



AIR CADET LEAGUE OF CANADA

BOG MEETING ROPs

November 22-23, 2012

MEETING INFORMATION

Meeting Date: November 22 1900-2200, November 23 1300-1600 (recessed session by agreement)

Start Time: 1900hrs

ATTENDANCE

Edgar Allain	Present	Darlene LaRoche	Present
Don Berrill	Present	Lloyd MacIntyre	Present
Marcel Bineau	Present	Keith Mann	Present
Bob Burchinshaw	Present	Gary Pinsent	Absent
Don Doern	Present	Bob Robert	Present
Ken Higgins	Present	John Scott	Present
Tom Holland	Present	John Walker	Present
Fred Johnsen	Present	Tom White	Present
Chantal Boily	Present		
Jerry Elias	Absent Chair, Aviation Committee		
Grant Fabes	Absent Chair, LIP Committee		
Thomas Taborowski	Present Chair, PC Chairs Committee		
Candace Denison	Present Executive Director		
LCol. Y. Therrien	Absent SSO Air		

1. Administration

K. Higgins welcomed all current and incoming members of the Board of Governors. A thank you was expressed to Chantal Boily for accepting the interim Governor position, replacing Marcel Bineau.

1.2 New Items for Agenda – K. Higgins

No additions.

1.3 Approval of Agenda – K. Higgins

Moved By: L. MacIntyre

Seconded By: D. LaRoche that the Agenda be approved as submitted.

Carried

1.4 Approval of Record of Proceedings: Sept 5/12 – K. Higgins

Moved By: D. Berrill

Seconded By: L. MacIntyre that the ROPs be approved as presented.

Carried

2. Information

2.1 President's Report – K. Higgins

The President's report was included in the SAM Meeting booklet circulated prior to the meeting.

It is my pleasure to welcome everyone to the 2012 Semi Annual Meeting of the Air Cadet League. The intent is to pursue a program of activities that hears and records progress made by the Committees and their objectives for the future. The extent to which new policy has to be considered or enacted by the Board of Governors will also be an important function of the meeting. It is also an opportunity to meet with and hear from our partners at the Directorate of Cadets and Junior Canadian Rangers.



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There are a number of important matters ongoing that require a proper consideration from all concerned. First on the list is the Canada Not for Profit Corporations Act, a very large piece of Federal legislation that has major implications for the League if a compliance deadline of October 2014 is not met.

Governor Bob Burchinshaw has worked long and hard preparing the necessary documentation that will ensure the Air Cadet League can continue to have licences to carry on its business. Bob has had assistance from Bob Robert (Immediate Past President) and Candace Denison (Acting Executive Director) in developing the League's position. My sincere thanks to all three for their excellent work.

Screening and Registration and an inconsistent approach to compliance surfaced in response to a question in the National Survey of members conducted earlier this year; the document having been prepared by Past President Grant Fabes and National Governor Don Berrill. "Are you a screened and registered member of the ACL?" From all respondents: Yes – 86.4%; No – 7.6%; Unsure – 6.0%; the latter two responses generated appropriate concerns. For a League member in a leadership position who knowingly tolerates an unscreened volunteer to be involved with cadets and a worst case scenario occurs, the civil repercussions from a subsequent civil suit are grim. This is the opinion of an insurance expert with strong League connections. The insurance coverage could be void because the preventive screening actions and duties the League undertakes to perform were willfully ignored. Any damages awarded in a subsequent civil suit will still have to be paid and it will be responsibility of those who the Judge finds to be liable. This amount can be increased considerably if willful negligence is found to be a contributing factor.

In July, Ministerial Directives, Draft Version Number Twelve, was agreed to by a majority vote by the Board of Governors. This concluded a process that started in 2008. The final version is now awaited.

In my inaugural President's Message I expressed a concern that we would not be celebrating our 75th Anniversary with the same number of squadrons as celebrated the 70th. This concern has increased because the number of squadrons parading less than thirty cadets has increased from 23% to 29%. Combining those statistics with a D Cadets policy of Closures, Mergers and Amalgamations where appropriate, the future existence for some squadrons is less than assured.

Governors Bob Burchinshaw and Don Doern prepared an excellent paper on this topic. The implications, legal and financial, for a Squadron Sponsoring Committee involved in this process either as the committee of the squadron being merged or as the committee accepting the former unit, the accompanying workload is complicated.

The best strategy is to work to prevent a squadron closure or an enforced merger with another unit. This, however, requires a sustained effort to boost flagging squadron population numbers through a forceful plan of action in that particular community. The report also details how to spot when this remedial action is an urgent requirement and also, sadly, when a cadet unit has slipped past the point of no return. It is an excellent report to read and is highly recommended.

First Vice President Tom White has continued to strengthen the League's relationship with the Civil Air Patrol, the latest proposal being a joint Website.

I had the honor to represent the League at a number of events, the IACE Farewell Dinner in Montreal, the Cadet Graduation Parades at Canadore College in North Bay, Ontario and Albert Head, BC. I also represented the League at the Civil Air Patrol Annual General Meeting and Conference at Baltimore, Maryland and also at the International Air Cadet Exchange Association Conference in Toulouse, France. It was at this conference that a presentation was made by L/Col Therrien about the International Air Cadet Exchange Visit for 2013 now scheduled to take place in Alberta, the first time in many years. This presentation was well received by all present. My compliments to all involved in planning the Leagues' role in this event; Lloyd MacIntyre, Darlene LaRoche and Grant Fabes and our military partners L/Col Therrien, Major Giroux and Major Caron.

My thanks go to all Committee Chairs for their work on behalf of the Air Cadet Program. In particular I wish to thank the Chair of Chairs, Tom Taborowski, for his welcome participation in the meeting of the Governors and the Executive Committee.

The open communication policy of Colonel Pratt (D Cadets) and L/Col Therrien (SSO Air) is very much appreciated. It makes our all that work much easier.

To all League Members a special thank you for your personal commitment and time spent to ensure the Air Cadet program remains an attractive option and available to the youth in the four hundred and fifty plus communities where it is currently provided. Let's aim to make it 475 Squadrons by 2016 and our 75th Anniversary.

2.2 Executive Director's Report – C. Denison

C. Denison indicated her report was included in the SAM Meeting booklet circulated prior to the meeting. In addition some clarification and details were provided on the recently acquired Google Grant.



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On behalf of the staff at the National Office, we would like to welcome you to the Semi-Annual Meeting of the Air Cadet League of Canada. I certainly look forward to seeing you all over the next couple of days.

Fall is here and our National Office team is strong; we are proud of what we have accomplished together over the last twelve months. Nancy Coll has stepped into the position vacated by Mark Williams, a big thank you to her for putting this meeting together with only a few weeks' notice. As always, thank you to Joan, Ray and Francine for their hard work and dedication.

I recently had the pleasure of attending the PEI provincial AGM. I would like to extend my gratitude to the Prince Edward Island Provincial Committee for their hospitality during my visit. You may notice a surprise in the upcoming AGM registration package; PEI is looking into possibly hosting a pre-AGM golf tournament.

This summer I was able to attend the graduation ceremonies at the Trenton Air Cadet Summer Training Centre. It is always a pleasure to get out of the office and experience things at the provincial/local levels. I value hearing about all of your experiences and challenges that you face. It is good to get down to the grass roots once in a while to be reminded of why we are all here. I am inspired by the people I meet in my travels and it really makes everything worthwhile.

Aviation Exemption

The Transport Canada Aviation Exemption issue has been resolved. We have received an exemption which has no expiry date, conditional upon Transport Canada being informed of any changes negotiated between DND & ACL in regards to the "Goods & Service Contract".

Finances

The League is in good shape financially. We take pride in providing a clear and concise picture when we deliver the monthly financial reports. I would like to thank John Walker, our Treasurer and Chief Financial Officer for his hard work and dedication. I would be remiss if I did not give a special mention to Bob Robert who was willing to step into an Interim Treasurer position during John's medical absence. The budget was approved at our AGM in Burlington. The Fall Fundraising Campaign is being conducted again this year to generate revenue and meet the needs of the approved budget. We continue to work towards reaching our goal and I am confident we will succeed upon the campaign's conclusion.

I was interviewed by Mrs. Zimmerman with the CRS in regard to our Grant Application; a preliminary report is expected for early December. With prior assistance from the EC I was able to answer all questions accurately and provide supporting information. With federal budget cuts on the horizon we cross our fingers that our Operating Grant will continue to remain untouched. We need to look at pursuing new avenues for funding and with the help of the Resource Generation Committee I know we can accomplish this. They have come up with several new strategies and I will work closely with them to develop a case to secure our future financially.

Insurance and Risk Management

At the recommendation of our Auditors, we are looking towards aligning our insurance policies with our fiscal year. We have taken into consideration current market conditions and rates and will be seeking an 18 month policy upon our next renewal. There will be no impact to the service provided.

We have also updated our Insurance Certificate Request Forms (ACC20) for better service. The form can now be completed online as well as in the previous pdf format.

Public Relations

I have applied for and received approval of a \$120,000 Google Grant for free online advertising. An initial campaign has been setup and will be monitored over the upcoming months.

The Rick Mercer Air Cadet Report was an enormous success and thank you to all involved in the process. LCol Yves Therrien and I are providing Rick with a suitable thank you gift (a framed "red knob").

I have met with LCol Yves Therrien and Rob Fleck, President of Vintage Wings. We are working on the details of providing an education program named "Yellow Wings 2013" where cadets will be given an opportunity to fly in historic warbirds at summer camps across Canada.



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Conclusion

We have worked very hard to improve the level of service the National Office provides to its members. We aim to provide more value at the SAM and make it a more enjoyable and productive experience. We continue to improve our contact lists and lines of communication and ensure that information is more accessible. Your feedback is always appreciated in all of these areas and we rely on it to improve ourselves. Thank you to everyone who has contributed.

Special thanks to all of the volunteers for your time, commitment and devotion to the League and to the Royal Canadian Air Cadets. I would be remiss if I did not thank all of the staff at DND and DCdts whose efforts and support is also essential in ensuring the delivery of this wonderful youth program.

I would also like to recognize and thank Mr. Ken Higgins for his wonderful support, his guidance, and his dedication. It has been a pleasure working with him over these last few months.

In closing, I would like thank the members and I want you to know that we are forever grateful for the work that you do – you are always appreciated!

2.3 National Finance Committee Report – J. Walker

No Report.

2.4 Provincial Chair's Report – T. Taborowski

T. Taborowski indicated that he has a full agenda planned for his scheduled PC Chairs meeting.

3. Business Arising

3.1 SPU08 Scorecard – B. Robert

See attached document for details.

3.2 Cadet Supervision (In Camera) – G. Fabes



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3.3 Ministerial Directives Update (In Camera) – B. Robert

3.4 JCR Patrols Update – G. Pinsent

No Report.

3.5 ACC9 Issues Update – T. White

T. White informed that ACC9 training was completed at three Provincial Committee AGM's with positive feedback. Success to be determined upon resulting submissions. A special thank you to G. Boudreau, B. Robert and R. Brooks was extended.

3.6 State of the Partnership Update – G. Fabes

No Report.

3.7 Screening & Registration Update – F. Johnsen

F. Johnsen had a productive meeting with 10 people in attendance. The requirement of providing references is being reviewed, as well as archive filing, final level clarification, an outlined communication matrix, and the process to be undertaken with a potential hit. PC Chairs expressed their desire to be involved in the manual review process. It was agreed that any amendments to the handbook should occur after a yearly review.

Motion: That 100% compliance with Screening & Registration in all Provinces is required. Augment the policy as outlined in the Policy and Procedures Manual.

Moved by: D. Berrill

Seconded by: B. Robert

Carried.

Motion: The Board of Governors authorizes staff, with the assistance of the Chair of the Screening & Registration Committee, to undertake a process of validation by scrutiny.

Moved by: D. Berrill

Seconded by: D. LaRoche

Carried.

4. Committee Reports

4.1 Air Cadet Committee – D. Doern

D. Doern reported that he is working on re-establishing a committee. The Squadron Merger and Amalgamation document will be set to Col Pratt. D. Doern considered the importance of listening to the cadets and of gaining access to a new or existing Air Cadet Advisory Board.

4.1.1 National Sections Sub-Committee – M. Bineau

No Report.

4.2 National Aviation Committee – J. Elias

E. Allain reported that the committee discussed the FAMIL scholarship and recommends a more formalized process be put in place where cadets apply while on course.

The Model Aircraft site should be put on PC websites.

Motion: That an allocation of \$1200 to the MAAC account be re-assessed on a yearly basis from the contingency fund.

Moved by: J. Scott.

Seconded by: K. Mann

Carried.



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An inventory of parts has been completed by DND. The value of parts need to be determined if they are worth more than an assembled glider. All PC's in agreement with obtaining a second National glider.

Question: B. Robert asked if money from National Office will be required to purchase the necessary parts from the PC's.

Answer: E. Allain was unsure at this time.

The Aviation Committee is considering the value of creating a central parts repository for PC's to purchase from and reduce downtime.

J. Phipps with Transport Canada attended the Aviation meeting and informed of the exemption currently in place with no expiry date, conditional upon Transport Canada reviewing any changes made to our Goods & Services Contract.

4.3 National Effective Speaking Committee – K. Mann

K. Mann stated that the 2012 ES Video was recently released. He will be updating the current handbook and is continuing to work towards increasing participation.

Question: K. Higgins enquired if recognition needs to be put in place or discussion of an MOU with Toastmasters should be considered.

Answer: The MOU was previously brought forward and turned down by Toastmasters during the SPU update.

4.4 IACE Committee – L. MacIntyre

L. MacIntyre advised that DND risk management may be impacting the IACE program as it has been expressed that every country should have a Canadian Escort Officer in attendance. A review is currently underway to establish which countries have similar and complimentary screening processes in place.

Kosovo will be an observer country for the USA for IACE 2013. Pierre Giroux was given Honorary Member status with the IACEA, the 19th person to receive this honour.

The 2013 numbers were established with 13 countries.

Outgoing: 76 Cadets, 9 CIC, 1 League (Keith Mann to USA)

Incoming: 77 Cadets, 8 Escorts

Reviewing the requirement of level 5 completion as the 2 year training program may result in aging out. J. Wiechold will bring forward to the Selections meeting.

BC was invited to join hosting the International Exchange with AB. BC is not willing to participate as they disagree with policies currently in place such as unscreened host families. L. MacIntyre explained that foreign cadets are not subject to screening even if the standards were raised. Pacific CO does not permit hosting of any cadets.

4.5 League Industry Partners Committee – G. Fabes

The following report was read by L. MacIntyre on behalf of G. Fabes.

Grant asked me to indicate how grateful the League is for the support of our 18 Industry partners and to officially thank all of them for their continuing support of the League and our Air Cadets.

This year, he wished to make some special mentions:

Thank you to the Canadian Council for Aviation and Aerospace (CCAA) for sponsoring the back cover of the Meeting Book.

Thank you to Sennheiser Canada for providing: (A) a pilot headset to each of the 17 cadet recipients of the 2012 League's Power Familiarization Pilot Upgrade Scholarships; (B) the 2 National Music Awards, and (C) the door prize of its new 550X travelling headset (its greatest advancement is that it is equipped with a microphone to be used as a communication device when paired with a cellular phone).



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Thank you to Hamilton Watch for providing SNOWBIRD watches to the top national Glider and Power pilots. These watches are being awarded for the first time this year.

Thank you to CAE for the tote bags provided to each delegate.

Now, for some new and exciting news. We are most pleased to announce 2 new partnership agreements with Canada's Aviation and Aerospace Industry.

On November 21, a new MOU was signed with Jazz Airlines. This will be our 19th partnership agreement with Industry. In it, Jazz agrees to:

provide one annual Power Familiarization Pilot Upgrade Scholarship valued at twenty-five hundred dollars (\$2,500);

provide career awareness materials and educational materials to the ACLC for distribution to squadrons;

facilitate the provision of guest speakers as a means to educate and enhance awareness of career opportunities for cadets and ACLC members;

and encourage its employees to support their local ACLC squadron through the provision of appropriate human, financial and physical resources.

For the League's 20th agreement with industry, a Letter of Agreement has been finalized with Air Transat, which will provide, on an annual basis, for a scholarship of \$500.00 to be awarded to the most improved cadet attending the Advanced Aviation Technology Course (AATC) - Aircraft Maintenance Course, held at Canadore College in North Bay, ON. Formal signing will follow shortly.

Finally, preliminary discussions are presently underway for partnership agreements with Boeing Canada, the Canadian Aviation Historical Society, and Vintage Wings.

On a Point of Order Immediate Past President Bob Robert stated that the LIP recent agreements with Jazz and Air Transat were contrary to procedure in that they had been agreed to without the prior approval of the Board of Governors as required. The President noted the Point of Order being raised and committed to enquire further into the matter.

Motion: Coordination between the League Industry Partners Committee, the Fund Generation Committee and the Foundation is to be emphasized.

Moved by: D. Berrill

Seconded by: D. LaRoche

Carried.

4.6 Members Committee – T. Holland

The committee has agreed to the philosophy, to be voted on during next BOG meeting. A motto was discussed, "Lead the Way", to give members focus. A National database for screening and to capture member information should be considered.

J. Scott asked if we should consider changing our name to the Royal Canadian Air Cadet League. D. Berrill stated we have never been known as such.

T. Holland raised the consideration of a term "Registration fee" instead of "Assessment fee". Proposed National look at a \$25 fee payable by the PC's for an influx in working capital to properly fund IACE and cover membership meeting expenses. Tabled.

4.7 Music Committee – F. Johnsen

F. Johnsen advised 18% of all cadets are in music and informed that virtual competition details are underway. A cost of \$25 per cadet and \$200 per adult would be required to participate.

Motion: Provide up to \$10,000 in seed money for the virtual music program subject to the details being approved by the Treasurer.

Moved by: F. Johnsen



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Seconded by: D. Berrill

Carried.

4.8 National Policy Procedures & By-Laws Committee – B. Burchinshaw

B. Burchinsaw will remove all CATO's from the PPM and reference CATOs. Complication arising as CATO's are public domain so linking to them is difficult. Requested this issue be raised at the next NCC meeting.

An update on the CNCA was provided and an explanation, as advised by our lawyer, on the modifier required to membership titles.

Motion: To add the word "associate" as a modifier to the term "member" with respect to all non-voting position titles were applicable.

Moved by: B. Robert

Seconded by: B. Burchinshaw

Carried.

4.9 National Public Relations and Image Committee – G. Pinsent & D. LaRoche

D. LaRoche suggests submitting a proposal to George Canyon for increase participation. The PR&I Committee are supportive of the 75th Anniversary stamp and watermarked envelopes. D. LaRoche is currently working on revising a public affairs binder for use by the AGM. D. LaRoche suggests the National Office purchase swag products in bulk for purchase by PC's. The Committee agrees that national staff currently have no time for a National Facebook page, D. Berrill disagrees.

4.10 National Resource Generation Committee – J. Scott & D. Berrill

J. Scott noted that he had nothing to report that was not discussed in 5.1.

4.11 75th Anniversary Committee – K. Mann

K. Mann mentioned that a firm budget is being developed, to be submitted prior to Jan 31, as he is awaiting communication with Y. Therrien. The 75th Anniversary will be officially celebrated from September 1st 2015 – December 31st 2016.

Motion: To set aside a fund of \$20,000 from the fiscal operating budget for the use of the 75th Anniversary Committee, spending subject to the approval of the Board of Governors.

Moved by: K. Mann

Seconded by: T. Holland

Carried.

5. New Business

5.1 Fund Generation Committee Group Session – J. Scott & D. Berrill

J. Scott

a. Opening remarks regarding Fund Generation –

b. THE WHAT

- i. Teach transferable skill sets
- ii. Air Cadet Program
- iii. Graduating Cadets
- iv. Better citizens
- v. Trained volunteers
- vi. Leadership
- vii. Visibility (we're working on it)
- viii. Image
- ix. Shared values

c. Commonalities

- i. involve people
- ii. need money

d. The WHY

- i. Need money to do the WHAT



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- ii. Sustainability
- iii. Competition – including kids needing jobs etc.
- iv. Giving back – all stakeholders (givers and takers)
- v. If we already have money in the bank – what do we tell the corporate and other sponsors...
 - 1. Develop Current & New Programs.
- e. THE HOW
 - i. Creating our own pool of resources
 - ii. Target our allies.
 - iii. Can we support professional staff?
 - iv. We have to spend money to make money.
- f. We always seem to have “How to” questions – with “Why” type answers
- g. Think things through and follow through.
- h. Donor recognition.
 - i. Appropriate and productive to garnering support.
- i. Ask if we have engagement – yes
- j. John discussed process where we went out to “not for profit” websites to see if we could realistically come up with potential candidates to meet the criteria the FGC was looking for.
 - i. 17 applications received
 - ii. 5 candidates considered – 3 interviewed.
 - iii. Rates of remuneration suggested by the candidates was \$20k - \$25k
 - iv. Should we have limited to the national office
- k. Methodology – definition of what has to be done.
 - i. Tom’s question. – need to have specifically directed activities that are monitored by the ED with measurable controls.
 - ii. Oversight is important.

5.2 Motion for Funding Approval – Fund Development Coordinator – J. Scott

Motion: Approval from the board to take the Fund generation contract position from drawing board to reality within the scope of the national office organization.

Moved by: J. Scott.

Seconded by: T. White

Carried.

Motion: Determine the appropriate donor recognition policy to work with this fundraising activity. (like bronze/silver/gold type recognition to the donors)

Moved by: J. Scott.

Seconded by: K. Mann

Carried.

5.3 Approval of AB & NFLD Provincial Bylaws – C. Denison

Motion: That the Alberta Bylaws be approved

Moved by: D. LaRoche

Seconded by: B. Burchinshaw

Carried.

The Newfoundland Bylaws / Constitution were tabled. B. Burchinshaw offered his assistance.

5.4 Provincial Affiliation Crests – C. Denison

Motion: That the British Columbia Crest be approved, subject to the font being changed to Times New Roman.

Moved by: T. Holland

Seconded by: L. MacIntyre

Against: C. Boily, K. Mann

Carried.



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5.5 Request to open a JCR Patrol in Iqaluit – K. Higgins & T. White

K. Higgins informed on the potential JCR Patrol opening in Iqaluit. Concern arose as this location is not considered to be a remote location. K. Todd joined the call via Skype from Whitehorse and stated that the Commander of the North asked for the Patrol and is under the opinion that this is already a fait accompli. D. Berrill will consult with Morley for feedback to be combined and forwarded to DCdts for consideration.

5.6 Screening Handbook Approval – F. Johnsen

F. Johnsen noted that he had nothing to report that was not already discussed in Section 3.7.

5.7 NFP Legislation & Communication Strategy – B. Burchinshaw & C. Denison

C. Denison informed of the importance of conveying to our honorary members the changes occurring to their status under the new CNCA. C. Denison recommended a communication strategy that was accepted by the BOG to advise all honorary members in writing of the required revisions.

5.8 National Office Staffing Model Report – B. Robert

B. Robert circulated copies of his report, recommending 7 staff for the National Office. This would result in max capacity of office space.

Motion: Approve acceptance of the National Office Staffing Model Report and the employ of a Training Executive Assistant.

Moved by: B. Robert

Seconded by: T. White

Carried.

5.9 National Office Investment Policy – B. Robert

Motion: Maintain the current investment policy for the following year.

Moved by: B. Robert

Seconded by: J. Scott

Carried.

6. Conclusion

6.1 Reports of the Vice Presidents

T. White expressed his appreciation to the National staff for their work in putting together the SAM.

B. Robert reminded Governors that budget inputs are due.

6.2 Good and Welfare of the ACL – All

None.

6.3 Next Meeting – K. Higgins

The next meeting will be held by teleconference at 1900 Eastern on Wednesday January 9th, 2013.