPS: 250 vacancies;
- c. GPS: 283 vacancies; with 17 less in Central
- d. AATC-AO: 60 vacancies;
- e. AATC-AM: 60 vacancies; and
- f. AASC: 60 vacancies.

4. The Oshkosh Trip has been suspended since 2014, as you are already aware. Funds for this activity have been redistributed to finance other initiatives.

Continuous improvements – Selection Process through Fortress:

5. The selection process through Fortress is still going well. If you have any suggestions to improve the selection process, please feel free to let me know.

Documents to be submitted with application packages

6. As you recall at the SAM, I was to provide an alternate method of verifying cadets who were RTU or had failed specific courses, as an alternate approach to print all previous course reports. After running a trial version of this, if all goes well, the intent is to stop the printing off all previous course reports. This would significantly reduce the size of the file and be more practical. I will circulate a sample of a National Course application and a sample of the list of failures and RTUs. Comments are appreciated.

7. If you have any questions, feel free to contact the undersigned.

JGS Caron
Major
National Air Cadet Coordinator



ANNEX K

ADVISORY COMMITTEE

&

HONOURS AND AWARDS

RODs

2014 Semi Annual Meeting



Advisory Board Record of Decisions

Chairperson: Brent Wolfe

Attendees

L. Jenks	J. Reidulff	G. Cuerrier	R. Ilko
I. Doty	T. White	M. Goldack	R. Goudie
D. Hayden	F. Hopkinson	R. Parsons	B. Robert

Guests

D. Doern (First Vice)

1. Administration

- 1.1 Welcome and Opening Remarks
The Chair welcomed all members to the meeting. He noted that some members were involved in other meetings and would be joining the AB meeting as their schedules allowed.
- 1.2 Additions to the Agenda:
The following items were added to the agenda:
 - 2.1 Advisory Board members on other committees
 - 3.4 Feedback on the new Governance Proposal
- 1.3 Approval of the Agenda
Moved by Bob Robert, seconded by David Hayden to approve the Agenda as amended. Carried.
- 1.4 Approval of the ROD / Minutes of the Last Meeting (June 2014)
The minutes of the meeting at the June AGM were approved as circulated.

2. Business Arising

- 2.1 Advisory Board Members on Other League Committees
Support in principle was expressed about participation in other League Committees. However, there were some concerns raised about the impact this participation would have on the deliberation and duties of the Advisory Board (as witnessed by the absence of some members at this meeting). The Chair was directed to speak with the National President to seek clarification on the role that AB members would have on these committees.

3. New Business

- 3.1 Duties of non-Past Presidents as Honorary Associations
The AB held a discussion on the duties and responsibilities of our current Honorary Officers and Members. It was noted that, with few exceptions, most Honorary Members are willing to serve, but are not asked by the League (at the national or provincial level) to perform any specific duties in support of the League or the Air Cadet Program. The general consensus was that this was not a new issue and has been raised by the AB in the past.

It was suggested that an Honorary Member / Officer be approached to host a teleconference with the other Honorary Members to determine their feelings about continuing in their roles, and to identify specific activities / tasks that they could be active in support of either the League or the Air Cadet program.

- 3.2 Honours and Awards Committee Report
Refer to minutes of the National HAC

- 3.3 Nominations Committee Report
The Nominating Committee Chair outlined the openings for the 2015 Slate. There are a number of positions that may come open depending on the decision of some Governors. During the day, the Chair spoke privately with some Governors.

The Committee met with the National President, First Vice and Past President to solicit their views on possible candidates for the various openings.

Interviews with a number of potential candidates for the various positions were held by the Committee. As some potential candidates were not able to attend the SAM, their interviews will be held by teleconference in the new year.

Following conference call interviews and exchange of e-mail correspondence, the Committee will agree upon a slate of officers for the 2015-2016 year. This slate will be submitted to, and approved by the members / delegates at the 2014 Annual General Meeting.

- 3.4 New Governance Model
Following the presentation of the Proposed Governance Model, the AB held a lengthy discussion to provide feedback to the working group. First Vice-President D. Doern joined the discussion and provided some clarification and insight. The results will be forwarded to Governor B. Burchinshaw by C. Hawkins

4. Conclusion

- 4.1 Good and Welfare
- 4.2 Closing Remarks
The Chair thanked everyone for their input throughout their participation in the various committees through the year.
- 4.3 Next Meeting: June 19, 2015 in Edmonton at the Annual General Meeting
- 4.4



Honours and Awards Committee Post-SAM Report

1. Fifteen Members of the National Honours & Awards Committee attended the SAM NHAC meeting.

2. The Air Cadet League Volunteer Service Medal presentation guidelines and protocol were reviewed. A protocol would dictate that it is more in the spirit of recognition to have the presentation of medals/bars/rosettes initiated by the League rather than to have the volunteer have to apply; at least for the principal National members i.e. on the BOG, the Advisory Board and the PC Chairs (but not the PC delegates). The PCs would do the same, keeping a Master List, for their members, including their National Delegates. The PCs might do the same for their SSC members or leave it to the SSC chairs to apply to the PC for earned medals/bars/rosettes

Then there is the matter of cost recovery. The National Office needs to know what the policy is. It is recommended that the costs of the National level medals/bars/rosettes should be free for the recipients: the costs would be included in the national budget. The PCs should cover the costs of the medals/bars/rosettes (purchased from the national office) for their members. Finally The SSCs' should be paid by the PC or charged to the SSC.

The NHAC moved that the above be put in place. The BOG is being asked to approve these guidelines/protocol.

3. Regarding Service Pins for Adult Volunteers, the NHAC strongly endorses the continued use of Service Pins in 5 year increments, to be used to recognize the service of both League and non-League personnel. Provincial Committees should be able to continue to purchase these pins from the national office at a reasonable price.

4. The Chair of the League-Industry Partnerships (LIP) Committee visited the NHAC meeting and informed that the LIP Committee is reviewing the current MOAs/MOUs the ACL has with funding partners regarding the use of monies awarded to air cadets to advance their qualifications to Pilot-in-Command and beyond. The NHAC passed a motion that the HAC and LIP committees explore other possibilities for the allocation and uses of the \$2,500 awards for the greater benefits of recipients and the Air Cadet Program.

5. The granting of the Air Cadet Service Medals to is to be allocated on the fourth anniversary of their TOS date. Some cadets are provided their medal after completing four training years. The PPM is clear that the award is given after four years of service. The correct interpretation is to be reinforced.

6. The composition of the eleven NHAC awards sub-committee was updated in preparation for the onset of award nominations of cadets and adults in the new year and to be announced at the AGM in Edmonton.

Bob Robert
Chair, Honours and Awards Committee
Air Cadet League of Canada

December 6th, 2014



ANNEX L

FINANCE COMMITTEE

RODs

Finance Committee Record of Decisions



Chairperson: Don Berrill

Attendees:

Edwina Thompson
Ernie Wiesner
Rick Brooks
Tom Holland
Sarah Matresky

Ray McAndrew
Pierre Barabey
Carol Cox
Greg Boudreau

Doug Slowski
Michel Crevier
T. Taborowski
Beverley Hoban

1. ADMINISTRATION

- 1.1 Welcome and Opening Remarks
The Chair welcomed all members of the Finance Committee.
- 1.2 Appointment of Note Taker
S. Matresky agreed to take notes
- 1.3 Additions to the Agenda
3.13 FAMIL Scholarships
- 1.4 Approval of the Agenda
Moved by P. Barabey, seconded by E. Thompson to accept the Agenda as presented. **Carried.**

2. APPROVAL OF MINUTES, BUSINESS ARISING & UPDATES

- 2.1 Approval of 2014 AGM ROPs
Moved by M. Crevier, seconded by Edwina Thompson to accept the AGM ROPs as presented. **Carried.**
- 2.2 Business Arising and Updates from 2014 AGM ROP
S. Matresky had the ACC9 resolution passed in NL dealing with delinquent files reviewed by the League's lawyer. The lawyer responded that the resolution was acceptable.
- 2.3 Review of Finance Committee Report SAM 2014
Moved by D. Slowski, seconded by G. Boudreau that the report be accepted as presented. **Carried.**

3 NEW BUSINESS

3.1 Review of financial statements and status of the ACL

3.1.1 Internal & External Restricted Accounts/Investments

D. Berrill presented the table of investments where each one is labeled as 'restricted' and 'unrestricted'. Money will eventually be reinvested at maturity in the amounts that coincide with the money specifically set aside for certain events. Restricted money was set aside for Contingency/Rainy Day reserve in the amount of \$110k and was approved by the EC at the last meeting.

3.1.2 Cash Flow

S. Matresky and R. McAndrew have been preparing a Cash Flow analysis every month with a six month projection. Paying the League's insurance in quarterly installments has helped to keep the money flowing. R. McAndrew to correct the Rent Expenses listed on the Income statement. 'Glider Purchase' line item to be moved under 'Catalogue Sales'.

MOTION: To accept the Balance Sheet, Cash Flow and Investments as presented. Moved by E. Thompson / C. Cox

3.1.3 New Investment Policy Confirmation

D. Berrill indicated that the League has not moved forward with utilizing the new Investment Policy until after the SAM to be sure that there are no issues from the members. While the moment that the BOG passed the policy, it technically came into force, for the time being the old policy format was maintained so that the Committee could review the newly adopted policy. S. Matresky and E. Wiesner are working on the short term investments for the time being to keep earnings coming in. D. Berrill added that they were not particularly happy with the BMO response to their requests for advice and their proposal and as such he is pursuing additional investment advice from RBC and TD.

MOTION: That the Finance Committee approves the Investment Policy as presented. Moved by C. Cox / E. Wiesner

3.2 Budget Related Items – Incl. items requiring review

3.2.1 IACE Budget Items

The Exchange went very well this year and came in under budget. This line item was over budgeted on purpose under 'accommodations' as it is possible in the future that host families may not be available. This item will continue to be over budgeted as required.

MOTION: To accept the IACE Budget as presented. Moved by D. Slowski / E. Thompson

3.2.2 AGM Travel to Support PC Chairs

D. Berrill indicated that this item was under budgeted for FY 14-15 and recommends that it be increased from \$9k to \$15k for next year.

- 3.2.3 75th Anniversary Funding – Incl. NCP/NHB document
P. Barabey asked if the Finance Committee could set aside additional funds for the SAM in 2016. D. Berrill indicated that it is up to the 75th Committee to decide that and the Finance Committee to make the funds available.

3.3 Review of ACC9 Status Across the Country

The ACC9 submission data was reviewed as presented in the Finance Committee report. R. Brooks gave a demonstration on a 'Roll Up Report', a program he created to extract data from the ACC9's. The National Office will send the most updated version of the ACC9's to the Provincial Committees (v.15) along with a warning on the website that all old versions of the ACC9s will be removed in 60 days. There will be 1 multi account, 1 regular and no PDF. All SSCs are encouraged to submit electronically. R. Brooks added that training videos are available on all ACC9s.

MOTION: That the BOG insist on 100% compliance for ACC9's for 2013 and beyond. Moved by C. Cox/D. Slowski

3.4 ACC9 Data Extraction Report – ACL Support to the CCO

D. Berrill gave out some statistics from the figures collected from the ACC9's. Approximately \$15M dollars was raised at the local level; \$12M in expenses paid by SSC's and a net profit of \$1.6M. He added that locally the League supports between 30-50% of the program and now we have the figures to support this claim. He also noted that other interesting information was found and gave an example of how in AB most of the squadrons do not claim the GST rebate which could provide them with a credit of around \$500-\$1000/yr. if they are a registered charity. G. Boudreau noted that the hangar at the Miramichi airport was not included in the report along with some other assets. If these items were factored in, he suggested the figures would be much higher. The Committee also thought that Civilian Volunteers should also be included in the equation – raising the total number of volunteers from 6k to 9k. It was suggested that band instruments should be rated higher than the \$1 value currently listed for these assets.

3.5 Presentation – Use of Travel Agency for Member Travel

S. Matresky presented 4 travel agencies they are considering to assist the League in booking travel covered by the National Budget to have better control over spending under this line item. Corporate Travellers seemed like the most viable option. The Committee agreed that a policy on booking travel should be written and also it should be taken into consideration allotting a specific amount per traveller in next year's budget.

3.6 Presentation – Improvements to Online Catalogue

S. Matresky indicated that the National Office has purchased a one-year membership to 'Shopify' as part of their online software donation program. Improving the efficacy of catalogue sales online will mean less staff time required to fulfill orders; more secure transactions as office would no longer be in possession of credit card numbers for manual input; and more efficiency for the sale of 75th anniversary swag items. She added that SSCs wanting to purchase items by cheque would have to call the office for processing.

MOTION: To accept the Shopify proposal as presented.
Moved by D. Slowski / P. Barabey

3.7 Insurance/Abuse Coverage

S. Matresky reported that she was directed by the BOG to look into obtaining a separate policy for Abuse Coverage based on the recommendation of the broker. The quote returned to the League was \$10k-\$12k for this additional coverage and the BOG is awaiting further clarification on the policy from the broker before proceeding.

3.8 Progress Report – National Resource Generation Committee

D. Berrill reported that there are three major pathways that the committee is currently working on at this time. The first is to generate a list of 'asks' that National is looking to fund or resource. The second is to clarify the data of League contributions and create a clear and concise document that highlights the League's contributions to the Cadet Program. The third is to draft a basic Core Case for Support which needs to be aligned with the 'asks' that the ACL is looking to pursue. W. Hough and Sitraka R. are preparing a presentation on the subject of a Social Media Campaign which will be delivered on Saturday. The NRGC is having difficulty with the lack of finality of the 75th Anniversary Plan and it is hampering the NRGC committee to move forward to support the activities as everything is still tentative. E. Wiesner is scheduled to take over as Chair of the Committee at the conclusion of the SAM.

3.9 Progress Report – Air Cadet League Foundation

This item was deferred as there were no members of the Foundation in attendance.

3.10 Progress Report – League Industry-Partnerships Committee

D. Berrill indicated that the BOG has approved the inclusion of the LIP Committee as a sub-committee of NRGC.

3.11 Goals and Objectives of the Finance Committee Related to the New SPU

This item was deferred in the interest of time.

3.12 Other New Business

P. Barabey suggested that the League set aside enough funds to ensure a consistent number of FAMIL Scholarships are awarded annually. S. Matresky indicated that a GIC for around 30k is set to mature in 2018 which was invested under the direction of the late J. Walker as a result of unused funds from previous years.

MOTION: That 50k be set aside to ensure that FAMIL Scholarships are awarded consistently (up to a max of 20).

Moved by D. Slowski / G. Boudreau

4 Conclusion

4.1 Good and Welfare

Nothing further.

4.2 Date of Next Meeting: A conference call will take place in the next few months.



ANNEX M

PPBLC COMMITTEE

RODs

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PPBLC COMMITTEE RODs



ANNEX V

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Effective Speaking Committee – November 21, 2014

Darlene LaRoche - Chairperson

Additional agenda item – Distance Learning

Darlene presented a power point on Effective Speaking Training hoping these tools will help squadrons recruit more cadets to participate. It was very well received and Richard Petrowsky offered to use this template to make another presentation to train the SSC's and CO's to help the cadets prepare.

The most focal points of the presentation were:

- We need to provide a better Effective Speaking training
- Aim – to provide an opportunity for Air Cadets to increase their self-confidence; and increase their ability to reason, organize and express ideas.
- FOCUS on timing!
- Teachers and Commanding Officers are good resources on getting information on their topic.
- Make suggestions – but don't do the work.
- It's a good idea **not to number** their points in their speech (in the preview the major points). "I'm going to cover a number of topics" – 30 to 45 seconds.
- "In Conclusion or "In Summary" – gives the judges the heads up that the speech is coming to a close. It is easier for the cadet to say "thank you" when finishing their speech.
- Timing – no less than 5 minutes and no more 6 minutes. Suggest index cards are used – points to speak to – not the speech – then the cadet is not "reading the speech".
- Rate of delivery – adrenaline – quickens the speech pattern. The amount of delivery needs to remain constant.
- Proper stance – comfortable in their skin – show confidence in what they are saying. Encourage them to set away from the podium.
- Good clear annunciation so you can be heard.
- Table Talk from Toastmasters is a great resource for Impromptu speeches.
- Make the notes word notes – not sentences.
- "Did you know" is a great way to start a topic in an impromptu speech.

At the end of the meeting: Joan proposed adding a form in the cadet information package that would relate just to parents/escorts to complete when attending the AGM to clarify what they can participate in and how to register independently. The committee agreed this would be a good idea. Joan will send the committee a draft to be considered before implementing it. All comments will be welcomed to make this procedure easier for everyone involved.



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ANNEX h

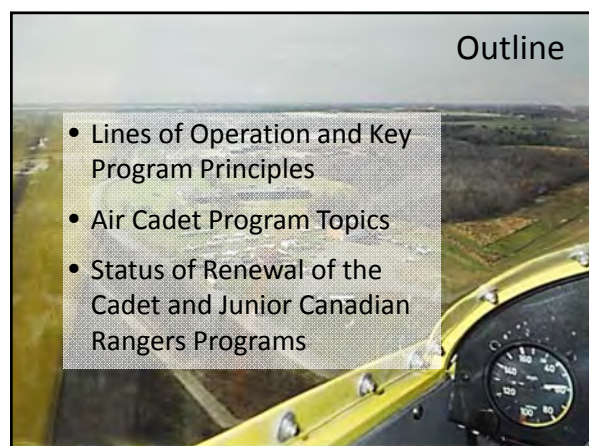
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ANNEX 1

**DND GROUP ADDRESS
POWERPOINT**



Major Lines of Operation

- Delivery of the Cadet and Junior Canadian Rangers Programs
- Renewal of the Cadet and Junior Canadian Rangers programs
- Enhancing Communications and Building Relationships




5 Key Program Principles

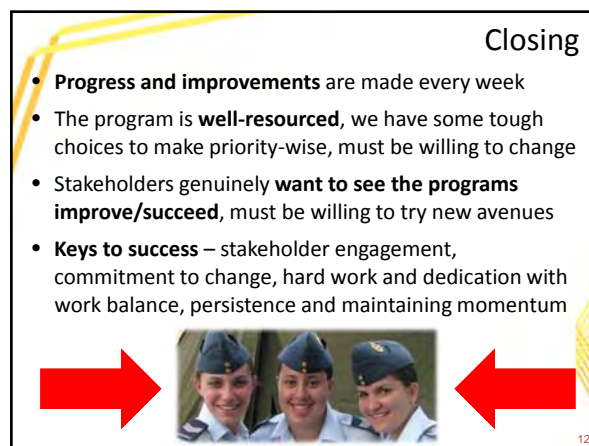
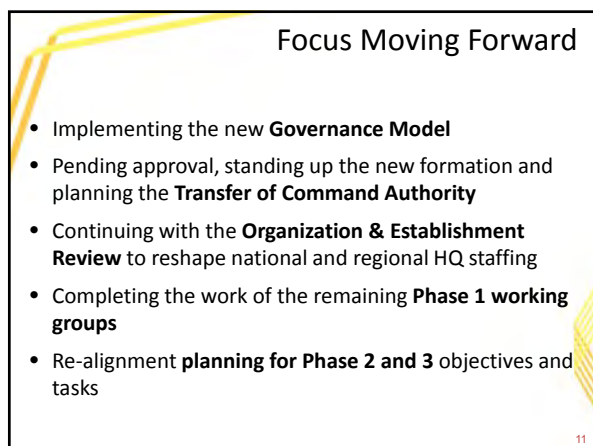
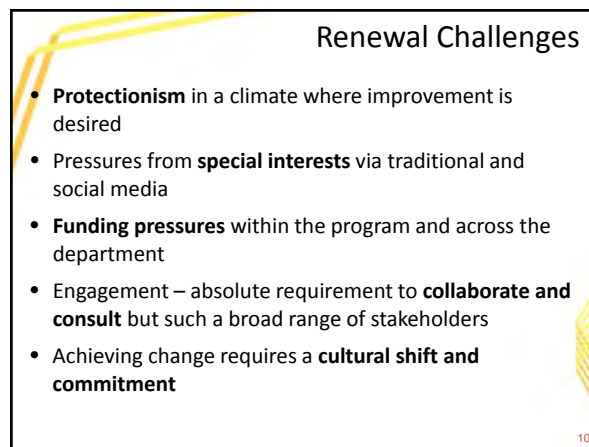
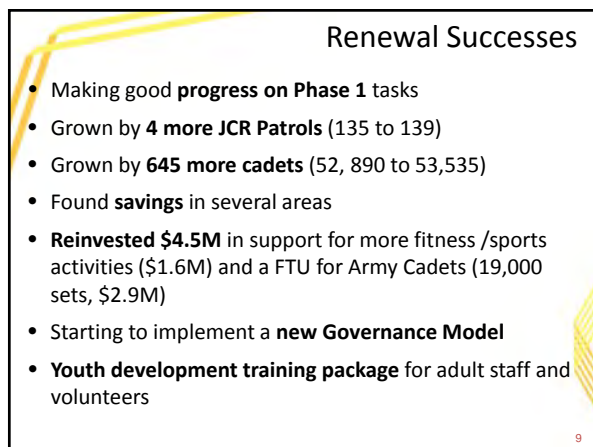
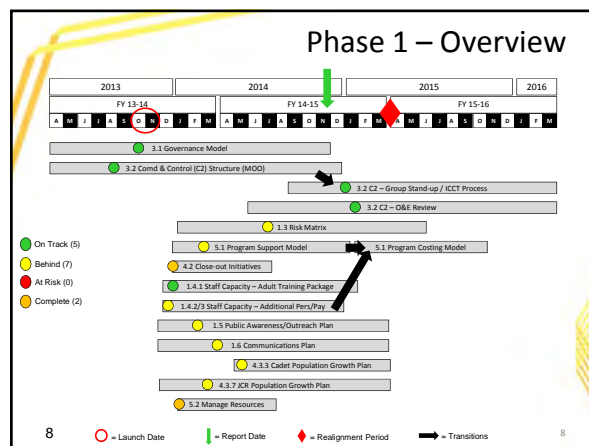
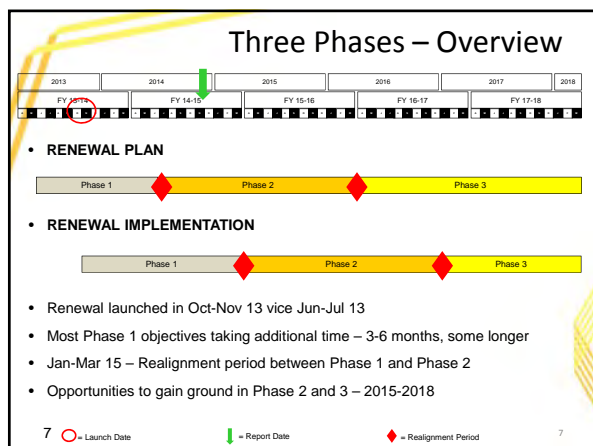
- Invites all Canadian Youth
- Instil the Canadian Military Values
- Develop Citizenship, Leadership, and Fitness
- Balance Safety and Challenge
- Leave a Positive Lifelong Impact

Air Cadet Program

- **RCA Ops staffing** is a high priority issue
- 2016 - **75th Royal Canadian Air Cadet Program**
- Contract renewal for **Advanced Aviation Technology courses** is moving ahead
- **Oshkosh Trip** is suspended for another year
- Regional Cadet Gliding School Central – **billets**
- **Field Training Uniform** suspended for another year
- **International Exchanges**

- Improving delivery of the Cadet and JCR Programs
- Reducing overhead costs
- Reinvesting resources in the community-level programs
- Growing the Cadet and JCR populations







ANNEX 2

.....##° ° **PRESENTATION**
POWERPOINT



Canadian Council for Aviation & Aerospace

For a skilled workforce

Skills Development Catalogue



www.avaerocouncil.ca

October 10, 2014

Canadian Council for Aviation & Aerospace SKILLS DEVELOPMENT CATALOGUE

CCAA skills development products offer numerous benefits for organizations and individuals working in the aviation and aerospace industry. Workshops and courses are designed to improve Transport Canada audit performance, comply with regulatory requirements, or become certified to a National Occupational Standard. CCAA offer a customizable solution for all of your training needs.

This guide will provide you with a description of each solution presently available.

To learn more about CCAA training courses, please contact:

Kerry Graham
Interim Manager, Training Services
Telephone: 613-727-8272, ext. 237
Email: kjgraham@avaerocouncil.ca



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Canadian Council for Aviation & Aerospace SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Quality Systems Auditor Duration : 2 days Intended audience : <ul style="list-style-type: none">Any aviation operational personnel with little or no auditing experience and experienced aviation operational personnel who wish to become internal operational auditors.	This workshop provides a detailed overview of the steps involved in the audit process and its importance in enhancing operational safety and improving performance. <i>Upon completion of this workshop, participants will have a sound understanding of the auditing process which is a key part of a Quality Assurance and Safety Management System and its importance in enhancing operational safety and improving operational performance.</i>	<ul style="list-style-type: none">Preparing an audit programDeveloping and validating checklistsUnderstanding risk management as a component of the audit processScheduling and planning auditsAnalyzing evidence and applying audit evaluation methodsPreparing audit reports and developing corrective action plansImproving audit performance	<i>Quality Systems Auditors ensure an organization's processes are effective and compliant. They are required to possess knowledge and skills to ensure consistent and repeatable outcomes throughout the audit process.</i>
Advanced Quality Systems Auditor Duration : 2 days Intended audience : <ul style="list-style-type: none">Auditors with previous audit training and basic auditing experience desiring recurrent or refresher training.	This two-day workshop provides a comprehensive overview of the steps involved in the audit process. <i>Upon completion of this workshop, participants will be better equipped to perform audits and related Quality Assurance tasks to improve organizational performance.</i>	<ul style="list-style-type: none">Review the basicsPreparing for the auditInterviews as part of the audit processA review of sampling techniquesReviewing and documenting findingsKeeping everyone informedCoaching others to complete Corrective Action Plans	<i>The course includes both a refresher of basics and advanced audit concepts. The course is customized dependent upon the level of experience of the participants and includes case studies and class projects to reinforce concepts of quality assurance. Attendees should come with operational concerns and issues and be prepared to share and discuss these audit difficulties.</i>

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Canadian Council for Aviation & Aerospace SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Quality Assurance Fundamentals Duration : 1 day Intended audience : <ul style="list-style-type: none">Personnel responsible for or wishing to learn more about basic management system elements including Quality Assurance and Safety Management Systems.	This workshop provides an overview of management systems inclusive of Quality Assurance. <i>Upon completion of this course, participants will have a sound understanding of the fundamentals of management systems, including policies, processes and procedures.</i>	<ul style="list-style-type: none">Understanding various management systems and risk management techniquesCreating and interpreting policy documentsDeveloping effective documenting proceduresUnderstanding safety management specific requirements, audits and quality assurance procedures	<i>Quality assurance is a key component in all management systems including Safety Management Systems. CCAA has developed this workshop to better prepare participants for Transport Canada expectations in accordance with established occupational standards.</i>
Quality Assurance Manager Duration : 1 day Intended audience : <ul style="list-style-type: none">Quality Assurance ManagersOperational ManagersExperience aviation personnel who wish to become managersAccountable Executives	This workshop provides a comprehensive overview of the role and responsibilities of the Quality Assurance Manager. <i>Upon completion of this course, participants will have a sound understanding of the fundamentals of the quality processes and procedures and key responsibilities of a Quality Assurance Manager.</i>	<ul style="list-style-type: none">Quality improvement rolesQuality management processDevelop and manage an audit planManage applicable policies and proceduresManage compliance and non-compliance eventsAssess corrective and preventive actionsCoach operational personnel in the development and implementation of CAPsManage records and documentsManage QA performance and conformance	<i>Companies are realizing business improvement opportunities as a result of the implementation of quality concepts and processes that are being championed and managed by Quality Assurance Managers. CCAA has developed this workshop to prepare participants in accordance with established Occupational Standards.</i>

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Canadian Council for Aviation & Aerospace SKILLS DEVELOPMENT CATALOGUE



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Canadian Council for Aviation & Aerospace SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Introduction to the Audit Process Duration : 2 days Intended Audience : <ul style="list-style-type: none">Individuals who are likely to interact with auditors and are uneasy about the audit process.Note: This workshop is NOT intended for auditors or individuals responsible for the management of the Quality Assurance System	This two day workshop is intended for individuals managing or providing oversight of large segments of the business function of operators; and those likely to interact with auditors. <i>Upon successful completion of this workshop, participants will possess a thorough understanding of how to prepare, react, and respond to an audit.</i>	<ul style="list-style-type: none">Understanding the role of the audit processUnderstanding the fundamentals of the Canadian Aviation RegulationsUnderstanding the process from the perspective of the individual being auditedManaging audit findings and developing plans to improve performance	<i>In response to the increasing importance of audits in all aspects of aviation and aerospace, as regulated by Transport Canada, the industry requested CCAA develop this workshop.</i>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Corrective Action Plans Duration: 1 day Intended Audience: • Individuals who are likely to be expected to address findings by developing corrective action plans	This one day workshop is intended for individuals who may be required to respond to findings by developing corrective action plans. <i>Upon successful completion of this workshop, participants will possess a thorough understanding of how to interpret findings, develop corrective actions, determine root causes and develop preventative actions.</i>	<ul style="list-style-type: none"> Understanding management system basics as they apply to findings Understanding the fundamentals of Short Term (corrective) action plans Understanding and applying methods for determining the root causes of a finding Developing Long term (preventative) action plans. 	<i>In response to the increasing demand driven by inappropriate Corrective Action Plans the industry requested CCAA develop this workshop.</i>
The AMO Team Duration: 2 days Intended Audience: • Small to mid-sized AMOs encountering difficulties functioning as team • AMOs which have findings where the root cause is likely to be personnel who do not understand the importance of their role • AMOs struggling with the role of the AME within the AMO	This two day workshop is intended for personnel within AMOs that are encountering findings where the root cause is likely to be a lack of understanding of the roles and responsibilities and how these various roles achieve the outcome of the AMO. Note: The workshop is best delivered with all participants from the same organization <i>Upon successful completion of this workshop, participants will have an increased understanding of their role within the AMO and how their role contributes to the success of the AMO.</i>	<ul style="list-style-type: none"> What is an AMO AMO Key Positions Defining Maintenance AME Privileges Maintenance release Elementary work & Servicing Maintenance process elements The AMO as a team Management systems basics QC, QA and SQC The quality process Compliance and non-compliance Corrective Action Plans overview Organization roles Quality role issues History and cultural issues within an organization 	<i>In response to the demand by AMOs with multiple repeat findings where the root cause included historical or organizational cultural issues within, CCAA developed this workshop.</i>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Human Resources and Training Solutions for Small Airports Workshop Duration: 1 day Intended Audience: • Accountable Executives • Operational Managers • Shift Managers • All employees involved in the airport sector of with focus on the challenges facing small airports	This workshop provides a comprehensive overview of human resource issues and challenges specific to small airports. <i>Upon completion of this workshop, participants will have a thorough understanding of challenges facing small airports and possible solutions.</i>	<ul style="list-style-type: none"> Overview of the key findings of the recently completed study of Canada's airport occupations, labour-related trends, and recommendations Developing solutions to current training needs including sources, coverage and deficiencies Addressing the challenge of defining small airport occupations and standards and how to maximize capabilities of small airport staff to meet growing demands Implementing Safety Management Systems and Quality Assurance while also addressing human resource challenges 	<i>In 2010, CCAA released a study titled Airports Occupation Rationalization which identified and analyzed human resource issues affecting small airports in Canada. This workshop has been developed in response of the recommendations of this study.</i>
Human Factors Duration: 1 day or 2 days Online: 4-5 hours <i>Note: course length is the estimated time for an average learner to read course materials, complete quizzes/exams, and review all listed materials.</i> Intended audience: • All individuals employed within the aviation and aerospace industry	CCAA's Human Factors Training is offered online or as a 1 or 2 day in-class workshop customized to meet the specific needs of your company. <i>Upon completion of either of these training courses, participants will have a sound understanding of the relationship between human factors and safety management and receive a certificate of completion</i>	<ul style="list-style-type: none"> Understanding Human Factors and Safety Management. Recognizing and managing human factors that may lead to errors using the concept of the "Dirty Dozen". Understanding and addressing communication difficulties in the workplace 	<i>CCAA Human Factors workshop meets the requirements of Canadian Aviation Regulations (CARs) 573.06 (3) and CARs 723.28(4) for both initial and recurrent training.</i>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Executive Risk Management Briefings Duration: 1 day Intended audience: • Senior executives working in the aviation and aerospace industry	This series of three 2-hour modules, provide regulatory information and enhances protection against potential areas of liability for senior executives in the aviation and aerospace industry.	<ul style="list-style-type: none"> Accountable Executive, Fatigue Risk Management Person Responsible for Maintenance Control 	<i>To respond to industry needs, CCAA has developed a series of executive risk management briefings with a focus on liability for senior executives in the aviation and aerospace industry. All modules can be facilitated as a one day workshop or individually through at your facility, by webinar, or teleconference.</i>
Employee Assessment Training and Development Duration: 1/2 day Intended audience: • Individuals responsible for employee development and/or training • Executives	This workshop describes how to develop an employee training plan, using National Occupational Standards and other tools, to suit the unique needs of your organization. <i>Upon successful completion of this workshop, participants will understand the steps required to create a training and development plan to suit the unique needs of your organization</i>	<ul style="list-style-type: none"> Definitions of terms common to training plan development Review of training successes, failures and relative costs Review of Canadian regulatory requirements pertaining to training Fundamentals, basic characteristics and considerations involved in the development of an employee training plan 	<i>An exceptional training and development plan will assist your organization improve its Transport Canada audit performance.</i>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Fatigue Risk Management Duration: Three available formats including (2hrs, half-day or full day workshop) Intended audience: • Accountable Executives • Operational Managers • Chief Flight Instructors (Chief Pilot • Line Personnel) • All other employees in the aviation and aerospace industry	This workshop provides an overview of fatigue management in an operational environment and enables your company to design and implement an effective Fatigue Risk Management Program. <i>Following successful completion of the workshop, your company will be able to design and implement an effective Fatigue Risk Management Program.</i>	<ul style="list-style-type: none"> Assessing the need for a Fatigue Risk Management System in your organization Understanding and recognizing fatigue Developing strategies to effectively manage fatigue in an operational environment 	<i>CCAA has created this workshop to assist companies with the development and implementation of a fatigue risk management strategy as part of their Safety Management System as regulated by Transport Canada.</i>
Aircraft de/anti-icing/Surface Contamination Duration: 2 days Intended Audience: • Pilots • Individuals involved in the maintenance processes of an aircraft • De-icing specialists	This workshop applies the clean aircraft concept to the process of de-icing, teaching participants to recognize errors and apply de-icing procedures. <i>Upon completion of this workshop, participants will be able to safely conduct de-icing procedures and recognize errors throughout the process.</i>	<ul style="list-style-type: none"> Understanding standardized aircraft de/anti-icing methods Handling icing/de-icing materials Reviewing The Business Aircraft De-icing Guide 	<i>This workshop promotes standardized aircraft de/anti-icing methods and procedures that are essential for maintaining safe operations. This workshop is compliant with SAE Standards, the Federal Aviation Administration Regulations and Transport Canada Requirements for de-icing training.</i>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Persons Responsible for Maintenance Control System Duration: 1 day Intended audience: • 406, 702, 703, 704, 705 operators, • Person Responsible for the Control of Maintenance • Maintenance Managers • Note this workshop is not designed for persons responsible for maintenance working for an AMO	This workshop provides participants with an understanding of the responsibilities of the Person Responsible for Maintenance Control Systems permitting individuals to remain compliant with regulatory requirements and pass. <i>Upon successful completion of the workshop, participants will possess a thorough understanding of the regulatory requirements for the role of the Person Responsible for Maintenance Control.</i>	<ul style="list-style-type: none"> Understanding the Owners' responsibilities and the basics of management systems Understanding the role of commercial operators Comprehensive overview of the regulatory requirements Understanding the responsibilities of the Person Responsible for Maintenance Control (Maintenance Manager) 	<i>A strong understanding of the responsibilities of the Person Responsible for Maintenance Control will assist individuals to remain compliant with regulatory and company requirements, successfully complete Transport Canada's written and oral tests, and increase awareness of the key elements required for quality and safety.</i>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Company Aviation Safety Officer Duration: 1 day + follow-up webinar Intended Audience: • Operations managers • Safety Officers • Safety Managers	This workshop provides an in depth understanding of the various aspects of safety management and how to better develop, manage and assess effective safety management within their operations. <i>Participants will benefit from a comprehensive overview of the role and responsibilities of the Safety Management Officer.</i>	<ul style="list-style-type: none"> Flight safety philosophy Human factors and the decision making process Risk management Accident prevention The role of the flight safety officer as advisor to senior management Accident/incident management, investigation and prevention The aviation safety survey Emergency response plan Incident investigations Safety Management Systems 	<i>This workshop meets the requirements of CAR's 705.153, 302.505, Standard 723 and Standard 573.06(8) for safety manager training and provides a thorough understanding of how to manage the various aspects of a Safety Management System.</i>
Airside Worker Safety and Security Certification Duration: 1 day Intended Audience: • All individuals with little experience working in an airside environment • All individuals who work in an airport and may be required to go airside	This workshop provides any worker going airside with the necessary knowledge, and safety and security information or incidents to minimize accidents. This 1 day workshop is offered with in-company customization options available. <i>Participants in this workshop will benefit from a comprehensive review of the hazards of working airside.</i>	<ul style="list-style-type: none"> Safety and Security Prerequisites Occupational Safety and Health Requirements Security Clearances Emergency Procedures Aircraft Operations Airside Vehicle Operator's Permit (AVOP) Transport Canada's Safety Management Systems Fatigue Management Human Factors Radiotelephony procedures 	<i>Many incidents and accidents in the airside industrial environment are caused by a lack of knowledge on the part of personnel. CCAA worked with industry experts to develop a National Competency Profile and workshop for Airside Workers.</i>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Workshop	Description	Content	How will you benefit?
Dangerous Goods Program Administrator Certificate Exam Duration : 1 or 2 days Intended audience : <ul style="list-style-type: none"> Dangerous goods program administrators who have many years of experience, and need a means to prove their qualifications Management or training personnel involved in air transportation of dangerous goods Operators such as shippers, freight forwarders, or manufacturers of products considered to be dangerous goods 	<p>This workshop and exam clearly defines the characteristics, the responsibilities and the many tasks incumbent on the person in charge of dangerous goods operations</p> <p><i>Upon completion of this workshop and accompanying exam, participants will have objectively demonstrated expert level knowledge and competence in dangerous goods program administration.</i></p>	<ul style="list-style-type: none"> Industry context and requirements for the administration of dangerous goods programs Technical knowledge requirements Risk management Regulations and compliance Identification and interpretation of the key competencies and personal attributes of Dangerous Goods administrators such as leadership, communication, and judgement 	<p><i>This workshop is a the means to attain certification that proves expertise in dangerous goods program administration for people who already know the regulations, the business, the protocols, the reference works, and the importance of corporate responsibility.</i></p>
Dangerous Goods Transportation Orientation Duration : 1 day Intended audience : <ul style="list-style-type: none"> Corporate Executives Managers, trainers, and administrators involved with their company's dangerous goods or environmental health and safety programs 	<p>This workshop emphasizes both risk management and security. It focuses on awareness of dangerous goods requirements, knowledge, and skills directly related to transport operations.</p> <p><i>Upon completion of this workshop, participants will understand the importance of meeting corporate obligations for accurate identification of dangerous goods as well as packaging, training, shipping and acceptance.</i></p>	<ul style="list-style-type: none"> Expectations of the corporate executive Who regulates dangerous goods Regulatory publications Classification and handling of dangerous goods Supply chain intermodal realities Hidden hazards Compliance and the consequences of non-compliance Competencies required in a capable dangerous goods program administrator 	<p><i>This executive awareness briefing will guide executive decision makers through safety considerations, the national regulations and corporate legal responsibility. It addresses effective dangerous goods management at all levels of the enterprise. Safe transportation of dangerous goods is dependent on these key individuals.</i></p>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Canadian Aviation Regulations Online Training Catalogue	Description
Stream 3: Aircraft Maintenance Engineer Course Length: 11 hours Intended Audience: Individuals preparing for the Aircraft Maintenance Engineer regulatory requirements examination administered by Transport Canada	<p>This course outlines the applicable CARs specific to the roles and responsibilities of aircraft maintenance engineers. The course is intended to prepare individuals for the regulatory requirements examination administered by Transport Canada. An overview of management systems, quality assurance and safety management is also included.</p>
Stream 4: Persons Performing Work in a Shop Course Length: 1.5 hours Intended Audience: Individuals performing maintenance activities primarily on aeronautical components in an approved maintenance organization	<p>This course details the applicable CARs specific to the roles and responsibilities of individuals performing maintenance activities primarily on aeronautical components in an approved maintenance organization.</p>
Stream 5: Persons Performing Elementary Work Course Length: 1 hour Intended Audience: Individuals performing elementary work on behalf of the owner operator	<p>This brief course outlines the applicable CARs specific to the roles and responsibilities of individuals performing elementary work on behalf of the owner operator.</p>
Stream 6: Person Responsible for the Control of Maintenance – Approved Operator Course Length: 5 hours Intended Audience: Individuals who are, or will be, the Person Responsible for the Control of Maintenance employed by an approved operator	<p>Course content includes a comprehensive examination of the applicable CARs specific to the roles and responsibilities of the Person Responsible for the Control of Maintenance of an approved operator. In addition a brief overview of quality assurance and safety management is also included. This course is NOT intended for individuals who currently or are about to occupy the role of a Person Responsible for Maintenance employed by the maintenance provider (approved maintenance organization).</p>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Online Course	Description	Content	How will you benefit?
Aviation and Aerospace Manager Online Training Duration: 3 levels - 20 hours each <i>Note: course length is the estimated time for an average learner to read course materials, complete quizzes/exams, and review all listed materials.</i> Intended Audience : <ul style="list-style-type: none"> Supervisors Managers Senior Executives 	<p>The course is divided into three levels of certification to support the transition into various levels of management. The course enables individuals to learn at their own pace.</p> <p><i>Upon completion of each level learners will have increased mastery of the various roles of aviation management</i></p>	<ul style="list-style-type: none"> Safety and Security Production Administration Finance (No level 1 content) Business Development Human Resources Communication 	<p><i>The Aviation and Aerospace Manager online training addresses all current management needs enabling qualified workers to transition into management and existing managers to prepare for greater career advancement.</i></p>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Canadian Aviation Regulations Online Training Catalogue	Description
Stream 7: Person Responsible for Maintenance – Approved Maintenance Organization Course Length: 11 hours Intended Audience: Persons Responsible for Maintenance employed in an Approved Maintenance Organization	<p>Content covered in this course includes the applicable CARs specific to the roles and responsibilities of the Person Responsible for Maintenance employed in an approved maintenance organization. In addition, a brief overview of quality assurance and safety management is also included. Note: this course is NOT intended for individuals presently in the role of a person responsible for the control of maintenance employed by the aircraft operator.</p>
Stream 8: Accountable Executive – Approved Maintenance Organization Course Length: 3 hours Intended Audience: Individuals who are or will be the Accountable Executive in an Approved Maintenance Organization	<p>This course covers the applicable CARs specific to the roles and responsibilities of Accountable Executives employed with approved maintenance organizations. A brief overview of quality assurance and safety management is also included in this course.</p>
Stream 9: Part Design Approvals Course Length: 1 hour Intended Audience: Holders of Part Design Approvals	<p>This course describes in detail applicable CARs specific to the holders of part design approvals.</p>
Stream 10: Repair Design Approvals Course Length: 1 hour Intended Audience: Holders of Repair Design Approvals	<p>This course details the applicable CARs specific to the holders of repair design approvals.</p>
Stream 11: Supplemental Type Certificates Course Length: 1.5 hours Intended Audience: Holders of Supplemental Type Certificates	<p>This course describes in detail applicable CARs for Holders of Type Certificates.</p>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Canadian Aviation Regulations Online Training Catalogue	Description
Canadian Aviation Regulations <p>Note that the majority of individuals will only register for one of the 17 courses based on their occupation within an organization.</p> <p>Note: course length is the estimated time for an average learner to read course materials, complete quizzes/exams, and review all listed materials.</p>	<p>The Canadian Council for Aviation & Aerospace has developed Canadian Aviation Regulations (CARs) online training, consisting of 17 courses available in English and French.</p> <p>These courses are intended for individuals employed in manufacturing, maintenance, and design occupations including those performing elementary work. All of the courses include information on accessing and interpreting the CARs</p>
Stream 1: CARs for Manufacturers – General Course Length: 3 hours Intended Audience: supervisory and design personnel	<p>This course provides a general overview of regulations common to manufacturers of aeronautical products. Content includes portions of part 2 of the CARs specific to identification plates, information specific to flight authorities, an overview of type design requirements, manufacturers requirements, and a brief overview of quality assurance and safety management.</p>
Stream 2: Persons Performing Work on Aircraft Course Length: 2 hours Intended Audience: Individuals performing maintenance activities primarily on aircraft in an approved maintenance organization, who are not the holders of an Aircraft Maintenance Engineer license	<p>Content in this course includes the applicable CARs specific to the roles and responsibilities of individuals performing maintenance activities primarily on aircraft in an approved maintenance organization who are not the holders of an Aircraft Maintenance Engineer license.</p>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Canadian Aviation Regulations Online Training Catalogue	Description
Stream 12: Technical Standing Order Design Approvals Course Length: 1 hour Intended Audience: Technical Standing Order Design Approval Holders	<p>This course details the applicable CARs specific to the technical standing order design approvals.</p>
Stream 13: Type Certificate Holders Course Length: 1.5 hours Intended Audience: Holders of Type Certificates	<p>This course describes in detail applicable CARs specific to the holders of type certificates.</p>
Stream 14: Design Approval Holders Course Length: 1.5 hours Intended Audience: Design Approval holders	<p>This course details the applicable CARs specific to the holders of design approvals.</p>
Stream 15: Persons Performing Work – Manufacturing Course Length: 1 hour Intended Audience: Persons Performing Work in a manufacturing organization	<p>This course reviews the applicable CARs specific to the roles and responsibilities of individuals performing manufacturing activities.</p>
Stream 16: Person Responsible for Activities – Manufacturing Course Length: 4 hours Intended Audience: Persons Responsible for Activities in a manufacturing organization	<p>Course content includes information on the applicable CARs specific to the roles and responsibilities of the Person Responsible for Activities within a manufacturing organization and a brief overview of quality assurance and safety management.</p>

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



Canadian Aviation Regulations Online Training Catalogue	Description
Stream 17: Accountable Executives – Manufacturing Course Length: 3 hours Intended Audience: Accountable Executive in a manufacturing organization	Course content includes information on the applicable CARs specific to the roles and responsibilities of the Accountable Executive of manufacturing organizations, and a brief overview of quality assurance and safety management.

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Canadian Council for Aviation & Aerospace
SKILLS DEVELOPMENT CATALOGUE



National Occupational Standards Available for Certification	Instructor Guides and Curricula
<p>CCAA has developed 29 Occupational Standards (OS) to support the aviation and aerospace industry. These OS identify the tasks performed in a particular occupation and describe the knowledge and skills required to complete them competently.</p> <ol style="list-style-type: none"> 1. Aerospace Materials Specialist* 2. Aircraft Gas Turbine Engine Repair and Overhaul Technician* 3. Aircraft Interior Technician* 4. Aircraft Maintenance Technician 5. Aircraft Mechanical Assembler 6. Aircraft Propeller Systems Technician* 7. Aircraft Reciprocating Engine Technician* 8. Aircraft Refueler 9. Aircraft Simulator Technician 10. Aircraft Structures Assembler 11. Aircraft Structures Technician 12. Airport Airside Worker 13. Aviation Electrical / Electronics / Instrument Component Technician* 14. Aviation Ground Services Attendant 15. Aviation Machinist* 16. Aviation Maintenance Inspector 17. Aviation Maintenance Manager 18. Aviation Mechanical Component Technician* 19. Aviation Non-Destructive Inspection Technician* 20. Aviation Painter* 21. Aviation Special Processes Technician* 22. Aviation Welding Technician* 23. Avionics Maintenance Technician 24. Canadian Commercial Professional Pilot 25. Composite Fabricator 26. Electrical / Electronic Assembler 27. Quality Assurance Manager 28. Quality Systems Auditor 29. Transportation of Dangerous Goods Program Administrator <p>* 12 Standards recognized by Transport Canada for personnel working in an Approved Maintenance Organization (AMO).</p>	<ol style="list-style-type: none"> 1. Aircraft Gas Turbine Engine Repair and Overhaul Technician 2. Aircraft Interior Technician 3. Aircraft Maintenance Technician* 4. Aircraft Propeller Systems Technician 5. Aircraft Structures Technician* 6. Aviation Non-Destructive Inspection Technician 7. Aviation Machinist 8. Aviation Mechanical Component Technician 9. Aviation Painter 10. Aviation Welding Technician 11. Avionics Maintenance Technician* 12. Composite Fabricator Curriculum 13. Training of Canadian Commercial Pilots <p>* These Curricula have been recognized by Transport Canada for training delivered by an Approved Maintenance Organization (AMO).</p>

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ANNEX 3

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DISCUSSION PAPER – THE POLICY PROCESS IN THE AIR CADET LEAGUE OF CANADA – PROPOSED REVISION

Draft Version 3 as of 19 Oct 14

Important Note: The information contained in this Discussion Paper is the result of valuable input provided by PPBLC members, Past President, Craig Hawkins and Vice President Don Doern, which was greatly appreciated.

BACKGROUND

Recent events seriously impacting the ACL has revealed a weakness in the policy making/decision process in support of decision making that should be thoroughly examined to determine if the League should consider changes that will better protect the interests of the League by providing a more responsive process. Specifically, the military is proposing a series of changes in its command and control structure that it believes will better serve the CCO and improve its relationship with its partners and stakeholders, be it the civilian component or within the military chain of command. The League has attempted to keep pace with the rapid introduction of a series of proposals initiated by DND that adopts a Committee Structure that the League is being forced to respond to in a very short timeline. These changes, if approved will oversee every aspect of the CCO and may seriously impact the League going forward.

The purpose of this Discussion Paper is to present a basis for examining how the above perceived problem might be resolved by making the League more responsive and reflective of what the League deems to be in its best interest as the Government approved manager of the civilian component of the CCM.

There are two aspects to this Discussion Paper; the first being a major shift in the responsibilities of the EC; The second is a major change to the policy decision making process, whereby the Advisory Board and Provincial Chairs Committee will be fully engaged in the decision-making process by reason that all new and revised policies will require their input in terms of advice to the BOG. No new delegation of powers will be required for the above, but both processes will be spelled out in operating policies under Part 2, Section 2.3.1 Supplementary Operating Policies. Development of those Operating Policies will occur following BOG approval of this Discussion Paper, should that occur. A Review of the TOR for the Advisory Board and the Provincial Chairs Committee will ensure that both advisory groups will be consistent and be treated as equals with respect to their roles in the policy/decision making process.

THE PERCEIVED PROBLEM – Decision-making and the role of the EC

DND has a long history of presenting the League with important projects that could impact negatively on its operating policies because of short responsive timelines that are inconsistent with the current structure of the league. It is emphasized the positions

provided by the DND to the League are often developed after considerable time and energy by paid staff. To then turn around and ask the League for input and provide a very short timeline does not provide the League with the same opportunity for any significant deliberation and discussion. As a result, our input is very often reactive in nature. We can only respond to what we see (their deliberations) rather than provide alternatives to their proposed course of action. As a result, League input often ends up providing small 'tweaks' to the position that DND has proposed.

The League's current decision-making process focuses on the Board of Governors, who draws its powers from Bylaw 5.01 Powers, which gives it the right to "manage or supervise the management of the activities and affairs of the League". However, recent events reveal that the Board of Governors may not be able to respond in a timely manner to short timelines advanced by DND as to the direction it should and must take to avoid compromising its operating policies and its purposes as defined by its Certificate of Continuance. In particular, this weakness also compromises the efficiency of the Executive Director in advancing the official position of the League to DND as she is the main conduit to outside agencies, including all government departments, legal counsel and, in most cases, the Provincial Committees who must be considered major stakeholders as the managers of their respective provincial organizations (read also 'Branches').

The question keeps coming up as to who speaks for the League. Is it the Executive Committee (EC) or is it the Board of Governors (BOG) and what is the relationship between these two groups? Bylaw 7.01 Appointment makes it clear that the Board (BOG) "may designate the offices of the League, appoint Officers, specify their duties, subject to the Act, delegate to such Officers, the power to manage the affairs of the League". Bylaw 8.02 Executive Committee (EC) lays out the specific composition of the EC and is specific as to what it is responsible for: "The Executive Committee is responsible for carrying out any duties the Board may delegate to it, except those powers which may not be delegated by the Board pursuant to subsection 138 (2) of the Act." These provisions of the Act do not impact the strong relationship between the Board and the EC and do not impede the delegation power of the Board with respect to the ED.

Therefore, this discussion paper focuses on the delegation power and to make the EC the implementation authority on behalf of the BOG and all class one voting members. In short, the weakness of the EC in making implementation decisions is caused by the failure of the BOG to delegate implementation powers to the EC, although these powers are implied by the TOR for the EC in Section 3.4.1 of the PPM through an Operating Policy.

A Proposed Solution

If there is a consensus among all voting members on the above problem then there is a simple fix that will greatly speed up the response times to short timelines by outside agencies to any subjects and that is: The BOG (read 15 Governors or 16 Directors

(include the immediate past president)) will continue to make policy, but the EC will exclusively decide how best to implement that policy. The above bylaw provides for it and the Act makes it legal. This simple understanding, shall be written into the PPM as an operating policy and will strengthen the purpose of the EC and allow it to better serve the interests of the league going forward, while at the same time sending a message to DND that the ACL can not only be responsive to its many projects and reviews, but speaks with one voice for all levels of the League when it comes to the management of the civilian element of the CCM.

In addition to the above solution, the ED will then only need to deal with the EC on matters that do not require a policy decision, but is more aligned with reasonable responses to requests for specific information requiring the ED to obtain permission to release that information. This represents a shift away from the BOG in favour of the EC dealing with day to day matters as required by the ED. This will mean the ED only needs to contact six EC members (President, four Vice Presidents and the immediate past president) versus 16 Directors. This pattern of decision making and managing operating policies is consistent with a business model, whereby our President can be looked upon as our CEO.

In the event the League receives a proposal from DND or any government department, which may require a change in League policy and a short time line is stated, the BOG will examine the proposal and make a policy decision as normal, but because of the short timeline, cannot receive input from the Advisory Board and Provincial Chairs Committee it will send its approved policy to the EC for implementation as necessary. It will still request input from the Advisory Board through the immediate past president and to the Provincial Chairs Committee through the Chief Operating Officer (COO) who will also be the Chair of the Provincial Chairs Committee (see below for COO details).

DECISION MAKING AND THE ROLE OF THE EXECUTIVE COMMITTEE, ADVISORY BOARD AND PROVINCIAL CHAIRS COMMITTEE

Executive Committee

In order for the EC to utilize its delegated powers to achieve the best effect, it is proposed that its internal structure be revised as follows:

President – would be the conduit between all groups and the ED unless such specific powers are delegated by the President to a Vice-President .

1st Vice-President - would be the Chief Operating officer as this position could be looked upon as a Line position. His main role would be as the Chair of the Provincial Chairs Committee and to serve as Acting President in the absence of the President. He would also be the person to accompany the President to high level meetings with DND, such as the NCC or to other meetings outside the league requiring a senior League member to attend.

2nd Vice President - would be the Chief Finance Officer (CFO) whose position is akin to a staff position but on an equal plane with the COO. Being in a staff position, the 2nd Vice President does not have to be the heir apparent two years down the road, but can be moved into the 1st Vice President position if the BOG so desires. This would allow a good CFO to carry on with the financial running of the League, while at the same time provide opportunities for other Vice Presidents to move up the ladder without having to become the CFO.

3rd and 4th Vice Presidents - would be available to the President for assignments to ad hoc select committees or other duties as may be required by the President.

Advisory Board

The Advisory Board is an underutilized group, consisting of Past Presidents who are assigned specific responsibilities by delegation from the BOG. Bylaw 8.01 states their existence as being a Standing Committee consisting of Past Presidents with their Terms of Reference approved by the membership (read all voting members) through an Operating Policy.

Given the recent increase in demands from DND for League involvement and timely responses to specific subjects that could seriously affect League interests, it is apparent that the BOG is not taking advantage of this group as a reliable source of advice pertaining to a host of subjects. As class one voting members it would also be seen to strengthen the final positions of League responses if it is known that the League position reflects a consensus from all national voting members.

Provincial Chairs Committee

The Provincial Chairs Committee consists of the Chair of each Provincial Committee or delegates and, since they are approved national delegates, are class one voting members. More importantly, this Committee may represent all provincially appointed national delegates. Because it would be unwieldy to attempt to contact 42 plus delegates on policy/decision issues, it would be more appropriate to use the services of the Provincial Chairs Committee to establish a consensus from all national delegates on specific issues advanced to it by the BOG through the EC.

One very important change to the Provincial Chairs Committee would be that it would be given direct access to the Executive Committee by reason that its Chair would be the Chief Operating Officer who is a Vice President of the Executive Committee and who also sits on the BOG as a Governor/Director.

The decision to request feedback on important issues would originate in the BOG and be recorded in minutes of BOG Meetings and then actioned by the ED or President as necessary. Some issues would not be official league policy, but may still require this feedback. All issues requiring a 2/3 vote of members attending a general assembly would first require Advisory Board and Provincial Chairs Committee feedback prior to

advancing the policy to the general assembly. This requirement should not delay submissions to the general assembly as these items are normally processed through the BOG approving process months in advance of proceeding to the general assembly at an AGM or SAM. For example, the league decision to respond to the D Cadets' Governance and Charter projects would be forwarded to the Advisory Board and Provincial Chairs Committee as these subjects affect all levels of the League and may result in an impact on League Operating Policies going forward. Even if an interim response is decided by the EC to satisfy an unreasonable timeline, the Advisory Board and Provincial Chairs Committee should still be engaged to record their consensus for future reference. In all situations, voting members should be engaged in the policy process or when a consensus is required, these two groups should be so informed as early in the process as possible.

It is important that the subject be put to the test to determine if a consensus can be obtained of these proposed changes. Members are asked to provide feedback to HQ through the Advisory Board and the Chair of Chairs Committee respectively, who are asked to summarize the comments and advise the BOG accordingly. BOG members are asked to provide their comments directly to the PPBLC. The PPBLC will attempt to respond to all queries prior to the Discussion Paper going forward to the BOG for final approval or revision as required.

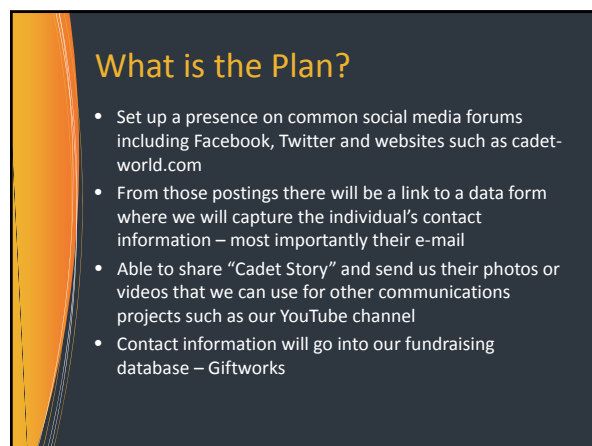
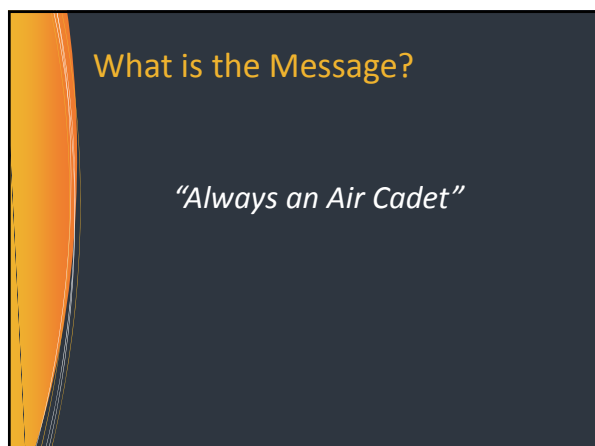
References:

Definition CCO – PPM Part 1, Section 1.1
Definition CCM – PPM Part 1, Section 1.1
TOR – Executive Committee – PPM Part 3, Section 3.4.1
TOR – Advisory Board – PPM Part 3, Section 3.4.2
TOR – Provincial Chairs Committee – PPM Part 3, Section 3.4.11
Bylaw 5.01 Powers
Bylaw 7.01 Appointment
Bylaw 8.01 Advisory Board
Bylaw 8.02 Executive Committee



ANNEX

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Facebook



Twitter



Data Form



Spreading the Word

- E-mail "blasts" to distribution lists we have access to (e.g., PCs, COs, SSCs)
 - Request their participation in the campaign
 - Ask them to inform cadets and CICs about it as well
- The objective is to have as many people as possible:
 - Complete the online form
 - Utilize their social media network to create a web of contacts ("sharing", retweeting, etc.)
 - Share their "Cadet Stories" with us
- Reach outs to contacts such as our LIP partners
- Potential advertisements in publications such as Airforce Magazine, RCAF Today, Wings and Skies

ACLC Website

- Text is being revised to make it more approachable for donors and prospective cadets seeking information
- Existing photos are also under consideration
- Some of the standing components of our home page will be changed to accommodate the 75th ANN needs and the alumni search

ACLC Website





Concluding Remarks

- Social media is only a tool
- It is about getting people engaged
- We can use this to:
 - Generate excitement about us
 - Get information about them
- Questions and comments



ANNEX

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The Cadet Program Le programme des cadets

My experiences with the Royal Canadian Air Cadets

Mes expériences avec les Cadets de l'Aviation royale du Canada

Cdt-Sgt Carson, 742 RCACS

About myself / A propos de moi

- ▶ Member of 742 National Capital RCACS
- ▶ Taken on strength September 2011
- ▶ I believe that the Canadian Cadet Organisations provide a framework upon which youth may develop their skills
- ▶ Membre de 742 National Capital RCACS
- ▶ Joint le septembre 2011
- ▶ Je crois que les organisations de cadets du Canada fournissent un cadre dans lequel les jeunes peuvent développer leurs compétences

How I began / Comment j'ai commencé

- ▶ First year was about fitting in
- ▶ Joined several activities I was interested in, such as marksmanship and band
- ▶ Première année était de se sentir inclus
- ▶ Joint au des activités qui m'avait intéressé, comme le tir à précision et l'orchestre



The Turning Point / Le moment décisif



First time being recognized for an achievement

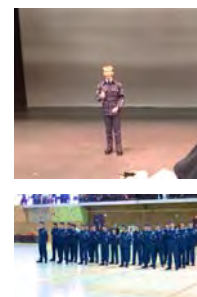
Première fois reconnu pour une accomplissement

The Turning Point / Le moment décisif

- ▶ More confident
- ▶ Joined new activities, such as Drill Team and Effective Speaking
- ▶ Took first leadership role
- ▶ Plus de confiance
- ▶ Joint au des nouvelles activités, comme l'équipe d'exercice militaire et le programme d'art oratoire
- ▶ Pris premier rôle de leadership

My Activities / Mes activités

- ▶ Marksmanship
- ▶ Drill Team
- ▶ Ground School
- ▶ Band
- ▶ Effective Speaking Program
- ▶ Tir de précision
- ▶ Formation théorique de vol
- ▶ Équipe de précision militaire
- ▶ Orchestre
- ▶ Programme d'art oratoire



Marksmanship / Tir de précision

- Team values
- Development as an individual
- Progress can be seen in targets
- First time I felt esprit de corps

- Valeurs d'équipe
- Développement individuel
- Le progrès peut être vu dans les cibles
- Première fois que je sentais l'esprit de corps

Marksmanship / Tir de précision



Zone competition 2013 / Compétition de zone 2013

Drill Team / Équipe de précision militaire

- Developing self-confidence, discipline, team values

- Développement la confiance en soi, discipline, valeurs de l'équipe



Ground School / Formation théorique de vol

- Good studying habits
- Time management
- Positive attitude toward learning

- Bonnes habitudes étudiant
- Gestion du temps
- Attitude positive envers l'apprentissage



Band

- Percussion Leader/Instructor and Band 2IC
- Gave me experience:
 - modelling cadet values
 - handling interpersonal issues
 - developing mentoring skills
- Gave me sense of trust



L'orchestre

- Chef/Instructeur percussion et commandante en seconde de l'orchestre
- Il m'a donné l'expérience:
 - modélisation des valeurs des cadets
 - la gestion des problèmes interpersonnels
 - le développement des compétences de mentorat
- M'a donné un sentiment de confiance



The Effective Speaking Program / Le programme d'art oratoire

- › In my second year, I joined Effective Speaking
- › Competed again in third year, still participate now
- › Highly stressful, highly rewarding
- › Travelled to competitions in Ottawa and Quebec
- › Ma deuxième année, je suis entré en le programme d'art oratoire
- › J'ai participé encore en troisième année, et encore maintenant
- › Stress élevé, récompense élevée
- › J'ai eu l'opportunité de voyager au compétitions en Ottawa et Québec

Effective Speaking Competition / Compétition d'art oratoire



Placed 1st at Zone, 3rd at Provincial 2014 /
1^{er} place en zone, 3^e au niveau provincial
2014

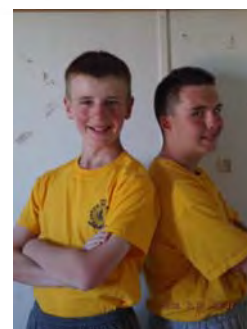
My Summer Training / Mon entraînement d'été

- › Basic Drill and Ceremonial Course (BDCC)
- › Advanced Aerospace Course (AASC)
- › Cours d'exercice militaire et cérémonial élémentaire (CEMCE)
- › Cours aérospatiale avancée (CASA)



Basic Drill and Ceremonial Course / Cours d'exercice militaire et cérémonial élémentaire

- › My first summer camp
- › Longest time I had spent away from home
- › Made good friends
- › Mon premier camp d'été
- › Le plus long temps que j'avais passé loin de la maison
- › Eu des bons amis



BDCC / CEMCE

- › Leadership technique
- › Discipline
- › Organisation
- › Three D's: Drill, dress, and deportment
- › Technique de leadership
- › Discipline
- › Organisation
- › Précision, tenue, et la conduite

BDCC / CEMCE



Commandant d'un jour
Compagnie F
Été 2013

Advanced Aerospace Course/ Course aérospatiale avancée

- › My first six week course
- › National course
- › Eastern Region Gliding School at St. Jean-sur-Richelieu

- › Ma premier cours de six semaines
- › Course nationale
- › École de vol à voile de la région d l'Est au St. Jean-sur-Richelieu

AASC/CASA

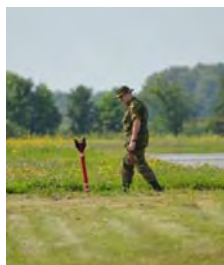
- › Aerospace design, systems, history, physics
- › Project Management
- › Instructional technique
- › Hands-on application
- › Made plenty of friends from across Canada

- › Conception, systèmes, histoire, physique aérospatiale
- › Gestion des projets
- › Technique pédagogique
- › Application pratique
- › Eu beaucoup des amis de partout au Canada

Rocket Launch / Lancement des fusées



Preparing for launch/
préparation pour le lancement



Landing after maiden flight/
atterrissage après le vol inaugural

Space-Expo / Expo-Spatiale



Research projects on aerospace topics / Projets
de recherche sur des sujets aérospatiaux

Cosmodome



Space Shuttle simulation /
Simulateur de navette spatiale



Multi-axis trainer / Entraîneur multi-axe

Graduation



Inspected by Lt.-Gen. Blondin / Inspecté par
Lt.-Gen. Blondin

Conclusion

- ▶ Air Cadet program has built up my skills, confidence, motivation, discipline
- ▶ Challenging and rewarding
- ▶ Amazing opportunities
- ▶ Opened doors for my future



Conclusion

- ▶ Programme Cadets de l'Air a construit ma compétences, la confiance, la motivation, la discipline
- ▶ Stimulante et enrichissante
- ▶ Incroyables opportunités
- ▶ A ouvert des portes pour mon avenir





ANNEX

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Volunteer Ottawa

Best Practices of Successful Boards

2014

www.volunteerottawa.ca

[www.twitter/VolunteerOttawa](https://twitter.com/VolunteerOttawa)

613-736-5270

Facilitated by Rose Anne Leonard

Goals

Identify best practices for individuals and for their organizations to:

- build and sustain a successful board of directors
- maximize effectiveness as individuals and as a board

Agenda

- What success looks like
- The big picture: responsibilities; accountability
- Board Models -- who does what?
- Committees: types, authority and terms of reference
- Board renewal and orientation
- The road to continuous improvement

An invitation to shout it out!

- How do we know a board is successful?

What are the indicators?

Indicators of a successful board:

- There is a big (supportive!) turnout at the AGM; There are many applicants for new board positions;
- Members follow procedures to manage disagreement in discussion and with decisions made;
- Regular, transparent evaluation of the board's performance is included in the annual calendar;
- Meetings are well attended, lively and start end on time;
- There is full participation from board members;
- The board is asked for advice by other boards.

An invitation to shout it out!

Identifying the successful board member:

What are the indicators?

Working with Board Members

Motivations

- Desire to give back to community
- To affect the direction of the organization (contribute to success)
- To support the organization and cause

Challenges:

- The learning curve
- Juggling time
- Personality conflicts and differences of opinion
- Poorly run meetings

6

An invitation to shout it out!

- How do we know the Air Cadet League of Canada's network is working successfully?

What are the indicators?

Defining Governance:

- Determines how power is used, decisions are made, how stakeholders influence, who is accountable
- Responsibilities, practices and traditions used to accomplish a mission
- Processes and structures used to direct or manage general operations, programs and activities

8

Board Responsibilities

Accountability
Transparency
Leadership
Communication
Decision-making
Representation



9

Areas of Board Responsibility

Board Organization	Board Performance	Planning	Organization Management	Stewardship	Community Development	Accountability
Size	Duties and responsibilities	Vision	CEO selection	Legislative compliance	Reciprocal dialogue with community members / stakeholders	Conflict of interest disclosure
Composition	Orientation and smooth transition from old to new	Mission	Board-CEO relationship	Board commitment	Board/ stakeholder relationships	Transparency
By-laws	Board development	Commitment to organization's principles and values	Defined roles (CEO roles and responsibilities)	Sound policy framework	Participation in community-wide planning processes	Response to changing needs based on sound evidence
Succession Management	Performance assessment <ul style="list-style-type: none"> • Whole board • Individual members 	Community needs assessment	Delegation of authority	Risk management <ul style="list-style-type: none"> Asset protection Liability Finance Health and safety 	Advocacy	Performance measures
Governance structure	Code of conduct <ul style="list-style-type: none"> • Boardroom decorum • Confidentiality • Decision making process • Conflict resolution 	Strategic direction	CEO performance appraisal	Monitoring policy compliance	Demonstration of the organization's value to the community	Annual Report
	Effective meetings	Annual budget	CEO succession		Connections with partners	Information privacy
	Effective chairmanship	Securing resources				

Adapted from the Ontario Library Boards' Associations Index to training resources

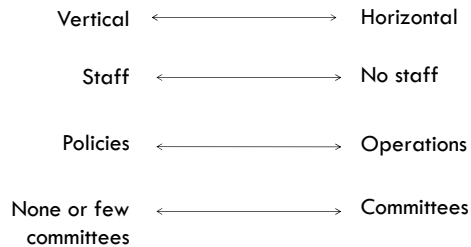
Understanding Board Models

- What decisions do we want to make ourselves and what ones do we want to delegate?
- How much involvement do we want to have in the operations of the organization?

11

Features of Board Models

12



Board Models

13

- Policy Governance Board (Carver)
- Policy Board
- Working/Administrative Board
- Collective Board



Determine your Model

14

- Where does our Board fit in?
- What is clear? What is unclear?
- What is working well? Not so well?

Understanding Board Models

15

- It is common for a Board to find itself somewhere between two models
- Whatever the shape or form, it must be understood by both staff and Board

It must be a **deliberate decision**
by the Board.

Who Does What? Clarifying Responsibilities Between Board and Staff

16

- Clarity in the division of responsibilities
- Define the activities of the Board
- Design accurate position descriptions for Board and Staff
- Define and update terms of reference for committees
- Organizational chart showing who is accountable to whom? And who communicates with who?

16

When Considering Board Staff Relations

17

- What is the division of responsibilities?
- Where is it very clear?
- Where is there overlap?
 - Is that good? Necessary?
 - Is it an inefficient overlap? Confusing?
- Working together is based on communication and respect
- All working towards the same goal

17

Committees

18

- Address issues which are too numerous or too complex to be addressed by the entire board
- Do work related to board responsibilities
- Chaired by a board member; frequently includes members and staff;
- All members should sit on a committee; individuals should sit on no more than two.

Types of Committees

19

- **Standing**
studies problems within an assigned area and provides specialized assistance and advice to the Board on a continuous basis.
 - E.g. executive, membership, nominations, personnel, health, finance, resource development.
- **Adhoc**
formed to handle a specific situation or issue that does not fall within the assigned function of an existing standing committee. It is dissolved when the job is completed.
 - E.g. design a brochure, arrange a conference, prepare a presentation to government, build a playground.
- **Advisory**
 - advises the Board on identified issues, like policy or public relations. It can be standing or adhoc. The Board is under no obligation to take the advice or recommendations from such a committee (however, it frequently does so.)

Committee Authority

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Committee authority is granted by the board.

- **Limited advisor:**
 - Investigate and give us all the facts; we'll decide what to do.
- **Active advisor:**
 - Investigate, report on the alternatives and recommend action. We'll decide what to do.
- **Limited agent:**
 - Investigate, decide on the best course of action, and tell us what you intend to do. Then, unless we tell you not to, go ahead and do it.
- **Active agent:**
 - Investigate, decide on the best course of action, take it, and report back to us on what you did.

Committee Terms of Reference

21

- Ensure each committee has clearly written terms of reference (TOR), readily accessible for board members;
- Provide chairs of committees with a template for the TOR;
- Ensure that regular committee reports convey progress and/or challenges in meeting the terms of reference.

Nominating Committee

22

- Includes board and others members of organization
- Role is to find willing and able prospective board members
- Analyze current board needs
- Recommend to the board
- Support process for reviewing recruitment and orientation

22

Board Orientation

23

- Who are we?
- What are we about? Why are we here?
- Board Roles and Responsibilities?
- Functioning as an effective board
- **Bottom Line:**
 1. Am I comfortable with my role as a Board member?
 2. Do we have what we need to assume our responsibilities as a Board?

Ongoing Board Development

24

- Effective board development enables all board members to make decisions and to take actions from the same base of information.
- Methods:
 - Group sessions
 - Board orientation manual
 - Resources (on-line; audio-visual, etc.)
 - Buddy system
 - Three-month check-up

ELEMENTS OF GOOD GOVERNANCE

Recommended practices for not-for-profit boards of directors

25

- steering toward the mission and guiding strategic planning;
- being transparent;
- developing appropriate structures;
- ensuring the board understands its role and avoids conflicts of interest;
- maintaining fiscal responsibility;
- ensuring that an effective management team is in place and overseeing its activities;
- implementing assessment and control systems; and
- planning for the succession and diversity of the board.

*The Panel on Accountability and Governance in the Voluntary Sector
chaired by Ed Broadbent*

Tips for implementing best practices--1

26

- Write the vision, mission or strategic objectives at the top of meeting agendas
- Implement a procedure to ensure that board members understand background and implications of motions
- Include a request for any declarations of conflict of interest as a near-to-top agenda item

Tips for implementing best practices--2

27

- Pay attention to team building:
 - Provide and display name cards for all directors indicating their individual roles
 - Schedule socializing time; commit to including everyone;
 - Becoming a working team is everyone's responsibility; assign teambuilding as a task if this area needs work.
- Include a short educational component on every agenda
- Create and use a **short** evaluation tool for (some) meetings as a lead-up to an annual evaluation. Share the results and commit to addressing issues.

Callout for Tips--3

28

-
-
-

Organizational Culture

29

- Offer a safe learning environment
- Maintain stability, yet engage innovation
- Foster a collaborative environment
- Recognize the Board's work and its successes
- Enjoy what you're doing!

Volunteer Ottawa

30

□ www.volunteerottawa.ca

□ 613-736-5270

□ Rose Anne Leonard



ANNEX

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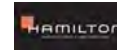
Semi-Annual Meeting Assemblée semestrielle

2014

Recognition Dinner Banquet de reconnaissance

PILOT TRAINING ACHIEVEMENT AWARDS

Established by the generosity of individual persons or organizations



RÉCOMPENSE VIRGINIA MITCHELL AWARD \$1,000

Top Female Pilot
Gong Yi Zhang - 140 Sqn ON

RÉCOMPENSE IRVIN ERB AWARD \$1,000

Top Male Pilot
Alexander Amos - 140 Sqn ON

RÉCOMPENSE ROBERT BRUCE MAR AWARD \$500

Justin Turcotte - 102 Sqn ON
Brendan Kopyrowsky - 222 Sqn BC
David Groux - 742 Sqn QOV

RÉCOMPENSE SABRE PILOTS ASSOCIATION (SPAADS) AWARD \$500

Deverick Clingwall - 222 Sqn BC
Simon Larose - 51 Sqn QOV

RÉCOMPENSE CAPTAIN JIM (J.T.) GOODHAND AWARD \$250

Camille Préfontaine - 92 Sqn QOV
Gabriel Gagnon - 898 Sqn QOV

RÉCOMPENSE 426 THUNDERBIRDS AWARD \$300

Nicolas Aminot - 176 Sqn MB

RÉCOMPENSE 99'S CANADIAN AWARD IN AVIATION \$300

In memory of / En mémoire d'Isabel Pepler and Beryl Scudellari

Chelsea Pearl Nielsen - 386 Sqn BC
Talya Barnettier - 834 Sqn QOV
Bianca Christakos - 11 Sqn AB

RÉCOMPENSE BOMBER HARRIS AWARD \$200

Arjun Sihota - 819 Sqn BC

GUEST OF HONOUR

PETER DUFFEY

PRESIDENT, CANADIAN AIR TRAFFIC CONTROL
ASSOCIATION



Originally born in Liverpool England, Peter came to Canada in 1971 at the age of 7.

Peter has always had a keen interest in aviation and began his ATC career in 1991 in the North Bay Terminal Control Unit. Peter relocated to the Toronto Area Control Centre in 1993 when the North Bay Terminal unit was closed and he remained there for the following 16 years in the capacity of a supervisor/controller until he left to pursue a full time position with CATCA.

Peter has been involved with CATCA since 1993 when he began volunteer work as a steward within the union. He held many positions within the Toronto branch: Secretary, Vice Chair and eventually Chair. Peter has served on 5 contract negotiation teams that spanned 2 different employers. In 2009, Peter was elected to the position of Central Regional Vice President with CATCA and left his job as a controller to work full time for the union. In May 2014, Peter was elected National President of Canadian Air Traffic Control Association.



LES RÉCOMPENSES DE FORMATION EN PILOTAGE

Créées grâce à la générosité des individus ou des organisations

RÉCOMPENSE COLLEGE OF PROFESSIONAL PILOTS OF CANADA \$500

Selwan Oh - 191 Sqn MB

RÉCOMPENSE FRANK KOBE AWARD \$400

Louis Felix Taschereau - 814 Sqn QOV
Cody Shilladay - 715 Sqn ON
Julien Malouin-Lizotte - 697 Sqn QOV
Nolan Thomas - 79 Sqn ON
Naomi Weinberg - 803 Sqn QOV
Jonathan Barracough - 810 Sqn AB
Mitchell Bell - 176 Sqn MB
Ben Strange - 63 Sqn AB
Ru Bao Tang - 395 Sqn AB
Thomas Savage - 690 Sqn QOV
Samuel Allard - 613 Sqn QOV
Gregory Carlesimo - 1 Sqn QOV
Samuel Tremblay - 728 Sqn QOV
Evan Dewe - 742 Sqn QOV
Richard Kigbette - 626 Sqn QOV
Joshua Kerr - 605 Sqn SK
Kevin Broadley - 690 Sqn QOV
Alex McIntyre - 690 Sqn QOV
Javier Antonio Rivera - 135 Sqn BC
Shannon Rochat - 638 Sqn ON

RÉCOMPENSE BC EX-AIR FORCE POW AWARD \$300

Jake Schuster - 363 Sqn BC

RÉCOMPENSE CANADIAN FIGHTER PILOTS AWARD \$300

Luke Towers - Sqn 34 SK

RÉCOMPENSE TERRY ANGUS MEMORIAL AWARD \$300

Peter Douglas Betts - 569 Sqn NS
Paolo Fisco - 604 Sqn AB

RÉCOMPENSE BUD CRANDELL AWARD \$250

William English - 250 Sqn NL
Jack Gehring - 41 Sqn SK

INVITÉ D'HONNEUR

PETER DUFFEY

PRESIDENT, ASSOCIATION CANADIENNE DU CONTRÔLE
DU TRAFIC AÉRIEN



Né à Liverpool, en Angleterre, Peter est arrivé au Canada en 1971, à l'âge de sept ans.

Peter a toujours eu un intérêt marqué pour l'aviation et a amorcé sa carrière de contrôleur de circulation aérienne en 1991, à l'unité de contrôle terminal de North Bay. En 1993, lorsque l'unité de contrôle terminal de North Bay ferma ses portes, Peter fut relocalisé au centre de contrôle régional de Toronto où il y resta pour les seize prochaines années comme superviseur et contrôleur, jusqu'à ce qu'il quitte pour poursuivre une carrière avec l'ACCTA.

Peter s'implique auprès de l'ACCTA depuis 1993 lorsqu'il a commencé son travail de bénévole comme délégué pour le syndicat. Il a occupé plusieurs positions au sein de la filiale de Toronto, telles que secrétaire, vice-président et président. Peter a travaillé pour cinq équipes de négociation de contrats auprès de deux employeurs différents. En 2009, Peter fut élu à la position de vice-président de la région centrale de l'ACCTA et quitta son poste de contrôleur pour travailler à temps plein avec le syndicat. En mai 2014, il fut élu président national de l'ACCTA.



SCHOLARSHIPS / BOURSES

YOUNG CITIZENS FOUNDATION AWARD \$5,000

Aime Thomas George - 819 Sqn BC

BIRCHALL SCHOLARSHIP \$3,500

Justin Alexander Thibault - 596 Sqn NS

DALE SCHOLARSHIP \$2,500

Clinton Rodney - 65 Sqn AB

COMPETITION / COMPÉTITION

NATIONAL EFFECTIVE SPEAKING COMPETITION /

COMPÉTITION NATIONALE D'ART ORATOIRE \$200

Chris Zhou - 60 Sqn PE

ANNUAL MUSIC AWARDS FOR EXCELLENCE / PRIX ANNUEL D'EXCELLENCE EN MUSIQUE



BAND MUSICIAN AWARD / RÉCOMPENSE MUSICIEN DE FANFARE \$350

Nicholas Kulik - 615 Sqn NS

AFAC PIPE BAND MUSICIAN / RÉCOMPENSE CORNEMUSIER \$350

MONTE AFAC WATCH
Scott Edward Macintosh - 374 Sqn NS

RÉCOMPENSE CCTA-EA / AATC-AM AWARDS

CANADIAN COUNCIL FOR AVIATION AND AEROSPACE \$500

Top Academic: Joshua Gomez - 820 Sqn ON

AIR TRANSAT \$500

Most Improved: Ryan Ngai - 357 Sqn ON

RÉCOMPENSE CCTA-OA / AATC-AO AWARDS

CANADIAN AIRPORTS COUNCIL \$500

Top Academic: Andrew Spence - 825 Sqn MB
Most Improved: Kaelan Gibson - 52 Sqn AB

NAV CANADA \$500

Navigation: Michael Bates - 604 Sqn AB
Air Traffic Control and Services: Mark Salas - 690 Sqn QOV

POWER FAMILY PILOT UPGRADE SCHOLARSHIPS
BOURSES DE PILOTE FAMILI

AIR CANADA PILOTS ASSOCIATION (ACPA)
Alicia Lambert - 706 Sqn QOV
Jordan Johnston - 862 Sqn ON

AIR FORCE ASSOCIATION OF CANADA (AFAC)
Stephen Kowlichuck-Reid - 598 Sqn ON
Andre Gagne - 292 Sqn NS

AIR LINE PILOTS ASSOCIATION (ALPA)
Matthew Chretien - 775 Sqn QOV
George Guirguis - 511 Sqn NL
Michael Ignani - 182 Sqn MB
Connor Ball - 386 Sqn BC

AIR TRANSPORT ASSOCIATION OF CANADA (ATAC)
Kevin Skylar - 188 Sqn ON

CANADIAN BUSINESS AVIATION ASSOCIATION (CBAA)
Bradley Martire - 211 Sqn QOV

CAE
Raval Sarvna - 132 Sqn ON

JAZZ
Gong Yi Zhang - 140 Sqn ON

AIR CADET LEAGUE OF CANADA / LIGUE DES CADETS DE L'AIR DU CANADA
Ishpreet Golhar - 52 Sqn AB
Jared Heavener - 386 Sqn BC
Leah Hoot - 204 Sqn BC
Joshua Hobbs - 705 Sqn SK

Each of the above scholarships is valued at \$2,500.
Chacune des bourses ci-dessus est évaluée à 2 500\$.



GUEST OF HONOUR / INVITÉ D'HONNEUR
PETER DUFFEY

President, Canadian Air Traffic Control Association
Président, Association canadienne du contrôle du trafic aérien

MASTER OF CEREMONIES / MAÎTRE DE CÉRÉMONIE
J. ROBERT (BOB) GOUDIE

BOB ROBERT (AWARDS/RÉCOMPENSES)

PROGRAM / PROGRAMME

Arrival of Head Table Guests / Arrivée des invités de la table d'honneur
Grace by - bénévolat par : Irene Doty

PIPER / CORNEMUSIER

FSGT LIAM ROZON
(from 832 Twillick Sqn)

Toast to the Queen of Canada	Toast à la Reine du Canada
Toast to the Royal Canadian Air Force	Toast à l'Aviation royale canadienne
Toast to the Royal Canadian Air Cadets	Toast aux cadets de l'Air du Canada
Toast to the Air Cadet League of Canada	Toast à la Ligue des cadets de l'Air du Canada

Introduction of Head Table Guests	Présentation de la table d'honneur
Introduction of Special Guests	Présentation des invités spéciaux
Special Presentations	Présentations spéciales
Honours & Awards Committee Chair	Comité de distinctions et de récompenses
Closing Remarks	Mot de la fin

Dinner / Souper

Tomato Baccancini salad with fresh basil and balsamic vinaigrette
Red currant glazed pork chop with red wine peppercorn sauce, scalloped sweet potatoes with sage cream and a seasonal vegetable medley
Homemade tiramisu with baccotti, cream and fresh fruit

Salade de tomates et de baccancini avec basilic frais et vinaigrette balsamique
Porc glacé aux groseilles rouges avec sauce au poivre et vin rouge, accompagnement de patate douce à la normande avec crème de sauge et de légumes de saison
Tiramisu maison avec baccotti, crème et fruits frais



ANNEX

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Contributions of the Air Cadet League to the Canadian Cadet Organization

Context

The Department of National Defense (DND) is in the process of a cadet program renewal that encompasses all aspects of the Canadian Cadet Organization (CCO). This action is a direct result of outcomes & conclusions from other studies conducted by DND related to their support of the CCO, such as the Chief of Review Services (CRS) report.

The key areas for action as stated in the Cadets JCRP Renewal Plan (JCRRP) are as follows –

- Strengthening program delivery at the corps, squadrons and patrols;
- Reducing Bureaucracy and streamlining administration across the organization;
- Improving the balance between local and advanced training opportunities for the Cadets and JCRs;
- Optimizing governance, command and control and support structures; and
- Expanding volunteer networks.

As the Air Cadet League (ACL) reviewed the plan and the documentation at hand, a common thread revealed itself in all of the preliminary reports that resulted in the JCRRP, and the JCRRP itself. The authors of these reports had a limited and somewhat skewed understanding of the relationship between the Cadet Leagues and the Canadian Forces (CF), and displayed little or no understanding of the width and breadth of the contributions of the Cadet Leagues.

When this observation was brought to the attention of the senior DND leadership of the CCO, the response was simply "we report on what we know". At that moment it became clear to the senior leadership of the ACL that our contributions must be made known to DND and the Government of Canada (GoC) to ensure that a well-balanced JCRRP takes shape, and that decisions are made with all of the correct and pertinent information at hand.

On a secondary but equally important note, the area where the JCRRP is focusing most of its efforts and energy is in the enhancement of the Local Level of the CCO (LHQ), which just happens to be the only level of the CCO that requires and utilizes significant League contributions to ensure success and program delivery (other than the flying program). With the current inaccurate data and level of understanding of the state of the DND/Cadet Leagues partnership at that level, it is unlikely that a successful end state will be developed, thus hampering the CCO for future growth and success. It is very much in all of our best interests to correct this deficiency.

D.A. (Don) Berri,
National Vice President & Treasurer

AIR CADET LEAGUE OF CANADA
NATIONAL FINANCE COMMITTEE

Purpose

The purpose of this report is to provide the senior leadership teams of both DND and ACL with a factual and balanced understanding of the true contributions of the ACL as it related the CCO. This information is required for the best possible decisions to be made within the CGRP for the future of the CCO.

Background & Methodology

The ACL is a registered Canadian Charity with infrastructure that includes 3 levels –

1. The **National level** provides overall control, stability, and leadership to our organization, along with accountability to the GoC on behalf of the organization as a whole;
2. The **Provincial level** is made up of 12 Provincial Committees (PC) that are tasked with supervision and management responsibility for all units in their geographic jurisdiction;
3. The **LHQ level** consists of Squadron Sponsoring Committees (SSC) that are made up of typically 5 or more volunteers who represent the ACL in the local community. The purposes of the SSC in all units are most simply put as follows –
 - o Ensure each Air Cadet Squadron has adequate accommodations;
 - o Manage all monies and assets and ensure they are accounted for and controlled properly;
 - o Search out and secure community sponsors and donors.
 - o Organize the fundraising activities & provide for the needs of the unit as jointly identified with the DND staff & in accordance with all associated DND/ACL regulations.
 - o Organize and support optional training activities to enhance recruitment and retention initiatives;
 - o Provide screened, registered and trained volunteers to accomplish all of the above, and to assist the DND staff in delivering the local program.

The CCO is delivered locally though a combined effort of the DND Staff members (the squadron staff) and typically a similar number of SSC members representing the ACL and all non-DND stakeholders such as local sponsors and parent's groups.

Each SSC is required to submit an annual report to the ACL of their financial state (the "ACC-g"), and as part of that report provide a statement of activities that confirm the funding raised, the expenses that were paid, identify where each comes from, and provide the status of assets and bank accounts held by the SSC. Essentially a concise financial statement of the activities of that particular unit. The ACL encourages all SSCs to be registered as Canadian Charities

To adequately provide data regarding the contributions of the ACL to the success of the CCO, one must take into account contributions of all levels of the ACL and each of its components in kind. As an integral part of this report the ACL extracted data from all PCs and SSCs from across Canada for the year ending August 31st, 2013.

D.A. (Don) Berri,
National Vice President & Treasurer

2

AIR CADET LEAGUE OF CANADA
NATIONAL FINANCE COMMITTEE

Results

The data collected is broken down by level and by Province or Territory as follows:

- A. The National League
- B. The Provincial Committees
- C. The Squadron Sponsoring Committees
- D. Volunteer Contributions
- E. Accommodations of Units
- F. Aircraft
- G. Other Support

Contributions made by the various levels of the league take the shape of all of the following:

A. The National ACL

As taken from the most recent financial statements, the National Level provides support as follows

1. Maintains \$1,779M in assets and investments, which includes trust funds for scholarships in the amount of approximately \$89k;
2. Generates revenues of approximately \$1.05M per year, which includes approximately \$433k that is the GoC grant to the Cadet Leagues.
3. Expends about \$977K per year in support of the ACL program.
4. Has \$1.24M in restricted assets and \$90K in unrestricted assets.
5. Provides approximately \$75K per year in scholarships and continuation flying opportunities for Air Cadets.

B. The Provincial ACL

Appendix 1 provides a report by jurisdiction of the financial standing of each of the PCs showing the relative strength of each. The usage of that funding is primarily in support of the SSCs within the PC jurisdiction and acquiring/maintaining the fleet of aircraft used in support of the flying operations.

From the appendix, the contributions of the PC level can be summarized as follows

1. Combined the PCs annually spend about \$3.8M in support of the CCO including scholarships and bursaries to supplement the cadet experience.
2. While not including the full replacement value of the aircraft owned by the individual PCs, this level of the league maintains just over \$4.6M in assets, of which approximately \$2.0 M is unrestricted.

D.A. (Don) Berri,
National Vice President & Treasurer

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3. Noted in detail in item "F." below, the PCs own an aircraft fleet with a replacement cost bordering on \$6.25M

C. The Squadron Sponsoring Committees

Through a data extraction of specific items from the SSC submitted ACC-g documents a number of reports have been generated. It should be noted that the data is being exhibited showing actual figures and extrapolated figures to compensate for those submissions that could not be used at this time as they are under review. For the record, 398 of 456 SSCs have completed and reviewed reports, representing 87.3% of our SSC population:

1. Appendix 2 is a report of SSC income by major category;
2. Appendix 3 is a report of SSC expenses by major category;
3. Appendix 4 is a report of financial standing of SSCs at the end of the training year.

From these reports, the following observations are noted –

1. Gross income for the ACL SSCs for the YE 2013 is approximately \$95.6M which includes \$1.6M of DND reimbursements (LSA and otherwise) reported on the ACC-g; for a net income of approximately \$24M.
 - a. DND reimbursements make up 10.3% of the total;
 - b. Income from official donors total about 7.2% of income;
 - c. Income from other service clubs and community groups total about 23.5% of income;
 - d. Income from Gaming type activities total about 19.3% of income;
 - e. Income from Squadron Fundraising activities total about 32% of income;
 - f. Income from Miscellaneous fundraising activities total about 12.4% of income.
2. Gross Expenses for ACL SSCs for the YE 2013 is approximately \$14M, which includes expenses related to DND reimbursements.
 - a. Rent & Mortgage payments make up about 7.2% of the total expenses;
 - b. Quarters upkeep expenses make up about 2.5% of expenditures;
 - c. Administration & Office expenses make up about 29.4% of expenditures;
 - d. Squadron Activities expenses make up about 38.9% of expenditures;
 - e. Squadron Fundraising activities make up about 21.7% of expenditures;
 - f. Miscellaneous expenses total 10.2% of expenditures.
3. At the end of the year, the ACL SSCs hold in trust at the local level approximately \$23M in cash and an additional \$14M in additional assets for the support of the Air Cadet Program. One of the goals of the ACL is to ensure that our SSCs maintain sufficient reserves for 1 year of operations without additional funds coming in (preferably 2 years). As you can see by the

D.A. (Don) Berri,
National Vice President & Treasurer

4

AIR CADET LEAGUE OF CANADA
NATIONAL FINANCE COMMITTEE

report there is significant disparity on how well we are doing in that regard across the country.

D. Volunteer Contributions

Using the same calculations as was agreed relevant in 2007 in the Army Cadet League "A Proposal for Modernization" report to DND and the Leagues, it should be noted that the Air Cadet League maintains approximately 9000 volunteers that serve in one capacity or another in support of the CCO. While that number is a bit misleading in that it includes all screened and registered volunteers serving as Civilian Volunteers, once you back those people out of the equation (approximately 2185 persons – averaging about 5 per unit) we end with approximately 6715 volunteers that make up the SSCs and support bodies.

The basic calculation used was that volunteers average 3 hours per week for 42 weeks per year at a value of \$18.77 per hour (Rate assigned as value of a volunteer hour by "Independent Sector" in 2006). Using that calculation for the ACL program the contribution would have a value as follows

6,715 volunteers x 3 hours x 42 weeks @ \$18.77 per hour = \$40,881.09 per year of personnel support that is provided without charge by our volunteers.

It is equally important to note that the 2,185 people that are Civilian Volunteers (and removed from the calculation above) contribute on their own another \$5,404,621 of personnel support that is provided without charge to the CCO.

E. Accommodation of Units

A key component to the success of any unit is the local physical surroundings to which training takes place. Appendix 5 is a chart showing the breakdown by PC of units with DND facilities and those without. From that data, we would note that 373 ACL Squadrons are supported by community groups, while 83 are housed in DND accommodations of some type.

It has been generally accepted that the value of quarters for the standard unit is approximately \$18K per year for quarters, heat, hydro and maintenance. Using that as a baseline for the value of non-DND quarters provided on the ACL side of the house; the ACL SSCs through their own efforts and sponsors are providing approximately \$6,714,000 per year in support to the CCO for unit accommodations.

F. Aircraft

One of the primary responsibilities of the ACL is to provide Aircraft & supplemental equipment for the Air Cadet Flying program. The ACL provides all aircraft and much of the supplemental equipment required for this training to take place.

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National Vice President & Treasurer

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AIR CADET LEAGUE OF CANADA
NATIONAL FINANCE COMMITTEE

In rough terms the value of the ACL Aircraft fleet & supplemental equipment is calculated on replacement values as follows –

Item	Description	Units	Value	Extended Value
Tow Aircraft	L-19	7	\$110,000	\$770,000
Tow Aircraft	Super Dog	6	\$150,000	\$900,000
Tow Aircraft	Scout	17	\$110,000	\$1,870,000
Tow Aircraft	C-182	4	\$175,000	\$700,000
Glider	2-33	89	\$20,000	\$1,780,000
Winches		7	\$15,000	\$105,000
Trailers		20	\$4,000	\$80,000
Launch		3	\$15,000	\$45,000
Automobiles				
Grand Total				<u>\$6,210,000</u>

G. Other support

While the listing below is by no means exhaustive, the CCO has the privilege of utilizing a number of ACL owned and operated facilities that allow the program to conduct both mandatory and optional training at reduced cost. In addition, individual ACL Provincial Committees (PC) provide unique "events" that support the CCO with visibility and connections to civilian partners.

Through the various PCs provide the following are provided –

- i. In Alberta –
 - a. Use of the ACL owned airfield at Netook. Includes an operational airfield, a hangar, a classroom building, and all associated support infrastructure.
 - b. Two training facilities (Camp Wright and Camp Worthington) for training of cadets in outdoor activities, sports, etc.
2. In British Columbia – Use of the hangar facility and offices operated by the BCPC.
3. In Saskatchewan – Use of the ACL owned Camp Sasketel for training of cadets in all kinds of activities.
4. In Ontario –
 - a. Use of the Aerospace facility owned & operated by 822 Breslau Squadron for training of Air Cadet Squadrons in Aircraft simulation & Aerospace activities.

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- b. Support & training of 20 Air Cadets per year in Aviation Maintenance training at JPII Secondary school, allowing these cadets to attain a secondary school credit along with training similar to the Canadore Aircraft Maintenance Course (The Aeronca Project).
- c. Career Days sponsored by Industry.
5. The Quebec and Ottawa Valley PC conducts an Aviation Day each year that brings forward significant corporate and community support in a unique activity highlighting the best parts of the Air Cadet Program.
6. In New Brunswick –
 - a. use of runway at M'michi Airport for familiarization flights at no charge.
 - b. 6 months free storage for Aircraft and tow vehicle at M'michi Airport
 - c. 4 flight simulators for use of New Brunswick Squadrons.

When reviewing the costs of various training activities across the country, the CCO would be required to expend significantly more to provide assets to the cadets if these facilities & opportunities were not provided and supported by the provincial level of the ACL.

Summary Observations

In summarizing the contributions of the ACL to anyone, we should consider the following annual expenditures by the ACL in support of the CCO.

National Level (ACLN)	\$977,138
Provincial Level (PCS)	\$3,801,840
Local Level (SSCS)	\$13,978,138
Volunteer Contributions at all levels	\$15,881,109
Accommodation of UHQ Units (A. Value)	\$5,355,903
Total annual value of contributions	\$40,024,128

While these numbers represent a combination of actual cash, assets and value, they nevertheless prove the significant contributions made by everyone in the ACL. As we have the ability to expand our capabilities as our partners work with us, one can only imagine what level we could attain if we were truly working off the same page.

Concluding Remarks

In many of the most recent reports regarding the direction and end state of the CJRP, the general numbers banded around are that the current DND Cadet Program Model spends about 25-35% of total resources to the UHQ level of the program. One of the fundamental principles in the new paradigm is to increase that to near 50% of total program expenditures. If one utilizes the data

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provided by DND to us, the annual program expenditure is approximately \$210M, which would place the UHQ component expenditures somewhere in the \$52.5M to \$73.5M range.

While much of the investigation, preparation and exposure surrounds the DND components in funding the program, consider that if the numbers are reasonably accurate, the Air Cadet League alone contributes approximately \$40M per year in value to the CCO – almost all of which goes toward the local level. If we are contributing \$40M and one considers that roughly 50% of the DND expenditures would be Air related due to our relative membership that would extrapolate to the DND contribution being between \$26 M and \$36.8 M. Superficially, a relatively equal contribution.

While we can only speak intelligently about the ACL contributions to the CCO, if we use that same simple math to include our Navy League and Army League brethren, one could extrapolate that if the ACL provides close to \$40M per year in support, the combined contributions of all 3 cadet Leagues would perhaps total close to \$80M to the CCO. So in reality, the CCO is a program with \$20M in total program requirements, where almost \$80M in value is contributed by and through the Cadet Leagues. (About 27.6% of the entire program requirement)

I am hopeful that the data in this report provides insight into the significant contributions made by the Air Cadet League of Canada in support of the CCO.

Respectfully submitted

Don

Attachments:

- Appendix 1 – Report of PC Financial Standing at YE 2013
- Appendix 2 – SSC Income by Major Category
- Appendix 3 – SSC Expenses by Major Category
- Appendix 4 – SSC Financial Standing at YE 2013
- Appendix 5 – Report of Squadron Accommodations by PC

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APPENDIX 2 - SSC INCOME BY MAJOR CATEGORY

	Units Reporting	Actual Data							Net Income minus DND Recoveries
		Sponsor Donations	Service Club & Community Donations	Fundraising Gaming Income	Fundraising Squadron Activities	Fundraising Miscellaneous	DND Recoveries	Total Income	
Alberta	40	\$184,180	\$483,274	\$479,838	\$275,264	\$208,192	\$45,093	\$1,792,380	\$1,747,286
British Columbia	56	\$93,434	\$895,291	\$259,216	\$256,270	\$275,183	\$155,075	\$2,821,778	\$2,566,229
Manitoba	23	\$54,650	\$105,290	\$39,894	\$194,959	\$53,763	\$24,933	\$417,952	\$393,019
New Brunswick	22	\$19,566	\$50,338	\$54,812	\$103,538	\$34,449	\$66,339	\$289,474	\$223,135
Newfoundland/Labrador	18	\$39,139	\$5,407	\$45,709	\$26,148	\$11,450	\$9,736	\$191,998	\$181,382
NorthWestern Ontario	5	\$1,781	\$25,218	\$18,993	\$2,680	\$14,039	\$100,005	\$158,115	\$142,599
Nova Scotia	27	\$68,035	\$102,237	\$26,879	\$48,087	\$9,804	\$25,222	\$225,316	\$200,094
Ontario	91	\$260,998	\$738,462	\$861,428	\$1,470,273	\$681,960	\$286,095	\$4,041,128	\$3,754,623
Pan Territorial	3	\$99,690	\$12,690	\$2,980	\$7,018	\$3,610	\$18,218	\$134,606	\$116,408
Prince Edward Island	4	\$8,500	\$14,586	\$4,234	\$11,605	\$10,025	\$9,427	\$50,028	\$40,602
Quebec/Ottawa Valley	85	\$85,428	\$472,106	\$278,391	\$875,286	\$275,278	\$663,767	\$3,418,177	\$2,554,604
Saskatchewan	24	\$36,305	\$138,100	\$76,971	\$272,322	\$96,346	\$32,721	\$807,145	\$763,724
Grand Totals	398	\$985,802	\$3,195,831	\$2,609,161	\$4,135,201	\$1,658,810	\$1,421,426	\$19,531,207	\$18,108,881

Category 1 of Income	7.3%	13.5%	19.3%	32.0%	12.4%	10.0%	\$8.4%
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	Total Units	Extrapolated Data							Net Income minus DND Recoveries
		Sponsor Donations	Service Club & Community Donations	Fundraising Gaming Income	Fundraising Squadron Activities	Fundraising Miscellaneous	DND Recoveries	Total Income	
Alberta	44	\$203,543	\$510,501	\$527,832	\$333,320	\$238,011	\$49,405	\$1,971,618	\$1,922,214
British Columbia	58	\$96,760	\$927,808	\$278,531	\$730,251	\$288,484	\$170,971	\$2,404,807	\$2,233,726
Manitoba	24	\$57,057	\$109,868	\$41,535	\$202,001	\$56,181	\$26,917	\$436,524	\$410,107
New Brunswick	22	\$19,566	\$50,338	\$54,812	\$103,538	\$34,449	\$66,339	\$289,474	\$223,135
Newfoundland/Labrador	21	\$44,729	\$5,408	\$53,327	\$28,529	\$13,418	\$11,315	\$223,463	\$211,611
NorthWestern Ontario	7	\$30,475	\$28,275	\$26,590	\$3,792	\$3,495	\$41,288	\$81,494	\$59,774
Nova Scotia	30	\$75,583	\$113,403	\$29,861	\$53,340	\$10,893	\$28,024	\$250,351	\$222,327
Ontario	114	\$236,962	\$800,073	\$1,079,562	\$1,841,880	\$856,324	\$338,918	\$5,062,512	\$4,703,594
Pan Territorial	3	\$99,690	\$12,690	\$2,980	\$7,018	\$3,610	\$18,218	\$134,606	\$116,408
Prince Edward Island	4	\$8,500	\$14,586	\$4,234	\$11,605	\$10,025	\$9,427	\$50,028	\$40,602
Quebec/Ottawa Valley	94	\$91,152	\$522,098	\$285,345	\$968,165	\$304,028	\$334,048	\$3,780,095	\$3,446,047
Saskatchewan	35	\$121,945	\$201,425	\$121,249	\$397,136	\$140,461	\$34,531	\$885,875	\$851,264
Grand Totals	456	\$1,107,088	\$3,595,418	\$3,016,817	\$5,634,487	\$1,976,236	\$1,544,166	\$19,573,414	\$18,993,367

APPENDIX 3 - SSC EXPENSES BY MAJOR CATEGORY

	Units Reporting	Actual Data							Total Expenses
		Rent or Mortgage Payment	Quarters Expenses	Administration & Office	Squadron Activities Expenses	Fundraising Activities Expenses	Other Miscellaneous Expenses	Total Expenses	
Alberta	40	\$277,661	\$20,528	\$246,232	\$492,763	\$270,177	\$169,818	\$1,176,943	\$1,176,943
British Columbia	56	\$277,451	\$88,650	\$1,001,940	\$849,228	\$158,960	\$100,226	\$2,404,877	\$2,404,877
Manitoba	23	\$34,293	\$3,227	\$177,248	\$154,092	\$141,538	\$101,240	\$484,606	\$484,606
New Brunswick	22	\$15,544	\$1,155	\$20,894	\$145,865	\$49,934	\$27,020	\$293,763	\$293,763
Newfoundland/Labrador	18	\$1,911	\$5,657	\$46,444	\$67,821	\$38,019	\$14,529	\$195,447	\$195,447
NorthWestern Ontario	5	\$5,260	\$80,107	\$21,014	\$18,264	\$3,887	\$11,187	\$66,174	\$66,174
Nova Scotia	27	\$38,018	\$1,853	\$75,588	\$137,807	\$19,502	\$11,117	\$240,105	\$240,105
Ontario	91	\$199,728	\$81,668	\$938,810	\$1,354,662	\$599,866	\$435,327	\$3,658,656	\$3,658,656
Pan Territorial	3	\$1,000	\$5,324	\$70,129	\$43,471	\$4,509	\$19,081	\$137,188	\$137,188
Prince Edward Island	4	\$200	\$60	\$13,380	\$21,584	\$4,611	\$5,463	\$48,380	\$48,380
Quebec/Ottawa Valley	85	\$125,297	\$23,847	\$532,117	\$1,257,437	\$885,656	\$216,531	\$3,849,033	\$3,849,033
Saskatchewan	24	\$16,437	\$26,587	\$141,057	\$178,334	\$166,784	\$99,939	\$600,521	\$600,521
Grand Totals	398	\$888,743	\$304,733	\$3,272,269	\$4,721,838	\$2,635,376	\$1,237,428	\$12,448,202	\$12,448,202

Category 1 of Expense	7.3%	2.4%	29.4%	38.8%	21.2%	10.1%
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	Total Units	Extrapolated Data							Total Expenses
		Rent or Mortgage Payment	Quarters Expenses	Administration & Office	Squadron Activities Expenses	Fundraising Activities Expenses	Other Miscellaneous Expenses	Total Expenses	
Alberta	44	\$236,427	\$22,610	\$800,381	\$442,039	\$291,159	\$189,780	\$1,656,316	\$1,656,316
British Columbia	58	\$275,217	\$97,870	\$1,037,224	\$886,107	\$164,637	\$116,433	\$2,779,508	\$2,779,508
Manitoba	24	\$35,284	\$3,387	\$122,867	\$100,792	\$147,692	\$105,913	\$505,876	\$505,876
New Brunswick	22	\$15,544	\$1,155	\$20,894	\$145,865	\$49,934	\$27,020	\$293,763	\$293,763
Newfoundland/Labrador	21	\$21,233	\$6,600	\$54,418	\$29,125	\$14,022	\$40,286	\$166,553	\$166,553
NorthWestern Ontario	7	\$21,286	\$20,680	\$26,590	\$3,792	\$3,495	\$41,288	\$99,290	\$99,290
Nova Scotia	30	\$40,020	\$2,058	\$79,542	\$153,119	\$21,669	\$13,324	\$267,240	\$267,240
Ontario	114	\$250,269	\$102,359	\$1,176,092	\$1,697,049	\$1,127,305	\$545,303	\$4,588,338	\$4,588,338
Pan Territorial	3	\$1,000	\$5,324	\$70,129	\$43,471	\$4,509	\$19,081	\$137,188	\$137,188
Prince Edward Island	4	\$200	\$60	\$13,380	\$21,584	\$4,611	\$5,463	\$48,380	\$48,380
Quebec/Ottawa Valley	94	\$125,297	\$23,847	\$532,117	\$1,257,437	\$885,656	\$216,531	\$3,849,033	\$3,849,033
Saskatchewan	35	\$121,945	\$201,425	\$121,249	\$397,136	\$140,461	\$34,531	\$885,875	\$885,875
Grand Totals	456	\$977,448	\$350,649	\$4,056,665	\$5,999,342	\$3,084,283	\$1,453,103	\$19,573,414	\$19,573,414

APPENDIX 4 - SSC FINANCIAL STANDING AT YE 2013

	Units Reporting	Actual Data					1 of 1 year operating in bank	1 of 3 year operating in bank
		Total Income	Total Expenses	Net Operations	Funding balances	Additional Assets		
Alberta	40	\$1,792,380	\$1,478,940	\$313,440	\$2,411,659	\$270,120	163.1%	81.5%
British Columbia	56	\$2,821,778	\$2,404,877	\$416,901	\$3,991,095	\$276,114	94.2%	47.1%
Manitoba	23	\$417,952	\$484,606	-\$66,654	\$387,498	\$105,913	75.8%	32.4%
New Brunswick	22	\$289,474	\$293,763	-\$4,289	\$153,441	\$27,020	52.2%	26.1%
Newfoundland/Labrador	18	\$191,998	\$195,447	-\$3,449	\$96,247	\$14,529	51.9%	26.0%
NorthWestern Ontario	5	\$15,210	\$66,174	-\$51,464	\$34,643	\$11,187	52.2%	26.1%
Nova Scotia	27	\$225,316	\$240,094	-\$14,778	\$112,272	\$28,024	62.9%	31.4%
Ontario	91	\$4,041,128	\$3,658,656	\$382,463	\$4,246,358	\$545,303	116.1%	58.0%
Pan Territorial	3	\$134,228	\$137,188	-\$2,960	\$11,819	\$19,081	8.6%	4.3%
Prince Edward Island	4	\$50,028	\$48,380	\$1,648	\$8,063	\$5,463	16.7%	8.3%
Quebec/Ottawa Valley	85	\$3,418,177	\$2,554,604	\$863,573	\$3,950,004	\$216,531	131.6%	16.8%
Saskatchewan	24	\$807,145	\$800,521	\$6,624	\$731,843	\$99,939	125.2%	62.6%
Grand Totals	398	\$13,551,207	\$12,448,202	\$1,103,005	\$11,770,864	\$1,237,428	92.0%	46.0%

	Total Units	Extrapolated Data					1 of 1 year operating in bank	1 of 2 year operating in bank
		Total Income	Total Expenses	Net Operations	Funding balances	Additional Assets		
Alberta	44	\$1,971,618	\$1,656,316	\$315,302	\$4,444,784	\$2,552,360	81.5%	
British Columbia	58	\$2,404,807	\$2,779,508	-\$374,701	\$2,444,784	\$2,552,370	94.2%	47.1%
Manitoba	24	\$436,124	\$505,676	-\$69,552	\$387,498	\$193,476	75.8%	37.9%
New Brunswick	22	\$289,474	\$293,763	-\$4,289	\$153,441	\$135,441	52.2%	26.1%
Newfoundland/Labrador	21	\$223,463	\$223,463	\$0	\$112,272	\$112,288	51.9%	26.0%
Northwestern Ontario	7	\$99,290	\$99,290	\$0	\$48,380	\$48,380	52.2%	26.1%
Nova Scotia	30	\$250,351	\$267,240	-\$16,889	\$112,272	\$168,000	62.9%	31.4%
Ontario	114	\$5,062,512	\$4,583,383	\$479,129	\$5,319,613	\$5,319,613	116.1%	58.0%
Pan Territorial	3	\$138,228	\$137,188	\$1,040	\$11,819	\$11,819	8.6%	4.3%
Prince Edward Island	4	\$50,028	\$48,340	\$1,688	\$8,063	\$8,063	16.7%	8.3%
Quebec/Ottawa Valley	94	\$3,780,095	\$3,450,644	\$329,450	\$4,062,228	\$4,062,228	131.6%	16.8%
Saskatchewan	35	\$686,851	\$675,760	\$11,090	\$1,000,000	\$1,000,000	125.2%	62.6%
Grand Totals	456	\$15,075,435	\$13,978,188	\$1,097,246	\$15,836,230	\$15,836,230		

Appendix 5 - Report of Squadron Accommodations by PC

	Summary Data by PC - Actual					
	Total Units	DND Facilities	Non-DND Facilities	Total Check	% DND	% Non-DND
Alberta	44	8	36	44	18.2%	81.8%
British Columbia	58	5	53	58	8.6%	91.4%
Manitoba	24	6	18	24	25.0%	75.0%
New Brunswick	22	8	14	22	36.4%	63.6%
Newfoundland/Labrador	21	7	14	21	33.3%	66.7%
NorthWestern Ontario	7	1	6	7	14.3%	85.7%
Nova Scotia	30	8	22	30	26.7%	73.3%
Ontario	114	18	96	114	15.8%	84.2%
Pan Territorial	3	0	3	3	0.0%	100.0%
Prince Edward Island	4	2	2	4	50.0%	50.0%
Quebec/Ottawa Valley	94	13	81	94	13.8%	86.2%
Saskatchewan	35	7	28	35	20.0%	80.0%
Grand Totals	456	83	373	456	18.2%	81.8%

Sub Report - Year-In-Bank Test (YIB Factor) - PAGE4

	Overall view of Squadron Stability - Year in Bank Test			
	Units w/6 Month or Less in Bank	Units w/6-12 Month in Bank	Units w/12-24 Month in Bank	Units w/greater than 24 months in Bank
Pan Territorial	2	1		
British Columbia	25	18	9	4
Alberta	6	8	15	6
Saskatchewan	5	7	7	5
Manitoba	10	8	3	2
North/Western Ontario	3	1	1	
Ontario	20	23	31	18
Quebec/Ottawa Valley	16	15	5	
New Brunswick	12	8	2	
Nova Scotia	12	10	2	3
Prince Edward Island	3			
Newfoundland/Labrador	8	9	1	
Totals	171	108	76	38

Overall view of Squadron Stability - Average Spending per Unit				
	Units w/6 Month or Less in Bank	Units w/6-12 Month in Bank	Units w/12-24 Month in Bank	Units w/greater than 24 months in Bank
Pan Territorial	\$64,538	\$8,110		
British Columbia	\$46,058	\$29,586	\$37,810	\$20,084
Alberta	\$36,765	\$42,979	\$46,717	\$35,623
Saskatchewan	\$26,053	\$25,889	\$27,433	\$19,400
Manitoba	\$25,930	\$17,226	\$26,670	\$3,748
NorthWestern Ontario	\$12,666	\$16,390	\$11,987	
Ontario	\$46,473	\$46,171	\$40,108	\$24,491
Quebec/Ottawa Valley	\$34,764	\$32,588	\$20,117	
New Brunswick	\$15,646	\$9,677	\$14,297	
Nova Scotia	\$12,420	\$5,956	\$9,503	\$4,370
Prince Edward Island	\$13,350			
Newfoundland/Labrador	\$10,689	\$10,226	\$7,900	
Total Average	\$28,779	\$22,253	\$24,256	\$17,953
Total Weighted Average	\$32,632	\$27,773	\$35,851	\$22,434