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62ND SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES
HELD AT THE HAMPTON INN
OTTAWA, ONTARIO
13 - 15 NOVEMBER 2003

RECORD OF DECISIONS

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Semi-Annual Meeting – Opening Session

RECORD OF DECISIONS

14 NOVEMBER 2003

ATTENDEES:

Chairperson:	Brent Wolfe	National President
	Jim Ash	Past President
	Guy Albert	First Vice-President
	Lionel Bourgeois	Vice-President
	Michel Cataford	Vice-President
	Craig Hawkins	Vice-President
	Charles Allain	Governor
	Beverley Burke	Governor
	Robert Clarke	Governor
	Roger Dionne	Governor
	Stan Harry	Governor
	Joe Johnson	Governor
	Ron Patton	Governor
	Robert G. Dale	Honorary President
	André O. Dumas	Honorary Secretary
	Jim McKeachie	Honorary Treasurer
	Gilles Cuerrier	Advisory Board
	Irene R. Doty	Advisory Board
	Harold Fowler	Advisory Board
	Don Gladney	Advisory Board
	J.R. Goudie	Advisory Board
	David D. Hayden	Advisory Board
	Fred Hopkinson	Advisory Board
	Ron Ilko	Advisory Board
	Leonard G. Jenks	Advisory Board
	Robert W. Parsons	Advisory Board
	Ted Philipchuk	Advisory Board
	Maurice Murphy	Chairperson, NL
	John Walker	Chairperson, NS
	Dennis MacNeil	Chairperson, NB
	Ed Lanthier	Chairperson, QC
	Ralph Thistle	Chairperson, ON
	Tom Beda	Chairperson, NW ON
	Ed deCaux	Chairperson, MB
	Lois Steele	Chairperson, SK
	Bob Bondarevich	Chairperson, AB
	Geoffrey Johnston	Chairperson, BC
	Jim Mullins	Director, NS
	Grant Fabes	Director, QC
	André Millot	Director, QC
	Bill Cumming	Director, ON
	Joan Cameron	Director, NW ON
	Keith Mann	Director, AB
	Eric Steffensen	Director, AB
	Jack Henwood	Director, BC
	Douglass Sutherland	Director, BC

	Gail Lecky John Scott Bob Robert Ed Statham	Delegate, PE Executive Director, ON Associate Executive Director, ON Delegate, NB
Guests:	Col J.A. Robert Perron LCol Francois Gaboury Maj Al Wardle Maj Cliff Seibel Maj Pierre Giroux Capt A. Onchulenko Daniel Gervais Leslie Day Natalie Richard Terence Whitty	Director Cadets Chief of Staff National Cadet Air Operations Officer National Technical Authority National Air Coordination Training Development Director and Senior Counsel, Claims and Civil Litigation Office of DND/CF Legal Advisor Office of DND/CF Legal Advisor Executive Director, Army Cadet League of Canada
Staff:	Jean Mignault Steven J. Clark Chantal Fauvelle Yvette Adonis	Executive Director Chief Administrative Officer Secretary-Treasurer Secretary

The Chairperson opened the meeting at 0830 hours.

I ADMINISTRATION

1.1 Opening Remarks by the Chairperson

A welcome was extended to all attendees. B. Wolfe noted the presentation on claims and civil litigation would be an informative session.

1.2 Introduction of Delegates and Guests

Members of the Head Table and invited guests were introduced. Individual introductions followed.

1.3 Administrative Announcements

None

II BUSINESS ARISING

None

III NEW BUSINESS

3.1 REPORT BY THE NATIONAL PRESIDENT PRESENTED BY B. WOLFE

This report was included in the Meeting Book and highlighted:

- a summary of the challenges that the Air Cadet movement has faced this year, including SARS, increasing number of litigation process and the development of the responsibility matrix;
- the problems surrounding the reporting of aviation accidents;
- the Déry Initiative for Provincial Committee funding.

3.2 REPORT BY THE DIRECTOR AND SENIOR COUNSEL FOR CLAIMS AND CIVIL LITIGATION FROM THE OFFICE OF DND/CF LEGAL ADVISOR

PRESENTED BY D. GERVAIS

Mr. Gervais spoke to the legislation and applicable policies and introduced relevant legal concepts regarding claims. He hoped to outline his department's rationale re: claims against the Crown and ACL, what they may be able to do, what they will strive to do and what they cannot do and why.

Aim of presentation:

- Review of legal issues with respect to legal assistance that the cadet organization requires when sued;
- Indemnification – if you cause a harm to someone, someone else will pay damages on your behalf as a result of that harm.

This report highlighted:

1. The legal framework
2. The applicable policies
3. Practical Considerations
4. Highlight Legal Issues of Specific Cases
5. Recognition of Facts

1. Legal Framework

- How the law works re: imposing obligations and rights:
 - Laws of Parliament – will of the majority
 - Statutes – allow government to pass regulations.
 - Regulations – considered subordinate legislation to the law, giving detail of what the law was attempting to do.
 - Policies – enacted by the government; not legislated, do not have the force of law, but are a recognition of where the government wants to go on the policies developed based on the approved legislation.
- Look at legislation which created the entities and other applicable legislation
- Players: DND, Leagues, Cadets, Volunteers, Role of the Insurers
 - DND: existence owed to Section 3 of NDA; can be sued (if it can be demonstrated DND influenced negligence)
 - Leagues: incorporated at national level, therefore, a legal entity; can be sued (if it can be demonstrated league influenced negligence);
 - Cadets: powers and functions noted in Section 46; rights and obligations governed by Common Law / Le Droit Civil; can be sued (parents, also, depending on provincial legislation);
 - Volunteers: persons normally of age of majority; can be sued for actions/inactions in an incident; need to explore insurance coverage; indemnification and Treasury Board policy on volunteers – volunteers working for the government can be compensated;
 - Insurers: for-profit corporations with a goal to pay as few claims as possible, thereby increasing their share value. Premiums are based on number of claims;
- Public Accounts – all payments made to whom published in Canada Gazette
- Contractual Obligations – policy-specific, paying only for what was negotiated in the insurance contract;
- Right of Subrogation – in suits brought against both an organization and DND, insurer could sue DND; as such, DND must be cautious about what information they share.

2. The Applicable Policies

- Department of Justice Act, specifically Section 5: The Attorney General, also the Minister of Justice, is empowered to advise the heads of departments on all matters of law concerned with the department; Regulations and conduct of all litigation, by or against the Crown, will be conducted by the Department of Justice;
- The Crown Liability and Proceedings Act: As of 1954, the Crown now allows for suits to be brought against it (against servants of the Crown; ownership, occupation, possession or control of property; highway accidents);
 - Vicarious Liability: sue the Crown through the acts, omissions or negligence of its servants;
 - Motor Vehicle: can sue only if accident occurred on a highway;
- QR&Os, Section 2.02: states that Cadet Instructors are members of the CF but that CIs and cadets are not; as such, CIs, cadets and volunteers cannot be defended by DND;
- Treasury Board policies:
 - Claims and Ex gratia Payments: Cabinet's policy re: paying and assessing claims. In partnerships, partners are responsible for the actions of the others – ours is not a legal partnership: only the Crown and its servants will be acknowledged in a defence.
 - Indemnification and Legal Assistance Policy: to indemnify servants of the Crown and third-parties and provide legal assistance (provisions apply re: behavioural expectations)

3. Practical Considerations

- Claims and Civil Litigation Office: authorized to settle claims up to \$200K; over this, claims are submitted to the Legal Risk Management Committee at DND;
- Will cooperate to the extent possible but remain bound to the interpretation of the laws.

4. Highlight Legal Issues of Specific Cases

Case: Bjerring (Air)

Detail: Weekend exercise, cadet swinging branch, either a piece of that branch or another branch hit a cadet to the rear in the eye, resulting in blindness in that one eye.

Sued: Crown, DND, ACL, individual cadet who caused accident

Result: Settled case, with payments from the Crown (50%), ACL insurance (on behalf of cadet – 25%), cadet's home insurer (25%)

Assessment of Liability: Things happen and one should not be responsible for the foolish acts of others; the cadet caused the accident and should have paid fully; D. Gervais commented that the ACL, if re-structuring, might look at perhaps parents of cadets having coverage for such incidents.

Case: Spicer (Navy)

Detail: Weekend sailing exercise; Proper form not submitted making it an authorized activity; Navy League owned a power boat; boat was in water; League member left to park truck; cadet in boat thought he knew procedure to warm up boat; took boat around buoy; going too fast; got thrown out; boat continued to circle and hit a moored sailboat in a marina; sailboat was totalled (owned by Mr. Spicer); power boat did not have proper insurance for this type of accident; cadet had no home insurance

Sued: Against Crown for certain expenses – survey fees, loss of use, travel. His insurance covered cost of the boat; named Navy League; CO of corps.

Result: Settled case with Crown covering minor fees incurred; settled because of small amount and amount of anxiety created for family and organization

Assessment of Liability: DND was not responsible; accident perhaps was caused by lack of supervision; were previous incidents of similar nature with this same cadet – questioned why officer did not take preventative steps knowing this history.

Case: Kamloops Fire Pit (Army)

Detail: Weekend exercise; cadets around a fire pit one evening; van parked improperly on a hill by a CIC Officer; rolled backwards into the group; 19 cadets injured; six filed action; van was purchased by corps sponsor; too expensive to insure; sold it to corps CO; he insured it personally for use of corps

Sued: Crown; amended to include Army Cadet League

Result: Settled one of six cases

Assessment of Liability: DND's position - questioned responsibility as it was not DND's car, the car was bought by the sponsor and even though ownership was transferred to the CO, it was still the car of the sponsor; BC laws dictated that the Crown was responsible because the CO did something not authorized. Cases will cost \$1.5M.

Risk Management: Such vehicles can no longer be registered and insured by the CO.

Case: Bouchard (Air)

Detail: One week citizenship trip to Quebec; ski trip on itinerary; all cadets were required to take a lesson; two cadets racing down hill; one cadet hit a tree; in coma with serious head injury;

Sued: DND, ACL, CIC Officers

Result: Going to trial

Assessment of Liability: Crown says not responsible for accident, even though a servant organized the trip – officers required cadets take ski classes. Question how far down the line you go to ensure people are not foolish. Crown has either indemnified the ACL or is handling this case on their own.

Case: Ploughman (Air)

Detail: Accident at summer training centre; fell 7 meters while participating in an obstacle course;

Sued: DND, ACL, CIC Officer, staff cadet

Result: Pending

Assessment of Liability: Cadet will show that he was not prepared to go up/down 7 meter confidence wall. Expect that damages will be shared; as the accident occurred at a summer training centre, expect it would fall under the responsibility of DND. The ACL will still be required to provide their defence (have a Commercial rather than Legal Partnership with DND).

Case: Whelen (Navy)

Detail: Cadets went for a meeting at a wall climbing centre in NL; a female cadet fell off the wall and sustained injury;

Sued: Wall climbing centre, DND, League, CIC Officer

Result: Pending – early stages of litigation

Assessment of Liability: Expect wall climbing business to be found liable; will assess DND's responsibility.

Case: (Army)

Detail: Sexual assault at Borden CSTC (1996)

Sued: DND, staff cadet, Army Cadet League

Result: Pending

Assessment of Liability: DND indemnified the Army Cadet League in 1998 on this case. DND not responsible as staff cadets are not members of DND. Institutions have a responsibility to develop policy to prevent such situations but are not responsible for an individual's actions.

Questions:

L. Bourgeois:

Definition of servants of the Crown:

CIC Officers

Cadets, CIs, Volunteers

Answer:

Yes

No

CIs are doing the Crown's work replacing CIC Officers in established unit positions where no personnel exist;

No, CIs are not members of the Reserve or CF, even if contracted. Even so, DND liability could be proven.

Are CO volunteers servants of the Crown noting they have been specifically asked to work for the unit by the CO?

No, but a specific policy exists whereby under certain conditions they could be indemnified and receive legal assistance at Crown expense, e.g. in some departments, plans have been approved for defence in cases of death

G. Cuerrier:

Any current legal partnerships between organizations and government?

Unaware of any such partnerships.

D. MacNeil:

Staff cadets are hired by DND, sign a contract with DND and, therefore, should be deemed their employee.

This issue has not been addressed as of yet. Two types of contracts exists – service and employment. Under a service contract, individuals are not deemed to be employees.

R. Goudie:

a. National Cadet Council Working Group (NCCWG), through a MOA, is attempting to define/outline the partnership;

These issues/policy considerations need to be clearly addressed, especially concerning CIs and volunteers. DND will seek legal guidance in developing these policies.

b. need to recognize the unique relationship between the three Leagues and DND;

c. The NCCWG considers CIs taken on staff as servants of the Crown;

Existing specific decisions can be challenged as they are interpretations.

d. Status of CO's volunteers is not well understood;

e. The NCCWG has proposed "Special Occasion Volunteers" to assist when necessary.

J. Ash:
Releases

If the ACL was a co-defendant and DND paid an entire settlement to the plaintiff, he suggested that the ACL's lawyer request that the plaintiff release or discontinue the suit against the ACL, recognizing that he has been paid fully. DND cannot release the ACL from further action.

In situations where DND has accepted responsibility, but the ACL is named, does the ACL need to commence action against the Crown to recover costs?

The expenses incurred in defence are not reimbursable outside of court; the court can rule on payment of these costs.

G. Cuerrier:
Questioned comment that DND has no role with respect to the daily operation of the cadet program.

He clarified that if some event is actioned by the organization (i.e. ACL fund raising) that the CO is not involved in, the responsibility link to the CO and DND is not present.

Questioned the nature of legislative change since 1999 as prior to that date the unique partnership and indemnification was recognized.

JAG provided legal service until 1998, at which time the Dept. of Justice became connected with DND. The Dept. of Justice concluded there was no authority for such exemptions; prior relationships do not set a precedence. It is possible, however, to make this prior arrangement legal.

R. Ilko:
What liabilities can be expected resulting from ACL recommendations for CIC enrolment, transactions, etc.

From a policy perspective, no liability is present; views/recommendations are considered a policy issue. If, however, the ACL was aware of certain issues and did not report them for DND to take appropriate measures, the ACL would be deemed to be shirking their management role and could be held liable.

G. Johnston:
Is there anything in the framework within which the Dept. of Justice must work to prevent the government from providing an indemnity if so desired.

Indemnification will only be given to servants of the Crown, not outside parties. Nothing prevents the development of a separate policy through Treasury Board as policies, not being laws, can be changed. He suggested that Treasury Board be made to recognize that the current indemnification situation is no longer operational for the ACL and that the future of the organization is at stake.

3.3 REPORT BY THE DIRECTOR CADETS PRESENTED BY COL R. PERRON

This report highlighted:

- a. **Partnership.** The CCM is the result of a collective team – DND and the Leagues. He reiterated that the movement would not exist without the Leagues. The Leagues are the community contact, the voice of the Canadian citizens;
- b. **Legal Partnership.** He cautioned against developing this type, noting that both sides would then be subject to the same rules, resulting in a loss of autonomy for the ACL;
- c. **National Cadet Council Working Group.** The efforts of R. Goudie were recognized, especially his contributions to the matrix;
- d. **Fulltime Legal Advisor.** Approval has been received for the appointment of a full-time legal advisor at DCdts for the next three years. All documents will be updated to reflect current situations; the matrix of the NCCWG shall be reviewed.
- e. **LHQ Funding.** Need to ensure the LHQ level has the proper resources and funding compared to the summer program and to develop a priority list of activities at that level;
- f. **Exchanges.** Number and types of exchanges will be reviewed. Being considered are inter-region CSTC exchanges;
- g. **Elemental Differences.** Cadets of each element should not be restricted from experiencing opportunities in the other elements. Tri-service courses should be encouraged;
- h. **Junior Canadian Rangers.** This organization shall now come under the administrative responsibility of DCdts (separate budget); no change to the cadet program will result.

3.4 QUESTION PERIOD

Questions were fielded from the members.

L. Bourgeois:

The ACL is very cognizant of the history and heritage of the Air Force and is working to get more air in Air Cadets. He cautioned that the affiliation with the blue of the Air Force not revert to the green of the former unified CF.

There is no intent to affect the LHQ program – these opportunities would only be available for summer training.

A clothing working group has begun work on developing a common field uniform but produced in elemental colours.

Recommended usage of buses vice air for summer training travel, where distances permit.

Charter flights are used to keep expenses at a minimum.

C. Hawkins:

The tri-service Athletic Instructor course was once integrated but has since been split along elemental lines – he applauded the return to common training.

Air Cadets are not permitted to abseil and have no qualified instructors. He expressed hope that this plan would remove such restrictions.

G. Albert:

Expressed concern with the heavy concentration of activities/courses in central Canada and urged decentralization.

There are no plans to relocate any CSTC. CSTC training exchanges would only be offered to more senior cadets.

R. Goudie:

Requested clarification on the comment regarding the benefits of inter-Canadian exchanges versus IACE.

A proper balance and appropriate number of participants is needed. It is not the intention to substitute IACE with national trips.

G. Cuerrier:

Not a supporter of purple activities as there is enough diversity from different areas of the country within the Air Cadet movement itself.

It is not intended to have one cadet program.

B. Bondarevich:

As an extension of the Penhold CSTC, ABPC facilities were used for training at considerable cost savings to DND. He questioned whether joint, tri-elemental discussions could occur regarding the use of current infrastructure to cut costs and increase the number of summer vacancies.

LCol F. Gaboury noted that DND is limited on the total number of summer billets (30%) even if additional resources exist. For leased facilities, a bidding process must be followed. Col Perron agreed to look further at this proposition.

IV CONCLUSION

4.1 CLOSING REMARKS

B. Wolfe noted the prevalence of litigation and stressed the importance of the ACL and its members to have a good understanding of legal responsibilities. The ACL shall be addressing this issue in depth.

4.2 ADJOURNMENT

There being no further business, the chairperson adjourned the meeting at 1200 hours.



Presentation of Reports

RECORD OF DECISIONS

15 NOVEMBER 2003

The Chairperson opened the meeting at 1300 hours.

I ADMINISTRATION

1.1 OPENING REMARKS BY THE CHAIRPERSON

The Agenda and format for the meeting was reviewed. Individual participation was encouraged.

II BUSINESS ARISING

This section was not applicable.

III NEW BUSINESS

3.1 REPORT OF THE BOARD OF GOVERNORS

PRESENTED BY B. WOLFE

The report of the Board of Governors has been attached as Appendices A and C.

3.2 REPORT OF THE ADVISORY BOARD

PRESENTED BY R. ILKO

This report highlighted:

- a. the reinforcement of the recommendation that the winner of the National Effective Speaking contest present their winning speech during the Annual Dinner;
- b. Insurance: recommended that the BOG seek legal advice to understand all ramifications and issues. It was further recommended that the Honorary Solicitor be called upon for assistance and advice;
- c. Meeting Costs: ACLHQ staff and the BOG were thanked for seeking cost-effective solutions for meetings;
- d. BC Funding Proposal: deemed a good basis for discussion on future funding opportunities and challenges for the ACL and encouraged on-going dialogue;
- e. 2005 AGM: encouraged the National President seek support from WestJet for the 2005 AGM and National Effective Speaking Contest travel;
- f. the offer of assistance from the Advisory Board for any committee.

3.3 REPORT OF THE NOMINATING COMMITTEE

PRESENTED BY G. CUERRIER

This report highlighted:

- a. the timing of the interviews: interruptions to existing meetings result. Suggestions for options are welcomed;
- b. the deadline for nominations for Provincial Committee to submit names for National Directors and Governors is 25 Dec 03.

**3.4 REPORT OF THE PROVINCIAL CHAIRPERSONS COMMITTEE
PRESENTED BY D. MACNEIL**

This report highlighted:

- a. the ACL financial situation: the Provincial Committees unanimously agreed that financial support for the national level of the organization was required. A select committee has met; their report is expected in January 2004 with a goal to initiate action by March 2004;
- b. the matrix: this issue shall be addressed once completed.

**3.5 REPORT OF THE AD HOC COMMITTEE ON LEGAL DEFENCE
PRESENTED BY L. BOURGEOIS**

This report highlighted:

- a. legal bills: three lawsuits are currently pending. Half of the \$24,700 received from the Provincial Committees has been expended. The League's insurance company in one suit remains unknown; he encouraged all members to canvass their schools and malls which may have been the recipient of an insurance certificate (1976-1980) to see if a copy exists in their files, thereby naming the insurance company in question;
- b. insurance coverage: definition of who is a servant of the Crown needs to be resolved;
- c. future needs: a committee will address the future of this Legal Defence Fund.

**3.6 REPORT OF THE NATIONAL FLYING COMMITTEE
PRESENTED BY L. BOURGEOIS**

This report is attached as Appendix D.

**3.7 REPORT OF THE IACEA 2006 PLANNING COMMITTEE
PRESENTED BY C. HAWKINS**

This report is attached as Appendix E.

Questions: (J. Ash) An open invitation for all conference events shall not be extended to individuals, however, ACL Past Presidents will be invited to the President's Dinner.

**3.8 REPORT OF THE INSURANCE COMMITTEE
PRESENTED BY R. PATTON**

This report is attached as Appendix F.

Questions: (M. Murphy) Cadets training with the CASARA program shall be treated like those on regular famil flights – the supervising officer need not be on any flights and the pilots must meet RCAOpsO requirements.

(J. Mignault) The cost of insurance for IACE participants shall be reimbursed by DND. A total amount is to be submitted to ACLHQ as soon as possible.

**3.9 REPORT OF THE NATIONAL SELECTIONS COMMITTEE
PRESENTED BY D. HAYDEN**

This report is attached as Appendix G. A final report shall be submitted to the Executive Committee at the 2004 AGM, with any approved changes to be implemented for 2005. This shall be the final meeting of this committee.

Questions: R. Thistle, with the Training Committee, volunteered to update the ATC course exam.

R. Thistle noted that course material and exams were prepared in English and French and questioned the problem with accommodating French-speaking cadets. LCol F. Gaboury shall follow-up; he reiterated the challenges with finding instructors for the course.

(J. Cameron) The ATC exam, once written, shall be included with the cadets' file and not handed back.

**3.10 REPORT OF THE NATIONAL FUND RAISING COMMITTEE
PRESENTED BY C. ALLAIN**

This report highlighted:

- a. Draft of an Annual Fund Raising Plan for 2004-2005: this will be presented for discussion at the 2004 AGM;
- b. Terms of Reference: being updated;
- c. Friends of Air Cadets: may be included under this committee's responsibilities;
- d. Long-term fund raising strategy: plan to recommend an integrated approach. A draft Request for Proposal (RFP) has been circulated for comment and possible funding sources are being researched for hiring a professional consultant to develop a national fund raising strategy;
- e. Templates have been implemented for both proposals and after-action reports;
- f. FRIG Challenge: Fund Raising Ideas Galore/Generator. This challenge for ideas shall be open to all members.

**3.11 REPORT OF THE MEMBER REGISTRATION AND SCREENING COMMITTEE
PRESENTED BY J. JOHNSTON**

This report highlighted:

- a. Annual Renewal form: the following paragraph must be forwarded to all previously screened provincial members by each Provincial Committee or may be added to the Sponsorship Annual Renewal Form used in some provinces. ACLHQ shall forward it to each previously registered and screened National Director. This renewal must now be completed annually rather than every five years. Signature and return is required:

"I verify and reconfirm, that, to the best of my knowledge, and since my last renewal date, there have been no charges filed or actions taken against me that would adversely affect my approved status with the Air Cadet League. I further understand that I am honour-bound to immediately report any relevant changes which could affect my acceptability as a member of the Air Cadet League of Canada."

Questions: (E. Lanthier) It was confirmed that the registration and screening form originally completed is a permanent form, with only this one paragraph required to renew a registration.

(B. Burke) It was explained that each individual from a Sponsoring Committee will sign the same renewal form rather than a separate form for each member.

(R. Ilko) J. Johnson confirmed that it was legally permissible to ask if any charges had been filed against an individual.

(L. Steele) J. Johnson noted that a CPIC check is not mandatory for every member's registration and screening. L. Steele queried, if necessary initially, why it would not be required for the annual renewal. J. Johnson responded that the renewal form was the baseline and Provincial Committees could raise those requirements if so desired.

(T. Beda) Reference to "charges filed" versus "conviction" was questioned. J. Johnson noted that charges refer to Criminal Code infractions. He will look at specifying this difference.

**3.12 REPORT OF THE LEAGUE/DND WORKING GROUP ON THE PARTNERSHIP
PRESENTED BY R. GOUDIE**

This report is attached as Appendix H.

Questions: (L. Bourgeois) The Working Group is seeking indemnification in situations where the Leagues have no involvement. This is not planned to include a unit's instructing staffs. A final recommendation will depend on legal interpretations.

3.13 OTHER COMMITTEE REPORTS

**REPORT OF THE BY-LAWS COMMITTEE
PRESENTED BY J. ASH**

This report highlighted:

- a. The mail vote was unanimously approved. The reply rate was 60%.
- b. A review of the entire ACL by-laws has begun with major changes expected due to the matrix and liability issues. Each Provincial Committee will be asked to forward a copy of their by-laws and letters of incorporation;
- c. The necessity to have Provincial Committee by-law amendments approved by the Executive Committee prior to adoption.

**REPORT OF THE NATIONAL HONOURS AND AWARDS COMMITTEE
PRESENTED BY J. ASH**

This report highlighted:

- a. Changes to this committee's Terms of Reference shall be submitted to the Executive Committee for approval;
- b. Each Provincial Committee was encouraged to have an active Honours and Awards Committee and to submit nominations for the League's various national honours;
- c. The suggestion to recognize local committee members, especially those in the vicinity of Truro, NS that could attend the Awards Luncheon and be recognized for their contribution.

B. Wolfe noted that the IACEA presents awards for individuals working for the exchange program and requested that nominations be forwarded to S. Clark at ACLHQ.

REPORT OF THE EDUCATION CREDITS COMMITTEE

PRESENTED BY G. ALBERT

This report highlighted:

- a. The article written by C. Hawkins on areas where credits are accepted;
- b. The effort by G. Fabes in working toward obtaining credits in QC.

L.G. Jenks reported that, effective 1 Sep 04, cadets may accumulate credits for graduation commencing in grade 10. Plans include having IACE recognized for credit. These credits can be applied retro-actively for previous courses.

REPORT OF THE PUBLIC RELATIONS AND IMAGE COMMITTEE

PRESENTED BY B. BURKE

This report highlighted:

- a. congratulations to the Air and Army Cadets of Whitehorse, recently selected as the Volunteer of the Year by the Yukon Rendezvous Society.

REPORT OF THE IACE COMMITTEE

PRESENTED BY M. CATAFORD

This report highlighted:

- a. the special challenges of IACE 2003 and the thanks of the ACL to J. Mignault and LCol F. Gaboury for a successful program.

3.14 AGM 2004

PRESENTED BY J. MULLINS

The 2004 AGM shall be held in Truro, NS at the Best Western Glengarry Hotel from Thursday, 17 June to Sunday, 20 June. Spousal program tours were summarized. The free room program was highlighted: tickets are \$10 each or 3 for \$25 with the winner receiving their room free for three nights.

IV CONCLUSION

4.1 GOOD AND WELFARE OF THE AIR CADET LEAGUE OF CANADA

I. Doty questioned the possibility of having the SAM coincide with the national 2004 Remembrance Day ceremony. Many members noted their existing commitments to their local ceremonies.

She left all members with inspiring words of wisdom.

F. Hopkinson reminded the members about the League's program with the Model Aeronautics Association of Canada (MAAC) whereby \$300 is available to any squadron wishing to start a model aircraft program. MAAC will also supply instructors. He encouraged all Provincial Committees to publicize this information, with further detail available at www.aircadetleague.on.ca.

A. Dumas noted that, in celebration of the 100th anniversary of flight, the magazine "A Canadian in the Sky" shall be distributed free upon request.

M. Murphy suggested that the Air Cadet Week be held later in the training year.

S. Clark requested that any comments regarding the continued use of the Hampton Inn as a site for future Semi-Annual Meetings be forwarded to ACLHQ.

C. Hawkins offered suggestions to reduce the amount of email:

- a. Committee Chairs are strongly encouraged to post more of their information items on the Member's Forum section of the League's website;
- b. Request for comments should be directed back to the Committee Chair; increase use of bcc (blind carbon copy)

4.2 CLOSING REMARKS

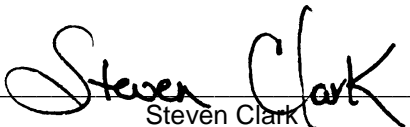
The Chairperson encouraged all members to continue their good work for the benefit of our Air Cadets. He extended thanks and appreciation to our military partners.

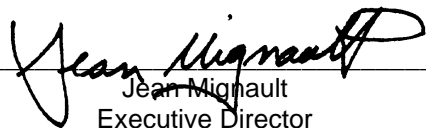
4.3 DATE AND TIME OF NEXT MEETING

The next meeting of the Air Cadet League of Canada shall be held at the Annual General Meeting in Truro, NS, 17 - 20 June 2004.

4.4 ADJOURNMENT

There being no further business, the Chairperson adjourned the meeting at 1550 hours.


Steven Clark
Chief Administrative Officer


Jean Mignault
Executive Director

Brent Wolfe
President



Board of Governors

RECORD OF DECISIONS

14 NOVEMBER 2003

APPENDIX A

ATTENDEES:

Chairperson:	B. Wolfe	National President
Members:	J. Ash	Past President
	G. Albert	First Vice-President
	L. Bourgeois	Vice-President
	M. Cataford	Vice-President
	C. Hawkins	Vice-President
	C. Allain	Governor
	B. Burke	Governor
	R. Clarke	Governor
	R. Dionne	Governor
	J. Johnson	Governor
	R. Patton	Governor
	S. Harry	Governor
Guest:	J.R. Goudie	Advisory Board
Staff:	J. Mignault	Executive Director
	S. Clark	Chief Administrative Officer
Absent:	R. Mercer	
	E. Murray	
	J. Reidulff	

The Chairperson opened the meeting at 1300 hours

I ADMINISTRATION

1.1 Opening Remarks by the Chairperson

A welcome was extended. The important issues facing the ACL regarding liability insurance were recapped.

1.2 Confirm Notice of Meeting

The Executive Director confirmed that the Notice of Meeting was duly circulated and that this gathering was a properly constituted meeting of the Air Cadet League of Canada.

1.3 Call to Order – Review Agenda

The Chairperson called the Board of Governors Meeting to order. The Agenda was reviewed.

1.4 New Items for Agenda

- 3.18 Legal Counsel
- 3.19 Treasury Board Submission
- 3.20 E-mail Communication

1.5 Approval of Agenda

MOTION: Moved/seconded by G. Albert / R. Clarke that the Agenda be approved as amended. **Carried 12/0/0**

1.6 Approval of the Record of Decisions of 18 June 2003

MOTION: Moved/seconded by C. Hawkins / J. Johnson that the Record of Decisions for the Board of Governors meeting of 18 June 2003 be approved as distributed. **Carried 12/0/0**

1.7 Approval of the Record of Decisions of 23 October 2003

MOTION: Moved/seconded by L. Bourgeois / M. Cataford that the Record of Decisions for the Executive Committee meeting of 23 October 2003 be approved as distributed. **Carried 12/0/0**

POINT OF ORDER: The motion at Item 1.6 was withdrawn in favour of the following motion.

MOTION: Moved/seconded by J. Ash / C. Hawkins that the acts of the Executive Committee be ratified for the 2003-2004 year to date. **Carried 12/0/0**

II BUSINESS ARISING

No items to address.

III NEW BUSINESS

3.1 Financial Update and QII Report

Discussion: J. Mignault reported on the financial improvement in Quarter II. Variance explanations for the major items (revenue and expenses) were included in the Executive Director's report in the Meeting Book (IACE, Catalogue). He forecasted that the ACL would break even for the fiscal year depending on the amount of legal fees needed to be absorbed within the operating budget to the end of the fiscal year (in excess of the legal defence fund).

MOTION: Moved/seconded by C. Hawkins/G. Albert that the Quarter II report be accepted as presented. **Carried 12/0/0**

3.2 Permanent Funding Proposal for the National Level – Déry Initiative

Discussion: B. Wolfe sent a letter to the National President of the Army Cadet League reconfirming the ACL's support for this proposal but stressed it was contingent on any amount subsequently secured be obtained from budgetary sources outside the DND cadet budget.

Action: Pending

3.3 Proposal Received from G. Johnston, BCPC Chair

- Discussion: This proposal received the support of the Finance Committee. B. Wolfe noted that many Provincial Committees currently levy an assessment on their squadrons; he further stressed the need to clarify the financial situation of the ACL before approving such a proposal. M. Cataford predicted a potential desire for re-structuring regarding decision-making should this proposal be accepted. L. Bourgeois echoed R. Dale's position, noting that the Provincial Committees are in a better position for fund raising rather than the ACL controlling it centrally. S. Harry noted the importance of financial planning.
- Action: Further consultation with the Chairpersons must occur to enable in-depth discussion at the 2004 AGM.

3.4 Legal Liability Fund – \$1/cadet

- Discussion: B. Wolfe noted that the billing to the Provincial Committees was completed. Approximately \$12K of the \$25K has already been spent. Discussion ensued on the current fund value, need for increased funding and potential liability expenses.
- Action: The Ad Hoc Committee on Legal Liability Funding shall conduct an intense review of ACL legal liability, including a contingency should the value of this fund be expended.

3.5 Ad Hoc Committee on Legal Liability Funding

- Discussion: L. Bourgeois reviewed this committees' mandate and progress to date, having investigated the extent of the ACL's current financial burden, insurance coverage and DND responsibilities. The issue of Civilian Instructors and liability coverage, although appearing to come under DND, needs to be confirmed.
- Action: The Ad Hoc Committee on Legal Liability Funding shall: enter into discussions with DCdts and D Law Claims; plan tri-League discussions; ensure awareness by VDCS, particularly influence on partnership deliberations and future solvency of the Leagues. The report by L. Bourgeois shall be amended and re-circulated.

3.6 Update – Recent Court Cases

- Discussion: J. Mignault provided an update on the pending court cases:
- sexual abuse case: Winnipeg/Thunder Bay: lawyer is working on application for legal assistance;
 - Music cadet injury: case recently moved from Chicoutimi to Gatineau, QC;
 - Cadet injured in Borden: bodily injury claim for \$1.1M – fell off confidence course wall

Specific details were discussed in-camera. Of note was the continuing denial for information on cadet-related cases from DND; even though it is ACL policies covering the cadets, the ACL is forced to obtain information through the Access to Information Act.

Discussion followed on a recent bill for \$1K. It was confirmed that the \$1K deductible charged in cases covered by insurance is not against the potential claim but for the cost of handling the case (adjustor's fee). R. Patton confirmed that in normal liability policies, adjustor's fees and legal fees are paid by the insurance company and queried the justification for the bill.

- Action: R. Patton and J. Mignault shall investigate this pre-payment and report.

3.7 National Fund Raising Committee – Results Update

Discussion: The results as of 30 September were reported.

Cadet Donations: \$55,720

Trust Fund Donations: 39,395

President's Fund: 13,883

The National Fund Raising Committee is approximately \$23K from their target. The full report of J. Mignault is attached as Appendix J.

Discussion ensued on the displeasure of the Provincial Chairs regarding the recent mailing to parents of senior course graduates. This mailing, although not new, was expanded to include all senior courses (previous mailings included only IACE, Flying and Glider graduates). J. Ash reminded the delegates that this campaign was announced at the 2003 AGM with no objections raised at that time.

Action: The National Fund Raising Committee shall ensure a stronger partnership with the Provincial Committees is included as part of the strategic plan for this committee.

Campaign Costs

Discussion: J. Ash suggested that all costs associated with a fund raising campaign be identified, including staff time.

Action: The National Fund Raising Committee has devised a template to identify and cost all aspects of a campaign, including staff time.

FRIG Challenge

Discussion: C. Allain launched the FRIG challenge – Fund Raising Initiatives Galore. This brainstorming project is being circulated to get ideas, detailing anticipated costs, PR benefits, and strategic partnerships.

Action: All members should submit their ideas as part of the FRIG challenge.

Strategic Plan – Hiring Professional to Research Prospective Donors

Discussion: C. Allain requested support and funding to hire a contractual resource to complete a phase approach to researching prospective donors. The cost, projected to be \$2K, will be used to find a resource to potentially fully fund the development of the National Fund Raising initiative (\$50K). The goal of this initiative is to position the ACL to have an effective fund raising office, working not only on a capital campaign but developing the Friends of Air Cadets, Alumni and instituting a strategy that will bring all levels of the ACL together.

Phase I - Introductory (approximately 5 hours)

- Familiarize self with the project, aims and goals
- Familiarize self with list of potential companies/organizations/individuals
- Eliminate unrealistic or incompatible targets
- Compile list of companies/organizations/individuals for research

Phase II - Research Phase (approximately 120 hours *(based upon 50 prospects at 2hrs/dossier plus 20hrs cushion)*)

- Begin research on companies on list
- Compile dossiers on all companies on list
- Cross reference dossiers for common threads and connections
- Examine other organizations that come up during research of original list

Phase III – Review (approximately 10 hours)

- Review and examine completed dossiers
- Determine which organizations are worth approaching for donations
- Shortlist key targets
- Complete any follow up research

MOTION: Moved / seconded by C. Allain / C. Hawkins that \$2K be approved to fund the research component to find a sponsor for the national fund raising strategy. **Carried 12/0/0**

3.8 Insurance – Change Policy Renewal to July 31st

Discussion: A request was made to advance the renewal of the cadet insurance by one month. The ACL's broker indicated that this was feasible. This was proposed to facilitate the issuance of dozens of certificates at the start of the training year.

Action: ACLHQ shall effect the change.

Quarterly Billing

Discussion: C. Hawkins queried the impact on cash flow to change the cadet insurance billing to quarterly versus the current annual invoice.

Action: The billing shall remain annual, due to the high interest cost of instituting terms with the broker.

Aircraft Hull and Liability Insurance

Discussion: L. Bourgeois suggested the hull values of the aircraft be increased. As an increase in premiums is already expected next year due to the number of accidents/incidents in 2003, such a request may not be favourably considered by DCdts at this time.

The former \$5M liability on the aviation policy was reduced to \$2M/occurrence two years ago to offset increasing insurance premiums. Discussion followed on having different amounts for gliders (\$2M) and aircraft (\$5M).

MOTION: Moved by L. Bourgeois, NFC Chair, that DCdts be requested to immediately increase the ACL's Aircraft Hull and Liability Insurance from \$2M to \$5M per occurrence and that the hull value be set at \$15K for gliders and \$110K for Scouts and L-19s, with the understanding that if this hull value increase is not financially feasible next year, that it be effected for 2005. **Carried 12/0/0**

Legal Liability Question – Screening

Discussion: This query from NL involved the use of unscreened volunteer drivers. Discussion followed on the screening responsibility of the ACL, differing screening practices and forms used.

Action: The Member Registration and Screening Committee shall develop national standardization.

Claims Run Aviation Insurance Policy to September 30, 2003

Discussion: J. Mignault reported that there are potential reserves on the policy of \$261K. He is battling with the insurance company to remove medical payment reserves for CIC officers, which overstates the total reserves, for they, as servants of the Crown, are not covered by the ACL but DND.

Action: ACLHQ

3.9 Results of Mail Vote

Discussion: J. Ash reported that all motions were passed unanimously. He noted, however, that the response rate was a disappointing 60%.

Action: N/A

3.10 Partnership Working Group Update and Concerns

Discussion: J.R. Goudie provided an update on the Responsibility Matrix (see below). The next step, development of the MOU, shall commence in early 2004. This MOU shall define the relationship/partnership between the Leagues and DND and shall include an indemnification clause. Discussions with D. Gervais confirmed that should this MOU be processed through Treasury Board (because of cost involved) and Cabinet (because of policy), a new policy would be instituted with indemnification in place.

Procedure:

- NCC tasked WG – Nov 02
- Project underway – 14 Jan 03
- Draft distributed for comment – Aug 03
- Feedback evaluated to 12 Nov 03
- Impact study completed 12 Nov 03
- 24 full-day meetings – over 240 hrs

Responsibility Matrix – 10 Sections

- Cadet Instructor Cadre
- Civilian Instructors
- Volunteers
- Cadets
- Cadet Summer Training Activities/Exchanges
- LHQ Operations
- Funding
- Conflict Management
- Insurance
- Communications

Road Ahead:

- Matrix tabled with NCC – 20 Nov 03
- Also Proposal on League Involvement in CIC Career Progression
- Matrix referred for legal review
- Concurrent actions e.g. MOA
- Priorities for developing sections

League Input on CIC:

- Replaces Signatures on CF Forms
- Recognizes League role in attracting
- CF Process of Notification – verbal
- League “Expression of Concern” – written
- Time of the essence
- Applies to CIs filling CIC positions

Special Occasion Volunteers:

- Replaces category of COs Volunteers
- Leagues to manage
- Establish “pool” to assist CO
- CO involved in suitability interviews
- Under direction of CO when “called-up”
- Requires Crown indemnification
- Does not apply to instructing staff

C. Hawkins questioned the recent revelations that CIs and staff cadets are not servants of the Crown and, therefore, have no liability insurance coverage by DND. J.R. Goudie responded that this interpretation is but one legal opinion, that of D Law Claims, and DCdts should challenge it. J. Mignault shall query the broker.

3.11 Annual 706 Squadron Air Cadet Ball

Discussion: For the past 16 years, 706 squadron in Ottawa has hosted an annual ball in late December. This is a sponsoring committee fund raising event, with CIC officers attending as civilian volunteers. J. Mignault confirmed that this is an insured activity under the ACL's policy – cadets and volunteers are covered but guests are not.

Action: None

3.12 CATO 14-07

Discussion: Comments are being collected. Nothing to report at this time.

Action: N/A

**3.13 League Involvement –
Interviews for National Course Selections and Signing DND324 and other forms**

Discussion: R. Patton cautioned about the liability implications of ACL involvement in helping select cadets for a course that is entirely in DND's area of control and suggested that the practice be halted. L. Bourgeois noted that the ACL cannot devolve its responsibility due to fear of litigation.

Further, R. Patton recommended that ACL recommendations and signatures be removed from all forms, opting instead for verbal input to our partners regarding officer transactions. B. Wolfe noted that the latter issue is being addressed by the Partnership Working Group, whereby actual forms would no longer be signed in favour of a separate form confirming ACL consultation only.

Action: Info

3.14 Web Site Changes

Discussion: ACLHQ shall investigate subscribing to the Simply Accounting Web Store. The order taking and fulfillment process would be fully integrated with the Simply Accounting internal accounting system, reducing internal administrative and accounting time.

Action: ACLHQ

3.15 Executive Director's Comments on ACLHQ Staffing

Discussion: The ACLHQ Secretary shall not be offered full-time employment following the end of her probationary period, which was extended to December 31st. J. Mignault noted that the salary range is low when compared to local federal government remuneration.

Action: ACLHQ

3.16 New ACL Tie

Discussion: L. Bourgeois expressed disappointment that the colours of the produced tie were reversed from the original plan. ACLHQ also has a stock of the former official tie.

Action: ACLHQ should sell off all remaining stock of both designs and order the ties in the proper colour.

3.17 Glider T-shirts at RCAF Memorial Museum

Discussion: L. Bourgeois relayed the request of the RCAF Memorial Museum in Trenton for permission to have a picture of an Air Cadet glider for use on t-shirts to then be sold to Air Cadets through their store. He has not received a response to J. Mignault's request for profit sharing.

Action: L. Bourgeois; National Fund Raising Committee

3.18 Legal Counsel

Discussion: B. Wolfe explained the benefit of all three Leagues having joint legal counsel. If not joint, the ACL must have its own counsel. L. Bourgeois noted the need for guidance on both legal cases and government policy and documentation matters.

Action: J. Mignault shall find an appropriate lawyer.

3.19 Treasury Board Submission

Discussion: J. Ash repeated D. Gervais's advice that to effect policy changes, Treasury Board should be approached to have them change the interpretation of the laws. L. Bourgeois stated that this issue is currently before the Partnership Working Group but suggested that the VCDS be approached at the NCC for staff and guidance to prepare a TB submission for change re: CI and staff cadet coverage.

Action: J.R. Goudie shall be asked to address this issue with the Partnership Working Group.

3.20 E-mail Communication

Discussion: M. Cataford commented on the excessive distribution of unnecessary e-mail and queried how discussions are concluded. Particular attention must be paid to the "Reply to All" function. It was suggested that topics be discussed on the forum in the Members Only section of the website.

Action: All

IV CONCLUSION

4.1 Good and Welfare of the Air Cadet League of Canada

- Positive comments were made about the Hampton Inn as a meeting location. A lack of a restaurant was an inconvenience;
- J. Ash suggested that major committees have a regularly scheduled meeting on specific days, resulting in potential members knowing in advance their availability to sit on the various committees;
- G. Albert noted satisfaction with the scheduling of the various committee meetings;
- L. Bourgeois expressed the need for the Advisory Board to conduct interviews at a time other than concurrently with a Board of Governors meeting.

4.2 Closing Remarks

B. Wolfe thanked the members for their contributions.

4.3 Date and Time of Next Meeting

The next meeting of the Board of Governors shall be at the 2004 AGM in Truro, NS.

4.4 Adjournment

There being no further business, the Chairperson closed the meeting at 1630 hours.



Joint Session – Board of Governors and Provincial Chairpersons Committee

RECORD OF DECISIONS
15 NOVEMBER 2003

APPENDIX B

The Chairperson opened the meeting at 0830 hours

I ADMINISTRATION

1.1 OPENING REMARKS BY THE CHAIRPERSON

The Chairperson reiterated that this session was devoted to responding to any concerns generated by recent Provincial Chairpersons Committee deliberations.

II BUSINESS ARISING

None

III NEW BUSINESS

D. MacNeil presented the following report of their discussions:

3.1 The Matrix and Impact on Insurance

The Provincial Chairpersons have concluded that until such time as the matrix is completed and reviewed by the Chairs, no comments or recommendations can be forthcoming. Of concern, however, is the status of CO's volunteers and CIs.

3.2 Legal Responsibilities

The Provincial Chairpersons felt strongly that the three Leagues jointly approach this issue as a common goal; reduced costs may result.

Response: J. Mignault indicated that the three Leagues have retained joint legal counsel.

3.3 Fund Raising Request to Parents

No prior notification for this venture was received. It was recommended that should such a campaign re-occur, the Provincial Chairpersons be informed in advance, thereby facilitating preparation of responses to possible queries.

Response: Concur.

3.4 Provincial Treasurer's Workshop

The Provincial Chairpersons shall provide feedback to C. Hawkins regarding the number of interested members.

Response: This matter is progressing.

3.5 Annual Air Cadet Ball

This needs to be investigated as cadets are probably telling their parents this is an Air Cadet function, when it is a sponsoring committee fundraiser. Concern was also voiced over pre-and post-event activities.

Response: This event is approved by the military at the regional level and cadet participants only are covered by ACL insurance; guests are not covered. Event publicity states no responsibility for participants other than between 2000 – 0100 hours. ACL liability coverage will not apply to incidents outside those hours.

The issues of risk assessment and supplemental liability coverage were discussed earlier but deemed financially prohibitive. J. Ash suggested that such event sponsors provide additional liability coverage.

E. Lanthier queried how proposed additional requirements for this situation would relate to all other squadron fund raising activities or events. J. Mignault responded that there would be no requirement for additional coverage. L. Bourgeois suggested that the ACL publish an order outlining who/what our insurance does/does not cover.

B. Robert suggested that the practice of requiring an activity to have DND approval to be considered authorized and, therefore, covered be formalized.

3.6 National Course Selection Changes

Any changes should not be implemented until 2005.

Response: Concur.

3.7 Long-Term Funding

RECOMMENDATION: It was moved that, in principle, the Provincial Chairs support the Air Cadet League of Canada in exploring and providing to this committee a proposal to establish a long-term national funding program.

It was not the intent to levy a repeated \$1 fee per cadet on the Provincial Committees but to have the National Fund Raising committee to quickly develop and institute a plan. It has also been suggested that perhaps it is time to start charging for cadet membership. C. Allain shall develop a proposal.

B. Bondarevich explained the need to immediately commence critical pathing and strategic planning for the longevity of the ACL. The Chairs asked that the ACL formalize a program to financially support the organization. G. Johnson reiterated the acknowledgement of the local/provincial level to, in principle, support the national level of the ACL.

L. Bourgeois noted that his Strategic Planning committee shall commence the development of a five-year plan within the next year. The League HQ grant increase and Déry Initiative require a business plan and Treasury Board submission. He outlined four funding scenarios; he noted that nothing can start prior to the approval of the matrix, however, B. Bondarevich stressed the need to start a work-in-progress as soon as possible.

M. Cataford suggested that each Provincial Committee develop a provincial Legal Defence Fund from which they could draw funds to send to the national level to meet incurred expenses.

Response: B. Wolfe recommended that D. MacNeil and B. Bondarevich work with Board of Governors members to develop a plan.

IV CONCLUSION

4.1 GOOD AND WELFARE OF THE AIR CADET LEAGUE OF CANADA
No items were raised.

4.2 CLOSING REMARKS
B. Wolfe thanked the Provincial Chairs for their input.

4.3 DATE AND TIME OF NEXT MEETING
The next joint session shall take place at the 2004 AGM in Truro.

4.4 ADJOURNMENT
There being no further business, the Chairperson closed the meeting at 0930 hours.



Board of Governors

RECORD OF DECISIONS

15 NOVEMBER 2003

APPENDIX C

Discussion on topics continued following the conclusion of the Joint Session with the Provincial Chairperson's Committee:

Long-Term Funding

Discussion included the cost to run ACLHQ, the need for an additional staff member to coordinate fund raising activities and catalogue sales, the need for a legal liability contingency fund and the timing of such funding support requests (in light of the current Déry Initiative). The ACL is not seeking funds to save the organization from bankruptcy; the immediate funding need is for potential litigation and related costs, which should be dealt with separately from the long-term ACL funding need.

It was decided to form a committee to develop a framework of what the ACL expects could unfold and why a fund is necessary to ensure that potential legal costs be covered. This would be a separate fund used only for legal expenses. It was also recognized that a Business Plan will unfold following the approval of the matrix and any other funding situations.

Committee members: C. Hawkins, M. Cataford, D. MacNeil, B. Bondarevich, with consultation of J. Mignault and Governors, as required.



National Flying Committee

RECORD OF DECISIONS

13 NOVEMBER 2003

APPENDIX D

Attendees:

Chairperson: Lionel Bourgeois

Vice-Chairperson: Fred Hopkinson

Members:	Maurice Murphy	NL
	John Walker	NS
	Andre Millot	QC
	Grant Fabes	QC
	Michel Cataford	QC
	John Scott	ON
	Joe Johnson	NWO
	Jim Ash	NWO
	Joan Cameron	NWO
	Ed de Caux	MB
	Eric Steffensen	AB
	Jack Henwood	BC
	Stan Harry	BC
	Doug Sutherland	BC
	Major Al Wardle	NCAOpsO
	Major Cliff Seibel	National Technical Authority

I. ADMINISTRATION

1.1 Welcome

The Chairman opened the meeting at 1000 hrs and welcomed everyone to the Semi Annual Meeting of the National Flying Committee. He then requested attendees to stand and introduce themselves.

1.2 Approval of the Agenda

The agenda for the meeting was approved as distributed.

1.3 Approval of the Minutes of the Previous Meeting

There being no new items to add to the agenda, he asked for approval of the minutes of the flying meetings held at the AGM in Thunder Bay June 19, 2003. So moved by Ed de Caux, MB and seconded by Jack Henwood, BC.

Carried

II. REPORTS

1.1 NCAirOpsO Report

Major Al Wardle presented the National Cadet Air Operations Officer's (NCA Ops O) report and he covered the following items:

- a. **Windstorm Damage** – a severe windstorm in BC damaged three aircraft. Two SGS 2-33's and an L-19 sustained damage that is still being assessed.

- b. **Flight Safety** – There have been seven glider accidents this year, which is the highest accident rate in the last ten years. Fortunately there were no tow aircraft accidents. Our accident rate is well above average and is of great concern to all parties. Fortunately there have been no serious injuries sustained by cadets, pilots or instructors. The Director of Flight safety has been tasked to review the accidents with a view to determining trends and causal factors. Of major concern is the high level of instructor involvement in these accidents and this will result in an in-depth review of the program and training programs.

The Chair reported on his discussions with the Chief of the Air Staff and Vice-Chief of the Defence Staff and relayed their concerns as well. He also reported that he has been in contact with MGen Watt at Colorado Springs who is investigating the reasons behind the USAF Academy grounding of its glider fleet to determine if there are any lessons we might learn from this.

- c. **Canopy Opening Occurrences** – We continue to experience a number of canopy opening occurrences each year and consideration is being given to the installation of an additional clip on the canopy frame.
- d. **Accident Reports** - Major Wardle provided those present with the accident investigation reports for all seven accidents and spoke briefly to each.
- e. **Out-of-Province Training** – The Central Region RCAirOpsO has advised that CRGS will be unable to accommodate out-of-province gliding scholarship cadets in 2004 due to conflicts with the Canadian Forces Parachute School at Mountain View. This year approx. fourteen cadets did not complete training within the scheduled training period and were held over for another week to finish their course and achieve Air Cadet Wings. Consideration is being given to the establishment of an English Speaking Flight in Eastern Region (St. Jean).
- f. **Flight Surgeons** – There are only thirteen CAF Flight Surgeons across Canada. This presents a problem when trying to get an Air Cadet who has been grounded for medical reasons subsequently “ungrounded”. Possible a local Transport Canada physician might be utilized for this purpose. Major Wardle commented that both civilian and military medical authorities are in agreement that Cadets on the drug Ritalin will not be allowed to fly.

1.2 National Technical Authority Report - Major Cliff Seibel presented the National Technical Authority Report. The main points were:

- a. **SIRP Status.** – Nine and one half aircraft are scheduled for SIRP's this winter. The one half represents the wings from Borden glider NPF that are being used to replace those damaged on aircraft FME. One more SIRP can be arranged in the event that Atlantic Region is successful in acquiring a replacement for the aircraft written off earlier this year.

The Structural Inspection and Repair Program (SIRP) for the gliders and tow planes is designed to ensure the long-term structural health of the fleet. The first round of the program has been completed. Since 1988 a total of 142 aircraft have been inspected. The overall condition of the fleet is significantly better than it was in 1988 when the glider fleet was on the verge of rust out and had to be grounded for major corrosion repairs. There is no doubt as long as we maintain the SIRP the fleet can be kept structurally sound for the foreseeable future.

- b. **MOA** – With the recent amendment of the MOA, DND has now accepted responsibility for the SIRP parts budget. D Cds will allocate funding at the rate of \$7,500.00 per SIRP aircraft to the Regions.
- c. **SIRP Cycle** – After due consideration and consultation with the Regional AME's it was concluded that we could extend the SIRP cycle for the gliders to 12 years vice the current 10 years. This won't decrease the SIRP requirement below nine per year, but will allow us to accommodate the increased fleet size. We are now up to 30 tow aircraft and 68 gliders and it is understood that several provinces are considering purchasing additional gliders.
- d. **Scout Noise Abatement** - The proposed trial of a Hoffman four bladed propeller awaits a proposal from JCM Aerodesign Limited. It seems the 4-bladed prop previously tested made a difference in Quebec but not in British Columbia.
- e. **Cessna 305 Engines** - As it gets more difficult to find repairable Engines, one option is the Colemill Enterprises of Nashville, Continental IO-470-K engine. Its in production at 225 HP. Leaven's price is \$39,000 CDN with no core for exchange. With necessary modifications it is \$20,000 above the cost of an overhaul.
- f. **Scout Fuel Tanks** - AMC is manufacturing replacement tanks with thicker aluminium. DND will replace all leaking tanks and gradually all tanks on the SIRP program at no cost to the ACL.

III. BUSINESS ARISING

3.1 Review of Insurance Levels –

Liability Insurance - The liability insurance policy currently provides for a maximum coverage of \$2 million per incident. This was reduced from \$5 million as a cost saving measure.

Moved by Joe Johnson, NWO and seconded by John Walker, NS that the liability insurance coverage be increased to \$5 Million. **Carried**

Tow Aircraft Hull Insurance - Hull insurance on the L-19 aircraft is currently \$75K and for the "Scout" \$85K. These are no longer adequate replacement values and should be increased.

Moved by Jack Henwood, BC, and seconded by Ed de Caux, MB, that hull insurance coverage for both the L-19 and "Scout" aircraft be increased to \$110K. **Carried**

Glider Hull Insurance - The current hull insurance coverage for the 2-33 glider is \$15K. This was reduced from \$20K when the liability insurance was decreased to \$2 Million per incident. While the insurance company representative has recommended an increase to \$20K once again it was the opinion of the committee, in consideration of the prices paid for recent acquisitions, that the coverage remain at \$15K.

Note: While it was moved that these increases be established it is recognized that there could well be some delay in implementation because of the implications for DND's budget. The increase to \$5 Million Liability Insurance should be immediate but the increased Hull levels could wait one cycle.

- 3.2 Review of Wilga Aircraft Trial** – Jack Henwood, BC, reported that the Wilga trial is approximately half way through. Concentration to date has been on such items as handling characteristics, glider tow ability and familiarization flying. While some problem areas have been identified (e.g. visibility on climb out, cockpit cooling etc.) all are correctable and there have not been any “showstoppers” encountered. Hot weather and altitude trials are to be conducted in the Spring.

The trial aircraft has been used for familiarization flying from Comox and has also been used for actual glider towing with Air Cadets. Different financing arrangements are being considered including lease/purchase, outright purchase and short-term, weekend only rental. The B.C. committee is currently awaiting details from the Sealand company, the North American distributor for Wilga.

- 3.3 Status of Fleet Inventory** – It was noted that Northwestern Ontario, Atlantic Region, Ontario and Alberta are in the market for 2-33's. Further, it was agreed that the priority listing for available aircraft would be as follows:

1. Northwestern Ontario
2. Atlantic Region
3. Ontario
4. Alberta

It was also pointed out that Provincial Committees should advise the Chair of the national Flying Committee of their requirements for both aircraft and parts. LCol (Ret'd.) Jerry Elias is the OPC Aviation Committee person responsible for identifying sources and he will work closely with both the Aviation Committee and the national Flying Committee in this endeavour.

Post Meeting reports:

1. QPC – CFEAF – St Jean - downdraft, short landing in tree line - has been replaced by a glider bought from the Borden Gliding Club for \$ 8000. The hulk has been purchased from the Insurance Co for parts and future consideration.
2. NS – CGCSD – Debert - wing struck tree on short landing - settlement with Insurance still not clear.
3. PEI – CGBZG – Hard landing at Summerside, still assessing repairability
4. OPC – CGCLR – Alexandria- written off by Insurance Co, salvage purchased for \$500. Right wing may be salvageable, quote for repair requested.
5. OPC – CDZF – Hard landing at Picton. Repaired at cost of \$ 6,328 plus \$500 deductible. Back in service.
6. OPC - CGFME - Picton – Early release. Insurance covered, salvage purchased for \$ 1500. Right wing is repairable for \$ 3825. Wings from the Borden purchase of CGNPF to be used on FME. Will be back in service for spring 2004.
7. OPC – CFYLP – Mountainview – Landed short on large rock. Estimated repairs of \$ 6764, awaiting insurance Co approval to repair.
8. OPC – CGTGB – Markham – Hit Runway light on landing. Repair costs about \$,1000.
9. OPC – CGNPF – Borden – Purchased from Borden Gliding Club, Wings to be used for FME. Needs determination of parts and cost to enter SIRP programme.
10. BC- Strong winds damaged an L-19 and two gliders. Still assessing but looks like total damage under \$ 4000.
11. BC – bought a used SGS 2-33 for parts then ascertained that it could be flyable. Will assess and if so, will request it be added to MOU.
12. Las Vegas – Chair NFC has tracked down two SGS 2-33 for sale, one with trailer, at Jean, 22 miles south of Las Vegas. Prices are \$6500 and \$7500 USD. A retired AME who winters in the area is inspecting them.

IV. NEW BUSINESS

- 4.1 National Course Selection** – It was noted that the Regional Air Operations Officers expressed concern at the decision to reduce the examination results to 20% of the total from 25% without seeking their input. They strongly recommend that the 25% level be reinstated. It was the consensus of the meeting that it be left at 25%. Post meeting, the selection Committee agreed.
- 4.2 Proposal for the Use of Civilian Pilots** – In view of the recent directive that Civilian Instructors will be able to fly tow aircraft there was no need for further consideration of this matter.

V. NEXT MEETING

The next meeting of the National Flying Committee will be in Truro Nova Scotia at the AGM 17/18 June 2004. Conference calls and e-mails will keep everyone informed in the meantime. The Chair reminded all members to inform him of new appointees with their e-mail addresses.

ADJOURNMENT - There being no other business, the meeting was adjourned at 1200 hours.



IACEA 2006 Planning Conference

RECORD OF DECISIONS

15 NOVEMBER 2003

APPENDIX E

Attendees:

Chairperson: C. Hawkins

Members: L. Bourgeois
M. Cataford
S. Clark
G. Cuerrier
LCol F. Gaboury
J. Mignault
B. Wolfe

Guests: Maj M. Giroux
B. Goudie
M. Murphy
J. Scott

Absent with Regrets : G. Albert
JF Provencal

I. ADMINISTRATION

Item 1 : Review of Minutes of June 2003 Meeting

Copy of AGM 2002 minutes included in information package.

There were no changes. A correction was made to Michel Cataford's name.

II. BUSINESS ARISING FROM THE MINUTES

2.1 Confirmation of Program

Sunday: Arrivals through Montreal or direct to Quebec City
Registration, meet and greet buffet or hors d'oeuvres to be held at the Chateau Frontenac (venue for meetings)

Monday: Registration
Orientation to city : Bus tour of city and area 9 :00 – 4 :00
Lunch at Parliament Buildings
Dinner at Ile d'Orleans

Tuesday: Visit to CFB Valcartier, Helicopter Sqn (tour and flight) and visit Cadet Camp
Lunch at base
Dinner / Evening : Free time within the old city

Wednesday: Formal meetings : Chateau Frontenac
Spousal Program... details to be determined
Lunch : at Chateau Frontenac for approximately 25-35 delegates
Dinner ... evening dinner cruise on M/V Jolliet 7 :00 – 11 :00

Thursday: A.M. Formal meetings at Chateau Frontenac
Spousal Program ... free time?
Lunch : for up to 35 members
P.M. Free time for all delegates and guests
Banquet : Citadel

Friday Free Time
Departures

Saturday Departures (Montreal or Quebec City)

Any Day : GG Reception if in Quebec, CF Navy ship visit;
to be confirmed at later date.

Action Required :

The Executive Director can now begin initial bookings (either directly or through JF Provencal) for the necessary venues and meals.

2.2 Ways and Means Committee: including regional and DCdts Reps.

- sources of funding (corporate contacts)
- busing (military? charter?)

Action Required :

General discussions only. M. Cataford will write to Regional Commander to request possible support for military bussing.

2.3 Confirmation of Hotel :

The choice of the Chateau Frontenac has been approved. The dates for IACE have now been confirmed.

Action Required :

Tentative bookings with Chateau Frontenac can be made. Will require space for approximately 55 individuals (number of rooms not known at this time) as well as meeting rooms for the formal meetings on Wednesday and Thursday.

2.4 Invitations and VIPs

Members of the committee were asked to identify possible guests and VIPs for a personal invitation. Michel Cataford will contact Regional Commander requesting military support. Maj. Giroux will contact BCF Valcartier to begin planning for day visit.

Members of the local provincial committee and organizing committee will receive invitations for the final banquet. This will have a budgetary impact.

Action Required :

To be tabled for next meeting. Bring your suggestions.

2.5 HMCS Montcalm

Being considered for additional rooms for military, league etc.

Action Required :

Tabled for now.

- 2.6 **Souvenirs / Registration Gifts**
General discussion about the nature of the gifts : should they be reflective of the country, the province or the city?

Action Required :

Tabled for future meetings. Will need to identify possible gifts, sources and costs.

III. NEW BUSINESS

3.1 Spousal Program

Mainly for Wednesday while the full day meetings are taking place. Thursday morning will likely be free time for spouses.

Action Required

No action at this time.

3.2 Information Packages for Delegates

- samples from Greece and Australia included in package
- must be ready by fall, 2005 for distribution at IACE meeting
- focus; ACL./ Air Cadet Program / Province / City

Action Required

Quebec Board of Tourism and be approach (closer to spring 2005) for information about the region. Quebec City can also be approach at the same time for information about the city. National Air Cadet League should provide information about the program nationally. The Quebec Provincial Committee can also be asked to provide information about the program in Quebec.

No action required at this time.

3.3 Membership on the Committee

It was suggested that LCol M. Chevarie (RCO, RCSU-Eastern) be asked to join the committee. We would like to involve cadets during the program and his input and support will be required.

The Regional Commander, BGen Cote, should also be contacted to request support (access to BFC Valcartier, possible bussing etc.)

Action Required

Michel Cataford will write a letter for the National President's signature.

3.4 Next Meeting : AGM in Truro, Nova Scotia, June 2004



Insurance Committee

RECORD OF DECISIONS

13 NOVEMBER 2003

APPENDIX F

Attendees:

Chairperson: R. Patton

Members: L. Bourgeois
F. Hopkinson
J. Mignault

Guests: R. Bercier AON Reed Stenhouse
T.

The Chair opened the meeting at 0845 hrs, and acknowledged the presence of 15 observers, as well as our Insurance Brokers.

1. Discussion of our General Liability policy ensued & Rick explained that our CGL coverage extended down to include volunteers recognized by the Squadron Sponsoring committee for squadron activities that are acknowledged by the SSC. Those chosen by CO / staff are not covered by ACL Comprehensive General Liability (CGL), unless they are also recognized by SSC as such for squadron activities approved by SSC.

Our Directors & Officers Liability Insurance (D & O) which protects our registered (screened) executive / officers / directors, down to and including the squadron SSC, ends there, as volunteers beyond the SSC at squadron level, are not, by definition, covered.

Our Broker is to produce a Pamphlet outlining our coverages, in the near future.

2. The Insurance Tracking Programme was introduced as well as the Claims & Expense Tracking. Diskettes were provided to the committee members present.

Due to the past history of not knowing the Insurance Carrier etc., at the time of claims for long ago incidents, Tony also suggested that we should place our policies on CD's for future reference. It was also suggested by Charles Alain that we could place copies of policies in Public archives for safe keeping.

3. The Accident, Death, Dismemberment (ADD) policy was discussed at length, with the conclusion that although the policy was meant as a supplement to coverages the Cadet would have through parent/guardians or other sources, the \$ 10,000. limit for Cadets was too low. Rick will pursue the cost of a coverage increase to \$ 25,000. or \$ 50,000. Also to be checked are the possible savings in cost if the ACL members were eliminated from the policy. Coverage does not include eyeglasses, as costs are prohibitive.
4. The aircraft hull values and suggested increases were mentioned as to the impact on premiums and DND's reaction. This will be addressed by the National Flying Committee. A proposal will be made also including raising the liability limit back to \$ 5 Million, from the present \$ 2 Million.

5. Our liability exposure at the squadron level was discussed as it pertains to volunteers. (see item # 1) Volunteers beyond the SSC are not registered nor screened. This process is a good tool and may well be a necessary extension to protect the Cadets & ACL. This is not required by our present insurer as a condition of insurance, but they are aware of our procedures and probably take this into consideration in their underwriting. Bob Bondarevich suggested a meeting / consultation between Prov. Chairs, Ins. Cttee, & Vol. Scrn. Cttee; to discuss and formulate & set procedures for this grey area beyond SSC. I will pursue and draft my suggestions and forward to a few other PC chairs & Vol Scrn, for their input. A report will be made at the AGM in Truro NS in June 04.
6. Receiving Renewal information and quotes, at the “eleventh” hour was discussed with our Broker. Apparently most insurers are far behind in their renewal processing, and Rick has been unsuccessful in getting info earlier. He will keep trying, considering the size and premiums on our accounts. In the interim, all the renewal dates of other than Aviation policies are being changed to 31 July.
7. The abuse coverage available under our CGL policies was discussed. There is no abuse coverage beyond the primary \$ 5 Million limit. To purchase for the next \$ 5 Million would cost a minimum of USD \$ 25,000. Rick explained that there had not been any claims beyond this limit to date. The members of the Ins. Cttee present were polled and all were comfortable with the coverage limit for abuse, as is.
8. DND form CF 98 was addressed again, due to the limited info re medical seriousness on the form. Without this, Jean Mignault cannot evaluate claim potential properly. This has been mentioned to DND on several occasions, but no changes are forthcoming. An ACL form was discussed, but would perhaps mostly duplicate, and medical info would perhaps not be expanded. ACL HQ to pursue.

The meeting was adjourned at 0945 hrs.



National Course Selections

RECORD OF DECISIONS
13 NOVEMBER 2003

APPENDIX G

Attendees:

Chairperson: D. Hayden

Representatives: M. Murphy NL
J. Walker NS
J. Cameron NW ON
G. Fabes QC
J. Scott ON
B. Robert ON
E. deCaux MB
L. Steele SK
K. Mann AB
D. Sutherland BC
S. Clark ACLHQ

Military: Maj A. Wardle
Maj P. Giroux

Guests: R. Clarke
G. Cuerrier
H. Fowler

I. ADMINISTRATION

1.1 Opening Remarks by the Chairperson

D. Hayden reiterated that the main purpose of this committee was to review all existing procedures and fine-tune, where required.

RECOMMENDATION: It was recommended that this committee meet in the future only as important issues arise. It was further recommended that a complete review take place every five years.

1.2 New Items for Agenda

No new items were added

1.3 Approve Agenda

The agenda was approved as distributed.

II. BUSINESS ARISING

2.1 Course Names

It was agreed that correspondence regarding selections would refer to the approved titles for all courses. For reference, these are:

Familiarization Courses:	Basic Course Basic Music Basic Pipes and Drums
Introductory Specialty Courses:	Introduction to Leadership Introduction to Instruction Introduction to Aviation Introduction to Survival Training Introduction to Physical Education and Recreational
Training	Introduction to Rifle Coaching Introduction to Aerospace Music Levels 1, 2, 3 Pipes and Drums Levels 1, 2, 3
Advanced Specialty Courses:	Flying Scholarship Glider Scholarship Senior Leaders Air Traffic Control Athletic Instructor Survival Instructor Technical Training: Basic Electronics Technical Training: Aircraft Servicing Technical Training: Photography Service Band Music Levels 4, 5 Pipes and Drums Levels 4, 5
Air Cadet Exchanges:	International Air Cadet Exchange Oshkosh Exchange

2.2 Senior Leaders Course Information

The information currently listed for the Senior Leaders Course in the memo forwarded to each squadron in September will be reviewed and amended, as required.

2.3 ATC Course

This is a high academic course. Greater awareness of this requirement is needed. Applicants should be encouraged to take ground school training when offered at their squadron.

Concern arose over the low percentage allotted to Education on the scoring sheet. It was noted that the other percentages would change when the exam becomes mandatory in 2005. Other built-in factors already exist, whereby candidates currently receive more points for higher school marks.

2.4 ATC Exam

This is the second and final year of this exam trial. A failing grade will not prevent a cadet from progressing through the selection process for 2004.

RECOMMENDATION: It was recommended that Provincial Interview Boards be mandatory for ATC Course candidates once the exam becomes mandatory in 2005.

2.5 Weight

Discussion followed on overweight cadets (200 lbs+) and whether they could or should be permitted to apply for a glider or flying scholarship; an immediate RTU from the training centre could result.

The problem was traced to the CO: course requirements must be adhered to when recommending candidates; criteria must be reinforced and COs need to be reminded to take due diligence when applying rules.

2.6 Marking Guides

Maj A. Wardle spoke against the decision to reduce the percentage of the CF qualifying exam from 25% to 20%, noting that this exam provides an indication of the level of knowledge from aviation courses and study material.

CONSENSUS: It was agreed that the CF qualifying exam percentage would revert to 25%. As such, the General Factors for Glider and Flying Scholarship shall be scored as follows:

General Factor	Score
Attitude, Motivation, Knowledge and Interest in Air Cadets and Extra-Curricular Activities	20
Attitude, Motivation, Knowledge and Interest toward Subject Matter	15
Education	20
General Knowledge	10
Dress and Deportment	5
Self-Expression	5
Qualifying Exam	25

2.7 Extra-curricular Activities

It was stressed that care must be taken when assessing the level of extra-curricular activities.

2.8 Selection Forms

These forms will be forwarded directly to each squadron, using the address provided on the CF790. Additional forms will be available through the Region.

2.9 Negative Recommendations

BCPC queried how to handle applicants for flying scholarships that were not recommended for further flying training on previous course reports. It was noted that such situations will be handled on an individual basis, with consultation between the NCAOpsO and RCAOpsO regarding the reason(s) for the recommendation.

III. NEW BUSINESS

3.1 On-Line Data Entry

S. Clark proposed having Provincial Committees enter applicant data on a secure section of the ACL website prior to sending the files to ACLHQ. Passwords would be required and no decision fields would be visible. Set-up costs would be borne by ACLHQ. Members concurred with having this available as an option.

IV. CONCLUSION

4.1 Closing Remarks

D. Hayden thanked all members and Provincial Committee representatives for their input. The members also extended their thanks to D. Hayden for his leadership and work with this committee.

D. Hayden shall present this committee's final report for approval at the 2004 Annual General Meeting, with all recommended changes to become effective for 2005 selections.

4.2 Date of Next Meeting

Future meetings of this committee have been suspended, as per item 1.1.

4.3 Adjournment

There being no further business, the meeting was adjourned.



NCC WG – League/DND Partnership

PRESENTATION

15 NOVEMBER 2003

APPENDIX H

RESPONSIBILITY MATRIX

- Slide 1: Procedure**
- NCC tasked WG – Nov 02
 - Project underway – 14 Jan 03
 - Draft distributed for comment – Aug 03
 - Feedback evaluated to 12 Nov 03
 - Impact study completed 12 Nov 03
 - 24 full-day meetings – over 240 hrs
- Slide 2: 10 Sections**
- Cadet Instructor Cadre
 - Civilian Instructors
 - Volunteers
 - Cadets
 - Cadet Summer Training Activities/Exchanges
 - LHQ Operations
 - Funding
 - Conflict Management
 - Insurance
 - Communications
- Slide 3: Road Ahead**
- Matrix tabled with NCC – 20 Nov 03
 - Also Proposal on League Involvement in CIC Career Progression
 - Matrix referred for legal review
 - Concurrent actions e.g. MOA
 - Priorities for developing sections
- Slide 4: League Input on CIC**
- Replaces Signatures on CF Forms
 - Recognizes League role in attracting
 - CF Process of Notification – verbal
 - League “Expression of Concern” – written
 - Time of the essence
 - Applies to CIs filling CIC positions
- Slide 5: Special Occasion Volunteers**
- Replaces category of COs Volunteers
 - Leagues to manage
 - Establish “pool” to assist CO
 - CO involved in suitability interviews
 - Under direction of CO when “called-up”
 - Requires Crown indemnification
 - Does not apply to instructing staff



National Fund Raising Committee

PRESENTATION

14 NOVEMBER 2003

APPENDIX J

Slides 1, 2: Fund Raising Results

- To October 31, 2003
- Number of Trust Fund Donations: # 126
- Trust Fund Donations: \$39,350
- Average Trust Fund Donation: \$312.30
- Number of League Donations: # 720
- League Donations: \$55,720
- Average League Donation: \$77.39
- COPA Donations # 24
- COPA Donations \$1,590
- Average COPA Donation \$66.25
- COPA Mailing Costs approx. \$1,900
- Parent Mailing # 197
- Parent Mailing \$12,303
- Average Parent donation \$62.45
- Parent Mailing Costs \$5,500

Slides 3 – 5: Fund Raising Results

Name	This Year	Last Year
Bob Dale	13,659.44	18,584.98
D. Logan	2,005.00	3,090.00
P. Prescott	2,890.00	4,275.00
HQ Staff	31,200.00	8,368.06
F. Hopkinson	2,230.00	2,910.00
Others	3,740.00	2,525.00
President's Fund	13,883.43	26,370.83
Total	69,607.87	66,123.87
Executive Travel	(12,446.28)	(20,684.45)
Available Balance	1,437.15	5,686.38
Executive Travel Budget	(27,000.00)	(28,000.00)
Target (Revenue)	29,500.00	33,000.00
League Donations	55,724.44	39,753.04
Fund Raising Expenses	(9,400.79)	(5,636.29)
Net Available	46,323.65	34,116.75
Target	78,500.00	77,000.00
To Go	22,775.56	37,246.96

Slide 6, 7: Fund Raising Committee Activities

- One teleconference
- Strategic plan development
- FR Consultant proposal for funding
- Cooperators – large package prepared by E.D., no donations
- Fund Raising Ideas development/challenge
- Parent and Special COPA mailings
- Spring mailing
- Parent mailing
- Strategic Plan Proposal
- COPA mailing
- Fall follow-up mailing

Slide 8: Future Plans

- Engage Fund Raising Consultant
- Implement new ideas
- Approve and implement long-term strategic plan
- Discuss BC Proposal for funding League HQ



APPENDIX K

The President's Dinner was held on Friday, 14 November 2003. Highlights of the dinner included:

- Introduction of Invited Guests:

Brigadier-General Gaston Cloutier
Brigadier-General Daniel and Mrs. Debbie Pepin
BGen Duane and Mrs. Sharon Daly
Col Robert Perron
Col and Mrs. Ahmet Levent Tastan
Mr. and Mrs. John Davidson
John Hardy
Jim and Vera Heffel

Commissionaire Frank and Mrs. Kobe
Richard Logan
Art Macdonald
Ted and Mieke Mahood
James and Elisabeth McCollum

Bill Pepler
Kevin and Mrs. Psutka
Yoan St-Onge
Bob and Trudy Tracy

Terry Whitty

Director General, Air Personnel, NDHQ
Director General, Reserves and Cadets
Dominion Secretary, RCL
Director Cadets
Military Attaché, Embassy of Turkey
National President, CASARA
ANAVETs
Chairman, Awards Committee and Air Cadet
League Liaison Officer, Dodo Bird Club of ex-
RCAF Flight Sergeants
CFTA Donor, Ottawa
Honorary Life Member
Honorary Life Member
National First Vice-President, AFAC
Executive Director, Soaring Association of
Canada
CFTA Donor, Ottawa
President and CEO, COPA
Navy League of Canada
Executive Director, Air Force Association of
Canada
Executive Director, Army Cadet League of
Canada

- Address by BGen Cloutier
- Announcement of the 2003 National Award Recipients, including the 60 Continuation Flying Training Awards and the Air Cadet League of Canada Annual Music Award for Excellence
- Recognition of the contribution of Mr. George Mitchell to the RCAFA Trust for CFTAs and for the Irvin Erb/Virginia Mitchell Award for the top female Air Cadet pilot in Canada
- Announcement of the top male and female Air Cadet pilots in Canada
- Announcement of a Certificate of Recognition to LCol Kacy Harsha, Oklahoma Civil Air Patrol
- Announcement of the Major (Ret) Stan J. Miller Air Cadet Achievement Award Special Secondary Education Scholarship valued at \$3,000 annually