

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



**26 NOVEMBER 2016
HELD AT THE LORD ELGIN HOTEL
OTTAWA, ON**



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SPECIAL MEETING OF MEMBERS

SATURDAY, NOVEMBER 26, 2016 1000 – 1200

1. ADMINISTRATION

1.1 WELCOME BY THE NATIONAL PRESIDENT

D. Berrill welcomed everyone to the meeting.

1.2 ANTHEM – O CANADA

1.3 MOMENT OF SILENCE

A moment of silence was observed in honour of all Air Cadets, Air Cadet League Volunteers, Canadian Forces Members and friends of Air Cadets who had passed away since the last meeting. We remember:

- CV LISA MAZEROLLE – 773 Richibucto RCACS
- MR. JIM KRUK – League Volunteer with 88 Airdrie Lynx Sqn.
- MR. DOUG VINCENT – Former OPC Chairperson
- CAPT DON LOBLICK – Former CO of 524 Sqn.
- MR. TERRY WHITTY –ED of the Army Cadet League of Canada
- MR. ART MCDONALD – Former ED of the Air Cadet League of Canada

1.4 REMINDER OF THE ORDER OF EVENTS AND SCHEDULE

1.5 INTRODUCTIONS

-Head table was introduced, followed by other National Members in attendance.

1.6 CONFIRM NOTICE OF MEETING

S. Matresky confirmed that a notice of meeting was circulated in September of 2016, that they had a quorum, and that it was a duly constituted special meeting of the Air Cadet League of Canada in accordance with bylaw 4.04 Special Meetings.

1.7 CALL TO ORDER

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

1.8 MOTION TO APPROVE NON-VOTING MEMBERS AT THE MEETING

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

MOTION: *that non-voting members on the sign-in sheet be approved to be present at the meeting.*

MOVED BY: _____

SECONDED BY: _____

2. SPECIAL MEETING

INTRODUCTION OF SPECIAL MEETING ITEMS:

1. National Delegate Allocation – PPM Section 3.2.2

D. Berrill noted that there were two items to be voted on at the Special Meeting. He added that the information was circulated on 06 November 16 and was also included in the delegate packages upon arrival. As this item was something that D. Berrill proposed before he became President and he would like to speak to the issue, he asked that 1st VP M. Ozirny take over to chair this portion of the meeting.

Motion: *Moved by D. LaRoche/C. Hawkins that the revisions to the procedure in section 3.2.2 be revised to reflect the extended chart as proposed. CARRIED.*

The chart would read as follows:

*1-999 cadets – 2 members
1000-1999 cadets – 3 members
2000-2999 cadets – 4 members
3000-3999 cadets – 5 members
4000-4999 cadets – 6 members
5000-5999 cadets – 7 members
6000-6999 cadets – 8 members
7000-7999 cadets – 9 members
8000-8999 cadets – 10 members
9000-10000 cadets – 11 members*

Background: *The proposed changes to the national delegate allocation were carried at the most recent AGM. The BOG reviewed this particular item at their August meeting and upon the recommendation of the EC the BOG took the following action –*

- a. To reconsider the motion on the proposed changes to the national delegate allocation and bring it forward at the next voting meeting of members;
1. FYI – ‘Reconsideration’ suspends any action on the motion at this time;
2. The delegate allocation for all PCs would remain at the same level of the AGM in June of 2016.*
- b. To call a Special Meeting of Members to take place at the SAM in November to be able to address this issue and others that may arise prior to the SAM. This will be a voting meeting.*

Discussion:

Questions were raised about provinces losing their voice under the new proposal and suggestions were given on how the smaller provincial committee could continue to be respected under a new structure. The 1st VP reminded delegates that they should not speak to the merits of an alternative motion but rather only to the motion that is currently on the floor and whether they are ‘for’ or ‘against’ the proposal.

MOTION: *to reconsider the motion on the proposed changes to the national delegate allocation.*

MOVED BY: D. LaRoche

SECONDED BY: C. Hawkins

CARRIED (4 abstentions, 1 opposed)

MOTION: *to accept the extended chart as proposed in the Voting Delegate Package.*

MOVED BY: D. LaRoche

SECONDED BY: C. Hawkins

DEFEATED (26 in favour, 39 opposed)

MOTION: *that the 2 National votes from the soon to be dissolved Northwestern Ontario Provincial Committee be transferred to the Ontario Provincial Committee.*

MOVED BY: R. Mortensen

SECONDED BY: K. Mann

CARRIED (65 in favour, 1 abstention)

2. Revision to PPM Section 3.2.6 – MEMBERS’ TERMS OF OFFICE

M. Ozirny continued to chair this portion of the meeting. He indicated that the BOG has recommended a revision to the current policy on the length of time one can serve in a term of office. This revision was circulated as part of the voting material for this meeting and reads as follows:

PROPOSED REVISION *“Members may be re-elected or re-appointed to a position of office, except that a president may serve not more than two consecutive one-year terms of office with the permission of the membership and the acquiescence of the incumbent president.”*

MOTION: *to revise the current policy on Members’ Terms of Office as proposed above.*

MOVED BY: T. Taborowski

SECONDED BY: D. LaRoche

DEFEATED

Discussion:

R. Ilko spoke against the motion as he is concerned about the demands required to fulfill the position and the ability to sustain meeting those demands over a two-year period. Most employers, for example, are not that flexible when it comes to the time commitment required for the volunteer role. He is also concerned that a two-year term would become the norm and those serving at an Executive level would have to wait 10-15 years to become President.

D. Berrill spoke in favour of the motion indicating that the cycle of the term would be up to the Nominating Committee. The motion above gives the allowance of a second term should one be necessary. Current circumstances had volunteers rotating though the EC at twice the average rate due to situations that were beyond control.

Discussion ensued with points for and against the motion. C. Hawkins proposed a more simplified amended version that would then force the Nominating Committee to carry out their duties appropriately to ensure that the succession plan is successful and in the best interest of the League.

AMENDED MOTION: *to revise the current policy on Members’ Terms of Office to read: “Members may be re-elected or re-appointed to a position or office.”*

MOVED BY: C. Hawkins

SECONDED BY: L. Jenks

CARRIED

** The gavel was passed back to the National President to resume chairing the remainder of the meeting.*

3. Amalgamation Proposal - CRA

S. Matresky presented a PowerPoint presentation on the CRA amalgamation initiative being imposed by the CRA to continue with the organisation's charitable status at all levels. A copy of the presentation is available in the Annex.

4. Affiliation Agreements

S. Matresky presented a PowerPoint presentation on the recommendation of the League's legal counsel to enter into 'Affiliation Agreements' with the Provincial Committees and in turn, for the PCs to enter into Affiliation Agreements with their SSCs. A copy of the presentation is available in the Annex.

5. Next Generation Screening Plan

S. Matresky explained that a Next Generation Screening Plan has been adopted whereby the concept for a new National Program has been approved and will be led by a National Screening Manager out of the National Office. Updates and particularly new information about the process were discussed. This item was presented for situational awareness at this time. National screening cards will be issued and Manitoba volunteered to be the first Provincial Committee to be issued the new cards as they do not currently have a provincial identification card in place.

3. ADJOURNMENT OF SPECIAL MEETING

There being no further business to discuss during the Special Meeting, a motion was made to adjourn. Moved By: D. LaRoche

4. PRESENTATION – Vimy Soars

Dale Erhart and Larry Ricker, two of the pilots from the Vimy Flight organization gave a presentation about a team of dedicated volunteer pilots and builders that are planning a commemorative bi-plane fly-past over the Vimy Ridge Memorial in Vimy France in April 9, 2017. They will complete the mission by returning to Canada and crossing the country over the summer to celebrate the 150th year of nationhood. They will be stopping at some of the CTCs along the way to give flights to Air Cadets.

Through a grant from Heritage Canada, two replica aircraft are being completed by the Canadian Museum of Flight in British Columbia. A video was shown about Air Cadets assisting with the replica build. Photos of the event were also documented in the latest issue of Canadian Geographic magazine.

'Vimy Flight' of the Museum is a partnership with Sound Venture Productions of Ottawa and the national Royal Canadian Geographical Society. They are developing a larger initiative, under the umbrella title of A Nation Soars, that commemorates Canada's contributions to the evolution of First World War aviation. This is being accomplished through a trilogy of documentaries and a host of supporting educational tools as well as interactive events.



ANNEX A

MEETING ATTENDEES



2016 SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES With Special Meeting



MEETING ATTENDEES

Board of Governors

Don Berrill	President
Don Doern	Past-President
Marcel Bineau	Vice-President
Darlene LaRoche	Vice-President
Merv Ozirny	1 st Vice-President
Ernest Wiesner	Vice-President, Treas.
Jerry Elias	
Russell Gallant	
Geoffrey Johnston	
Marc Lacroix	
Howard Mar	
Eva Martinez	
Tom Taborowski	
Ken Todd	
Hille Viita	

Member at Large

Penny Doern

Advisory Council

Guy Albert
Gilles Cuerrier
Donald Gladney
Max Goldack
Craig Hawkins
David Hayden
Ron Ilko
Leonard Jenks
Keith Mann
Robert Parsons
Jan Reidulff
Tom White
Brent Wolfe

Honorary Officers

Leonard Jenks Honorary Secretary

Honorary Life Associates

Donald Gladney
Richard Logan

Military Guests

Capt Paul-Martin Bousigard
LCol Trevor Campbell
Mr. John Cooper
LCol Gino Chrétien
CWO Camil Guérin
LCdr Darin McRae
Maj Christopher Toth
BGen Kelly Woiden

Provincial Chair Persons

Diana Bray, NL
Dale Crouch, PTACC
Peter Garton, SK
Sue Madden, NB
Greg Merrill, ON
Rick Mortensen, NWO
Douglas McLennan, MB
Jim Mullins, NS
Serge Philibert QOV
Doug Slowski, BC
Tom Sand, AB
William Fowler, PE

Provincial Executive Directors

Paul Dowling (NB)
Michael Hopkins (ON)
Frédéric Ross (QOV)

Provincial Delegates

Joan Irvine
Edmond Lanthier
Stan Monkman
Ron Rique
Trevor Sandwell
Anetta Paul



2016 SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES With Special Meeting



National Delegates

Rhonda Barraclough
Gene A. Bell
Mike Boyle
Derek Blatchford
Raynald Bouchard
Mark Brickwood
John Calderwood
Mike Campbell
Michel Crevier
Diane Davis
Beverley Hoban
Dan Kehoe
Marie Christine Lalonde
Roch Leblanc
Anna Lewis
Stephen Moody
John Nolan
Michael E. Symons
Edwina Thompson
Vern Toews
Richard Valiquette
Dave Vokey
Adele Vos
Christine Welch

Spouses/Guests

Lynn Berrill
Pauline Blais
Jelena Bosanac
Carol Boyle
Richard Burke
Karen Campbell
Louise Chabot
Louise Dallaire
Janet Goldack
Laurette Goudie
Peggy Hayden
Michelle Kehoe
Brian Lewis
Michael McCauley
Marguerite Parsons
Kathy Stokes
Heather White
Karen Wiesner

Special Guests

Gail & Victoria Angus
(Terry Angus Award)
Capt Peter Batten
(Jazz Aviation LP)
Christian Bedford
(Navy League President)
Dean Black
(RCAF Association)
Charles Bouchard, Guest of Honour
(CEO Lockheed Martin Canada)
Patrick & Joanne Crandell
(Bud Crandell Award)
David & Vera Flannigan
(RCL President)
William Fletcher
(Army League, President)
Robert Gill
(ED Army League)
Tim Joyce & Heike Hemlin
(President Sound Venture)
Capt. Jim McCowan
(ACPA Representative)
Capt. Kyle Nordman & Kelly Kindness
(Westjet Representative)
Elizabeth O'Hurley & guest
(ATSAC representative)
Walter & Marjorie Pirie
(SPAADS Chair)
Kevin & Maureen Psutka
(COPA representative)
Brenda Reid
(WEBSTER Representative)
Normand & Donna Richard
(NAV Canada)
Doug Thomas
(Navy League, ED)
BGen Kelly & Darlene Woiden
(NC & JCR Support Group)

National Office Staff

Joan Gray (Administrative Assistant)
Wendy Hough (Sponsorship & Fundraising)
Scott Lawson (Special Projects)
Sarah Matresky (Executive Director)
Tammy McGraugh (Finance Officer &
National Screening Manager)
Sitraka Raelimanohisoa (Communications Officer)
Josée Woodford (Executive Assistant)



ANNEX B

AVIATION COMMITTEE RODs

Air Cadet League of Canada Semi-Annual General Meeting

Ottawa, Ontario

National Aviation Committee Meeting

24-25 November 2016

Record of Proceedings

(Acting Chairperson's Note: These minutes cover two meetings held on 24-25 Nov 2016)

Attendees:

Acting Chairperson:	Jerry Elias	National Governor
Members/ Attendees:		
	Dave Volkey	PEI Chair
	Bill Fowler	PEI Chair
	Doug McLennan	MB Chair
	Mark Brickwood	MB
	Jim Mullins	NS
	Richard Valiquette	QC&OV Aviation Chair
	Greg Merrill	ON Chair
	Steve Moody	ON
	Derek Blatchford	AB Aviation Chair
	Brian Lewis	AB
	Richard Mortensen	NWON Chair
	John Calderwood	BC Aviation Com
	Trevor Sandwell	BC
	Ken Todd	National Governor/ PTAAC
	Annetta Paul	SK
	Mike Campbell	SK
	LCol Trevor Campbell	NCA Ops O
	Maj Chris Toth	D/NCA Ops O
	Mr John Cooper	NTA
	Sarah Matresky	ED National Office
	Wendy Hough	National Office

I ADMINISTRATION

1.1 Welcome – The acting Chair welcomed everyone and informed them that Jim Hunter sent his regrets as he was unable to attend the meeting due to other pressing matters. Jerry Elias also informed everyone that this meeting was the first session of the two that were being held for the National Aviation Committee. It is hoped that in the future the Aviation Committee can return to the one meeting per meeting as many of the pressing issues are being resolved. The acting Chair also welcomed back Mr John Cooper to the NTA position and explained that John held this position before he left the military to take up a civilian post in the aviation field, so he is no stranger to the position.

1.2 Call for New Agenda Items

Add under New Business

3.3 The transfer of funds between Regions.

1.3 Motion to approve Agenda as revised.

Moved by Jim Fowler from PEI and Seconded by Derek Blatchford from AB Motion Carried

1.4 Motion to approve minutes of the AGM from Jun 2016

Moved by Rick Mortensen NWON and Seconded by Dave Volkey PEI Motion Carried

II BUSINESS ARISING FROM PREVIOUS MINUTES

2.1 Opportunity Flight in Piston Helicopters

LCol Trevor Campbell informed the meeting that he had discussed this issue with the Deputy Commander of the National Cadet and Junior Canadian Rangers Support Group (Natl CJCR Sp Gp) and they still do not have a definitive answer to our question. Therefore this item will remain open.

2.2 Procurement of a Wing JIG for the Glider

Mr John Cooper, the new NTA, said he had not been able to research this issue yet but he hoped to have more information for us at the next meeting.

2.3 Replacement of ACGP flying assets

Doug McLennan from MB informed the committee that the terms of reference for the Replacement Committee were being finalized but no meeting of the committee had taken place. He also informed the NAC that John Calderwood from BC and Maj Chris Toth, the DND Rep, have also been appointed to carry on with the project.

2.4 Weight increase on the gliders

John Cooper said this is another project he has not been able to review. However, he was familiar with the problem and if it was approved, he felt that there could be funds in the NTA's budget to cover this over a number of years. He also said that the trial which was supposed to happen in Ontario will not go ahead as a third party who were to provide some needed parts backed out. In addition, DND is still trying to obtain data on how much it would affect the gliding program and to determine if there is a need.

This item will remain open and DND will report back at the AGM in Jun 2017.

2.5 CIs as Site Commanders

As far as DND is concerned, this issue is closed. A new order, Natl CJCR Sp Gp Order 8012-1, Supervision of Cadets, has been issued.

2.6 Continuation Flying Training

This item was discussed at length and will be the subject of a separate paper to be produced by the Vice Chair of the Aviation Committee before the end of this year.

2.7 ACGP Maintenance Issues

Transport Canada has provided DND with a letter stating they are happy how the problem has been resolved and all aircraft are okay to fly. On the same note, Jim Fowler from PEI and Jim Mullins will represent the Air Cadet League at the Maintenance Reviews and Writing Boards that will take place in Halifax during the first two weeks of Dec.

2.8 Self Launched Motor-glider Update

This item was presented to the BoG and will appear in their minutes.

III NEW BUSINESS

3.1 DND PRESENTATIONS

Maj Toth (DNCA Ops O/J35 Plans and Flying Ops) presented his briefing. A copy of the briefing is attached. There are two items that were mentioned during his briefing that we need to be aware of. The first item is the moving of League assets from one Region to another without discussion or agreement from the losing Region. It is imperative that the League be consulted and agrees upon the movement of assets. The second issue is the reorganization that is taking place at Natl CJCR Sp Gp and how it will affect the aviation community. The rank structure and chain-of-command with respect to the aviation part of Air Cadets was in the past agreed upon by the Commander Air Command. It is important that this continue to insure that individuals with an aviation background be employed in all positions of the Air Cadet Gliding Program.

Mr John Cooper presented the National Technical Authority's (NTA) briefing. A copy of the briefing is attached.

3.2 STANDARDIZATION

John Cooper responded to the question about fleet standardization for the glider fleet. It is not always possible to have 100% fleet standardization across the country because in some cases gliders are required to have a transponder onboard which is not required by most of our gliding sites. However, he is trying to standardize the fleet as much as possible when they are sent to K&L for overhaul.

3.3 TRANSFERING FUNDS FROM ONE REGION TO ANOTHER

Nova Scotia had sent a bill to Ontario to cover the cost of training 11 Air Cadets on the Glider Pilots Course and Ontario was asking why? The answer is that the receiving Province paid for the time used on the engine of the tow plane and the receiving Province was trying to recoup the cost from the Province that did not need to spend those funds. Following a long discussion, the following formula is suggested to correct this situation. This will need to be approved at the PC level and sent to the National BoG for ratification.

It was moved that:

The moving of assets between Regions/Provinces will be done in accordance with the following:

1. Tow planes will be discussed between Regions/Provinces on the basis of remuneration for the number of hours the aircraft flew;
2. Gliders will be loaned between Regions/Provinces with mutual agreement and without remuneration;
3. Movement of cadets between Regions/Provinces for the purpose of glider training will be reimbursed by the sum of \$300 per cadet to cover the cost of engine overhauls. (This amount will be visited on a biannual basis)

Moved by Jim Mullins NS and seconded by Steve Moody ON

Motion Carried

IV CONCLUSION

4.1 Good and Welfare of the Air Cadet League of Canada

None noted

4.2 Closing remarks

None noted

4.3 Date and time of next meeting

AGM in Winnipeg, June 14-17 2017

4.4 Adjournment

Moved by John Calderwood BC and seconded by Derek Blatchford AB

Motion Carried

Minutes as of 8 December 2016

Jim Hunter, Chair NAC



ANNEX C

AIR CADET COMMITTEE RODs

Air Cadet League of Canada Semi-Annual General Meeting

Ottawa, Ontario

National Air Cadet Committee Meeting

25 November 2016

Record of Proceedings

Attendees:

Chairperson: Jerry Elias National Governor

Members/ Attendees:

Brian Lewis	AB
Doug McLennan	MB Chair
Stan Monkman	AB
Richard Valiquette	QC&OV
Trevor Sandwell	BC
Tom Sands	AB
Howard Mar	National Governor
Rhonda Barraclough	AB
Pete Garton	SK Vice-Chair
Greg Merrill	ON Chair

I ADMINISTRATION

1.1 Welcome – Jerry Elias welcomed everyone to the National Air Cadet Committee (NACC) meeting. He was pleased with the turnout knowing how busy everyone is. The agenda was on page 25 of the meeting handbook and his report was on page 45.

1.2 Call for new Agenda Items

There were none

1.3 Approval of the Agenda

Moved by Richard Valiquette QC&OV and seconded by Pete Garton SK

Motion Carried

II BUSINESS ARISING FROM PREVIOUS MINUTES

2.1 Terms of Reference

The Terms of Reference for the committee were sent out last year but there were a number of new members who had not seen them so they will be sent out again.

III NEW BUSINESS

3.1 LIP MOU with Air Canada/Jazz

The Chair informed the committee that the League Industrial Partnership Committee (LIP) has been working, for some time now, on this project. It was anticipated that the MOU would have been signed by now but progress is much slower than expected. The Chair will keep the Committee informed of any progress on this item.

3.2 Vimy Flight

Trevor Sandwell from BC informed the Committee about the Vimy Flight operation. An update by members of Vimy Flight was given at the Recognition Dinner that evening. Trevor will be our contact point in BC since the flight is operating from the Comox airport. The main points being: What would Vimy Flight like the Air Cadets to do? What locations will they be flying to next Summer?

3.3 Other Projects of Interest

The members of the committee expressed an interest in having more information concerning how to hold an aviation activity day. In Quebec it is called Aviation Day, in Ontario it is called Air Cadet Activity Day (ACAD), in Alberta they call it Field Experience (FEX). In the end, it is all about getting the Cadets out and arranging as many Sqn's as possible to one location and sharing in the experience. Trevor Sandwell shared his experience in approaching various aviation forums which resulted in inviting cadets to participate in their conferences where the cadets could gain more insight in various aviation fields that were available to them.

IV CONCLUSION

4.1 Good and Welfare of the Air Cadet League of Canada

Nil report

4.2 Closing remarks

Nil

4.3 Date and Time of the next meeting

AGM in Winnipeg 14-17 June

4.3 The meeting was adjourned at 12:05pm

Motion moved by Doug McLennan MD and seconded by Richard Valiquette QV&OV Motion Carried

Minutes as of 6 January 2017

Jerry Elias, Chair NACC



ANNEX D

**EFFECTIVE
SPEAKING
COMMITTEE
RODs**

2016 Semi Annual Meeting – Air Cadet League of Canada

Effective Speaking Committee Meeting – November 25, 2016

Record of Decisions

Chairperson: Penny Doern

ATTENDEES:

Roch Leblanc	Dereck Blatchford	Dee Davis	Annetta Paul
Mike Boyle	Serge Philibert	Diana Bray	Dale Crouch
Mark Brickwood	Joan Irvine	Joan Gray	Sitraka Raoelimanohisoa

1. ADMINISTRATION:

1.1 Welcome and Opening Remarks

The Chair welcomed all the Committee Members and Representatives.

1.2 Additions to Agenda

New Business: 4.9 Change of focus: competition to training

1.3 Approval of Agenda

Moved by Diana Bray, seconded by Mark Brickwood to accept Agenda as amended.

Carried.

1.4 Approval of AGM Minutes from June 16, 2016

Moved by Serge Philibert, seconded by Dereck Blatchford.

Carried.

2. INFORMATION

2.1 Chairperson's Report:

Goals for Committee:

- To increase the number of squadrons that teach Effective Speaking programs.
- To encourage DND to add an Effective Speaking Performance Objective to the CTP. Currently, there isn't one.
- To encourage more Toastmasters Clubs to get involved.

2.2 Vice Chairperson's Report:

- The Handbook, Leader's Guide and Cadet Workbook have been reviewed, revised (no changes to policy) and proof read for grammar and spelling mistakes.
- Rules regarding plagiarism and gimmicks will be enforced.
- Addition to Registration Form regarding sequestering choices.
- Communications are planned with Toastmasters.

3. BUSINESS ARISING:

3.1 Plagiarism

- Discussion about plagiarism and possibly adding the definition of it to the registration form. This would acknowledge that competitors are aware of what plagiarism is, and know they are not allowed

to use another person's words without quoting the source. The competitor would then sign this section of the registration form.

3.2 Rules

- Discussion about sequestering cadets prior to the Prepared Speech, after the Prepared Speech and/or after the Impromptu Speech. A possible solution would be to add these choices to the registration form.

3.3 Gimmicks

- Very briefly discussed. Judges need to be fully briefed and their decision is final.

3.4 Toastmasters

- Try to develop a relationship at the local level as each Toastmasters Club is independent but under the umbrella of Toastmasters International.

4. NEW BUSINESS

4.1 Establishing Budget

- Discussion regarding developing formal a budget for the Effective Speaking Committee. More information is required and to do this we need to establish a Cost Centre (Calculation) prior establishing a firm budget.
Motion: Moved by Mark Brickwood and seconded by Diana Bray: The National ES Committee should pursue identifying the costs towards establishing a National budget for Effective Speaking. **Carried**

4.2 Website Revision

- Penny and Joan met with Sitraka to make some minor changes to the website;
 - Name change from Effective Speaking Competition to Effective Speaking Program.
 - Evaluation sheet to be available in English and French. Serge Philibert volunteered to oversee the French website for current information and accuracy.
 - Considering adding a separate section for each PC or region to identify interesting or special ways of doing things in specific regions.
 - Add a Contact List information section for each PC.

4.3 Effective Speaking Videos available on the website

- Discussion on whether to allow videos of the Effective Speaking Competitions on the ACL website for easier access, and whether there are other technologies or media that would assist in the distribution.
Motion: Moved by Russell Gallant, seconded by Joan Irvine: That we investigate other options for distribution of competition videos and explore legal issues associated with these options. **Carried.**

4.4 Train the Trainers

- To use the Chain of Command. From the Local Coordinators to the Provincial Coordinators to the national Chairperson.
- Filling out the ACC 54 prior to the competition.

- Pins given only to the cadets that attend the Competition.
- Timing Lights and PA systems at the competitions.

4.5 Encouraging DND to add a Performance Objective Training to the CTP.

- Discussion about the lack of the Effective Speaking Training program in the CTP.
- Difficult to encourage if the CO doesn't support it.
- Benefits of Effective Speaking at Review Boards.

Motion: Moved by Dereck Blatchford, seconded by Russell Gallant: That DND includes an Effective Speaking Performance Objective in the Mandatory Training for all levels. **Carried.**

5. CONCLUSION

5.1. Good Welfare of the Cadet League

- Conference Calls encouraged – first proposed call for Sunday, January 8th @ 7:00 Eastern time.

5.2 Closing Remarks

- Some topics had to be tabled because of lack of time. These topics will be discussed at the upcoming Conference call in January.
- Thank you all for your time.
- A very special Thank you to Joan Gray for her years of support and dedication to the National Effective Speaking Committee.

5.3 Date and Time for the next Meeting:

- National AGM in June 16, 2017 in Winnipeg. Time: TBA



ANNEX E

NATIONAL RESOURCE GENERATION COMMITTEE RODs



NATIONAL FUND GENERATION

Doing Fundraising *Better!*

November 2016

NRGC meeting – SAM 2016, Ottawa

This document contains presentation slides from meeting and notes from meeting

Attendance:

Tom Taborowski (Chair), Eva Martinez (LIP Chair), Ernie Weisner, Wendy Brough, Doug Slowski, Scott Lawson, Tammy McGaugh



Where the Money Comes From

- 88% from individuals
- 5% from corporations
- 7% from foundations



Why People Give

- To make a difference
- Family tradition
- Good feeling
- For success
- Personal Experience/interest
- Prestige
- Moral/religious obligation
- Tax Receipt



Why People Give to YOUR organization

- ⦿ They were asked in the right way
- ⦿ Personal or business connections
- ⦿ Mission of person/group
- ⦿ Credibility of organization
- ⦿ Accountability of organization
- ⦿ Cost-effectiveness
- ⦿ Results
- ⦿ Based on case presented for support



Building Credibility

- Clear Mandate – “Brand Value”
- Solid Track Record
- Financial Accountability
- Volunteers
- Standards
- Code of Ethics
- Privacy Policy
- Donor/Client Bill of Rights
- Effective Communications



Fundraising Context

- High Competition – need to stand out
- Privacy Legislation – ‘do not sell names or lists’
- Need for volunteers – getting harder!
- Great demand of donors and time – limited resources
- Sophisticated donors – want to see results, want experience
- Corporate donors – often want ‘involvement’
- Strategic philanthropy



Key Success Factors

- Excellent programs and cause offered
- Excellent 'value' for contributors
- Standing out from the crowd
- Expertise/Knowledge about program, use of funds
- RECOGNITION and stewardship of donors
- Commitment and passion
- Investment of resources
- Achievable strategic plan



Key Success Factors cont'd

- Internal 'champions'
- Connections!! Who do we know, who knows us!
- Testimonials
- Case/value for support
- Targeted prospect lists
- Evaluation of fundraising initiatives – cost effective, time efficient and work from strength



Why Fundraising Plans Fail

- Unrealistic goals
- Did not involve key stakeholders (e.g. OAC, DND, Squadrons)
- NO or limited investment
- NO or wrong/poor resources (e.g. Letters, brochures, corporate 'pitch' packages)
- Not cost effective or time-efficient
- Lack of staff/volunteers
- No action plan
- Lack of diversity/mix of programs



A Framework for National Planning

Area/Activity	Current	Future
1. Individual Giving – Asking major donors to make gifts to your organization.	y/s	
2. Major Donor Groups – not DND	s	
3. Minor Donor Groups	s	
4. Special Events – Both large and small	s/n	
5. Direct Mail	n	
6. Planned Giving	n	
7. Telemarketing	n	

Y = Yes

N = No

S = Some

M = Maybe



A Framework for National Planning

Area/Activity	Current	Future
8. Online and E-Giving Capability	y	
9. Grants – Public/Private Foundations, Corporate, Government	y/s	
10. Merchandise Sales	y/s	
11. Corporate Giving Programs	n	
12. Annual Giving and Multi-Year Giving Campaign	n	
13. Participatory Fundraising – Like walk-a-thons	n	
14. Capital Campaigns	n	

Y = Yes

N = No

S = Some

M = Maybe



A Framework for National Planning

Area/Activity	Current	Future
15. Custom product sales – e.g. Hadfield photo's, posters	n/s	
16. Lottery	n	
18. Legacy Programs	n	
19. Shared product sales – e.g.	n	

Y = Yes

N = No

S = Some

M = Maybe



Current Review

1. Special Events

- Career Expo – planned for 2017

Notes: Goal is fall of 2017 in Ottawa; will need to develop action plan for January to coordinate activities; Scott to prepare plan and review with Wendy initially; will need to secure appropriate venue as a key first step; focus on aviation/aerospace but also trades and technology; review with other Leagues to determine interest in supporting and getting out Cadets

- VIP formal dinner – Barenaked Ladies & Hadfield; Annual Cadet VIP event with keynote speaker

Notes: The concept is supported and we will need to look at formalizing some ideas and plans; if 2017, could tie in with Canada's 150th and even 75th of ACL

- Others – planned?

2. Donor Pledge

- Annual Event – continue and/or change?

Notes: New Sumac database to be able to manage all donors and details, both by type of donation, event, sponsorship, etc.; Wendy populating it at present.

3. Alumni

- What is planned?
- Value proposition? Events, privileges?



Current Review

3. Alumni

- What is planned?
- Value proposition? Events, privileges?

Notes: Discussion centred on forming an Alumni committee to assist in developing and building the Alumni direction; We need a business concept/plan to help focus the purpose and goals; social media to be a part of this to help spread the word;

4. Grants

- Google application was reviewed and Scott to send overview of YIPEE to committee (Youth Industry Portal for Education & Employment)

Notes:

- Ontario 150 application submitted – Dec notification
- 2 new SEED grants to Trillium (due February) – employment and youth community development hubs
- McConnell Foundation – potential for YIPEE concept and/or employment ; determine in Dec/Jan
- Scott to review 'preparation' and core foundation to improve success (future)
- Review of options identified through GrantStation
- Insurance companies – Economical, others ?
- Work with some PC's to identify grant opportunities and joint applications
- Action: Scott to review further with Tom and Wendy



Current Review

5. Specialty Products

- Options for more/new Hadfield products and to 'external' audience
- Other products? Special Olympics example

Notes: Discussion focused on option of using an online auction website as a fundraiser for ACL; Eva to send details on one she is familiar with; Committee to review this as part of plan for 2017/18; goal is to get unique, quality products – signed Hadfield space photo's, autographed Snowbird photos; also, to look outside of ACL related interests – example of items from national sports teams (Leafs, Senators, Raptors) or artists/authors.

6. Merchandise Sales

- New lines of clothing/athletic wear for Cadets (e.g. Roots)?
- Other options

Notes: Discussion was looking at option of having special line of ACL athletic wear provided to key Cadet initiatives (ES provincial champs, IACE Cadets) with a clothing sponsor; have secondary level of custom clothing available and which ACL would get a % of sales – e.g. Roots T-shirts for all CTC Cadets available; to be reviewed further.



Current Review

7. Legacy Programs

- Review literature and determine options and opportunities

Notes: Scott reviewed various options in general and will distribute Legacy document for background to committee; to be reviewed further at next NRG meeting

8. Capital Campaign

- Through the Foundation, identify option for fleet replacement and purchasing via capital campaign

Notes: Discussion involved the options for capital campaign, which would primarily fall under the ACL Foundation, but which is a fundraising goal to meet significant ACL needs; capital items discussed included fleet replacement, a 'centre of excellence' facility for head office and include room for LHQ of some Squadrons along with meeting rooms, special occasion rooms, property – focus was on Ottawa region; another option was new summer camp concept for 9-12 year olds (see next item)

9. Junior Air Cadet Camp and/or Program

- One of the recommendations identified through the Working Groups

Notes: committee reviewed and agreed that this was a unique and worthy option that should be discussed further.



Current Review

8. Corporate Development

- Linkage to Career Expo and, if applicable, YIPEE
- Other outreach programs and value propositions?

Notes: It was agreed that corporate development was a high priority, but that projects and opportunities need to establish 'value proposition' for all parties; opportunities such as Career Expo provide benefit to Cadets and help corporations in their outreach to young people for future workforce needs; YIPEE has high potential to be a positive technologically driven solution for industry/education/youth looking for careers and education, and should be a focus for moving forward. More formalizing is needed in terms of corporate marketing materials, building relationships through special projects, and a focused business plan for ACL to identify priorities for making 'approaches' (e.g. Career Expo, YIPEE, VIP events).

9. Big Picture and Long Term

- National program with airlines and tour operators to support Canada's aviation industry

Notes: Tom and Scott reviewed the concept put forward by the RAF in UK a couple of years ago that proposed to have a 'fee' added to every airline ticket sold in Canada that would contribute to a new 'aviation and aerospace future workforce' fund operated through ACL; this option was seen as a significant opportunity but with much work needed on the political and industry leader level – we will need champions and a solid business concept; as an example, there are approximately 50 million passengers on Canadian airlines each year, and the concept would be that each ticket sold had .50 - \$1 added to support the future industry through Air Cadets!: It was agreed that this is worth further review and focus, Tom and Scott to review further with ACL levels.





ANNEX F

FINANCE COMMITTEE RODs



Finance Committee Record of Decisions

Chairperson: Ernest Wiesner

Attendees:

Don Berrill	Adele Vos	Anna Lewis	Sarah Matresky
Ernest Wiesner	Bill Fowler	Sue Madden	Dan Kehoe
Bev Hoban	Michael Hopkins	Michel Crevier	Doug Slowski
Jim Mullins	Thomas Taborowski	Edwina Thompson	Max Goldack
Jan Reidulff	Wendy Hough	Tammy McGaugh	

1. ADMINISTRATION

1.1 Welcome and Opening Remarks

The Chair welcomed all members of the Finance Committee.

1.2 Appointment of Note Taker

W. Hough agreed to take notes.

1.3 Additions to the Agenda

Added 3.9.1 CRA Restructuring of Charitable Status Numbers and 3.9.2 Quick Books Online.

1.4 Approval of the Agenda

Moved by E. Thompson, seconded by S. Madden to approve amended Agenda.
Carried.

2. APPROVAL OF MINUTES, BUSINESS ARISING & UPDATES

2.1 Approval of 2016 AGM ROPs

Moved by D. Berrill, seconded by E. Thompson to accept the AGM ROPs as presented. **Carried.**

2.2 Approval of November 09, 2016 Teleconference ROP

Moved by B. Hoban, seconded by J. Mullins to accept the Teleconference ROPs as presented. **Carried.**

2.3 Business Arising and Updates from 2015 AGM ROP

2.1.1 Catalogue Sales

Catalogue sales have been transferred to Joe Drouin for administration.

2.1.2 National Office Move

The move from 66 Lisgar is complete and the National Office is now located at 201-1505 Laperriere Avenue.

2.1.3 Review of ACC9 Status

See report attached in Meeting Booklet for details.

3. NEW BUSINESS

3.1 Review of Financial Statements and Status of the ACL

S. Matresky reported that legal expenses appear disproportionate this year and that we may need to write off some costs from NWO (approximately \$20K). Translation costs for the AGM brought the event in over budget but these should be posted under translation costs. There were also additional costs surrounding Accounting Services as there was coaching required for S. Light during the audit. Overall, the balance sheet is good.

3.2 Cash Flow

A. Vos questioned why there was a negative GST receivables. S. Matresky commented that there would need to be an adjustment and reassessment and that it is being looked into.

3.3 Investments

S. Matresky reported that the GIC bond investment approach that is being taken is to move toward slightly higher risk portfolio with a combination of low risk equities and dividend paid equities which are providing a steady return. Only 40% of our investment portfolio is permitted to be in the CIBC Wood Gundy portfolio which is still quite low. As the DNL GICs mature, they are being transferred to the CIBC account and this is taking time to transition. There needs to be further review of the policy to improve returns on investments.

3.4 Insurance

S. Matresky reported that the Insurance Risk Management Audit revealed that we have adequate coverage and that our rates with AON Reid Stenhouse are fair and a good value.

3.5 Air Cadet League Contribution Status

D. Berrill reported that we don't have all the figures yet; we are currently consolidating the 2014/2015 ACC9s. Our contribution to the CCO will be increasing and this includes the value of our volunteers. The final numbers are being extracted electronically and analyzed. These numbers are important for the MOU negotiations. The report will be complete for January, 2017.

3.6 League Industry Partnership Update

T. Taborowski reported for E. Martinez that we are currently exploring key industry contacts that may be viable partners moving forward. He also reported that there would be details coming at the BOG with regard to a new MOU with Jazz Aviation LP.

3.7 National Resource Generation Committee Update

T. Taborowski reported that a grant application for \$750K was submitted to fund the initial development of an electronic platform for use by cadets, members and partners focused on education and employment. Grants have been received from Intact and Gore Mutual Insurance Companies, \$5K and \$3K

respectively. S. Matresky noted that in the past when we have gotten money from insurance companies it has been reflected in increased premiums. Another application has been made to Trillium for \$75K. In general, there is a shift in focus to larger projects. W. Hough added that there have been inroads with both Lockheed Martin and Airbus as potential partners.

3.8 ACLC Foundation

E. Wiesner reported that there was a \$125K donation made to the Foundation which is for disbursement in Manitoba for the first 10 years and thereafter would be 50% Manitoba, 50% Foundation. There has been another \$125K in 2 other donations. All funds to the Foundation are for scholarship use only. The Foundation has completed their Certificate of Continuance.

3.9 Other New Business

3.9.1 CRA Restructuring of Charitable Status Numbers

A full presentation on this issue will be given at the BOG meeting. D. Berrill reported that there was a teleconference with CRA in early June; CRA does not provide information in writing. They have reneged on some issues from the original meeting and all questions arising at the AGM were forwarded to CRA. CRA has confirmed that assets must be transferred based on the reporting structure that they are dictating but this is on paper; the SSCs still have their assets – it is merely a matter of reporting.

A. Lewis asked about the situation for those provinces engaging in lotteries and the impact of incorporation status. D. Berrill replied that there is probably more than one solution in different provinces but that those with individual gaming licences may need to move to the BC model; if the SSC is incorporated, this doesn't come into play but they will probably lose their charitable status. He added that neither Fundraising nor Administration is a "charitable purpose" but support of the Government of Canada is. A lot will depend on how the units phrased their charitable purposes.

At present there are many configurations within the League from a charitable organization perspective ranging from stand-alone committees to sub-committees of the PC to nothing. The CRA ideal is to have National over the PCs and all registered SSCs as sub-committees of the PCs. At present, some SSCs are even sub-committees of National but we are not supposed to have sub-bodies. We are presently trying to understand all of the options. The goal is to keep any liability at the appropriate level of control; incorporation keeps liability local and compartmentalized. CRA wants 13 not 500 registered charities. This issue highlights the need to exert positive control by means of affiliation agreements between National and the PCs and the SSCs.

There was considerable discussion pertaining to the costs of this transition process and the costs of reporting going forward could also be substantial. S. Matresky commented that the present priority is to finish pulling all of the information together to understand the full situation.

3.9.2 Quick Books Online

M. Hopkins reported on the possibility of using Quick Books Online (Intuit) for the purpose of financial reporting. He noted that the present ACC9 is inadequate control and that there are issues pertaining to compliance which are exacerbated by staffing change-overs.

Intuit is interested in dealing with the League as the subscription capacity is so large; their head office is in Mississauga. Each SSC would have a licence to use it and the PC could then pull reports – National could, in turn, do the same from the PCs. The important thing is to get the data into the system. The online documents would need to be current. A monthly deadline could be set and follow-up could be systematic based on who was not up-to-date.

A. Vos questioned if it could handle the HST rebate calculations. M. Hopkins replied that their experience has been the for-profit sector and that we represent a new business segment as a charity. Other questions arising for further clarification included whether there would be a cost to the PCs and the question of whether the SSC will be allowed to issue tax receipts on behalf of the PC. D. Berrill noted that the ACC9 is the approved reporting document and that CRA will still be expecting it at the end of the year. CRA is not going to give us guidance; we will have to decide on the tools we use.

4. CONCLUSION

4.1 Good and Welfare

Introduction of the new Finance Officer and National Screening Manager, Tammy McGaugh.

4.2 Date of Next Meeting

A teleconference will take place in the next few months; details tba.

4.3 Adjournment

Moved by J. Mullins, seconded by M. Crevier. **Carried.**



ANNEX G

BOARD OF GOVERNORS

RODs



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

25 November 2016

MEETING INFORMATION

Meeting Date: 25 November 2016

Start Time: 1500-1700 EDT

Lord Elgin Hotel – Lady Elgin Room (Closed Meeting), OTTAWA

ATTENDANCE

Don Berrill	Merv Ozirny	Jim Hunter (regrets)	Eva Martinez	Sarah Matresky, ED
Marcel Bineau	Ernest Wiesner	Geoffrey Johnston	Tom Taborowski	Penny Doern, MAL (regrets)
Don Doern	Jerry Elias	Marc Lacroix	Ken Todd	
Darlene LaRoche	Russell Gallant	Howard Mar	Hille Viita	

1. Administration

1.1. President's Opening Remarks – D. Berrill

D. Berrill thanked everyone for their participation and welcomed everyone to the meeting.

1.2. New Items for the Agenda – D. Berrill

M. Bineau added that he wishes to discuss the Uniform Working Group under item 3.3 E. Wiesner added item 3.4 – Finance Policy Review.

1.3. Approval of the Agenda – D. Berrill

MOVED BY: E. Wiesner

SECONDED: K. Todd that *the Agenda be approved as amended*.

CARRIED

1.4. Approval of the ROPs 24 Aug 16 – D. Berrill

K. Todd noted that item 5.11 should read 'documentation *posted* to the website' rather than 'posed'.

MOVED BY: K. Todd

SECONDED: H. Viita that *the 02 Nov 16 ROPs be approved as amended*.

CARRIED

2. Information / New Business

2.1 President's Report – D. Berrill

D. Berrill noted that his report was circulated in the meeting book and that he only had one item on which to report since the 02 November BOG Mtg.

- NCC: He and S. Matresky attended the National Cadet Council meeting with the VCDS and the other two leagues. D. Berrill reported that the VCDS was animated and supportive during the meeting and that this was the first time Admiral Norman chaired the NCC as part of his duties as the new VCDS. This time, they opened the session with the Presidents' reports rather than the cadet program updates. DND indicated that they will support us with the CRA and policy discretions that we are working on and they will also examine the entire funding model (including what the Leagues bring to the table) not just what DND provides. It was also agreed that the Presidents should meet more often.

G. Johnston asked how the ACL's presentation compared to that of the other two leagues. S. Matresky to circulate the Army and Navy information to the BOG.

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AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

25 November 2016

2.2 Executive Director's Report – S. Matresky

S. Matresky indicated that her report was included in the meeting book. She added that she recently attended a Labour Market Strategy Day hosted by CCAA. W. Hough attended as well and some good connections were made where we discussed using our arena to engage cadets in the aviation and aerospace labour market early on. The event was focused on coming up with a plan to address the labour shortage as well as sharing some best practices such as reverse career fairs.

2.3 Finance Report– E. Wiesner

E. Wiesner indicated that his report was circulated as part of the meeting book material. Finances are stable. Fundraising will certainly impact cash flow moving forward. LIP and NRG are ramped up and the mailing campaign has been launched. He is anticipating 30-40k by year-end. Returns on the League's investments are not great, but okay. The Foundation had a good year with \$125k of funds coming in (mostly from MB). The ACC9 data is being consolidated into a new Contributions Report.

MOVED BY: E. Wiesner

SECONDED: D. LaRoche that *the Finance Report be received as presented.*

CARRIED

3 Business Arising

3.1 ACL Independent Risk Management Report – S. Matresky/D. Berrill

D. Berrill indicated that the BoG needed more time to comment on the Risk Management report and as such it will be reviewed more in depth at the next meeting in January.

3.2 Voting Items/Items of Discussion for SAM – D. Berrill

The voting items for the SAM were reviewed in detail along with procedure. The Parliamentarian, R. Gallant, explained the proceedings to have the motion from the AGM reconsidered. Due to a conflict of interest, M. Ozirny will chair the Special Meeting when the 'Members' Term of Office' is discussed.

The Board concluded that it will be looking for a sense of direction from the membership in regards to the proposed amalgamation by the CRA and the League needs financial compliance in a way that the CRA will accept.

For the issue of Screening, G. Johnston indicated that the Board needs to speak to the issue of legal liability. The question must be asked to the provinces about what *their* plan is to get the SSC's on board.

3.3 Renewal/WG Update – S. Lawson

S. Lawson expanded on the report he submitted on the status of the various Working Groups in which the Air Cadet League has been involved. He will be providing a summary of the update to the membership at the SAM at Saturday's meeting.

M. Bineau indicated that he just completed his participation in the Uniform Modernization WG. The meeting was a success and he hopes that the recommendations generated by the committee will be approved.

4 New Business

4.1 Presentation Motorized Gliders Optis – D. Rancourt

D. Rancourt of Optis gave a presentation on the option of self-propelled gliders. The Aviation Committee is currently looking at the opportunity, but they do not have any specific recommendations to make to the BOG at this time. The trial to test the invention of self-propulsion would require about \$50k and a donation of the glider in kind to use for the period of about one year. The company would consider a discount in regards to acquisition of the self-propulsion attachment for future use. The Aviation Committee indicated that the presentation was for information only at this time and that the proposal will be discussed further with DND at a later date.

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AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

25 November 2016

4.2 Finance Investment Policy Approval – E. Wiesner

E. Wiesner indicated that the League's Policy Manual requires that the Financial Investment Policy be reviewed on an annual basis. He added that the current model is working well and does not recommend any changes.

MOVED BY: E. Wiesner

SECONDED: M. Ozirny that *the Finance Investment Policy be approved as presented*

CARRIED

5 Committee Reports

5.1 Staff Management Committee – D. Berrill

D. Berrill indicated that the Committee met Thursday evening. They reviewed the staffing increases, however the budget still needs to be reviewed and a few positions considered.

5.2 Policy Procedure and Bylaw Committee – R. Gallant

R. Gallant noted that he is recruiting for the PPBLC Committee. Comments were made that some of the changes to policy were not reflected on the website. It was noted that it is important that people clear their 'cache' in their browsers to ensure that the updated information is displaying on their webpage.

5.3 Provincial Chairs' Committee – M. Ozirny

M. Ozirny indicated that the PC Chairs discussed the CRA proposal; Next Generation Screening Plan; and the Affiliation Agreements. Overall the Chairs received the information with positivity and will work to do their best to move forward with these items as proposed. The provinces have requested that a lexicon

5.4 Communications Committee – D. LaRoche

D. LaRoche reported that her committee had a very robust meeting. A portion of the committee's time was dedicated to doing website orientation and reviewing the PR toolbox provided by DND.

5.5 National Resource Generation Committee – T. Taborowski

T. Taborowski indicated that the NRG Committee had a productive closed meeting. He added that he and S. Lawson have applied for approximately \$750k in grant funding for various initiatives and they are looking forward to hearing a decision on the funding request in the near future.

5.6 League Industry Partnerships Sub-Committee – E. Martinez

E. Martinez was pleased to announce the MOU between the ACL and the Air Canada Jazz Pathways program.

This agreement includes two new annual national scholarship opportunities for successful graduates of the ACLC Power Flight program, continued funding of the ACLC Power Scholarships program, and ongoing support of the ACLC. The Jazz Aviation Pathway Award for Professionalism. Awarded to a full-time student accepted and enrolled in a Jazz APP-affiliated aviation program for outstanding contributions to safety, leadership and professionalism. The Award consists of a \$3,000 scholarship and the recipient will be selected by the Air Cadet League of Canada in consultation with Jazz to ensure the criteria as outlined are respected.

The Jazz Aviation Pathway Award for Professionalism and Diversity. Awarded to a full-time student accepted and enrolled in a Jazz APP-affiliated aviation program who has self-identified as Aboriginal, a person with a disability, a visible minority, or female; for outstanding contributions to safety, leadership and professionalism. The Award consists of a \$3,000 scholarship and the recipient will be selected by the Air Cadet League of Canada in consultation with Jazz to ensure the criteria as outlined are respected.



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

25 November 2016

5.7 Aviation Committee – J. Hunter (regrets)

J. Elias reported that he chaired the meeting on behalf of J. Hunter who participated by teleconference. The Committee met over the course of two days. DND staff participated and provided an update on air operations and maintenance issues. The committee is making headway on the CFTA and PTAA awards and these will be cleaned up in time for next year. The Aviation Committee continues to make the replacement of ACGP flying assets a priority and is working diligently with the assistance of a subcommittee with participation from both the league and DND.

5.8 IACE Committee – H. Viita

H. Viita reported that a PowerPoint Presentation of the Atlantic Region exchange was conducted at the meeting. The Maritime Provinces will be planning year 2 of 3 of the IACE Exchange out East and are considering a closing dinner in New Brunswick for the upcoming year. She added that it is important to have money set aside in the IACE budget for planning activities as there was a significant amount of travel required for the committee members from the provinces to meet to discuss the events - which was not part of the original budget.

5.9 Music Committee – H. Mar

H. Mar's committee had a series of recommendations to make to the Board and he agreed to circulate the information to the BOG in writing in time for the next meeting. He summarized the points by adding that the League needs to ensure that the bands that are formed are of an appropriate size and would recommend that the National Presidents of the three leagues meet to discuss the music program in the near future.

5.10 Effective Speaking Committee – P. Doern (regrets)

P. Doern written report was included as part of the supporting material in the SAM meeting book.

5.11 National Members Committee – K. Todd

K. Todd indicated that his committee focused on what should be posted to the National Website. Some examples given were info for cadets, league members, screened volunteers along with training modules for them. He asked the Board who oversees the Positive Youth Development material and the answer was that it was overseen by DND and has been posted on the ACL's website for completion. After some discussion, it was concluded that the module for volunteers is not the same as the one available to CIs (their participation is tracked and their completion is confirmed), whereas the same is not available to volunteers.

5.12 Air Cadet Committee – J. Elias

J. Elias reported that two cadets participated in the Wings of Courage documentary that aired on CPAC. A trailer of the doc will be shown at the banquet Friday evening and presented by Sound Venture Productions. WestJet sponsored the airfare for the two cadets in the documentary to attend the press conference in Ottawa with the Canadian Geographic Society earlier this month. Copies of the magazine will be made available at this evening's dinner.

The committee is also working on their TORs, best practices for initiatives such as aviation days as well as lending support to projects in place with NRG/LIP.

5.13 Selections Committee Report – M. Lacroix

M. Lacroix noted that he had a great meeting today. LCdr. Darin McRae, Staff Officer, Training Operations and Plans for the CJRC also participated. He added his full report will be presented in the SAM record of decisions as there was insufficient time left in the meeting to present a full report.

RECESS

In the interest of time, M. Bineau moved that the meeting recess until 1400 hours on 26 November 2016.

MOVED BY: M. Bineau

SECONDED: D. LaRoche.

CARRIED

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AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

26 November 2016

MEETING INFORMATION

Meeting Date: 26 November 2016

Start Time: 1500-1630 EST

Lord Elgin Hotel – Lady Elgin Room (Closed Meeting), OTTAWA

ATTENDANCE

Don Berrill	Merv Ozirny	Jim Hunter (regrets)	Eva Martinez	Sarah Matresky, ED
Marcel Bineau	Ernest Wiesner	Geoffrey Johnston	Tom Taborowski	Penny Doern, MAL
Don Doern	Jerry Elias	Marc Lacroix	Ken Todd	
Darlene LaRoche	Russell Gallant	Howard Mar	Hille Viita	

RECESS:

T. Taborowski moved that the meeting come out of recess and resume from yesterday.

MOVED BY: T. Taborowski

SECONDED: H. Viita

CARRIED

4 New Business

4.3 Follow up Items, Special Meeting – D. Berrill

D. Berrill opened the discussion on the items introduced at the Special Meeting earlier today. He noted the importance of speaking with one voice as a Board of Governors and that the position of the Board should always carry over to meetings of the General Assembly when it comes to individual votes.

Affiliation Agreements: It was suggested by H. Viita that a Critical Path Diagram be created to communicate the timeline of the CRA initiative, the affiliation agreements etc. Change management slides similar to the ones used by DND for Renewal would be useful during this time of transformation. It was also suggested that the headers of presentations should be clearly labeled to indicate whether or not the information is for an internal audience only; for discussion purposes; for external use or if it is currently in draft format. The owner, date and number of pages (to determine where we are in the presentation) is also helpful. S. Matresky noted that she would implement these suggestions for future meetings. The importance of keeping the SSCs in mind while performing the agreement exercise was also emphasized during discussions.

SAM Format for Next Year: S. Matresky recommended that the BOG consider revising the current format of the Semi-Annual meeting due to increased costs. A gathering of only the Board of Governors (and maybe the PC Chairs?) should be considered as a measure to reduce expenditures, which currently run at about \$60k (all things considered). The idea was received positively by participants and S. Matresky will present some options in time for the next meeting in January for further review.

NWO Trusteeship: A motion will be made at the January BOG meeting to close out the NWO and have the 1st assessment fees due to OPC covered by National. D. Berrill noted that the receiving PC needs to give consideration to the absorbed PC for representation both at the Provincial and National levels.

6. CONCLUSION

6.1 Reports of the Vice-Presidents– D. Berrill

Nothing further.

6.2 Good and Welfare of the ACL– D. Berrill

Nothing further.

6.3 Date and Time of Next Meeting – 18 January 2017 by Teleconference

NOV 2016



ANNEX 1

**DND GROUP ADDRESS
POWERPOINT**



Ordre du jour

- Présentation
- Examen de l'intention du commandant
- Opération HONOUR (Op HONOUR)
- Renforcement du commandement et contrôle (C2)
- Initiatives en cours
- Renouvellement du programme des Cadets et Rangers juniors canadiens (Cad & RJC)
- Questions



Examen de l'intention du commandant

- Réussite des programmes dans le cadre du renouvellement
- Point de mire sur les cadets – notre avenir
- Flexibilité dans le processus de réflexion et souplesse dans nos idées et nos processus
- Gestion efficace des ressources
- Instruction stimulante et de qualité
- Rétention des cadets seniors
- Appropriation du narratif des OCC
- Distinguer et mettre à profit les talents et les compétences de chacun
- Programme complet pour la condition physique des membres de la SAIOC et des cadets
- Aimez ce que vous faites!



Opération HONOUR

- **La protection, la sécurité et le bien-être des cadets sont ma principale priorité**
- Tous doivent prendre des mesures immédiates pour éliminer les comportements sexuels néfastes et inappropriés au sein des OCC
- Nous sommes investis d'une immense responsabilité à l'égard de la protection des jeunes qui nous sont confiés
- Les comportements sexuels néfastes et inappropriés, peu importe leur nature, sont inacceptables
- Nous continuons de renforcer la sensibilisation et les procédures de signalement, ainsi que les communications
- Aucun comportement inapproprié impliquant des cadets, leurs instructeurs ou toute personne participant au programme des cadets ne sera toléré



Appui au Programme jeunesse / Renforcement du C2

Appui envers le Programme jeunesse par l'ensemble du MDN et des FAC

- Par le gouvernement du Canada : sous l'influence de l'Examen de la politique de défense
- Par le min DN : la rédaction des directives ministérielles (DM)
- Par le SM ou le CEMD : une nouvelle directive du SM ou du CEMD
- Par le VCEMD ou le N1 : des accords de soutien mutuel (MSA) seront rédigés

Renforcement du C2

- Travailler avec les PDC N1 (EMIS, CPM et AC)
- CANFORGEN 197/16 VCEMD 018/16 Renforcement du commandement et contrôle (C2) – C Res et Comd GP S Nat CRJC
- Ébauche de la directive du CEMD soumise au PDC N1 et faisant l'objet d'un examen juridique



Initiatives en cours – Généralités

Op DISTINCTION

- Canada 150
- 75^e anniversaire de Dieppe
- Célébrations soulignant le centenaire de Vimy :
 - Restrictions imposées à ACC et au COIC (possiblement l'approbation du CEMD et sans uniforme) jusqu'au départ;
 - Des excursions éducatives d'Education First en étroite collaboration avec le Gp S Nat CRJC;
 - Directive sur les voyages dans le cadre du centenaire de Vimy distribuée le 4 août 2016;
 - Aucun autre voyage ne sera autorisé à Vimy en 2017.

Coupe Vanier

- De 150 à 200 cadets à Hamilton

Jeux Invictus 2017

- 82 cadets
- Du 22 au 24 septembre et le 30 septembre 2017



Initiatives en cours pour les cadets de l'Air – Instruction

Pays participant pour l'Échange internationale des cadets de l'Air (ÉICA) en 2017

- | | | |
|--------------|----------------|--------------------|
| • Australie | • Belgique | • Chine |
| • Hong Kong | • France | • Nouvelle-Zélande |
| • Pays-Bas | • Corée du Sud | |
| • États-Unis | • Royaume-Uni | |



Les Ailes d'époque du Canada

- Sommet Chris Hadfield
- Planification pour le 30 juin 2017

Décentralisation des échanges de 2017

- Coordination du ÉICA et exécution avec l'état-major J3
- La planification et la communication à l'extérieur du Canada restent sous la gouverne de l'état-major J5 au QG



Initiatives en cours pour les cadets de l'Air –

Programme de vol

Programme de bourse d'études de pilote d'avion

- Examen en vue de hausser le plafonnement des fonds établi par le Conseil du Trésor

Programme de vol à voile des cadets de l'Air

- « Partage » du programme national
- Flotte vieillissante
- Examen du renouvellement de la flotte en cours
- Déploiement et uniformisation de la flotte
- Assurance continue de la navigabilité



Processus de renouvellement – Un plan en trois phases

RENOUVELLEMENT - CADETS ET RJC

Phase 1		Phase 2		Phase 3	
2013	2014	2015	2016	2017	2018
Modèle de gouvernance	Structure de commandement et de contrôle	Mise à jour du PE du MDN et des Ligues	Orientation cyclique sur le programme	Enlèvement des besoins des institutions locales	Rapport de l'équipe de leadership de l'unité
Modèle de soutien au programme	Modèle de soutien au programme	Examen administratif du programme	Examen administratif du programme	Modèle et plan des RH	Modèle et plan des RH
Développement des jeunes et le rayonnement	Développement des jeunes et le rayonnement	Calcul des coûts liés au programme des cadets	Calcul des coûts liés au programme des cadets	Plan sur le point de vue des jeunes	Modèle d'amélioration continue
Modèle de soutien au programme	Modèle de soutien au programme	Calcul des coûts liés au programme des RJC	Calcul des coûts liés au programme des RJC	Matrice sur le rendement de la qualité	Soutien à la familiarisation des FAC
Stratégie de rayonnement	Stratégie de rayonnement	Remaniement de la politique stratégique	Remaniement de la politique stratégique	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
Stratégie nationale des Affaires publiques	Stratégie nationale des Affaires publiques	Communication interne	Communication interne	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
Modèle de soutien au programme	Modèle de soutien au programme	Stratégie de récompense des cadets et des RJC	Stratégie de récompense des cadets et des RJC	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
Plan d'augmentation des cadets	Plan d'augmentation des cadets	Modernisation des uniformes	Modernisation des uniformes	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
Plan d'augmentation des patrouilles de RJC	Plan d'augmentation des patrouilles de RJC	Stratégie sur la souplesse du programme des cadets	Stratégie sur la souplesse du programme des cadets	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
Gestion de l'incidence sur les ressources	Gestion de l'incidence sur les ressources	Matrice du risque	Matrice du risque	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
Service à la clientèle	Service à la clientèle	Personnel des Centres d'entraînement des cadets (CEC)	Personnel des Centres d'entraînement des cadets (CEC)	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
Processus de sélection	Processus de sélection	Cinq principes clés	Cinq principes clés	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC
		Plan de durabilité du programme	Plan de durabilité du programme	Matrice à la familiarisation des FAC	Matrice à la familiarisation des FAC

Le CGPC et le BGPC ont récemment approuvé

- Protection des salaires pour le service de classe A dans les corps et escadrons
- Investissement dans le perfectionnement professionnel local
- Plus de latitude pour conclure des marchés et avoir recours à des instructeurs civils
- Plus de possibilités pour les cadets seniors
- Rédaction d'une directive nationale sur l'instruction
- Plus de latitude pour planifier des instructions à l'échelle locale
- Plus de souplesse quant au financement à l'échelle locale

En cours et à venir

- De novembre à mars - période de remaniement du renouvellement
- Janvier - Mise à jour du protocole d'entente (PE) entre le MDN et les Ligues
- Groupes de travail existants
 - Examen de l'O et E civil
 - Examen de l'O et E des Centres d'entraînement des cadets
 - Soutien aux activités de familiarisation avec les FAC
 - Accroissement et durabilité du programme
 - Modèle d'amélioration continue
 - Matrice du risque
 - Communication interne
 - Modernisation de l'uniforme des cadets



Dernières réflexions

- Le soutien direct envers les escadrons est notre priorité
- Soutenir la participation des Ligues aux Groupes régionaux consultatifs des cadets et aux Comités de coordination de la communauté (CCC)
- Soutenir la mise en œuvre des nouvelles Zones de leur personnel

QUESTIONS?

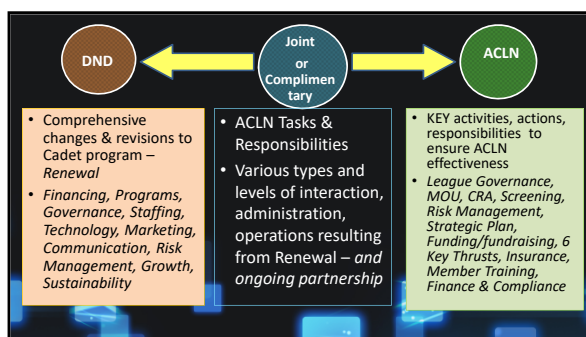
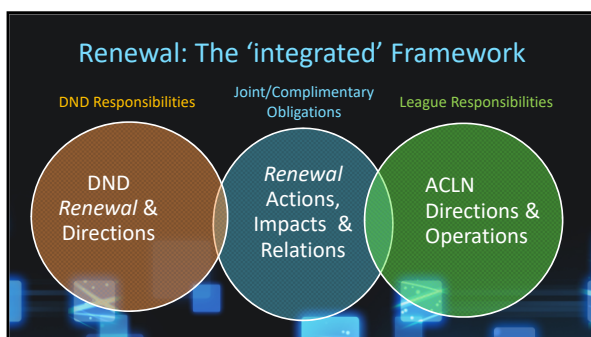
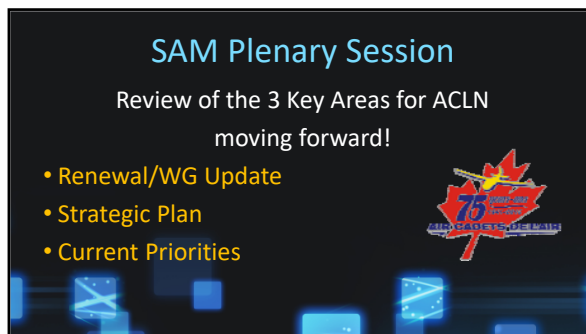



CADETS
CANADA
CADETS.CA



ANNEX 2



Special Meeting Presentations






6 Key Thrusts to Ensure League Effectiveness

1. Address/Respond to the 5-year Renewal implementation and Action Plans.
2. Negotiate and implement a new **MOU**.
3. Develop the ACLN Capacity, Business Plans and Resources – across Canada!
4. Support and Enhance the Capacity of PC's to address Renewal in their jurisdiction.
5. Build/strengthen our political and government advocacy and relations.
6. Build/strengthen our private and industry advocacy and relations.


WG Status

- **7** initial WG's that ACLN has been involved, **4** just starting. MOU still to come.
- To date, **300** recommendations going through review; = many new directions, plans and initiatives forthcoming
- Additional recommendations will come via new WG's and consolidation.
- **5 DND-only** Working Groups also addressing various subjects and will have recommendations



WG Status

Working Group	Status
Program Outreach	Recommendations advanced, outreach plans and actions identified
Program Costing	Recommendations reviewed, ACLN input
Program Administration	Recommendations reviewed, ACLN input
Program Flexibility	Recommendations reviewed, ACLN input
Risk Matrix	Final Debrief, ACLN Input, awaiting final recommendations
Internal Communications	Final Debrief, ACLN Input, awaiting final recommendations



WG Status

Working Group	Status
Recognition & Awards	WG completed, ACLN input and awaiting recommendations
Program Sustainability	1 st WG meeting just occurred
Uniform Modernization	1 st WG meeting just occurred
CAF Familiarization	1 st WG meeting just occurred
Cyclical Program Guidance	On hold; early 2017 expected

Program Costing Summary

1. Potential reduction of CFTC's; ACLN understands same # of Cadets to be trained
2. ACLN does not support removal of gliding program for all-power program
3. ACLN supports enhanced funds for 'struggling' units – definition & criteria needed
4. ACLN supports 'excess' funds due to Squadron efficiency be maintained at local unit

Program Costing Summary

5. ACLN awaiting details on funding formula for all elements; we identified a \$7million shortfall for Air if funding is based on 'Cadet population ratio' (approximate)
6. Numerous recommendations related to Cadet program:
 - More RDA's and NDA's
 - Increase load size (CTC)
 - Shorter durations (CTC)
7. ACLN recommends a music instructors course

Program Costing Summary

8. ACLN noted numerous activities need to be in collaboration with SSC/League
 - Purchase of training aids
 - Local recruitment/promo
 - Training of officers on League role/MOU
9. ACLN needs clarification on funding and budget allocation for Cadets in International Exchange
10. ACL strongly recommending a senior leadership course

Program Flexibility Summary

1. New concept of Locally Directed Activities to be introduced:
 - Goal is more flexibility by Sqn on choices within mandatory/optional programs
 - Still requires clarification on overall regulations
 - ACLN input is to ensure SSC are fully integrated and their role confirmed
 - May require SSC funds directed at LDA; LSA funds may qualify

Program Flexibility Summary

- 2. Increase in Regionally Directed Activities as seen as way to increase Cadet participation in activities
 - ACLN not supportive of any 'purpling' that would emanate from increasing RDA's or 'zone' activities
- 3. Late Joiner package to be considered
- 4. **Electronic Handbook for Cadets to be considered**
- 5. Reduction in importance of 'attendance' as criteria

Program Flexibility Summary

- 6. Goal is to offer Cadets option of demonstration/challenge to display skills and be evaluated
- 7. Funds for CIC training to be 'separate' from any budget for Sqn operations
- 8. Greater focus on 'performance' to establish advancements in rank, CTC, awards
- 9. **CO to approve 'low risk' activities, no approval from RCSU**

Program Administration Summary

- 1. Reduced admin at local level; more authority by CO over local plans/activities
- 2. **Annual Training Plan to be created and posted prior to training year**
- 3. ACLN reinforced that SSCs must be integrated in all planning – budgets, fundraising schedules, optional, trips, community
- 4. **ACLN stressed that officers become trained in element course: need to re-badge by 6 months if switching**

Program Administration Summary

- 5. ACLN recommending a 'sign-off' formality be established to confirm awareness and submission of LSA funding
- 6. **Online registration of Cadets being considered**
- 7. ACLN reinforced that consultation & formal protocol be established for input on CO selection
- 8. **Greater focus and use of staff from Affiliated Units to support local Sqn**

Internal Communications/Rewards & Recognition

1. Main recommendation for *Communication* is building a new, comprehensive portal for CCO (*My Cadets*).
2. ACLN and Leagues should seek and secure full involvement in the development.
3. *Rewards* is reviewing all Cadet awards, medals, pins, commendations and associated criteria throughout DND and all Leagues
4. Goal is consistency, new options to recognize achievements, removal of ineffective ones.

Program Outreach – Ready for Action!

1. Following WG (2015), a detailed '*Action Plan*' was put forward for Program Outreach thru BGen Woiden.
2. The 3 Leagues are identified as LEADING or Co-LEADING numerous initiatives.
3. Six Outreach areas were identified with various actions associated:
 - *Identify new partners*
 - *Enhance existing relationships*
 - *Build relations with Youth Influencers*
 - *Partner with Private Industry*
 - *Partner with others to assist Program Delivery*
 - *Enhance Outreach Capabilities*

Memorandum of Understanding

1. We are still negotiating the method of negotiation!
2. Key position of ACLN is separate MOU, ore separate addendums, for each League to reflect needs, unique program, governance, resources.

MOU negotiations will need to centre on:

<ul style="list-style-type: none"> • <i>Fleet management</i> • <i>Funding & fundraising</i> • <i>Insurance</i> • <i>Screening</i> • <i>Supervision</i> 	<ul style="list-style-type: none"> • <i>Marketing</i> • <i>Conflict resolution</i> • <i>Information sharing</i> • <i>Cadet-related programs & services</i>
---	--

STRATEGIC PLAN

ACLN Strategic Plan

*Planning & Development
Timeline*

*Committee Work
November 2016 – March 2017*

*New plan effective 2017/18
Fiscal Year*




Process & Methodologies

Scott assigned to assist all Committees

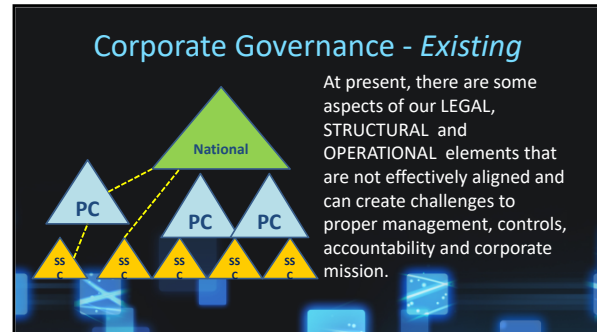
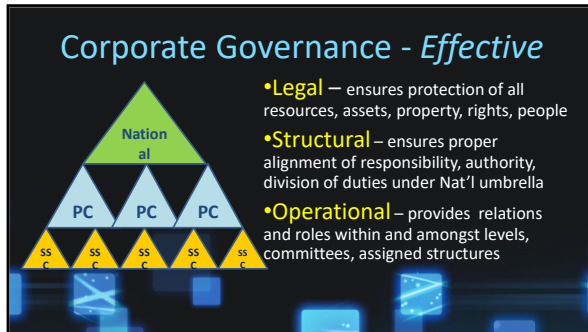
- Committees and members to conduct planning and development process and meetings
- Determine methodologies – survey, research needed

- Any consultations needed within or external to ACLN structure
- Complete Form A: reviewed by Strategic Planning Cttee. & Executive
- Begin preparation and thinking for Form B

CURRENT PRIORITIES

- Screening
- Supervision
- Financial Compliance

- Finance Management
- Risk Management



Screening Issue #1

Situation

All volunteers need to be screened and registered to the required standards - legal liabilities, insurance protection, and Cadet safety all stem from proper screening to meet policy and safety levels.

Screening Issue #1

Issues

1. Some municipalities/jurisdictions not providing VSS and/or the cost is becoming prohibitive.
2. There are different registration systems and processes being used across the League that aren't consistent or meet policy and legal requirements.

Screening Issue #1

Proposed Direction

1. National systems being put in place to manage and administer screening across all PC's.
2. Forms, photo ID cards, and actual PRC check managed through National office.
3. Third party contractor being reviewed as one option to process all PRC and enhanced record check.

Screening Issue #2

Situation

- **NOTE: Presently, screening is a 'fluid' issue being discussed amongst Leagues and DND.**
- DND requires that all CV's must have a VSS completed.
- DND requesting that ACL screen CV's and CI's to the VSS standard.

Screening Issue #2

Issues

1. ACL volunteers do not require VSS if they are not in supervisory capacity.
2. If ACL is to register and screen CV's/CI's we may need alternate screening options to secure VSS.
3. **Screening CV/CI's may impact ACL - higher risk, costs, insurance.**

Screening Issue #2

Proposed Direction

Options being explored:

- a) to negotiate an indemnity agreement with DND for all legal matters related to CV/CI screening.
- b) ACL volunteers become *solely* responsible for their own VSS and provide to ACL.
- c) ACL to set up 2 'levels' of volunteers: those who work with Cadets as CV/CI and those who won't.

SUPERVISION

Situation

ACLN needs to determine a clear direction on Cadet Supervision and address any matters pertaining to screening, liability and policy.

D. SUPERVISION

Issues

1. This issue is also fluid at this point as DND is looking at options on this topic.
2. There is a shortage of Officers in some areas and CV/CI's play an important role supporting the local Sqn – fundraising, optional, community events.
3. There is a difference between Cadet supervision UNDER direction of officer vs. independent supervision by screened League members (circa 2006)

SUPERVISION

Proposed Direction

1. ACLN has put forward recommendation to have a joint committee review full supervision issue in full and report on best options to support program and Cadets.
2. Depending on resolution of CV/CI screening (noted earlier), ACLN will be able to determine next steps for these types of supervisory roles.

Financial Compliance & CRA Direction

Situation

- CRA requires that ACLN address its internal structure related to charitable designations, status, and conformity to regulations as registered charities
- National and Provinces need to ensure that all SSC finances are accurate and monitored. Provinces will become legally responsible due to CRA requirements

Financial Compliance & CRA Direction **Issues**

1. Provincial Committee needs to report their revenue/expenses to CRA every year which will now include those under their alignment:
 - a) SSCs that **ARE NOT** incorporated will fall under PC charity designation; can issue tax receipts under PC #.
 - b) SSCs that **ARE** incorporated need to be aligned under the Provincial structure. If registered as charities, will have to submit their own T3010.

Financial Compliance & CRA Direction **Proposed Direction**

1. ACLN reviewing an 'Affiliation Agreement' with each Province to ensure they are legal, corporate bodies within ACL.
2. PCs will review using similar agreement with SSCs who are INCORPORATED; may want similar for all SSCs.
3. PCs to determine appropriate method to direct/address incorporated SSCs: assets, accountability, controls, policies.

Financial Management **Situation**

PC needs to ensure all SSC finances are accurate for purposes of charity reporting, internal reporting and financial accountability. Financial compliance at all levels is top priority.

Financial Management **Issues**

1. ACC9 has limitations at present for managing tax receipts across Provincial level.
2. ACC9 is not automated to support single entry bookkeeping or core reconciliations under one Provincial level.
3. ACLN and Provinces will also require regular reports and access to financial information.

Financial Management

Proposed Direction

1. Exploring automated systems (e.g. Quickbooks) that will support and integrate SSC finance records into one Provincial and National system
 2. Need to automate and integrate ability of Provinces to approve ongoing charitable tax receipting.
- This issue is high priority with linkage to CRA developments.

Risk Management

Situation

Throughout all levels of ACL we experience numerous types and significance of risk. Ensuring that we understand, manage, and mitigate the risks we assume needs to become top priority. Issues such as screening, supervision, volunteer training, health and safety are involved.

Risk Management

Issues

1. DND is establishing a Risk Management system that will cover program elements and Leagues must determine IF and HOW integrate and proceed in partnership.
2. ACLN has just received a consultants report that focused on a number of risks related to our key situation linked to insurance coverage.

Risk Management

Proposed Direction

1. ACLN will need to establish a mechanism to begin to build and implement a Risk Management system at National level - then work with DND and internally to all of our levels.
2. We need to finalize key issues from consulting report to help direct our activities in key areas such as screening, insurance coverage, supervision.



CRA Amalgamation of ACL Charity Numbers


OVERVIEW

- Currently there are over 200 internal divisions that are operating under the national and provincial bodies.
- CRA recommended that the sponsoring committees and squadrons that are designated as internal divisions under the national and provincial bodies be amalgamated to form one entity under each PC.



- The proposal in principle was adopted at the National Annual General Meeting of the League in Vancouver in June.
- We are not alone - this type of amalgamation is taking place in many other organizations such as ourselves (church groups etc.) and in our case, after discussion and review of the ACL structure, it is considered to be a viable option.
- The unincorporated SSC's would continue to exist as individual entities but only as a component of the PC as it relates to charitable activities and reporting.
- The amalgamated entity would retain the BN of the existing provincial body.
- The RR accounts of the existing unincorporated SSCs would be closed and would no longer exist on the CRA charities listing website.
- These proposed changes may be the only way we will be able to maintain our charitable status. At the moment amalgamation would seem to be the best option for the ACL.

The Breakdown




SSC's Incorporated with CRA

- Will continue as they do now as long as they continue to meet the requirements of the ACL?
- Objects of already incorporated bodies may have to be changed.
- Will be treated differently than amalgamated SSCs when it comes to reporting, i.e. These organizations will be responsible for filing their own reports.
- Incorporated SSCs will need to have agreements in place with their PCs to follow provincial/ACL direction.

of SSC's registered, incorporated or both: 298


The Breakdown



SSC's with a Sub Number
(represents shared root numbers i.e. RR0002)


- Will cease to exist as an individual CRA registered charity – but *will* exist under the Provincial Committee number (through the amalgamation process) as long as they are in good standing.
- Will remain subordinate to the PCs
- PCs will need to know exactly which SSCs to report on the T3010 (*new* - PCs didn't report sub numbers before)
- Property owned by the amalgamated SSCs will be owned by the PC and held *in trust* by the SSC (like a church)
- Would have a different type of affiliation agreement with their PC with list of responsibilities etc.
- OPC 4900 form could be adopted as a reporting mechanism across Canada?

The Breakdown



SSC's: Not Registered, No Number ('Orphans' -162 SSCs)

- SSC's that do not have a sub number of the provincial number and have not registered in any way would not become part of the current amalgamation process, however, we are working with the CRA to review and suggest a way forward after some additional consultations.
- These organizations will become part of the integral process moving forward.
- All not-for-profit entities are required to be registered in some fashion with CRA. Those that are not are at risk for CRA action.



Q & A

How will Charitable Receipts be issued?

- Charitable Receipts will be issued under the Provincial Committee's Number for all SSC's in a format to be determined.


How will T3010's be completed for the SSC's?

- The activities of the unincorporated SSCs will need to be reported on the T3010 of the Provincial Committee in the future.

Which charitable number will the SSCs now use?

- The unincorporated SSCs will now use the PC charitable number for their activities.

More information and guidance available on the CRA website




How will the PCs handle the reporting? Will it be more complicated?

- The Provincial Committees will need to exhibit a strong level of control to ensure that reporting is done properly and on time.
- The National Finance committee is looking into cloud based financial reporting to provide everyone with the infrastructure required for effective control (Intuit – Quickbooks).


How will this impact the League operationally at all three levels?

- It will have a significant impact as we work to ensure that proper controls are in place for financial reporting and the issuance of tax receipts.
- This impact will be quantified once the PC Chairs and the National Board have had the chance to reconcile the proposed changes from the CRA with a direction for the league to take.



What are some of the immediate changes taking place?

- **There will be no new changes in operations for FY 16-17 ending Aug 31 2017.** ACC9s will still need to be completed and collected and those will charitable numbers will continue to use them. However:
 - No new charitable numbers will be issued. Applications in the queue will be withdrawn.
 - No substantial changes to the SSC charity files will be actioned.
 - Any PCs that are extensions of the National ACL charity number will receive new charity numbers.
 - T3010 returns will still be required until the amalgamation takes place.



What about our gaming licenses and casinos?

- We will need to work with those PCs where the province has restrictive rules as it pertains to gaming and casinos (This is outside of CRA control)
- The CRA is aware of the issue and will consult internally on this matter and is aware of a similar situation with the Navy League of Canada.
- Each SSC may remain incorporated for the purpose of retaining their gambling license as the province may not permit the provincial body to hold a single license for all of the SSCs.

Under the new amalgamation what will happen to the assets/liabilities held by the SSCs that need to unincorporate?

- The Air Cadet League is working with the CRA to determine how to make the necessary transfer of assets/liabilities under the amalgamated charity with as much efficiency as possible.

When are these changes taking place?

- The expectation is that the amalgamation will take place after the current fiscal year. Active September 1st 2017.

What are the next steps?

- The ACL confirmed that all Provincial Committees are incorporated. The CRA will require copied of the incorporating documents where there is no evidence of incorporation on file. These will be sorted out first.
- Once amalgamated, there will only be one official name – that of the specific Provincial Committee, but name changes of certain SSCs may also be done internally to better reflect the reorganization.
- The Air Cadet League is currently awaiting more information on the way ahead from the Canada Revenue Agency. They have confirmed senior management has been briefed and they are waiting for direction.

Questions?



Affiliation Agreements and the Air Cadet League of Canada

Creating a Model to Balance our Interests and Organize Ourselves
to Meet Everyone's Needs...



"...an association must have a sense of their members' needs and wants and an understanding of the most effective means to engage its members...an association needs to know what it seeks to accomplish before it can determine the best means to fulfil its mission and objectives..."

-Canadian Society of Association Executives, Jennifer Shepard, CAE.

Engaging in Discussion about Relationships

- ▶ Is the League's organizational structure the most effective to meet our needs?
- ▶ How do we address this struggle to determine if everyone is being engaged effectively?
- ▶ The establishment of Affiliation Agreements is often looked at as a means to establish effective relationships within an organization and define the role each of us plays in the big picture.
- ▶ The Government of Canada through DND and the CRA hold the National League responsible for the activities of all subordinate ACL organizations. In their eyes, there is only one ACL - not many.

What is an Affiliation Agreement?

- ▶ It is a type of legal document that defines and governs a relationship to the benefit of its members.
- ▶ Each affiliate is a separately incorporated organization.
- ▶ Level of control varies depending on legal relationship between parent and affiliate as described in the bylaws and other documentation.
- ▶ Practical for Provincial Committees who have specific responsibilities in their provincial and territorial jurisdiction.

What Does the Agreement Do?

- ▶ Unites everyone at the National level to more effectively handle issues that are common to everyone.
- ▶ They respect each others autonomy while recognizing the goal of the 'One League' concept and speaking with one common voice.
- ▶ Achieves a coordinated impact on issues that affect everyone.
- ▶ Through affiliation the League has a better opportunity to represent interests within the Canadian Cadet Organization.
- ▶ Hold everyone accountable to each other through governance and transparency mechanisms; provides clear articulation of roles.

What Would the Agreement Between the PCs and National Entail?

- ▶ These agreements would:
 - ▶ List common obligations
 - ▶ Responsibilities
 - ▶ State common values
 - ▶ Governance, decision making, authority
 - ▶ Articulation of Roles
 - ▶ Reporting relationships
 - ▶ Dispute resolution process with clause to outline how disagreements would be resolved.
 - ▶ Complement the MOU with DND

What Rights Would PCs be Entitled to Within This Agreement?

- ▶ Examples include...
 - ▶ Use of trademarks, the Air Cadet League 'Brand'
 - ▶ Eligibility for insurance under the National insurance program
 - ▶ Use of intellectual property etc.

What Would the PCs Agree to in Exchange?

- ▶ Agree to operate as outlined
- ▶ Adhere to agreed upon policies and procedure
- ▶ Provide regular reporting, financial compliance etc.

Are Affiliation Agreements Required Between the SSCs and the PC

- ▶ As the amalgamations with the CRA get underway, this new association would naturally establish authority at the local level, however we are exploring ways to bring together both amalgamated and non amalgamated units.
- ▶ Agreements would vary depending on the status of the SSC, but the end goal is to unite the entire organization under the 'One League Concept'.

High Level Issues to be Addressed (Options/Considerations When Reviewing the Draft Agreement)

- ▶ Statement of common mission and principles of accountability
- ▶ Dispute resolution process that addresses policy/procedure issues as well as the possibility of disaffiliation or disbanding of a Provincial Committee
- ▶ Intellectual property use
- ▶ Coordination of services (legal; communications e.g. single media spokesperson; membership in external organizations; government relations.

What are the Next Steps?

- ▶ Agree to the concept of the establishment of the Affiliation Agreements between the National Level of the League and each of the Provincial Committees
- ▶ Address High Level Issues/Components of Agreement
- ▶ Agree to and establish a Letter of Intent with each of the PCs outlining the heads of the agreement before proceeding.
- ▶ Performing due diligence to explore provincial legal impacts and implications before proceeding.
- ▶ Signing of the Affiliation Agreements with each of the Provincial Committees.
- ▶ Timeline - 12-18 months

AFFILIATION AGREEMENT

THIS AGREEMENT (the "Agreement") is made as of the ____ day of _____, 2016, to be effective as of _____.

BETWEEN

AIR CADET LEAGUE OF CANADA
(hereinafter referred to as "ACL CANADA")

AND

AIR CADET LEAGUE OF CANADA - XXX PROVINCIAL
COMMITTEE
(hereinafter referred to as the "ACL XXX")

WHEREAS ACL CANADA is a non-share capital corporation originally incorporated under the *Canada Corporations Act*, pursuant to Letters Patent on April 9, 1941 and continued under the *Canada Not-for-Profit Corporations Act S.C. 2009, c.23* in 2013;

AND WHEREAS ACL CANADA is a party to a Memorandum of Understanding with the Department of National Defence of Canada ("DND") describing the roles and responsibilities of ACL CANADA, the Provincial Committees, local squadrons and DND in the proper and efficient delivery of the Air Cadet program;

AND WHEREAS the ACL XXX is a Provincial Committee of the Air Cadet League of Canada incorporated under [insert detail], responsible for direct oversight of league matters at cadet squadrons in an area generally coinciding with provincial boundaries and who supports the mission, vision and values and strategic plan of ACL CANADA;

AND WHEREAS ACL CANADA and the ACL XXX now wish to enter into an agreement to define how the ACL XXX shall represent the concerns and issues of air cadet squadrons within their province or territory on behalf of ACL CANADA, to define the support and resources from ACL CANADA to the ACL XXX, as well as to provide for the payment for those services as may apply from time to time. (This should be a general statement of intent that is detailed further below, we are providing some sample language but this would be refined once the essential terms of the agreement are further defined)

NOW THEREFORE IN CONSIDERATION of the mutual covenants, agreements and indemnities contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:



ANNEX 3

Awards Banquet



Semi-Annual Meeting
Réunion semestrielle

2016

Recognition Dinner
Banquet de reconnaissance

GUEST OF HONOUR

Lieutenant-General (ret'd) J.J. Charles Bouchard
Chief Executive, Lockheed Martin Canada



LGen Charles Bouchard is a retired RCAF general, leaving the force in 2012 where he had served since joining in 1974. His lengthy service took him worldwide as a key member of the Canadian Forces, having served as Commander of Canadian Air Division, Deputy Commander of NORAD, and Deputy Commander of Allied Joint Force Command Naples. In 2011 he was named Commander of NATO military mission in Libya.

A helicopter pilot, LGen Bouchard had a long career in Tactical Aviation with the Canadian Forces Air Command. He commanded 444 Tactical Helicopter Squadron in Lahr Germany and 1 Wing Kingston. He served in the USA as Deputy Commander for continental NORAD, later becoming Norad CO and receiving promotion to his LGen rank.

He was born in Chicoutimi, Quebec, and is a graduate of many schools and courses including: CF Staff School; Canadian Land Forces Command; National Strategic Studies; Combined Forces Commander; Senior Executives National & International Security program at Harvard. He holds a Bachelor of Arts degree in Political Science from University of Manitoba. In 2013, Lockheed Martin appointed LGen Bouchard as the head of operations for the company in Canada.



INVITÉ D'HONNEUR

Lieutenant-général (retraité) J.J. Charles Bouchard
Chef de la direction, Lockheed Martin Canada



Lgén Charles Bouchard est un général à la retraite de l'Aviation royale canadienne. Il a quitté les forces armées en 2012 après avoir servi depuis son entrée en 1974. Sa longue période de service l'a amené dans le monde entier dans son rôle de membre clé des Forces canadiennes, ayant servi comme commandant de la Division aérienne du Canada, commandant adjoint de NORAD, et commandant adjoint de la force opérationnelle interarmées du commandement allié de Naples. En 2011, il a été nommé commandant de la

mission militaire de l'OTAN en Libye.

Pilote d'hélicoptère, le Lgén Bouchard a une longue carrière dans l'aviation tactique avec le Commandement aérien des Forces canadiennes. Il a commandé le 444e Escadron tactique d'hélicoptères à Lahr, en Allemagne, et la 1re Escadre de Kingston. Il a servi aux États-Unis comme commandant adjoint de la Région continentale du NORAD, et plus tard, est devenu le commandant du NORAD et a reçu sa promotion au grade de Lgén.

Il est né à Chicoutimi, au Québec, et est diplômé de nombreuses écoles et cours, dont l'École du personnel des FC, le Commandement des Forces terrestres du Canada, les Études stratégiques nationales, le Commandant des forces combinées, et le Programme des cadres supérieurs de sécurité nationale et internationale à Harvard. Il détient un baccalauréat ès arts en sciences politiques de l'Université du Manitoba. En 2013, Lockheed Martin a nommé le Lgén Bouchard à la tête des opérations de la société au Canada.



PILOT TRAINING ACHIEVEMENT AWARDS

Established by the generosity of individual persons or organizations

RÉCOMPENSE WESTJET PILOTS' ASSOCIATION AWARD \$1,500

Ryan Petrie - 330 Sqn ON

RÉCOMPENSE CASARA AWARD \$1,000

Marika Dewar-Norosky - 317 Sqn MB

RÉCOMPENSE VIRGINIA MITCHELL AWARD \$1,000

Larissa Chiu - 111 Sqn BC

RÉCOMPENSE IRVIN ERB AWARD \$1,000

Benjamin Skippen - 826 Sqn ON

RÉCOMPENSE SABRE PILOTS ASSOCIATION AWARD \$500

Jérémie LePage-Bourbonnais - 632 Sqn QOV

David Giroux - 742 Sqn QOV

RÉCOMPENSE BOMBER HARRIS AWARD \$500

Phoenix Golshan - 741 Sqn ON

RÉCOMPENSE 426 THUNDERBIRDS AWARD \$300

Brandin Rozsa-Hrabinski - 301 Sqn MB

RÉCOMPENSE 99'S CANADIAN AWARD IN AVIATION \$300

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

Martina Leader - 703 Sqn SK

Anastasia Lisnevskaya - 767 Sqn BC

Jennifer Tan - 89 Sqn BC

RÉCOMPENSE FRANK KOBE AWARD \$300

Michael Batas - 604 Sqn AB

Gareth Thompson - 80 Sqn ON

RÉCOMPENSE TERRY ANGUS MEMORIAL AWARD \$300

Brad Sobczak - 706 Sqn QOV

Andersen Ko - 692 Sqn BC

LES RÉCOMPENSES DE FORMATION EN PILOTAGE

Créées grâce à la générosité des individus ou des organisations

RÉCOMPENSE ROCKWELL COLLINS AWARD \$300

Wolfgang Becker - 8 Sqn ON
Kevin Broadley - 690 Sqn QOV
Eng-Tsieng Chee - Sqn 631 ON
Leo Chung - 692 Sqn BC
Sukhcharnat Dhillon - 170 Sqn MB
Gabriel Dubé - 710 Sqn QOV
Nathan Feoillat - 58 Sqn ON
Arek Froudjian - 803 Sqn QOV
Ayush Gupta - 742 Sqn QOV
Naomi Henshaw - 507 Sqn NS
Jefferson Holod - 301 Sqn MB
Nicholas Pasieczka - 191 Sqn MB
Vedant Purohit - 700 Sqn ON
Devansh Ranade - 810 Sqn AB
Zhi Wang - 518 Sqn QOV
Noah White - 511 Sqn NL

RÉCOMPENSE ATSAC AWARD \$250

Brianna Ricketts - 537 Sqn NL
Luke Towers - 703 Sqn SK

RÉCOMPENSE BUD CRANDELL AWARD \$250

Pier-André Labrie - 776 Sqn QOV
Conall Muir - 577 Sqn AB

RÉCOMPENSE GARBUTT FAMILY – IN SERVICE TO OTHERS AWARD \$250

Derrick Kwok - 759 Sqn BC

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

Tyler Walker - 706 Sqn QOV

SCHOLARSHIPS / BOURSES

YOUNG CITIZENS FOUNDATION AWARD \$5,000

Tristan Dyke - 907 Sqn BC

BIRCHALL SCHOLARSHIP \$3,000

Nicolas Ouellette - 746 Sqn BC

DALE SCHOLARSHIP \$1,000

Rebecca Mather - 3 Sqn ON

COMPETITION / COMPÉTITION

**NATIONAL EFFECTIVE SPEAKING COMPETITION /
COMPÉTITION NATIONALE D'ART ORATOIRE**

Pearl Barnes - 675 Sqn SK

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

LONG & MCQUADE \$350

ROYAL CANADIAN AIR FORCE ASSOCIATION (GIFT*)

Air Cadet Military Band Musician: William Mann - 18 Sqn NS

Air Cadet Pipe Band Musician: Dylan Scheerschmidt - 675 Sqn SK

*each recipient receives a watch from the RCAFA

RÉCOMPENSE CCTA-EA / AATC-AM AWARDS

CANADIAN COUNCIL FOR AVIATION AND AEROSPACE \$500

Top Academic: Gabriel Su - 781 Sqn AB

NATIONAL AIRLINES COUNCIL OF CANADA \$500

Most Improved: Theodore Morrison - 259 Sqn BC

RÉCOMPENSE CCTA-OA / AATC-AO AWARDS

CANADIAN AIRPORTS COUNCIL \$500

Top Academic: Joshua Larose - 844 Sqn ON

Most Improved: Thomas Lazsadi - 246 Sqn ON

NAV CANADA \$500

Navigation: Hayden Klassen - 848 Sqn BC

Air Traffic Control and Services: Evan Sawatsky - 128 Sqn ON

CONTINUATION FLYING TRAINING AWARDS
RÉCOMPENSES POUR LA FORMATION CONTINUE
EN PILOTAGE

AIR CANADA PILOTS ASSOCIATION (ACPA) \$2,500

Jack Gilfillan - 386 Sqn BC

Caitlyn Lam - 655 Sqn BC

AIR LINE PILOTS ASSOCIATION (ALPA) \$2,500

Reanna Palleske - 598 Sqn ON

Justin Pymonto - 110 Sqn ON

Tristan Rhoads - 532 Sqn ON

Benjamin Skippen - 826 Sqn ON

AIR TRANSPORT ASSOCIATION OF CANADA (ATAC) \$2,500

Vince Ou - 140 Sqn ON

CANADIAN BUSINESS AVIATION ASSOCIATION (CBAA) \$2,500

Benjamin Robak - 903 Sqn AB

CAE \$2,500

Simon Coletti - 100 Sqn QOV

Maximillian Berari - 555 Sqn QOV

Taylor Rae Hemmings - 810 Sqn AB

Dylan Oakes - 690 Sqn QOV

JAZZ AVIATION LP \$2,500

Jonathan Storrow - 604 Sqn AB

ROYAL CANADIAN AIR FORCE ASSOCIATION (RCAFA) \$2,500

Nigel Sood - 334 Sqn NB

COLLEGE OF PROFESSIONAL PILOTS OF CANADA (CPPC) \$1,000

Victoria Welte - 205 Sqn BC

Chris Zhou - 60 Sqn PE



GUEST OF HONOUR / INVITÉ D'HONNEUR

LGen (ret'd)/Lgén (retraité) J.J. Charles Bouchard

Chief Executive, Lockheed Martin Canada

Chef de la direction, Lockheed Martin Canada

MASTER OF CEREMONIES / MAÎTRE DE CÉRÉMONIE

Guy Albert

PROGRAM / PROGRAMME

Arrival of Head Table Guests / Arrivée des invités de la table
d'honneur

Grace by - bénédicité par: Joan Gray

PIPER / CORNEMUSIER

FCpl / Cpls Thomas Rozon

(escadron 832 Twillick Clarence-Rockland Sqn)

After coffee has been served/ Une fois le café servi

Toast to the Queen of Canada
Toast to the Royal Canadian Air Force
Toast to the Royal Canadian Air Cadets
Toast to the Air Cadet League of Canada

Toast à la Reine du Canada
Toast à l'Aviation royale canadienne
Toast aux cadets de l'Air du Canada
Toast à la Ligue des cadets de l'Air du Canada

Introduction of Head Table Guests
Introduction of Special Guests
Special Presentations
Honours & Awards Committee Chair
Closing Remarks

Présentation de la table d'honneur
Présentation des invités spéciaux
Présentations spéciales
Comité de distinctions et de récompenses
Mot de la fin

Dinner / Souper

*Grilled romaine & Belgium endive salad with cranberry vinaigrette
Stuffed chicken supreme with forest mushrooms served with a risotto cake, seasonal
roasted vegetables and a mushroom sauce
Chocolate torte with maple whipped cream and strawberries*

*Salade d'endive belge et de laitue romaine grillée avec vinaigrette aux canneberges
Suprême de poulet farci aux champignons forestiers servi avec galette de risotto,
légumes de saison rôtis avec sauce aux champignons
Torte au chocolat avec crème chantilly à l'érable et fraises*