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**67<sup>th</sup> SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES  
HELD AT THE MINTO SUITES HOTEL  
OTTAWA, ONTARIO  
21 – 22 NOVEMBER 2008**

## **RECORD OF DECISIONS**

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NOTES





# Meeting Attendees

## Honorary Officers/Directors

Robert G. Dale      Honorary President  
Jim McKeachie      Honorary Treasurer  
Herb Spear          Honorary Director  
Kathleen Birchall   Honorary Director

## Executive and Governors

Jan Reidulff          National President  
Michel Cataford      Past President  
Joe Johnson          First Vice-President  
Grant Fabes          Vice-President  
Bob Robert          Vice-President  
Ken Higgins          Vice-President

Ralph Thistle  
Tom White  
Keith Mann  
Chuck Verge  
Gladys Jarvie  
John Walker  
Eric Steffensen

## Advisory Board

Jim Ash  
Lionel Bourgeois  
Bob Goudie  
David Hayden  
Craig Hawkins  
Fred Hopkinson  
Ron Ilko  
Leonard G. Jenks  
Robert W. Parsons  
Brent Wolfe  
Max Goldack

## Provincial Chairs

Joan Cameron (NWO)  
Tom Holland (BC)  
Terry Lewis (MB)  
Fred Johnsen (AB)  
Ed Mroz (NS)  
Gary Winkleman (SK)  
Bud Stewart (NB)  
Gary Pinsent (NL)  
Denis Dunne (PEI)  
Geoffrey Johnston (Chair of Chairs)

## Provincial Members

Carole Bédard  
Don Berrill  
Louis Bourgeois  
Roger Dionne  
George Evans  
Michel Hébert  
Darlene Laroche  
Lloyd MacIntyre  
Michel Côté  
Rick Mortensen  
Thomas Tabarowski  
Jacques Vallée  
Gregory Boudreau

## Executive Directors, Provincial Office Staff

Pierre Barabey  
David Brown

## Military

Col Craig Fletcher  
LCol François Gaboury  
Maj John Cooper  
Maj Pierre Giroux  
Maj Bill Fox  
Capt Simon Caron

## Guests

Captain Ray & Colleen Gelinas, Airline Pilots Association  
Rod Jones, Chairman, CAAHRA  
Mr. and Mrs. Frank Kobe  
Bob and Trudy Tracy, AFAC  
Sam Barone, CBAA  
Duane & Sharon Daly, RCL  
Wilf & Annie Edmond, RCL  
Kevin & Maureen Psutka, COPA  
Amy & Wayne Foy, Webster Memorial  
Wayne & Jennifer Gouveia, ATAC  
Suzanne Barrette, guest of Col. Fletcher  
Mr. & Mrs. Brian Darling, AFAC  
Mr. & Mrs. Bill Boucher CBAA  
Theresa Davis-Woodhouse & David Woodhouse, CAMC  
John & Elaine Davidson, CASARA  
Geoffrey Plint, Birchall Scholarship Recipient  
Jerrold Riley, Navy League of Canada

## Spouses

Manon Lanoue  
Nick Matresky  
Ian Gray  
Janet Goldack  
Laurette Goudie  
Heather White  
Lynn Berrill  
Marguerite Parsons  
Debbra Winkleman  
Joan Verge  
Donna Robert

## Staff

Jean-Marc Lanoue  
Sarah Matresky  
Joan Gray

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### OPENING SESSION

#### I ADMINISTRATION

##### 1.1 President's Remarks

J. Reidulff welcomed everyone to the Semi-Annual Meeting and stated that it is an honour to serve as National President.

Info

##### 1.2 Introduction of Delegates and Guests

##### 1.3 Administrative Announcements

#### II Business Arising

##### 2.1 None

#### III New Business

##### 3.1 Report by the National President

- Jan Reidulff said that he had the opportunity to represent the League at the Civil Air Patrol at their annual meeting and found it quite interesting.
- The number one thing to focus on this year is the Strategic Plan Update. At the BOG/PC chairs meeting, they discussed 'what is' the ACL and determined that the SPU is about all of us. To be successful, the League needs input from everyone. Bottom line – everyone needs to work together.
- He is thrilled with the LISC developments.
- At the NCC meeting the VCDS voiced full support of the cadet program. The main theme of the meeting was communications and it turned out to be a very positive one – the three Leagues were very satisfied.
- There is a decline in the Air Cadet population and we to find out the problem. Not all camp spaces are being filled.
- The Ministerial Directives will support the partnership between the Leagues and DND.
- Only 67% of local support allocations were drawn last year. The ACL needs to work with the SSCs to see that all the funds are being used.

J.  
Reidulff

##### 3.2 Report by the Director of Cadets – Part 1

- Finances – C. Fletcher broke down how the two-hundred million dollars is spent on the cadet program. While they are spending more on summer training, it is not at the expense of training at the local headquarters. He feels that the cadet program remains on good financial footing now as well as into the future.
- Population – the cadet population is on the decline in the last year, from 58,000 to 54,000 cadets. Every year the program takes in about 25,000 new cadets, however not all are retained. Everyone would like to see a more upward trend in numbers.
- League Grant – The military has approved the five year grant, and it is now waiting to be approved by the Treasury Board. He is confident that it will be approved. DND has built in an increase based on inflation. They will provide the results as soon as they have the information. The Déry Initiative will not be possible under government regulations, as they are only able to provide funding for National Offices.
- Ministerial Directives – QR Cadets is severely out dated so they are cleaning it up and changing the format. Ministerial Directives are a way of

C.  
Fletcher



bringing everything up to speed, as they no longer want to have high levels of Orders and Directives where they are not necessary. Everything will be under the authority and approval of the Minister. There is no intent on changing the responsibilities of the Leagues or its relationship with the Canadian Forces.

- The Cadet Image – they are looking at the types of activities that cadets do and how they are perceived by the public. They will be evaluating the activities to determine if they are too 'warrior' like.
- Communications – C. Fletcher asked each Regional Commanding Officer to consider the nature of communications with the Air Cadet League and to pro-actively address it with the League.
- Marketing – they want to boost the number of cadets in the program. They have begun an initiative to draw attention to the cadet program, retain current cadets and bring in more cadets by consulting with a few experts. Attraction of cadets is one of the responsibilities of the League and he looks forward to the two partners working together on the issue. DND is hoping that the new Cadet Program Update will help with Recruiting and Retention.

Question: L. Bourgeois said that a possible reason for the decline in population could be because of lack of supervision, as the military insists that the cadets are supervised by a uniformed officer. Is there a possibility of that changing?

Answer: C. Fletcher did not realize the impact of the issue on cadets and will look into it.

Question: T. Holland asked that when heading into the new recruiting program, would they consider rewording the brochures to better reflect what is provided and by whom, as the current brochures state that the program is free which is generally not the case.

Answer: C. Fletcher said that he agrees and that 'Free' does not have to be one of the selling points as it is not true, there are costs associated with the program.

Discussion ensued.

### 3.2 Report by the Director of Cadets – Part 2

- Numbers: The number of RTUs from last summer to this summer stayed the same. There were over '400' no fill spaces (mostly basic courses) at the CSTCs last summer, therefore the number of spaces available for cadets has decreased from 10 000 to 9 700. There may be further cuts in 2010 to the CSTC camp spaces should the decline in cadet population continue.
- IACE: The number of cadets to be accepted on Exchange this year has increased by three. We will be exchanging once again with the Philippines and Israel this year, maybe with Ghana in 2010.
- The Airport Operations course has been running in Barrie now for three years. F. Gaboury is working with Public Works to put together a new contract for 2010. The Aircraft Maintenance course at Canadore College is

**F.  
Gaboury**

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also running very well. They are looking at delivering the Survival courses more regionally in the coming years.

- Pins will be coming out for the Centennial of Flight by January. The top Power Pilot Scholarship cadets will be travelling to Baddeck for the celebrations in February. In the spring they are looking into tree planting opportunities for the cadets.
- Gliding: The Strategic Review of the Gliding Program will be tabled at the AGM in June. A draft review will be available by mid-May and a meeting is scheduled between the RCAirOps O and the League in December of this year. They are also planning to buy more winches to help the Gliding Program.
- CPU: The program update is going well; two members of the League were present at the meetings held in Trenton a few weeks earlier. The current way the Leadership course is being delivered may not necessarily be the same way in the future; it may be delivered on a more regional level. They are still looking into it.

**F.  
Gaboury**

Question: L. MacIntyre asked for an update on the new Effective Speaking Pin for the Air Cadet Uniform.

Answer: F. Gaboury stated that he would most likely have an answer for the League by April 2009.

Question: C. Verge asked if the decline in camp applications was higher across Canada or specifically in certain regions. Also what prompted the satellite gliding field?

Answer: F. Gaboury said that Central region and Alberta saw the biggest decline in applications. Eastern region wanted to instruct their Anglophone cadets in-region, thus the reason for the satellite gliding field.

Question: B. Robert asked if a comparison has ever been made between the population of cadets based on Fortress and an actual physical count of the cadets.

Answer: F. Gaboury said that it is the role of the CO to ensure that the numbers are correct and it the RCSU's role to remind them. It takes two to three years for people to get acquainted with Fortress and for the data to be accurate.

Discussion ensued.

Comment: D. LaRoche said that Alberta will be adding a question asking the cadets if there is a country they would be uncomfortable travelling to or participating in their culture and tasting their food. She believes that asking the cadets this will help to weed out cadets who will not actively participate in the Exchange.



### PRESENTATION OF REPORTS

#### I ADMINISTRATION

##### 1.2 Call for New Agenda Items

There were no new items at this time.

##### 1.3 Approval of Agenda

**MOTION:** Moved/seconded by L. Jenks / B. Robert that the Agenda be approved as published. **CARRIED**

##### 1.4 Other Administrative Matters

#### II BUSINESS ARISING

##### 2.1 NONE

#### III NEW BUSINESS

##### 3.1 Report: Board of Governors

J. Reidulff reported that the Board of Governors met yesterday. There is no report at this time as matters will come up in the other committee reports.

**J. Reidulff**

##### 3.2 Report: Advisory Board / Nominating Committee

- D. Hayden reported that the methods and types of internal communications with the National Office for the Strategic Plan Update are effective. The Executive Director should conference call with the PC chairs and the newsletter should be published more frequently. The website should contain a list of responsibilities of each employee, so the members know who to contact.
- The Advisory Board vetoed the idea of a Missing Comrades Ceremony at dinners held at the National level.
- A Host Committee Handbook should be produced to give to the Provincial Committees when they are hosting the AGM. The Handbook will clearly define what a National responsibility is and what the responsibility of the Provincial Committee is.

**D. Hayden**

##### 3.3 Report: Nominating Committee

L. Jenks reported that the Committee met with the candidates and the results will be revealed in June. The selection of candidates is still in process.

**L. Jenks**

##### 3.4 Report: Provincial Chairpersons Committee

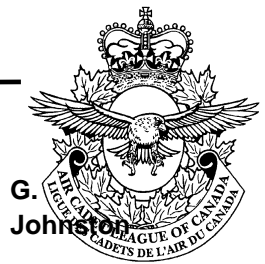
G. Johnston reported that the meeting went very well and should be considered a landmark meeting. It was good to hear that we are unified as ONE League.

- There is a communications block regarding the SPU and the Chairs will double their efforts to ensure that communication does not break down.
- The Chairs were very interested in the presentation made by S. Matresky regarding the new National website and subsequent Provincial Committee websites to follow. Money was offered to the National Office to kick-start the website project.
- Member's expenses: The Chairs discussed the concept of having their expenses paid to attend meetings, but they are not sure how to accomplish this. This would open up membership to a great deal of people that would otherwise not be able to participate.

**G.  
Johnston**

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The Chairs were all delighted to see that everyone was going in the right direction.

- Problems are being ironed out regarding changes with the Canada Revenue Agency regarding the GST rebates, Charity Status Numbers etc. Also discussed was the concept of a long service medal for volunteers. They are asking/proposing that it should be a National Standard (with standard criteria across the country). The Chairs adopted a ten year term as well as a standardized medal. Recommendations will be going to the Honours and Awards Committee to put this in place.
- J. Reidulff added that the Joint Session between the Board of Governors and the Provincial Chairs went very well. The question 'What is the Air Cadet League?' was deliberated and they determined that the League is in fact ALL OF US including the SSCs. The meeting was indeed a positive one.

### 3.5 Report: National Flying Committee

#### Operations:

E. Steffensen reported that there were three accidents this year. One power and two glider accidents. The RGS's asked for extensions this summer to complete the summer courses due to the weather. Most schools ended up staying an extra week to complete the required material. This is the last year for the Advanced Soaring Award. The long term plan is that each region will hopefully have advanced flying for the cadets. The RCAirOps Officers are willing to help with information necessary to complete the ACC12B forms.

**Eric  
Steffensen**

#### Gliding Long Term Strategic Plan:

The committee will be meeting in early December to discuss the plan. They will be discussing advanced gliding and the Power Pilot Scholarship and Glider Pilot Scholarship review as well as the Partnership and the responsibilities. Committees may be set up for each region to help with the winches and gliders.

#### Technical Side:

They are looking at new commercially built winches for the 15<sup>th</sup> of March. Major Cooper is looking at aircraft purchases. He and Jerry Elias will come up with a purchase check book and responsibilities. Prairie region is building four modern winches in house. Winches enable the cadets to do more for themselves and it is less expensive and takes less time to launch. Research is being done regarding new engines (540) for the L19's. Pacific and Eastern region are the most interested at this time. Overall Major Cooper is looking at ways to improve the gliders in various forms (weight, controls, restraints etc.).

E. Steffensen concluded that he really appreciated the military's hard work and concern for safety. Major Cooper and Maj. Fox are both very good at their jobs.

### 3.6 Report: National Finance Committee

B. Robert reported that the committee meeting was attended by seven of nine members, five visitors and three chairs. He noted how pleased he was by the efforts of the committee and the finance compliance officers in every provincial committee.

**B. Robert**



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The biggest challenge this year was to reconstruct the accounting software at the National Office from scratch, in part because of the long term absence of the finance administrator. The committee dissected the first ever income statement and balance sheet; however it is still a work in progress. B. Robert asked that if anyone has a stake in the National Budget they are asked to provide input before the 30<sup>th</sup> of November. After that date B. Robert will begin the budget process with the Executive Director.

The committee touched on Goal A-11 – Internal Management, Control and Reporting at the National Level. A draft is currently out to the finance committee. It was also determined that the Statement of Investment Policy requires no change again this year.

**B. Robert**

In closing, Roger Dionne has volunteered to be a member of the Finance Committee, and the Committee is pleased to have him. J. Reidulff added that B. Robert is doing an excellent job, the ACC9s are coming in well and the Financial Reporting is making headway.

### **3.7 Report: IACE 2009 Planning Committee**

G. Fabes stated that the IACE presentation is available on page 29 of the meeting book and the SSO Air's presentation covered such things as number of cadets participating in the Exchange this year and the new countries we are exchanging with – Israel and the Philippines.

**G. Fabes**

### **3.8 Report: League/Aerospace Industry Steering Committee**

G. Fabes stated that the report can be found on pages 32-34. He highlighted that the LISC committee is in negotiations with the Air Canada Pilot's Association to sign an MOU (similar to the one with WestJet) in early December. The committee is also in negotiations to sign an MOU with AVEOS to provide support to cadets attending the Aviation Maintenance Course along with career awareness information etc.

ATAC agreed to develop an Airport Safety Checklist. The draft of the Checklist has been reviewed and some suggestions made by everyone involved. G. Fabes offered copies of the penultimate version to any League member who was interested in a copy. CAMC will now cover the cost of printing and mailing the copies to every squadron in Canada. It was field tested by cadets with the input of the Flight School Instructors.

**G. Fabes**

### **3.9 Report: National Effective Speaking Competition Committee**

G. Jarvie reported that the committee is working on updating their rules and regulations, which have not been updated since 1991. M. Hebert has put together a draft to present to the BOG. When approved, it will be on the web for the 2009 training year.

The Effective Speaking pin will be produced to wear on civilian attire as they have not been approved to be worn on the cadet uniform at this time. The Committee hopes that the pin will be approved to wear on the cadet uniform in the near future. G. Jarvie thanked T. White for doing all of the ground work regarding the production of the pin.

**G. Jarvie**

The next Effective Speaking Competition will be held in Newfoundland and Labrador in June and will be organized by B. Drummond. This year the registration form, the application form and the WestJet form have all been revised and compiled into one

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package. The package will have a checklist in the front so that nothing is overlooked.

### **3.10 Report: Employee Compensation and Benefits Committee**

F. Hopkinson reported that the role of the Compensation Committee is to oversee an annual review of the salary administration and benefits program and ensure that any changes are put in place in time for the next fiscal year. The Committee also ensures internal and external equity and see that the League remains a competitive employer within the community. It also looks to recognize high levels of performance and to provide employees with skill and development opportunities.

**F. Hopkinson**

### **3.11 Report: National Honours and Awards Committee**

C. Hawkins reported that the West Jet Pilot Training Awards did go out late to the PC Chairs, but there is still time to get them collated and over to West Jet for them to select the recipient.

There was some concern over the Legion Cadet of the Year Award and the coordination of the release of information. The committee has therefore developed a press release template to share with everyone and will be coordinating through the National Office the simultaneous release of information regarding the award.

**C. Hawkins**

The Eastern Region CIC Branch Advisory Council has requested that the word 'cadet' be removed from the Power and Glider wings as some CIC members wearing their wings have been mistaken for a cadet. The committee considered the request, and they feel that the wings should remain as is.

The committee is also recommending that the National Office should no longer be selling certificates. They should be available to the PCs and SSCs electronically on the website.

## **IV CONCLUSION**

**4.1** Reports of the Vice-Presidents (nothing else to report)

### **4.2 Good and Welfare of the Air Cadet League**

R. Parsons gave a presentation about the AGM in Newfoundland and Labrador in June and explained some of Host Committee activities taking place.

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

The next meeting will be held at the AGM June 20<sup>th</sup> 2009.

### **4.4 Adjournment**

With no further items to discuss, the meeting was adjourned.

**Minutes of the  
SEMI-ANNUAL MEETING OF THE PROVINCIAL CHAIRS,  
AIR CADET LEAGUE OF CANADA,  
held on November 21<sup>st</sup>, 2008,  
Minto Suites Hotel,  
Ottawa, Ontario**



The meeting was convened at 1:00 pm. Attendees included:

Joan Cameron	NW Ontario	Chair
Rick Mortensen	NW Ontario	Vice-Chair
Fred Johnsen	Alberta	Chair
Darlene Laroche	Alberta	Vice-Chair
Don Berrill	Ontario	1 <sup>st</sup> Vice-Chair
Louis Bourgeois	Ontario	Member
Lionel Bourgeois	Ontario	Advisory Board
David Brown	Ontario	Executive Director
Terry Lewis	Manitoba	Chair
Gary Winkleman	Saskatchewan	Chair
Denis Dunne	PEI	Chair
Bud Stewart	New Brunswick	Chair
Greg Boudreau	New Brunswick	2 <sup>nd</sup> Vice-Chair
Ed Mroz	Nova Scotia	Chair
Gary Pinsent	NFL	Chair
Carole Bedard	Q&OV	Past President
Michel Cote	Q&OV	Vice-Chair
Roger Dionne	Q&OV	Member
Tom Holland	BC	President
LCol F Gaboury	DCdts	
Joan Gray	ACLC	
Geoffrey Johnston	Chair	

1. Welcome, opening remarks and self-introductions of the Provincial Chairs and guests.
2. Sarah Matresky presented a proposal to rebuild the existing national website, incorporating modern features including the ability to host web sites for Provincial Committees. The majority of Chairs were very interested in pursuing this proposal; Ontario offered to share some work they had done on content management systems and database interfacing; BC and Alberta both indicated they would seek funding authorization from their Provincial Committees. Sarah's initial proposal had an estimated cost of \$6,500, which has not yet been ap-

proved or budgeted. In view of the positive response of the Chairs, their desire for a state-of-the-art facility, and their general willingness to assist in the cost of a new system, Sarah agreed to re-examine the proposal in terms of its scope and potential providers.

3. A discussion was held on the state of the National/Provincial relationship: in particular, whether the National and Provincial levels of the League represent two different entities or parts of the same entity, and the implications of that conclusion. Led by an eloquent position put forward by Ontario's Don Berrill, the Chairs were unanimous in accepting the concept of that we are all part of one Air Cadet League, and that the Provincial Chairs are responsible for the National Level by providing its members and carrying out its directives.

A discussion then followed on the "information blockage" which had developed around the surveys recently sent to the PCs, and the necessity of providing this information in order to implement the Strategic Plan Update. The reasons suggested for the information blockage included: the heavy workload experienced by PCs during September (due to start-up and provincial AGMs); the lack of identification of League origin for some surveys; marking requests as "drafts" which suggests no action is yet required; the perception that the information requested was not germane nor useful, and the lack of personnel on the Provincial level to carry out the work or to "shepherd" it through SSCs.

The consensus was, however, that the importance of the SPU as a national endeavor requires more effort on the part of PCs to respond to requests for information. It was suggested that the designated BOG contact for each PC could be useful in monitoring and assisting the exchange of this information. A request was also made for the national Executive Director to attend PC meetings and to offer assistance where possible (for example, by pointing out synergies or alternate methods.)

4. The Chairs discussed the concept of whether members and/or volunteers of the ACLC should be reimbursed for their out-of-pocket expenses incurred for work done on behalf of the ACLC. At present, virtually all PCs have reimbursement programs of varying degrees from a simple "cheque exchange" to full compensation including expenses of the Governors. The majority of Chairs agreed that the Air Cadet League should work toward adopting a policy of reimbursement as a matter of ethics, as well as practicality (since the lack of reimbursement significantly lowers the number of people who are willing/able to work for us, particularly in the more remote locations).

5. The situation with Canada Revenue Agency “Charity” numbers was discussed, particularly in regards to their recent impact on GST rebates. In the past, charity numbers for unincorporated Provincial and Sponsoring Committees were “linked” to National’s charity number, and this resulted in problems when a new GST computer system was recently instituted. A global rollover system to rectify these problems was developed by cooperation between the Ontario PC and CRA, while the BCPC initiated a program for the issuance of new numbers from CRA for recently incorporated SSCs. The contact at CRA is Mr. Dan Rivard (phone 613.946.2376) who, willingly or otherwise (!), has become an expert on the structure of the ACLC and what needs to be done to avoid CRA problems.
6. PEI requested a report by the PCs on any activities which they may have initiated for the Centennial of Flight celebrations. On-line web sites which were to have summarized such information are not being used, and there does not appear to be any central information point. BC, Quebec, New Brunswick and Manitoba provided details of their activities, and LCol Gaboury noted that 35,000 pins have been ordered and should be sent out starting January 1<sup>st</sup>, 2009.
- 6a LCol Garboursy discussed a number of issues affecting Provincial Committees including:
  - the nation-wide drop in cadet enrolment, and the necessity to increase our recruiting efforts in order to avoid cuts to summer camp allotments and program funding;
  - the necessity of selecting open-minded senior cadets for IACE, as some problems have surfaced with some cadets not being willing to embrace cultural differences such as cuisine. In a similar vein, it is important that age appropriateness be kept in mind for intermediate courses, rather than sending senior cadets who have clearly surpassed such levels of training;
  - Israel and the Philippines are destinations for this year’s IACE; consideration is also being given to Ghana;
  - Centennial of Flight decals will be placed on the ACLC’s aircraft;
  - the Strategic Review of the flying program will be tabled at NFC next year.

LCol Gaboury also answered questions on the accuracy of Fortress numbers, the use of the word “free” in DND recruiting materials, and Centennial of Flight

information centres (which Mr Rod Jones suggested might be co-ordinated through aviation industry contacts).

7. BC inquired on the process of obtaining approval for the wearing of a Simulator Flying wing on the Air Cadet Uniform. LCol Gaboury noted that the Simulator program is an optional training activity, and that no badges are awarded for optional training. He did not foresee any circumstances where they might be.
8. Vice-President Grant Fabes requested a poll of the PC Chairs to determine if they would support standardization of League Service Awards. At present, Ontario awards a medal for 7 years; BC for 10 years; and Quebec for 12 years; New Brunswick also has an award with no minimum time period.

The Chairs agreed that, being a national organization, standardization of this award was desirable, and the four Provincial Committees currently presenting medals agreed they would amend their requirements to the wishes of the PC majority.

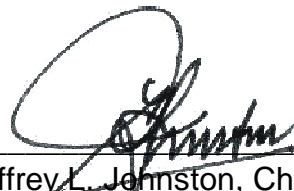
After a short discussion on the basis and rationale of eligibility, it was **Moved** by North Western Ontario, second by Nova Scotia, to adopt a standard Service Medal eligibility period of 10 years: **CARRIED UNANIMOUSLY**

The Chairs also felt it was desirable to have a uniform design. It was **Moved** by BC, and seconded by Ontario, to adopt a uniform design for the League Service Medal: **CARRIED UNANIMOUSLY**

The four Provincial Committees currently producing these medals have been authorized to act as a sub-committee to select the uniform medal design and production criteria.

The proposals and Motions will be submitted to the National Honours and Awards Committee for their agreement, and for the establishment of protocol for this award.

9. The Cadet of the Year for 2008/2009 will be selected by the Pan Territorial Provincial Committee.

  
\_\_\_\_\_  
Geoffrey L. Johnston, Chair



### **APPENDIX B**

#### **ADVISORY BOARD AND NOMINATING COMMITTEE REPORTS**

##### ***I – NOMINATING COMMITTEE***

The mission of the Nominating Committee is to present a slate of nominees at the Annual General Meeting. During the Semi Annual Meeting, the Nominating Committee considered various candidates for the 2009-2010 slate, and it conducted as many interviews as was possible during the time available.

##### ***II – ADVISORY BOARD***

No written report received

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### **APPENDIX C EMPLOYEE COMPENSATION AND BENEFITS COMMITTEE**

**Chairperson:** Fred Hopkinson

No written report received.







### APPENDIX D

#### INTERNATIONAL AIR CADET EXCHANGE COMMITTEE

Chairperson: Grant S. Fabes

Chairperson: Grant S. Fabes

Attended by: Louis Bourgeois, David Brown, Captain Simon Caron, Michel Côté, Major Pierre Giroux, Darlene LaRoche, Lloyd MacIntyre, Sarah Matresky, Bob Robert, and Chuck Verge.

#### I. ADMINISTRATION

- |     |                                    |                        |                       |
|-----|------------------------------------|------------------------|-----------------------|
| 1.1 | Opening Remarks by the Chairperson |                        |                       |
| 1.2 | Call for New Agenda Items - Nil    |                        |                       |
| 1.3 | Approval of the Agenda             | Moved by: M. Côté      | Seconded by: D. Brown |
| 1.4 | Approval of ROD - 23 Nov 2007      | Moved by: L. MacIntyre | Seconded by: D. Brown |

#### II BUSINESS ARISING

##### 2.1 Update - Canadian Cadets to Foreign Countries 2008

Maj Giroux mentioned that two (2) medical issues proved the Blue Cross Service worked well. While one of the incidents was relatively minor in nature, the second one was a major medical issue, which involved a Canadian cadet on exchange to Hong Kong who required hospitalization for about one month due to a lung ailment. DND paid all the expenses amounting to approximately \$200,000, which included the flying of the cadet's family member to the hospital in Hong Kong. D Cdts did a great deal of behind the scenes work in this matter.

Maj Giroux stated that Canadian escorts are sent to less than 50% of the foreign countries visited by Canadian cadets and D Cdts relies on foreign escorts/hosts to supervise our Canadian cadets.

##### 2.2 Update – Foreign cadets to Canada 2008

Maj Giroux said the itinerary went very well. Canada has the 2<sup>nd</sup> largest group in the IACEA where the cadets remain in one group throughout their visit while in Canada. Cadets going to the UK and USA initially meet in one location, and then split into groups for regional visits, followed by a reunion of the groups before returning home. Due to financial reasons the Netherlands and Sweden had to withdraw as hosting countries. Canadian cadets selected to these countries were diverted to the UK and Australia.

D. Brown mentioned the weather was good and no complaints were received. Unfortunately, the foreign cadets did not get an opportunity to take part in gliding due to a backlog of flying time for cadets on the Glider Pilot Scholarship Course.

L. MacIntyre stated that the Montreal and Quebec City portions of the itinerary went very well and the cadets stated that they enjoyed the planned activities. A planning mix up resulted in no music DJ being booked for the dance following the Farewell Dinner. Locating the required number of host families in the Quebec City area proved to be extremely difficult. Most of the host families have been billeting exchange cadets for several years and it has become exhausting and expensive for them.

S. Matresky mentioned the Ottawa area itinerary went well and the highlight for the cadets was the white water rafting.



### INTERNATIONAL AIR CADET EXCHANGE COMMITTEE - CONTINUED

D. LaRoche mentioned that the female cadet on exchange from Alberta gave a slide presentation at their Alberta Annual General Meeting this fall. It was very interesting and informative. She suggested that other PCs consider following suit.

G. Fabes stated that this was a very good idea. It is an opportunity for the cadets to speak at AGM's across Canada and share their experiences while on exchange. It is also a great venue to promote the IACE programme.

Capt Caron said that our Canadian cadets on exchange are always the first to "Break the ice" in whichever country they visit.

#### **2.3 Cadet Survey 2008**

Sarah Matresky said that while the cadet survey did have value, no survey had been completed. D. Brown suggested that due to the change in 2009 hosting areas in South Western Ontario and Quebec, the results of a cadet survey of organized feedback will let us know if we are providing a viable itinerary. A cadet survey will be prepared for 2009. **ACTION: Sarah Matresky**

### **III New Business**

#### **3.1 Number of Cadets for 2008**

Maj Giroux distributed a matrix indicating Canada will be sending 78 cadets and 8 escorts to 13 countries. This is an increase of 3 additional cadets. Canada will be receiving 77 cadets and 9 escorts.

G. Fabes stated the IACEA AGM was attended by delegates from 22 countries. Korea and the Philippines were granted probationary status and Mainland China attended as an observer.

For Canada 2009, The Netherlands is returning as a host country, along with two new countries, Israel and the Philippines.

#### **3.2 Financial Statements 2008**

See item 3.3

#### **3.3 Proposed Budget 2009**

G. Fabes sent the IACE Budget to committee members prior to the meeting, for review. In this budget he wanted to show the budgeted and actual expenses for the last two years and a projected budget for 2009. The budget has been adjusted and re-arranged to better reflect the actual expenses and revenues. A further adjustment may be needed to account for travel costs to Ghana for the ACL President to attend the IACEA AGM, which is presently estimated at \$4,000. **ACTION: Grant Fabes**

B. Robert requested the IACE budget include 2010 and 2011, in line with the 3-year League budgetary process. **ACTION: Grant Fabes**

#### **3.4 Itinerary / Content Review**

Prior to this meeting G. Fabes emailed copies of the 2009 Canadian Itinerary and Organizational/Financial Responsibilities matrix and comment reports from each IACE region (Ottawa, OPC, Montreal, and Quebec City).



### INTERNATIONAL AIR CADET EXCHANGE COMMITTEE - CONTINUED

Maj Giroux stated that he reviewed the major changes to the itinerary being requested by the ACL and informed LCol Gaboury. They understood our reasoning and were open to the proposals; relocation of the hosting area from Niagara Falls to Hamilton; and the splitting up of the group for part of the Quebec itinerary. However, the changes have been approved with the understanding that all escort officers will be billeted with host families while in Montreal and Quebec City. Should the Q/OV PC be unable to find host families for the escort officers; then Q/OV PC will pay all expenses for meals and accommodation for the escort officers.

Capt Caron explained that the escort officers can provide their host family with more in depth knowledge of their own Air Cadet programme and it would be good ideas to have ACL members host the escort officers.

D. Brown mentioned their host families charge the OPC \$50 per cadet per day for meals and accommodation and the OPC does a cheque / tax receipt exchange with the host families, which is in accordance with Canada Revenue Agency regulations.

G. Fabes requested that the related OPC forms for this process be sent to him. **ACTION: DAVID BROWN**

Maj Giroux began a joint detailed review of the 2009 Canadian itinerary and the Organizational / Financial Responsibilities matrix.

G. Fabes asked if the itinerary could be adjusted to permit the cadets to attend the Changing of the Guard Ceremony (CGC) during the visit to Parliament Hill. Capt Caron said it could be done if the morning briefing was conducted earlier. D. Brown mentioned that since the group is made up largely of cadets from the UK and Australia, most of them would have seen a CGC beforehand. G. Fabes agreed and the consensus of opinion was not to change the itinerary.

Maj Giroux stated that for some aspects of the itinerary, such as, making arrangements for the Mess at Longue-Pointe for the Farewell Dinner, he would be dealing with the Mess directly, rather than asking RCSU (E) to request the facilities for him.

A music DJ will be booked for the dance following the Farewell Dinner. The National will fund the expense, but the activity will be tasked to the Q/OV PC. **ACTION: P. Barabey**

Maj Giroux mentioned that the ACL SAM is the perfect opportunity to finalize the IACE plans. It gives him the required lead-time to coordinate his support requirements with Eastern and Central regions and does away with the need of a February teleconference meeting.

Capt. Caron stated we must be careful with the amount of hours the driver is employed per day. There is a maximum period of time they are permitted to be on duty.

Maj. Giroux requested addresses with postal codes for all the activities and restaurants as soon as possible. The information is needed for the transport company to provide DND with a quotation. **ACTION: D. Brown / L. MacIntyre**

G. Fabes expressed a thank you on behalf of the ACL to D Cdts. for their willingness to accommodate the ACL changes and the increased costs involved. This shows a positive attitude in our partnership.

Maj Giroux pointed out that the IACE itinerary-planning meeting is one of the best examples of the ACL/DND partnership in action.



### INTERNATIONAL AIR CADET EXCHANGE COMMITTEE - CONTINUED

#### 3.5 IACE Kit

S. Matresky stated that some of the female cadets were disappointed that the slacks provided by Top Marks were not manufactured with pockets. Sarah checked with Top Marks, which informed her that they do not supply any female slacks with pockets. A note will be added to the instructions to cadets to the effect that they may make a separate purchase of slacks with pockets. **ACTION: S. Matresky**

Capt Caron received some complaints from female cadets that the red polo shirts were too large in size even when using the Top Marks sizing guide. The male cadets did not have this problem with their polo shirts. **ACTION: S. Matresky**

G. Fabes mentioned that Top Marks sold 56 of the new cardigan sweater. Joe Johnson, 2008 IACE Canadian escort to the UK, told Grant that he and several of the cadets on the UK exchange wore them, and were very satisfied.

#### 3.6 Exchange 2010

G. Fabes stated that the ACL National President asked him to explore the idea of a split exchange where cadets from the Pacific Rim and Western USA states would visit British Columbia and Alberta only, while the other group would visit Ontario and Quebec only. There could possibly be financial savings once all the costs are known.

Maj Giroux said that while D Cdts is always open to discuss new proposals, he believes a split exchange of this type would be cost prohibitive.

Capt Caron added that foreign cadets selected for the Western Canada exchange would not have the opportunity to visit our National Capitol Region. The UK and USA have split exchanges, but they start and end at the respective capitols.

After discussion, it was agreed that G. Fabes and Maj Giroux do a preliminary exploration of this proposal. **ACTION: G. Fabes and Maj Giroux**

D. LaRoche pointed out that someone from the IACE committee could approach a sponsor like WestJet to fly all exchange cadets to / from the West Coast to Ottawa. Maj Giroux mentioned that even if such a sponsor was found, the fact still remains that we cannot afford to lose two days for travelling back and forth across Canada in a 14-day visit programme. **ACTION: Grant Fabes**

### IV. Conclusion

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

#### 4.2 Closing Remarks

B. Robert will be the 2009 League escort officer to the UK.

G. Fabes thanked everyone for their contributions to this meeting.

#### 4.3 Date and Time of Next Meeting

G. Fabes and Maj Giroux agreed that the 2009 planning will continue by exchange of emails and phone calls, as required.

Next formal meeting – SAM 2009.

#### 4.1 Adjournment

1200 hours



### APPENDIX E HONOURS AND AWARDS COMMITTEE

**Chairperson:** Craig Hawkins

**In Attendance:**

Jim Ash	Lionel Bourgeois	Bob Goudie
David Hayden	Ron Ilko	Len Jenks
Robert Parson	Brent Wolfe	Max Goldack
Bob Dale		

**1. Administration**

**1.1 Welcome and Opening Remarks**

The chair welcomed the group to the Honours and Awards Committee Meeting. It was noted that the work of the HAC would be interspersed between the work of the nominating committee in order to facilitate the interview schedule.

**1.2 Additions to the Agenda**

There were no additions to the agenda

**1.3 Approval of the Agenda**

Moved by Bob Dale, seconded by Ron Ilko, that the agenda be approved as published.  
**Carried.**

**1.4 Approval of the Minutes of the Last Meeting (June 2008)**

A copy of the minutes was included in the package for all members.

Moved by: Bob Goudie seconded by Brent Wolfe that the minutes be approved. **Carried**

**2. Business Arising**

**West Jet Pilots' Association Flying Training Award**

The initial proposal was developed in consultation with Mr. Herb Spears and Mr. Harold Fowler. It was decided to increase the pool of candidates so that every provincial committee could nominate one candidate. The application package was developed and sent to the national president and the national office for distribution. Unfortunately, there was a breakdown in our communications and the package was not distributed according to the original timelines. The application package has now been distributed with a revision to the date by which applications must be received in the national office. All applications will be forwarded to the West Jet Pilots Association for final selection. The award will be presented in time for the spring flying season.

**The Policy and Procedures Manual will need to be updated to reflect this new award (Action: Chair)**

**Royal Canadian Legion Cadet of the Year**

The selection process worked well with New Brunswick selecting the candidate this year. The Northern Region will be asked to select a cadet for the 2009 Remembrance Day Ceremony. The Executive Committee member with responsibility for liaising with the Northern Territories will need to ensure that the committee is able to make the necessary selection. There is a need to coordinate the announcement of the winning cadet between the provincial committee, the national office and the Dominion Command of the Royal Canadian Legion. This item will be discussed under new business.

## 2008 Semi-Annual Meeting of the BOG and Committees

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### HONOURS AND AWARDS COMMITTEE - CONTINUED



#### **Awarding a Second Certificate of Merit**

This item has been completed and forwarded to the BOG for approval and inclusion in the PPM.

#### **Confirmation of Applications**

The revised procedures were forwarded to the National Office for inclusion in the PPM.

#### ***New Business***

##### **Announcement of the Royal Canadian Cadet of the Year**

It is recommended that a press release (copy included in the package) be completed by the provincial and the national office. The completed press release, including a picture of the cadet, would then be released simultaneously by the provincial committee, the national office and the National Command of the Legion.

**Action:** Chair to send press release to national office. National office will liaise with the Dominion Command of the Legion to get approval of the format. The logos of the respective partners (Royal Canadian Legion, Air Cadet League of Canada and DND) will be added to the template. (Note: Forwarded to National Office on 14 December 2008)

#### **Strategic Plan**

Copies of the Plans are included in the package

Update: The plans were developed and approved by the Advisory Board. The survey was sent to the national office to be circulated to the provincial chairs and the executive committee members who were scheduled to attend the various AGMs. It was hoped that all committees would have reported in time for the data to be collated and brought to the meeting.

Input has been received from PEI, North-Western Ontario, Ontario, British Columbia and Alberta,

##### **Next Steps and Recommendations**

- i) All recognition certificates should be web-based using a standard template that includes both the Air Cadet League crest and the 100<sup>th</sup> Anniversary of Flight logo. This would allow for easy customization by the provincial committee or the squadron sponsoring committee. (Note: Templates sent to National Office 08 December 2008)
- ii) All existing certificates should be disposed of. Perhaps given the provincial committees?
- iii) That the Air Cadet League of Canada request the opportunity to provide a national Presidential Citation to the Royal Canadian Legion, Air Force Association of Canada and the Army/Navy/Air Force Veterans Association in recognition of their support of Air Cadet Squadrons throughout Canada. This citation would be presented at the organization's annual general meeting. The National President or designate would make the presentation
- iii) That the Public Relations and/or Recruiting and Retention Committee be asked to provide additional support materials that will accompany the Presidential Citation.

## **2008 Semi-Annual Meeting of the BOG and Committees**

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### **HONOURS AND AWARDS COMMITTEE - CONTINUED**



- iv) Based on the feedback from the provincial committees, there did not appear to be any clear direction on additional recognition tools that could be provided to the provincial committees or made available to the squadron sponsoring committees. However, it was felt that the provincial committees and the squadron sponsoring committees should be surveyed on a regular basis to help identify new recognition devices as well as other fund raising items from the kit shop.
- v) The HAC was concerned about the relative lack of formal planning for any activities associated with the 100<sup>th</sup> Anniversary of Flight. What was most disconcerting is that very few provincial organizations were aware of any formal events being planned other than the Anniversary event at Badeck, Nova Scotia, the Saber Jet Memorial or the issue of a national pin for the cadet uniform. It is getting very close to the anniversary year and few activities at either the local or provincial level have been organized.

### **Proposed Change to Air Cadet Wings**

A request for consideration was received from the Eastern Regional Air Ops Officer and the President (Eastern Region) of the CIC Advisory Council. A picture of the proposed changes to the power and gliding wings was also distributed.

Following a discussion of the HAC, it was determined that the value of having cadets see that the wings worn by CIC officers were earned through the cadet program outweighed the concerns raised in the request.

**Action:** The Chair will draft a response for the National President to send to the originators of the request. (Note: draft response sent to National President on 08 December 08)

### **Conclusion**

#### **Good and Welfare**

There were no additional items for the Good and Welfare of the League

### **Closing Remarks**

The Chair thanks the members for their input and the Chair of the Nominating Committee for blending the two meetings to accommodate the HAC-Chair's need to attend other meetings throughout the day.

**4.3 Date of Next Meeting:** June 18-20, St. John's NFLD.

## 2008 Semi-Annual Meeting of the BOG and Committees



### APPENDIX F NATIONAL FLYING COMMITTEE

Chairperson:	Eric Steffensen	AB Governor
Co Chair	John Walker	NS Governor
Members:	Tom Holland	BC PC Chair
	Gary Pinsent	NL PC Chair
	Jacques Vallee	QC Flying Committee
	Pierre Barabey	QC Directeur Executif
	Bud Stewart	NB PC Chair
	Gary Winkleman	SK PC Chair
	Terry Lewis	MB PC Chair
	George Evans	MB Flying Committee
	Dennis Dunne	PEI PC Chair
	Ken Higgins	Vice President
	Thomas Taborowski	ON
	Rick Mortensen	NWO Vice Chair
	Fred Hopkinson	OPC Chair Aviation Committee
	Maj John Cooper	DND/NTA
	Maj Bill Fox	DND/NCA Ops O

#### I. GENERAL

##### 1.1 Welcome

The Chairman opened the meeting at 0900 hrs and welcomed everyone to the meeting.

##### 1.2 Call for New Agenda Items

There were no new agenda items.

##### 1.3 Approval of Agenda

Jacques Vallee moved and seconded by Tom Holland that the agenda be adopted.

**Carried**

##### 1.4 Approval of the Minutes of the Previous Meeting

Tom Holland noted that the minutes incorrectly referred to the Wilga as a “utility” aircraft and should be changed to a “tow” aircraft. The Chairman asked for approval of the minutes of the flying meetings held at the AGM in Ottawa 20 June 2008 with amendment. Acceptance moved by Jacques Vallee and seconded by Tom Holland.

**Carried**

##### 1.5 NCA Ops O Report

Maj Bill Fox presented the National Cadet Air Operations Officer's (NCA Ops O)

report which addressed Flying Statistics, ACGP Fleet, Flight Safety, Scholarship Quotas, Power Scholarship Training, Advanced Soaring Award and NCA Ops O issues.

- a. The ACGP fleet consist of 75 2-33 gliders, 15 L-19s, 16 Scouts and 15 winches. In addition BC has one Wilga general purpose (tow) aircraft.
- b. Flight Safety Summary for the 2008 calendar year recorded three major accidents:

Cessna - PPS student being demonstrated a soft field landing technique and the IP was unable to stop the aircraft on the runway and the aircraft came to rest in a ditch.



## 2008 Semi-Annual Meeting of the BOG and Committees

### NATIONAL FLYING COMMITTEE - CONTINUED



Glider FDXP – Central Region, student on first solo had a premature release 60 feet AGL and landed straight ahead contacting a stand of trees while still airborne. Glider had extensive damage to both wings.

Glider GQYY – Eastern Region – On the initial climb out for a simulated cable (rope) break exercise, the tow rope was released prematurely at low altitude (~100 ft) and the glider attempted to execute a 180 degree low altitude turn. The wing tip contacted the ground and the glider came to rest in a ditch about 80 feet from runway threshold, causing extensive damage.

c. The 2009 Provincial and Territorial Selection Quotas for the Flying and Glider Scholarships were reviewed. There are 260 Power and 320 Glider Scholarships allocated. The PPS contract which is negotiated annually and this year the cost was \$2.3 M for 260 cadets or \$8,705 each, a cost increase of 5% over last year;

I.

d. The Advanced Gliding/Soaring Award to the top GPS cadet from each region in Ottawa area has been discontinued. NCA Ops O has recommended that each region should consider developing a similar concept for their top GPS cadets under the auspices of the Strategic Plan. This is already being done in some regions with the cooperation of SAC and using their facilities.

II.

e. NCA Ops O Issues included:

- Cadet/CIC (GPS) Pilot retention;
- Glider Instructor Training and Retention;
- Glider launch Vehicles (Winch, Tow Aircraft, Auto Tow);
- Additional or Advanced Gliders – Soaring;
- Partnership with Soaring Association of Canada;
- Advanced Soaring Award (Regional);
- GPS and PPS program review;
- DND and ACL assets owned or leased and maintenance standard;
- Winch purchased for FY 08/09 included 4 high end winches for deliver 15 March 09. Distribution to ATL, EST, PRA and PAC;
- Proposed Winch purchase four additional winches for FY09/10. Distribution to CEN, ATL, PRA, and EST or PAC;
- Winch purchases may continue to FY 10/11

III.

f. NCA Ops O Strategic Plan overview:

- Develop a single document that highlights
  - IV. - To identify immediate or short term spending goals
  - V. - Long term initiatives be study by Regions
- Various initiatives to be assigned to RCA Ops Os
  - Collaborate with ACL NFC
  - Make recommendations to NCA Ops O and ACL NFC
- Joint team of DND/ACL to review and recommend to DCdts/SSO Air, OAA and ACL BOG
- Continuous Regional Review at FTC and ACL AGM/SAM NFC
- Determine spending priorities for FY09/10 at CO CSTC conference and FTC.



### NATIONAL FLYING COMMITTEE - CONTINUED

VI.

#### 1.6 NTA Report

Maj John Cooper presented the NTA briefing which addressed NTA Staff and Organization, SIRP, Aircraft Modifications/Issues Update and System changes. Some of the main briefing points were:

a. 2-33 Wing Repair/Jig proposal - K and L Soaring cost estimate for wing repair varies from \$7.5K to \$12K depending on severity of damage.

- Advantage is that is that the wing condition is known as compared to buying a used glider when the actual condition is not known until the wing skin is removed. This has proven to be costly in the past.
- Three (3) pairs of wings delivered for repair for cost estimate.
- Suggested OPC ACL pay for first set of wings to prove capability and refined cost.
- Other regions should consider having spare wings refurbished.

b. Aircraft Purchase -NTA in collaboration with Jerry Elais, OPC, is producing a document covering the process for purchasing additional aircraft, outlining ACL and DND cost and pre-agreement responsibilities. The document is in draft and distributed for comments.

c. L-19 Engine Options - NTA reported that the 0-470 engine spares can support an additional 10-15years. In addition, EST Region trialed an leased L19 with 0-540 engine this summer and a Contract has been let for modifying trial Eastern L19A with 0-540 engine to determine feasibility/cost (~\$80k DND funded). Some advantages of the 0-540:

- TBO 2,000 hrs vs 0-470 1,500
- Parts availability
- Constant speed propeller – less noise
- Maintenance cost

EST and PAC Region fleet fitment cost estimate ~\$800K. Funding concept TBD

d. Pac Region C182 (Wilga Replacement) - One only C182 for trial status to further explore 4 place AC concept. Technical support minimum no central engineering or logistic support.

e. Other NTA Initiatives

- Glider Weight reduction and increase in gross, 20- 30 lbs possible
- Anthropometric study for pilot size/cockpit fit
- Seat belt review – prevent submarining - belt type and attachment points
- Glider Seat cushions/spacers
- Improved glider/scout fabric covering
- Glider tail/wing wheels
- SIRP this fiscal year – 6.5 gliders and one tow.
- Tow aircraft 406 ELTs installed by spring ops
- L19 oil cooler improvements and spares from Duff Aviation including 0-470 engine parts
- Winch, Auto and Tow rope improvements



## II. BUSINESS ARISING

### 2.1 Update on Glider Procurement

Under glider procurement it was noted that Eastern has recently acquired two gliders, regardless of where they stood in the waiting list, New Brunswick is in the process of negotiating the purchase of a new glider and Ontario will be next in line for the acquisition of a new aircraft.

### 2.2 Winch Procurement Update

See NTA report. . DND advises that nothing should be done with existing equipment until the installation and testing program is complete for the new winches and we are sure that they are going to function satisfactorily.

### 2.3 PPS Flying Unit Selection

Criteria for Flying Unit selection has added the requirement for the aircraft to be transponder equipped for solo cross country.

### 2.4 ACGP Strategic Plan

a. Strategic Planning/Long Term planning meeting is planned for 4<sup>th</sup> and 5<sup>th</sup> Dec at the ACL conference room in Ottawa to establish the scope, ground rules and time lines. Members will be kept informed on the decisions and the makeup of the study groups including ACL NFC members participation.

b. The current MOU was discussed and Maj. Fox indicated that he would be very interested in hearing about any issues or concerns just as soon as they arise. Some issues can be dealt with right away and others should be compiled until the next time that the MOU is updated.

### 2.5 Anniversary 100 years Power Flight in Canada –

It is understood that the 100<sup>th</sup> Anniversary of Flight celebrations are going forward in Baddeck, NS, although little detail is available

### 2.6 Retention of Cadets in the ACGP

Retention of cadets in the gliding program – it was indicated that BC, AB and QC were all providing financial incentives to cadets for completing pilot upgrades and that they all felt that these programs were proving very successful.

### 2.7 PTAA Administration.

The new application process for PTAA awards was discussed briefly and it was suggested that consideration be given to electronic submission.

## III. NEW BUSINESS

### 3.1 Guidelines for Purchasing ACGP

a. See NTA report. In addition, members are reminded that when PC wishes to dispose of surplus ACL equipment, the other regions should have first rights to purchase. The price should be determined by the equity that the ACL region has in the equipment, not the market price which would include DND investments in the property. The disposal of equipment is to be in agreement with DCdts



### **NATIONAL FLYING COMMITTEE - CONTINUED**

b. There was discussion on the amount of insurance coverage for gliders and it was suggested that \$15,000 was still sufficient for League purposes as DND are self insured for their portion of the investment in any new aircraft. (SIRP Costs)

c. Maj. Fox stressed that the PC's must consult with DND prior to making any purchased of non standard equipment or aircraft if they wanted it to be considered in the MOU.

### **3.2 Re-building of Gliders Purchased back from Insurance**

The re-building funding is to be negotiated with NTA as cost to ACL and DND.

## **IV. COMMENTS/REPORTS**

a. PC ACC 12 Form B - The Annex A to the MOU is out of date and more effort should be placed into getting this document current as it is the best indicator as to what equipment is actually in the system. The chair stressed the importance of completing this form and getting it back to the committee. This is the point at which the PC's can update their equipment lists with National.

b. There was some fairly active discussion concerning the 242 qualification standards for faml ratings. The feeling was that perhaps consideration should be give to adjusting the requirements to better reflect the numbers of take offs and landings being performed by winch/auto tow pilots without gaining large amounts of actual flight time. NCA Ops O indicated he would have the 242 requirements reviewed.

c. BC raised some concerns about the age of some of the tow pilots and their suitability for continuing in our programs. It was felt that the Transport Canada standards cover this issue and no immediate action is required. We should be looking to determine if we have a stream of incoming pilots to refresh this pool as required.

d. Maj. Cooper stressed that he would very much appreciate the Provincial Committees putting a maximum effort into finding good off season storage for equipment such as the winches as this would save a lot of time and expense down the road in equipment maintenance.

e. Simulators – The role and type of flight simulators was discussed. NAC Ops O indicated that a Nation standard was being looked at.

## **V. NEXT MEETING**

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

The next meeting of the National Flying Committee will take place in St Johns NFL at the AGM in June 2009. Telephone calls and e-mails will keep everyone informed in the meantime.

### **5.2 Adjournment**

There being no other business, the meeting was adjourned at 1204 hrs.

Eric Steffensen  
Chairman  
National Flying Committee



### APPENDIX G LEAGUE INDUSTRY STEERING COMMITTEE

#### Provincial Committees / Industry Activities/Initiatives

- As part of the Alberta PC MOU with provincial industry, Aviation Alberta presented a cheque for \$15,000.00, in support of cadet activities, at the 2008 Alberta PC AGM, on October 26, 2008.
- As part of the Prince Edward Island MOU with provincial industry, the PEI Aerospace Human Resource Sector Council announced on September 9, 2008 that it will provide \$25,000.00, over the next five years, in support of the PEI Air Cadet glider programme.

The Ontario Provincial Committee signed a provincial MOU with the Ontario Aerospace Council (OAC) on November 1, 2008.

- OAC has permitted the OPC to share its licence for a proprietary software program for web site content management, developed by New Media Architects in Toronto, and has underwritten the costs for development, training, and hosting. It is also a major sponsor of the Spousal Program at the OPC Annual Conference.
- OAC members have contributed to special events during the hosting of IACE Cadets, Escort Officers and Host families for the past three years.
- OAC members have contributed to the printing of our Provincial Raffle Lottery tickets previously and, for the 2009 Lottery, have committed to sell 1,000 books of tickets.
- A successful appeal was recently concluded, aimed at OAC members, to obtain three-year funding commitments for a number of OPC Cadet-related programs.
- Industry partners have contributed to the rebuilding of an Aeronca Chief aircraft, which is being undertaken as a summer Aviation Technology & Maintenance Course, co-sponsored by the OPC and London District Catholic School Board.
- A provincial MOU between the Manitoba PC and the Manitoba Aviation Council is presently being drafted for a projected January, 2009 signing.
- As per the LOA with the Quebec/Ottawa Valley Provincial Committee, the Montreal Council of the Air Canada Pilots Association presented two annual CFAs, at the Q/OV PC AGM, on September 27, 2008.
- Discussions are presently underway between the Quebec/Ottawa Valley PC and the Association québécoise du transport aérien (AQTA) with the goal of signing a LOA in 2008-2009.
- The Quebec/Ottawa Valley PC auctioned off both its 2 local CAE Flight Simulator Certificates and the national certificate it acquired as the winning bidder at AGM 2008, at its Provincial AGM 2008, held in September.
- 2 squadrons in the Quebec/Ottawa Valley PC are now located in aviation and aerospace schools – one at Collège Édouard Montpetit - École nationale d'aérotechnique (ENA) and the other at École des métiers de l'aérospatiale de Montréal (EMAM).
- On November 22, 100 cadets from the greater Montreal area will tour the CAE facilities, while 200 others will be attending an open house at EMAM. Tours of the Canadian Space Agency and ENA are scheduled for February.
- A member of the Saskatchewan Provincial Committee sits on the Board of Directors of the Saskatchewan Aviation Council (SAC) and a SAC member sits on the MBPC Board. The intent of the MBPC is to pursue a formal MOU with the SAC.
- The Saskatchewan Provincial Committee is presently evaluating the offer put forward by the Saskatchewan Aviation Council to arrange for summer employment for up to 50 senior cadets within the province.
- As part of the British Columbia Provincial Committee MOU with the Aerospace Industry Association of British Columbia (AIABC), the first cadet initiative was completed on 24 Oct. The Cadet Aerospace Day involved approx 30 cadets, ages 14-18, from Lower Mainland squadrons. It consisted of a tours of the British Columbia Institute of Technology (BCIT) and two Aerospace Industries (Avcor and Heli One). Lunch and transportation were provided by AIABC. Initial feedback from the cadets has been very positive. A BC squadron is also located in the British Columbia Institute of Technology.



### APPENDIX H EFFECTIVE SPEAKING COMPETITION COMMITTEE

#### I. ADMINISTRATION

##### 1.1 Opening Remarks by Chairperson

Welcome and Introductions

- Keith Mann - AB, Michel Hebert - PQ, Tom White - NB, Joan Cameron – NWO,
- Herb Spear - WestJet, Joan Gray – National Office, Gladys Jarvie – BC

##### 1.2 Call for New Agenda Items

##### 1.3 Approval of Agenda - Approved by Tom White, seconded by Joan Cameron

##### 1.4 Other Administrative matters

#### II. BUSINESS ARISING

##### 2.1 Business Arising from Previous Meeting

Michel noted that the National website Timing instructions in the Rules have not been updated with changes requested and approved from the June 2008 AGM. Timing signs have been changed, but not the Rules.

Gladys will ask Sarah to correct the National website.

##### 2.2 Provincial Representatives - contact names - please ensure the contact's name and email is given to Gladys

#### III. NEW BUSINESS

National Competition June 2009 – Newfoundland – Bob Drummond has reported to Gladys that plans for the ES Competition are well underway. The competition will be held on Thursday evening, June 19. Cadets will be housed at the RCMP barracks. The Chief of the RCMP very interested in the program and would like to be involved with the competition.

In preparation for the 2009 Competition, Joan Gray & Gladys have reviewed the information in the Registration package sent out to Provincial Coordinators in January 2009. The package will contain the Registration form, Application form, WestJet flight information and along with a 'check list'. This information must be returned to Joan in the National ACL Office by May 1, 2009.

Effective Speaking Pin for Cadets – We have been informed that the 'badging' for Cadet uniforms is still under review by D-Cadets.

Therefore, it was moved by Tom and seconded by Keith, that - The Effective Speaking Committee request that the Air Cadet League go ahead with the production of the BOG approved Effective Speaking Pins as per approved design. Cadets may wear the pin only on Civilian attire until permission is granted by DND to wear the pin on their uniforms. The initial cost of the pins to be paid by the National Office and pins will be purchased by Provincial Committees when they are issued to Cadets.

Bronze – Regional or Zone

Silver - Provincial

Gold - National

Keith also requested that the pins be available to any Cadet (still active) who has participated in the Zone, Provincial, or National levels.

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### **EFFECTIVE SPEAKING COMPETITION COMMITTEE - CONTINUED**



Evaluation for Cadets in competitions – we had a lengthy discussion re how busy the judges are especially at Provincial and National competitions marking score sheets. It was recommended that if possible a 4<sup>th</sup> person (Toastmaster) be available to document (in collaboration with the judges) at the completion of the competition, some constructive written comments for the Cadets. Comment sheets for this purpose are on the website under scoring sheets.

Rules and Regulations – the committee reviewed the updates on the Rules & Regulations made by Michel, with input from Provincial Coordinators. There was a discussion re the number of Cadets allowed to compete from the same squadron at regional competitions. It was decided (and included in the updated Rules) “At the discretion of the Provincial Coordinator, each squadron may send more than one contestant to compete in the Regional or Provincial competition. If it is the case, the Provincial Coordinator must publish a directive about multiple participants to prevent any misunderstanding.” The updated Rules will be submitted to the BOG for approval. The intention is to have the updated version on the National website for the 2009/10 training year.

Excel scoring system from Quebec – this will be available via a link from the National website. All Provinces are encouraged to try using this system.

Strategic Plan – The ACL Strategic Plan Goal #C8 – 1 recommends an ‘MOU’ be written and signed with the Toastmasters International Organization. This was discussed with the committee members present, and all were in agreement with the recommendation that we do not proceed with attempting to have an ‘MOU’ with Toastmasters. The Toastmasters International is an American (California) based organization. We already have a good working relationship with Toastmasters Clubs across Canada. There would be no advantage to trying to ‘fix’ something that is already working well.

ACL Strategic Plan Goal #C8 – 2 Aim to double the number of squadrons participating and more than doubling the number of Cadets participating yearly in the Effective Speaking competition. With the wording in the updated rules (The Competition item # 4 - At the discretion of the Provincial Coordinator, each squadron may send more than one contestant to compete in the Regional or Provincial competition.) This item is being addressed.

WestJet “Up” Magazine – Gladys reported that she has tried to contact the editors of “Up” Magazine to have the Air Cadet support for Effective Speaking from WestJet as a feature article in this publication. However she has been unsuccessful in this task. Herb Spear will try contacting the magazine editors in Calgary.

- 3.8 Program History - Gladys has gathered some information on the history of the program which will be submitted to the BOG for approval and added to the National website. Any additional information is most welcome.

#### **IV. CONCLUSION**

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting – “AGM” June 2009
- 4.4 Adjournment

Respectfully submitted,  
Gladys Jarvie  
Effective Speaking Chairperson



### APPENDIX I

#### NATIONAL FINANCE COMMITTEE

##### In Attendance:

Bob Robert (Chair & Secretary)  
Ralph Thistle (Vice Chair)  
Joe Johnson (Member)  
Don Berrill (Member)  
Greg Boudreau (Member)  
Max Goldack (Member)  
Jean-Marc Lanoue (Member)

##### Absent:

Marlene Conway (Member)  
Stan Harry (Member)  
Carol Cox (Member)

Jan Reidulff (Visitor, President ACL)  
Fred Johnsen (Visitor, AB PC Chair)  
Ed Mroz (Visitor, NS PC Chair)  
Carole Bedard (Visitor, QOV PC)  
Roger Dionne (Visitor, QOV PC)

#### 1. Administration

- 1.1 The Chair welcomed Finance Committee members and thanked them for being members. He especially welcomed Max Goldack, the Chair of the ACL Fund Raising Committee. He noted that Stan Harry, Marlene Conway and Carol Cox could not attend the SAM. He also welcomed visitors and thanked them for their interest. The Chair expressed his appreciation for the business being conducted via e-mail between the in-person meetings. Also he valued the work of the now well established FCOs in the collection and quality control of the SSC ACC9s. The committee's MANDATE remains to "protect and make appropriate use of the cadet and League financial assets, by making sure Policies, Procedures and Guidelines are in place and making sure the right people are on the job doing the implementing & monitoring". The Chair noted that with the personnel situation in the ACL HQ there are adjustments required that are having an impact on the financial data available. Finally, he made mention that the committee is directly supporting SPU Goals A-11 and D-1 – both are well on track and ahead of schedule.
- 1.2 A call for additions to the Agenda yielded none.
- 1.3 Approval of the Agenda as published in the AGM Book was called for.  
**Motion to adopt the Agenda as published - Ralph Thistle / Don Berrill Carried**

#### 2. Review and Approval of ROP, Business Arising and Updates

- 2.1 Approval of 2008 AGM Finance Committee ROP of 19 Jun 08 found on page 36 of the SAM Meeting Book. (The ROP had been e-mailed to the members to save time.)  
No errors or omissions were noted.  
**Motion to adopt the 2008 AGM Finance Committee ROP as published - Joe Johnson / Ralph Thistle Carried**
- 2.2 Business Arising and Updates from the 2008 AGM Finance Committee ROP.
  - a. The Chair noted that the current financial status (reports) would be addressed in New Business.
  - b. On the matter of 'Interim Measures to Rectify the Control & Management of Finances' elaborated in the AGM 2008 ROP, the following update was provided and/or comments made:
    - Expenditures are under firm control. Cheques continue to be mailed to the Treasurer for one of the two signatures. The system has worked well and is routine.
    - The Auditor is periodically attending to the financial books within the FY so as to speed up the YE audit.



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- Work has been carried out on the Chart of Accounts to make Reports transparent more meaningful. The 2<sup>nd</sup> part will come at Budget time, when the CofA will be further aligned with the Budget line items to render the monthly 'How-goes-it' reports comparisons/variations meaningful.
- The reduction of Bank Charges and number of Bank Accounts has been tackled but remains to be completed. The ED has met bank personnel for advice on reducing bank charges.
- Automatic debits for such payments as the building and storage facility rent have been terminated.
- Credit card usage is and will remain under very tight control and usage purposes.
- The Line of Credit has been cleared, but the clearing of loans between various accounts (Trust & Operating) has not been completed.
- Financial Reports have not been available until now due to the hollowness of the accounting system data which is being built up.
- The Auditor has (just) provided us with the promised set of recommendations.
- The Finance Committee is being kept in the loop.
- The accounts status reporting to Trustees has not become routine as is required.
- Consideration needs to be given to find a more appropriate name than 'trust' accounts as most are not true (legal) trusts. The determination of the existence of Trust Legal Agreements, as may be applicable, has been undertaken but not completed.
- The apparent low rate of returns on Trust Accounts as per the last audited financial statements and flagged by Past President Ron Ilko has not been answered. It appears to have been an accounting representation (accrual method?) as the actual rates of returns on GICs and such are good. Of course some trusts were/are borrowed from.
- The reasons behind the apparent rise in the inventory has not been provided. We know that Simply Accounting has not been debited for quite sometime. A physical count will be made in December.
- The Chair noted that he had invited the members of this committee to review its TORS but received no reply. The issue is on the back burner for now.
- The ED and Staff have vigorously controlled expenditures.
- Revenues are perhaps on track, but can't be sure at the present. The 'Letter writing' campaign donations are coming in.

**For Info**

c. The Chair asked if there were any questions or comments stemming from the Finance Committee Report on page 36 of the SAM 2008 Book (It had been e-mailed to members.) There were none.

d. The Chair advised that the next budget process was under way per approved SPU Goal D-1.1 He had only received one reply following the call for budget inputs.

**For Info**

e. The development of SPU Goal A-11 (Financial Management, Control & Reporting) was progressing ahead of schedule and the proposed revision to the PPM Articles 3.7.10 & 11 had been sent to Finance Committee members for comments.

**For Info**

f. Mention was made of the need to audit 'trust' funds. Don Berrill stated that reference should be made to Charity and Trust Laws/Rules in managing our funds.

**For Action: ED & Chair**

### **3. New Business**

- 3.1 The ED reviewed the **challenges of HQ personnel and procedural situation in regards to the financial management function** since his accession. He advised that he has had to build up files and databases. The process has been arduous and progressive, involving initially the Army League's bookkeeper, then one of the auditor's staff as well as our auditor

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herself who has agreed to do pre-audit through the year to keep the books accurate and shorten the actual YE audit. More recently an *Accounts Temp* person has been secured for a three-month contract. The point has been reached to systematically tackle 'accounts receivable'.

**For Info**

- 3.2 Further to item 3.1 above, progress has reached the point where a fairly representative **'Income Statement' and 'Balance Sheet'** has been produced. **Budget** figures were built in for easy comparison. Time was taken to go through these in some detail, pointing out progress made but also where inconsistencies still needed to be addressed. The ED and staff are to continue to work on the accuracy and functionality of the books and required reports, as well as segregating operating and 'trust' funds.

**Action: ED**

- 3.3 The Committee addressed the **Mandatory Yearly Review of the ACL 'Statement of Investment Policy'** (a request had been e-mailed to review in preparation for the meeting). The Committee saw no need for changes and so recommends to the BOG.  
**Motion as such: Ralph Thistle / Don Berrill Carried**

**Action: Chair to report to the BOG**

### 4. Conclusion

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

a. The Chair welcomed to offer by Roger Dionne to join the Committee as a member.

**Action: Chair**

b. Mention was made that NB PC requires Charity Status.

**For Info**

c. Max Goldack reported that the SPU Goal on 'reviewing, reconfirming or changing Fund Raising Fields belonging to each Level of the League' is underway under his direction.

**For Info**

- 4.2 Closing Remarks

The Chair acknowledged the progress made, particularly in controlling expenditures. Much progress remains in building up finances and effective financial management. He thanked the members and visitors for their attendance and he said he looked for their continued support and involvement.

- 4.3 Date of Next Meeting

**At the AGM in June 2009 in St Johns NL**

- 4.4 Adjournment: At 11:00 AM