



The meeting was called to order at 7:30 p.m. with 70 members present.

1. **Approval of Agenda** Wendy Adams
MOTION: To approve the draft Agenda for the April 20, 2018 Friendship Force Ottawa (FFO) General Meeting (GM). Moved by Shayla Mindell, seconded by Lynda Heffernan, carried.

2. **Welcome/Introductions/ Guests/ Announcements** Wendy Adams
Wendy welcomed members to the rescheduled meeting and their positive response on such short notice. She noted that this was the first time in the club's history that a GM had to be cancelled.

3. **VP Membership – Report** Lynda Heffernan
Lynda reported that as of today the membership stands at 143. She welcomed back Joan Forbes who has renewed her membership and new members Mary Jane Kelleher and Colin Leech and as a potential member, Marjorie Bryce. Lynda expressed the club's appreciation to Ruth Kirk and John Taylor for having supplied the treats at GM meetings for a long time and congratulated Anne Smith and Myron Mech, new members, who have volunteered to take on this task. These treats make a good start to the social part of the GM's.

4. **Approval of September 18, 2017 GM Draft Minutes** Charlotte Foster
MOTION: To approve the draft Minutes, as presented, for the 15 January 2018 FFO GM. Moved by Claire Fortin, seconded by Alberta Aboud, carried.

5. **President** Wendy Adams
Wendy drew members attention to the FFO Hosting Committee, which met last fall and was comprised of Rosemary Beseau, John DuVernet, Ruth Kirk (Chair), Gertraude Martin, Linda Steingarten, and Janet Wilkinson.
 - a) **Hosting Work Group Presentation** Ruth Kirk
Ruth Kirk, Chair of the FFO Hosting Committee, highlighted the 5 issues in the hosting report and the suggestions aimed at "lightening the load" for hosts. The slide presentation appears under supporting documents. The complete Hosting Report, which had been previously distributed to members also appears under supporting documents. The Committee's suggestions are focussed on a need for greater communication, more interaction between day and dinner hosts, training for planning committees, and support by other FFO members not hosting regarding help with the dinner hosting.
Wendy expressed the club's thanks to Ruth for her leadership and presentation and presented her with a FFO pin as a small token of appreciation. Wendy stated that an evaluation on these changes will become available following the inbound Japanese journey. Wendy also mentioned following on the Hosting Committee's suggestions a further training session, coordinated by Kathy Hatherill, for hosting Inbound Journeys will be held in the fall.

6. **VP Journeys** Eugenie Prevost
 - a) **2018 Journeys' Overview**
Australia – Joanne Curran
The Outbound Journey to Sydney, Australia taking place from 13 to 27 September 2018 is hoping to recruit four more ambassadors and members were invited to contact Joanne who is one of the Host Coordinators.

Oita Japan – Gail and Ulysse Nevraumont

Pierrette Benoit advised that fourteen ambassadors from Oita, Japan will be visiting Ottawa from 09 to 16 May 2018 and members are welcome to participate at the Welcome Party and at the Farewell Dinner. There is also extra room for the Omega Parc and Aboriginal Experience.

Brasilia, Brazil – Anna Rochon

The Inbound Journey from Brasilia, Brazil is scheduled for 9 to 16 October 2018 and volunteers to help organize the journey and to host ambassadors are requested to contact Anna at the earliest date.

b) 2019 Journeys

Eugenie reported that based on the input received from the survey sent out to members on choices for possible Outbound Journeys, requests had been made to FFI and she was pleased to report the 2019 FFO Journeys are as follows:

Outbound Journeys

April 2 to 9, 2019	Missouri and St. Louis Club	10-15 ambassadors
April 9 to 16, 2019	Oklahoma Club	
July 2 to 9, 2019	Mongolia	15 ambassadors
July 9 to 16, 2019	Ulan Ude Russia	
November 2019 1 wk	Christchurch, New Zealand	10 – 15 ambassadors
November 2019 1 wk	Manawatu, North Isle, N.Z.	

Inbound Journeys

May 14 to 21, 2019	Greater Des Moines	14 -15 ambassadors
Sept. 11 to 18, 2019	Big Canoe, North Georgia	15 ambassadors
October 16-23, 2019	Taipei, Taiwan	12 – 20 ambassadors.

For the 2019 Outbound Journeys the cut-off date is May 1, 2018 and Eugenie reviewed the draw process involved with the oversubscribed journeys and the fact that once the draw is completed members will be advised when cheques are required.

c) Host Coordinator – New Changes

Eugenie reported on the recent Board Motion approved as an incentive to increase the number of members volunteering to be Host Coordinators for Inbound Journeys whereby the member (or two members) who are approved by the Board as Host Coordinators and complete their duties be allowed to choose either of the following:

A – Payment of the cost of the Inbound Journey Welcome and Farewell events for which he/she/they are the coordinator(s).

OR

B – Assured place(s) on a following year’s Outbound Journey, subject to the procedural conditions of that journey.

7. Treasurer

Alain Dawson

a) Financial Statement to March 31, 2018

Alain presented the financial statement for the period of 1 November 2017 to 31 March 2018 which reflects a bank balance of \$6,933. He drew attention to the \$620.00 donated by members at the January GM designated for the Guadeloupe disaster relief.

b) Journey Treasurer Workshop

Alain reported that two Journey Treasurer Workshops are being held this year; one took place on 24 February and constructive feedback was received which will be helpful for future workshops. The Outbound Journey Treasurer Workshop is scheduled for the morning of April 28, 2018 and there are still openings for interested participants.

8. Past President

Donna Nicholson

Donna explained the procedure involved in approving the By-Laws. The Board started working on changes in 2017 and the first revision was presented at the GM on 15 January 2018 and following members input, the Revised 2 April 2018 By-Laws are now before the membership for approval.

MOTION: To approve the final revision of the FFO By-Laws dated 2 April 2018. Moved by Merv Sullivan, seconded by Ralph Baker, carried.

Donna advised that now the revised By-Laws will go to FFI together with a copy of the original By-Laws and the changes.

Wendy expressed the club's thanks to Donna for her leadership in this most important project.

9. Announcements

Wendy Adams

a) FFO 2018 Year-end/Christmas Dinner

Wendy invited members comments and suggestions regarding the format for the year-end/Christmas Dinner and members agreed that based on last year's successful event at the Mandarin Restaurant, that it be repeated at the same location on 290 West Hunt Club Road sometime in late November.

b) Eastern Canada FF Conference November 15 to 17, 2018

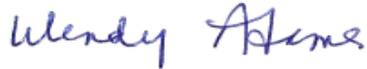
Wendy informed the membership of the leadership development conference that is being organized to take place in Ottawa for representatives from the eleven FF clubs in Eastern Canada. Wendy and Lynda Heffernan are on the organizing committee for the Conference, which will run from Thursday, November 15th at noon to Saturday, November 17th noon and will take place at the Riverside United Church. *Leadership and Innovation* is the theme of the conference. FFI will be covering the costs of the church rental and FFO will be home-hosting 22 persons representing two representatives from each of the participating clubs. All members of FFO are invited to the afternoon session on November 15th. Lunch will be at 1:00 p.m. and will be catered by Leatherworks at a cost of approximately \$15.00. On that day, Jeremi Snook, President and CEO of FFI, will make a one-hour presentation highlighting the newly approved Strategic Plan, the challenges of what is coming and how club leaders can help. A discussion and question and answer period will follow. Members are also welcome to attend the dinner to be held at the Mandarin Restaurant on that same day.

c) F2F Program Journey in June 2018

Andrew Stirling spoke briefly about the group of children and parents from Guadeloupe who will be in Ottawa from June 9 to 23, 2018. They will be the responsibility of the working-age parents from Ottawa who went to Guadeloupe with their children during March of this year and who will be providing night hosting, dinners and complete responsibility for their guests on the weekends. The Guadeloupe children will be in school during the day with the Ottawa children. Five Guadeloupe families have registered to date and FFO members are encouraged to volunteer to day host the Guadeloupe parents during school hours Monday to Friday; approximately ten to fifteen day hosts will be required on school days over the two-week period.

Adjournment: The meeting adjourned at 8:50 p.m.

NEXT GENERAL MEETING is scheduled for Monday, June 18, 2018.



**Wendy Adams
FFO President**



**Charlotte Foster
FFO Secretary**

Supporting Documents:

1. FFO Inbound Hosting Working Group Final Report
2. 2019 FFO Journeys and Descriptions
3. 2017-18 Financial Report 1 Nov 2017 to 31 Mar 2018
4. Revisions Rationale FFO By-Laws Final Draft (3)
5. The FFO By-Laws Revised April 2, 2018

FFO Inbound Hosting Working Group Final Report

Part I—Preamble

Committee: Rosemary Beseau, John DuVernet, Ruth Kirk, Gertraude Martin, Linda Steingarten, Janet Wilkinson. Input received from: Wendy Adams, Carol Lundy, Carolyn Maslek and Anna Rochon. Our work group was formed in September 2017. We were asked to examine how hosting is carried out in FFO and how our club might encourage more participation in hosting.

1. Objective

For inbound journeys, examine ways to provide a better balance between:

- (A) Providing a fulfilling broad and local cultural experience for ambassadors and hosts, and
- (B) Maintaining reasonable costs and effort for FFO hosts.

2. Steps and Timeline

October to mid-November:

- Research FFO experiences and those of other clubs.
- Identify issues and barriers that may be in the way of good host experiences or that may be discouraging participation in hosting.

End of November:

- Consolidate the issues from above, and
- Provide suggestions to mitigate issues and barriers.
- Begin the interim report.

Early December:

- Prepare an interim report which will include:
- a preamble identifying our objectives, our steps and timelines and 2017 club practices
- issues and barriers to hosting participation that members may have experienced, and
- concepts, ideas and suggestions for mitigating barriers and encouraging participation.

December 30:

- Finalize the interim report to send to the FFO Board for its January 5 meeting.

3. 2017 Club Situation and Practices

Friendship Force travelers are in search of true cultural understanding and lasting friendships. We believe that through travel and hosting, we have the opportunity to make our world a better place. Friendship Force is an organization with emphasis on friendships around the world, not a travel club emphasizing tourist sites. Our journeys are experiences where there are rich, meaningful opportunities to make connections.

FFO provides excellent inbound journey experiences. Ratings by ambassadors are consistently high, and journeys to Ottawa are in demand.

Hosting ambassadors on inbound journeys is a fundamental FFO activity. Often it is difficult to obtain enough night, day and dinner hosts for an inbound journey, as well as to locate people to be part of the journey planning committee. These difficulties will be somewhat alleviated as new FFO guidelines take effect. The guidelines provide for capping the number of ambassadors in an incoming journey at 20. In addition, FFO will not host an incoming journey while there is an FFO outgoing journey. As our hosting experiences become more rewarding and fulfilling, the corresponding ambassador experiences will also be enriched.

FFO Inbound Hosting Working Group Final Report

Our membership is diverse. We have seasoned and experienced members, new members, retired members and members in the work force. We have a much higher proportion of singles to couples than in earlier years, and incoming journeys reflect the same trend. This has implications for hosting; e.g. generally more beds are needed for the ambassadors on an inbound journey, and sometimes the responsibilities of single night hosts can be harder to manage; e.g. maintaining conversation with an ambassador while preparing dinner.

There is a wealth of experience and knowledge among club members, and there is much useful information on the FFO website and in club exchange reports. Formal and informal communication and training are needed to pass along this information.

As we identified practices to encourage FFO members to take part in incoming journeys, a number of general principles and guidelines became apparent.

- **Have timely and comprehensive communication in the planning of a journey and during the journey.**
- **Teamwork is not only fun but also the best way to be effective.**
- **Providing ways to engage newer members in hosting and other club activities is important for their forming of club friendships and their engagement in FFO. Partner newer members with more experienced members where practical.**
- **Ask questions and ask for help. Not only do members receive information in this way but also they develop friendships within the club.**
- **Ongoing education and training for hosts and the planning committee is vital.**
- **It's important to be flexible. Each journey has its own unique character and flavour and each ambassador is an individual.**
- **Guidelines and suggestions are just that, not rigid rules.**

Part II Hosting Issues and Suggestions Chart

Our working group has identified a number of issues and barriers to participation that members may be experiencing with regard to hosting, planning committee or other participation in an inbound journey. We have provided suggestions to increase host engagement, participation and enjoyment in these vital FFO activities.

We have organized the barriers and suggestions into four categories:

1. Program and Organization
2. Effort and Costs
3. Awareness of Roles (Communication and Training)
4. Physical & Language Capabilities of Ambassadors

FFO Inbound Hosting Working Group Final Report

1. Program and Organization	Suggestions to Increase Participation
<ul style="list-style-type: none"> • High work load for some (especially night hosts) including hosting during the day and long days with full programs. • Sometimes hosting information is late or incomplete. • Sometimes those who have offered to host don't hear from the journey coordinator and "drift away" making other plans. • Not always a balance of enough/too many activities. • Sometimes there are surprises with program activities (e.g. longer, or more rigorous than expected). • Incidental program suggestions: • Sign-ups are very early since there are only 4 GMs /year. 	<ul style="list-style-type: none"> • Have day hosts as needed; and • Combine as a team and have them work together earlier: day hosts, night hosts, dinner hosts who live nearby for hosting during the day. • Planning committee attempt to get ambassador information in good time and communicate it. • Organize sooner rather than later. Journey coordinators need to maintain contact with people who have signed up to help with a journey. • Provide flex time; combine 2 night hosts &/or 2 day hosts to share the long day. • Research new activities thoroughly, and request modifications in light of physical limitations – (e.g. shorter or easier); and • Flexibility is key. Day coordinators, feel free to ask for modifications on the spot. • Provide unscheduled time for ambassadors to better get to know each other – plan them in. e.g. bus seating, walking journals, mixers (so couples are split up), appropriate quiet venues, link with community organizations and activities; • Implement training for Planning Committees; and • The FFO Toolbox is a valuable resource for training http://www.friendshipforceottawa.ca/ffowebiste_014.htm. • Use personal telephone calls plus sign-ups.

2. Effort and Costs	Suggestions to Increase Participation
<p><u>Planning Committee</u></p> <ul style="list-style-type: none"> • Time commitment to lengthy meetings of large planning committee. (Many planning committees now have an experienced FFO member mentor a new member, and the two work as a team.). • Meeting costs. 	<ul style="list-style-type: none"> • Keep full meetings at high level. Have separate mini-meetings for detailed team discussions; use email for some matters; and • Implement Training for Planning Committee. • Include in ambassador budget; and • If necessary, meet in restaurant meeting rooms or venues such as Sobeyes and Loblaws.

FFO Inbound Hosting Working Group Final Report

<p><u>Night Hosts</u></p> <ul style="list-style-type: none"> • Expectations of providing food and meals (sometimes 4 dinners), perhaps especially challenging for singles • Costs of transportation, parking, entry fees, farewell and welcome events. 	<ul style="list-style-type: none"> • Work as a team with other night hosts to combine for potluck dinners (perhaps use a condo party room); and • FFO members not hosting, drop off a casserole or salad; two FFO members prepare and host a meal; non FFO friends help with entertaining and meal preparation; discuss strategies for meal preparation at the hosting meeting. • Reduce event costs by varying welcome and farewell experiences such as outdoor breakfasts, barbecues, picnics and such venues as Gatineau Park cabins; and • Incorporate entry costs and parking fees into the incoming journey budget; consider compensating Hosts with a flat compensation per person/host to help mitigate expense.
<p><u>Day Hosts</u></p> <ul style="list-style-type: none"> • Number of days required. • Lengthy days. • Day hosts don't always feel part of the team. • Cost of parking, entry fees, event costs. 	<ul style="list-style-type: none"> • Encourage day hosts to give two or three full day equivalents; encourage members still in the work force to volunteer one weekend day or an evening; where possible combine with another day host (especially when there are single ambassadors); assign a second day host if needed. • Day hosts work as a team with night hosts and other day hosts to divide up a long day. • Night hosts invite Day hosts to arrive early for coffee or breakfast; include them in potlucks where possible and friendship dinners. • As above for night hosts.
<p><u>Dinner Hosts</u></p> <ul style="list-style-type: none"> • Dinner hosts don't always feel part of the team. • Dinner hosts often have unrealistic expectations to provide a gourmet dinner(s). 	<ul style="list-style-type: none"> • Include dinner hosts up front– engage as part of the planning. • Include briefings for dinner hosts. Keep it simple, family style, nothing elaborate or costly.

FFO Inbound Hosting Working Group Final Report

3. Awareness of Roles	Suggestions to Increase Host Participation (Communication & Training)
<ul style="list-style-type: none"> • Night, day and dinner hosts, planning committee members. 	<ul style="list-style-type: none"> • Upgrade training on hosting roles for (a) new member briefings (b) general meetings, (c) exchange reports; • For each inbound journey at the first hosting organization meeting, briefly explain the roles of the hosts; • Clarify the club emphasis: the cultural (broad meaning) side as well as the new friends aspect—and the individual characteristics of the journey; • At a general meeting have an update presentation re: the roles of hosts, participation expectations and ‘Everyone’s a Host’ theme; • At the initial planning committee meeting, clarify the roles of the committee members & provide training: <ul style="list-style-type: none"> ○ coordinator(s), treasurer, hosting leader, JC/ED (for first time folks and as a refresher/update for experienced ones); • At the sign-up tables encourage the hosting roles to those who sign up; and • Encourage hosts to access the FFO website.

FFO Inbound Hosting Working Group Final Report

4. Physical & Language Capabilities of Ambassadors	Suggestions to Increase Host Participation
<ul style="list-style-type: none"> • Sometimes ambassadors do not disclose their level of physical ability, and special unexpected adaptations are required. • Ambassadors are expected to participate in all the program activities, but some want to skip a program activity. • Ambassadors may not disclose dietary constraints (don't want to trouble hosts). • Language differences may cause ambassador isolation. 	<ul style="list-style-type: none"> • The FFI/FFO Strength and Mobility form is completed by each ambassador and verified by the incoming journey leader. FFI indicates there is a new 'sliding scale' on its website, although it is not available at time of writing this. Keep in mind for future; • Adapt the forms and ask questions relevant to the program activities agreed on by the two journey coordinators; and • FFI site provides a sliding scale for indicating mobility. Link: • Plan options if appropriate; • Journey coordinators agree to individual adaptations and the individual night host should be able to manage any special needs; and • Encourage full participation; be flexible as needed. • Communication between night host and ambassador explore further; information to dinner hosts • Have two ambassadors at friendship dinners and activities; and • Include translators and community members who speak the ambassador's language; use translation software on phones and tablets.

Part III "Blue Sky Brainstorming" Ideas for Consideration

1. Hosting Teams

Hosting Teams, created for each inbound journey, coordinate and provide hosting services.

- If possible, in general geographic areas (e.g. east end, west end, central, south).
- Hosting Team provides hosting for more than 1 ambassador units (whether single or couple).
- Each team has a "Hosting Team Lead" (plus "novice" partner), both of whom sit on the exchange planning committee.
- After the Program and Ambassador Matching have been roughly established (starting earlier – even before actual 'bed' requirements are known), teams begin to meet and plan – in living room Mini-Meetings. This provides a social opportunity for newer and less active members to form friendships within the club.
- 3 or 4 teams could provide hosting for the exchange as follows:
 - a. Each team would coordinate for 5 or 6 inbound ambassadors.

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- b. Each team (signed up in the usual way) might be comprised of: Team Lead, 3 or 4 night hosts, 3 or 4 day hosts, 3 or 4 Friendship dinner hosts, and 3 or 4 pot luck team.
 - c. Teams are encouraged to reach out to others to ask for participation: e.g. new members, less active members and interest groups (e.g. Solo Group, Dinner Group, Bridge Group). (again, this engages more club and possibly others, earlier).
 - d. Hosting 'jobs' can be mixed and mingled (e.g. a dinner host might also day host on a different day. Or a day host might also prepare food for a pot luck another day.) They work together as a Team.
- Benefits:
 - a. engages more members and possibly community outreach;
 - b. provides social and friendship opportunities;
 - c. encourages more participation on multiple tasks;
 - d. enables people (especially singles) with limited home hosting facilities to participate;
 - e. gives hosts a 'network' to ask for help and mitigate their costs;
 - f. only the 'Team Lead' & 'TL2' (newer assistant) need attend Journey Planning Meetings.

2. Pot Luck Dinners

Working within the Hosting Team framework (above), by organizing pot luck dinners, make it easier to access more members for help or to volunteer. Ideas include:

- Could be 'bring a dish and stay' to share, or
- 'Meals on wheels' type contributions: drop off a casserole, dessert and/or salad.
- Include a plan for 'Clean Up' to assist host.
- Hosting team should feel free to ask interest groups within the club to contribute or participate. ☐ Friendship Dinner could also be run this way. (Question: do we need to do both?)
- Benefits: engages more members in inbound journeys; ideally provides opportunities for those who no longer travel to stay more active in exchanges; gives hosts a 'network' to ask for help and mitigates their costs.

3. CLUB Friendships First = Always Be Friending (ABF)!

- Suggested strategy: We are ALL ambassadors – FIRST to new club members, to Inbound Ambassadors, to outbound new friends, all the while enjoying lasting friendships at home.
- Consider "mixing" opportunities at GMs.
- New Members' Onboarding:
 - Continue with coaching sessions, mentoring, welcome evening by Board, o Suggest: new workshop: 'Participating in Inbound Journeys' (What it means to be an FFO member, how to participate / get involved & 'what's in it for you' (WIFU).
- Facebook. Increase comfort and participation. Hold 'how to' workshops, perhaps part of a GM – perhaps a presentation with breakouts - partner to help each other (ideally current FB user with non). Cover basic steps: 'friend', 'like' FFO FB page, privacy settings, etc. Possible uses: e.g.: o Hosting Committees form 'secret' group to communicate and update each other.

FFO Inbound Hosting Working Group Final Report

- Hosting Committees form 'private' group and invite ambassadors to join. Can be disbanded after the event, but the friendships remain. Some clubs are doing this.
- Club can form a private group for posting activities and communicating updates, new strategies and pilots, messages can be sent using private messenger.
- Benefits.
 - More collaboration, fun, participation, communication, engagement and friendships in FFO-at-home and abroad.

4. Change Management (Training and Communication)

- ED / JC Briefings and Updates.
 - Continue this practice and use the opportunity for JCs (new and seasoned) to learn about new club strategies, resources, web updates, approaches and activities recently tried (e.g. the value in having a 'new-ish' member as back-up to seasoned, in planning).
- Communication. Essential. To reach more and raise more awareness of exchange participation – use multiple communications strategies for each Inbound Journey's participants, e.g.
 - Traditional: GM sign-ups, blast email from Pres to list, Capcon o Facebook: see above o EDs can 'pitch' their inbound at GMs & in other communications (e.g. Facebook). Include 'What's In It For You' (WIIFU) e.g. fun, club friendships, new club friendships, connections, opportunity to participate in new activities,
 - NB new concept: Hosting Team / Pod is here to help hosts & ease the load.
- Reporting to GMs. Include metrics, e.g. # of club participants, # hosting teams, # pot lucks facilitated, # new members (up to 2 years) participating. Also include: new venues, fun, challenges and issues, what to do more of/less of. Requires more speaking time for Journey Directors. Share slide deck of Journey Director and feedback to Board.
- Benefits. More fun and engagement for ALL members, better awareness and acceptance of new strategies, club expectations, opportunities to participate in inbound exchanges and other activities.

2019 FFO Journeys and Descriptions

DESCRIPTIONS: 2019 OUTBOUND JOURNEYS

#15022-2 OKLAHOMA CITY CLUB (WEEK 1)

#15022-1 MISSOURI AND ST. LOUIS CLUB (WEEK 2)

Oklahoma City offers a revitalized downtown area starring the Bricktown Entertainment District, Chesapeake Energy Arena and top-notch museums, including the Oklahoma City National Memorial & Museum and the Oklahoma City Museum of Art. Rope up some fun at the National Cowboy & Western Heritage Museum and other Adventure District destinations. https://www.travelok.com/Oklahoma_City

St. Louis located in the midwestern USA, St. Louis is sophisticated yet affordable with a variety of attractions, exhibits and cuisine such as: Route 66 known as the “Mother Road” and the “Main Street of America;” the nation’s tallest man-made monument and world’s tallest arch; Anheuser-Busch St. Louis Brewery and Tour Center as well as the Biergarten; and National Blues Museum. <https://www.visittheusa.ca/destination/st-louis>

#15054-1 PERU (NOR CLUB IN TRUJILLO)

Trujillo, third largest city in Peru, by the Pacific Ocean and historic colonial centre. was founded in 1534 among 4 Chimu (& earlier remarkable cultures) settlements to enable the Spanish to ally with them against the Incas. Recommended:

UNESCO site Chan Chan is an impressive set of ruins of an ancient Chimor city.

Moche Pyramids. (5 km) Huaca del Sol y de la Luna. Very well conserved.

El Brujo. Archaeological complex (60 km) museum and views from coast to Andes.

Museo Cassinelli is private collection of Moche ceramics showing in ‘clay’ (before written language) diseases, faces of travellers from other lands, etc.

<https://www.lonelyplanet.com/peru/north-coast/trujillo>

#15117-1 ULAANBAATAR, MONGOLIA

#15117-2 ULAN UDE, RUSSIA

Ulaabaatar hosts the only international airport of the country and the single international rail line - the Trans Siberian railway goes across the city from the north to the south. Gandan is the largest and most significant monastery in Mongolia. A large statue of Sukhbaatar, the famous patriot characterizes the the main city square while Zaisan Hill offers the best views of Ulaanbaatar The Choijin Lama Temple, is famous for its collection of Buddhist art works, original silk icons and tsam dancing masks. <https://www.discovermongolia.mn/the-capital-of-mongolia>. The Naadam Festival highlights Mongolian games of wrestling, horse racing, and archery.

The Ulan-Ude Club takes their ambassadors for two days to Lake Baikal which is beautiful during the summer. Other sites that will be toured are Ivolginski Dazan (the biggest Buddhist temple in Russia), the open air museum of Siberia and the biggest sculpture of Lenin’s head according to the Guinness Book of Records. <https://en.wikipedia.org/wiki/Ulan-Ude>

2019 FFO Journeys and Descriptions

#15247-1 CHRISTCHURCH SOUTH ISLE

#15247-2 MANAWATU, NORTH ISLE, NEW ZEALAND

Set against a majestic Alps to ocean backdrop, Christchurch offers street art and vibrant new retail areas. While staying true to its heritage, offering a traditional English feel. play golf, raft, bike, whale watch and visit internationally-acclaimed wineries.

<https://www.newzealand.com/ca/christchurch/>

With plenty of rural charm, Manawatu is an ideal place to immerse yourself in Kiwi farming culture. In the middle of the district is Feilding, with its equestrian and motorsport venues (Manfeild), boutique shopping and historical landmarks and collections.

<https://www.newzealand.com/ca/manawatu/>

2017-18 Financial Report

1 Nov 2017 - 31 Mar 2018

1. Bank Balance

The income and expenses that occurred during the period of 1 Nov 2017 to 31 Mar 2018, resulted in the following changes to the bank balance:

1 Nov 2017 opening balance	\$		9,890
Income amount	+	\$	6,840
Expense amount	-	\$	4,396
			12,333
31 Mar 2018 closing balance	\$		12,333
Contingency fund	-	\$	5,000
Website renewal fund*	-	\$	400
			6,933
Net available for operations	\$		6,933

* Carried over until the work is done

The sources of the income are:

- a. 139 membership fees paid..... \$5,620;
- b. FFO Members voluntary donation for Guadeloupe disaster \$620;
- c. 2 inbound Guadeloupe journeys surplus \$532; and
- d. FFO pins sales \$68.

The sources of the expenses are:

- a. FFI Membership Fee..... \$2,639;
- b. Guadeloupe Disaster donation \$1,052;
- c. Attendance cost to the Eastern Canadian conference..... \$500;
- d. Board meeting donation in lieu of rental..... \$100;
- e. Journey Treasurer Training room rental \$60;
- f. Food for AGM..... \$34;
- g. bank & square charges..... \$23; and
- h. Year end events which ended up to be a negative expense..... -\$11.

Since the last Board meeting, the outbound Journey to Cape Town, South Africa was completed on 14 March 2018 with a zero balance.

2. Journey Treasurer Workshop

Two Journey Treasurer (JT) workshops were planned for this fiscal year, one for inbound and the other one for outbound journeys. The reason for holding two workshops, instead of a combined one, is the difference in complexity between the two types of journey.

The inbound JT workshop was successfully held on 24 Feb 2018. It was a pilot workshop with limited attendance from which I learned a lot from the feedback received, which will improve the quality of future workshop.

The outbound JT workshop is schedule for the morning of 28 April 2018.

Revisions Rationale FFO By-Laws Final Draft (3)

April 2, 2018

All changes since Feb.23, 2018 Draft 2 By-laws version are based on feedback received following distribution to membership by email on Feb. 23, 2018.

What's CHANGED?

4.2 Annual General Meeting:

In the second sentence, the word 'tabled' has been changed to "*presented*".

Rationale: The word 'tabled' can sometimes lead to confusion since it usually indicates a motion to remove the item from active consideration or set it aside for further discussion. Thus, the word 'presented' more accurately represents the intended action.

Also in the second sentence, the words "the financial reviewer report shall be presented" are removed and a new third sentence is added to state, "The Financial Reviewer report shall be presented at the AGM *or within 90 days of the AGM*".

Rationale: It would be ideal to have the reviewer's report presented at at the AGM but this may not always be possible. Thus, allowing the report to be presented within 90 days of the AGM (end of February at the latest) would increase the flexibility for the reviewer, the Club Treasurer and the Board.

For CLARIFICATION

5.4 Extension of a term:

A question was raised by a member concerning the intent of 5.4 and the meaning of "may stand for election to *an office*". An "office" is generally considered to be one of the following positions: President, Treasurer, Secretary, VP Journeys, VP Membership. The extension of a term provides for succession planning and more continuity at the board level.

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THE FRIENDSHIP FORCE OF OTTAWA BY-LAWS

REVISED April 2, 2018

DEFINITIONS:

- i. **Officers:** President, Treasurer, Secretary, VP Journeys, VP Membership and 2 Directors at Large (7).
- ii. **Board Members:** Officers elected at the Annual General Meeting (identified below) and the two ex officio members (Past President and Past VP Journeys) as per Article 5.2.
- iii. **Ex officio:** A member of the Board of Directors by virtue of holding their previous office. (Robert's Rules of Order). In this organization, ex officio members are afforded the same rights as other members of the board including proposing motions and voting.
- iv. **Fiscal year:** November 1st of one year to Oct. 31st of the year following.
- v. **Club Members:** All those individuals who are in good standing and have paid club membership dues.
- vi. **E-member:** an individual who is not a resident of the National Capital Region or its surrounds but who pays an annual membership fee and is able to contribute to club activities (e.g. day hosting, journey support, travel, club administration).

ARTICLE 1 NAME

The name of the organization is The Friendship Force of Ottawa, hereinafter referred to as the Club.

ARTICLE 2 PURPOSE AND OBJECTIVES

2.1 PURPOSE

The primary purpose/mission of the Friendship Force of Ottawa is to promote international understanding by conducting people-to-people home stay Journey programs with Friendship Force Clubs from other countries and in other regions of Canada. (Amended June 17, 2013)

2.2 OBJECTIVES

- A. To provide leadership and support of the FFO cultural Journey program.
- B. To promote friendly relations and improved understanding between cultures through Journeys with Friendship Force Clubs in other countries and in other regions of Canada.
- C. To organize ongoing Friendship Force educational and cultural activities and programs in and around the National Capital Region of Canada.
- D. To maintain an active membership file and to recruit as members of the Club, individuals (or e-members able to participate) who are residents of the National

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Capital Region and/or surrounds and who are committed to the Friendship Force aims and objectives;

- E. To encourage and support the formation of other Friendship Force Clubs.
- F. To increase program awareness by disseminating information to Club members and to interested persons in the community.
- G. To provide an orderly means of assembling and retaining pertinent records for use in establishing and assisting Journey committees (i.e. club website Toolbox, archives).

This Club is does not operate for financial gain or profit. No part of the property of the Club or its earnings shall benefit or advantage of any private individual(s) or member(s). This Club shall never be authorized to engage in a regular business of a kind ordinarily carried on for profit or in any other Club activity except in furtherance of the purposes stated above for which the Club is organized. The Club shall never engage in propaganda, attempt to influence legislation, or participate in any political campaign on behalf of any candidate for public office, nor shall any part of its property or any part of the club's income be devoted to such purpose. (Amended Dec. 28, 2017)

ARTICLE 3 MEMBERSHIP

3.1 ELIGIBILITY

Any person who is committed to the Club objectives and is willing to conform to its By-laws is eligible to become a member of the Club. Such person shall become a member upon filing an application to the committee responsible for membership, upon satisfying that committee that he/she is committed to the Club's objectives and will conform to its By-laws, and upon paying the current membership fees of the Club.

3.2 MAINTAINING MEMBERSHIP IN GOOD STANDING

In order to maintain his/her membership in good standing, a member shall pay the current membership fees of the Club no later than the subsequent deadline of January 31st to avoid having his/her name removed from the official membership roster. (Amended Dec. 28, 2017)

3.3 TERMINATION OF MEMBERSHIP

A member who delivers to the Club a letter of resignation or who fails to pay the current membership fees by January 31 shall thereby terminate forthwith his/her membership. In addition, the committee charged by the Board of Directors with responsibility for membership may terminate the membership of any member for willful conduct inconsistent with the Club's objectives or the refusal to comply with the Club's Bylaws. Upon being informed of the suspension by the membership committee of his/her membership, the member may submit in writing to the Secretary an appeal against the suspension within 30 days, which appeal shall be the subject of a hearing by the Board of Directors which may uphold or dismiss the appeal. If the appeal is upheld by the Board of Directors, the suspension of membership shall be voided. (Amended November 8, 2006)

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3.4 MEMBER'S RIGHTS

A member in good standing has the right to participate in all members' activities, to attend and vote on all motions presented in general members' meetings, to stand for election as an officer or director, to cast ballots in all elections and to participate in the Club's Journeys. The opportunity to participate in Club's Journeys shall be fairly and objectively allocated.

ARTICLE 4 MEMBERS' MEETINGS

4.1 ANNUAL BUDGET MEETING

The Annual Budget Meeting is a once yearly general members' meeting in which the Board of Directors presents the proposed budget for the upcoming fiscal year. The meeting shall be scheduled within 90 days of the AGM. All club members shall have an opportunity to pose questions or suggest amendments to the proposed budget. (Amended Feb.15, 2018)

4.2 ANNUAL GENERAL MEETING

The Annual General Meeting is a general members' meeting and shall be held in the National Capital Region on a date no later than 60 days following the fiscal year end, which date shall be selected by the Board of Directors with notice delivered to all members (see Article 4.4). At the Annual General Meeting, the annual reports for the current year shall be ~~tabled~~ **presented**, the Board shall present the Annual Financial Statement as detailed in the Club's financial guidelines, ~~the financial review report shall be presented~~ and the election of Officers and the Financial Reviewer shall be held in accordance with Article 7. **The Financial Review report shall be presented at the AGM or within 90 days of the AGM. (Amended April 2, 2018)**

4.3 OTHER GENERAL MEMBERS' MEETINGS

Other meetings of the Club members may be called at any time, with notice to all members specifying the business to come before the meeting, either by the president, any two members of the Board of Directors, or by any ten members in good standing.

4.4 MEETING NOTICE

The notice and the meeting documents of the Annual Budget Meeting and the Annual General Meeting shall be delivered to the members 14 or more days before the meeting date with opportunity to review the financial documents and reports before the meeting. The notice and the meeting documents of all other General Members' meetings shall be delivered to members seven or more days before the meeting date. (Amended Feb.15, 2018)

4.5 QUORUM & ADOPTION OF MOTIONS

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A quorum for any general members' meeting shall be 25 members in good standing. Any motion properly moved and seconded in a members' meeting, other than a motion which amends the Bylaws or to dissolve the Club, shall be declared adopted when supported by a show of hands of the majority of the members in good standing who are present and voting on the motion.

ARTICLE 5 BOARD OF DIRECTORS

5.1 COMPOSITION OF THE BOARD

The Board of Directors shall consist of seven (7) elected Officers: President, Vice-President Membership, Vice-President Journeys, Treasurer, Secretary, and two additional Officers (Directors at Large). All Officers have signing authority. In addition, the immediate Past President and Past VP Journeys may sit on the Board as ex officio members. (Amended December 28, 2017)

5.2 TERM OF OFFICE

The Officers of the Club are elected at the Annual General Meeting to a one-year term which begins following the meeting and ends following the AGM of the upcoming year. The term may be extended for a second year at the invitation of the nomination committee and subsequent approval of the membership at the Annual General Meeting. The immediate Past President and Past VP Journeys sit on the Board for one year. The time sitting on the board may be extended at the discretion of the President. The term of office of the Past President is two years or longer as determined by the President's term of office. (Amended December 28, 2017)

If an Officer is temporarily incapable of performing his/her duties, the Board shall appoint a member as a temporary replacement. If an Officer should resign, the Board shall appoint a member to fill the office for the duration of the term.

5.3 MAXIMUM TERM AS A MEMBER OF THE BOARD

A member shall not serve on the Board of Directors for a term longer than four consecutive years except as provided in sub-article 5.4. If, after completing a term on the Board of Directors a member stands down for a period of one or more years, he or she is qualified again to stand for election to the Board. (Amended November 30, 2015)

5.4 EXTENSION OF A TERM

A member who has completed four consecutive years on the Board of Directors may stand, in either or both of the next two years, for election to an office and, if elected, shall continue as a member of the Board of Directors for a term not to exceed a maximum of six consecutive years. This limitation shall not apply to the past President and past VP Journeys as it applies to Article 5.2. (Amended December 28, 2017)

5.5 INTERPRETATION

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Notwithstanding Articles 5.2, 5.3 and 5.4, it may be deemed necessary to extend the term of an officer or officers in their respective position(s) for an additional maximum period of twelve (12) months to ensure continuity and a smooth transition in that position. Such an extension must be approved by the Board of Directors and supported by sixty (60) per cent or more of the members in good standing in attendance and voting at the Annual General Meeting. (New Nov. 30, 2015)

5.6 DUTIES OF THE OFFICERS

- A. The President shall preside whenever possible over meetings of the Club and Board, be the chief liaison/spokesman of the Club with FFI and the general public, appoint the chairs of all Club committees subject to the approval of the Board, file the annual and other reports required by FFI, and fulfill all other duties which are assigned to him/her by the Board. (Amended June 17, 2013)
- B. The Vice-President Membership shall be the chair of the committee which is assigned the responsibility for the recruitment and orientation of new members and the suspension of membership pursuant to Article 3.3; at the request of the President, shall preside over a meeting of the Club or of the Board; and shall fulfill all other duties which are assigned to him/her by the Board.
- C. The Vice-President Journeys shall propose annually to FFI, subject to the approval of the Board and the Club members, a schedule of incoming and outgoing Journeys for the upcoming year; recommend to the Board the appointment of Journey Coordinators; develop Journey guidelines for review and approval by the Board; compile, maintain and update inventories of Club Journey documents available to support Journeys; oversee the preparation and retention of Journey records; at the request of the President, shall preside over a meeting of the Club or of the Board; and shall fulfill all other duties which are assigned to him/her by the Board. (Amended Feb. 15, 2018)
- D. The Treasurer shall maintain the Club accounts; sign or countersign withdrawal of funds from Club accounts; remit to FFI the membership fees payable to the international office; establish (subject to the approval of the Board banking and accounting guidelines for Journey and all other accounts of the Club; report periodically to the Board on the Club's finances; prepare the financial statements as per Club financial guidelines for review by the Club members at General Meetings; develop an annual budget for the upcoming year and present this to the membership at the Annual Budget Meeting (see Article 4.1); present the Annual Financial Statement at the Annual General Meeting; prepare the books for the annual review (as per Article 8.5), and fulfill all other duties which are assigned to him/her by the Board. (Amended Feb. 15, 2018)
- E. The Secretary shall record the minutes of meetings of the Club's members and of the Board, shall oversee the safe-keeping of the Club's meeting records, receive and distribute to the Officers any appeal received against the suspension of membership pursuant to Article 3.3, oversee the safe-keeping of the Club's archives and of all material property received by or purchased by the Club (unless delegated by the

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Board), and shall fulfill all other duties which are assigned by the Board. (Amended June 17, 2013)

- F. The two additional Officers (Directors at Large) shall perform such duties as assigned by the Board of Directors including the club Vitalization Priorities approved by the membership. These Officers' duties may change over time and be assigned based on the individual's interests, abilities and vision for club development. It is desirable for one of these officers to be a new club member (3 years or less). (New Feb.15, 2018)

5.7 QUORUM

The quorum of the Board shall be five (5) members of the Board (Amended November 30, 2015)

5.8 RESPONSIBILITIES OF THE BOARD

The Board is accountable to the members for the planning, implementation and achievement of the Club's objectives, either directly or through the work of committees, through the Club's recruitment, Journeys, cultural and social activities, and its administrative and financial performance. The Board shall establish and from time to time revise the mandate of committees needed to recruit and orient new members, plan and organize incoming and outgoing Journeys, organize and conduct the Club's social activities, and to carry out any other activity with the exception of duties specifically assigned by these Bylaws. The Board shall review, reject or approve all nominations received of its members and Club members as committee chairs. The Board shall receive and review annually, or, at its discretion, more frequently, reports on the activities of each Officer and each standing and ad hoc committee, and shall ensure that a consolidated report to the members is prepared for the Annual General Meeting. The Board may remove for cause one of its members by a vote of five (5) or more of its members. The Board has the power to appoint a member in good standing to any vacant Officer post; any such appointment shall end at the next Annual General Meeting. (Amended November 30, 2015)

5.9 APPEAL HEARING

The Board shall conduct promptly a hearing of an appeal received from any person whose membership has been suspended by the membership committee at which the Vice-President Membership will be given the opportunity to speak to the grounds of the suspension, and the appellant to the grounds of his/her appeal. The Vice- President Membership shall not participate in the deliberations of the Board or in its decision on the appeal.

ARTICLE 6 NOMINATION & ELECTION OF OFFICERS

6.1 COMPOSITION OF THE NOMINATIONS COMMITTEE

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The immediate Past President shall chair the Nominations Committee if available and willing. If not, the Board shall appoint an active and experienced member of the Club to chair the Nominations Committee with the mandate to prepare a slate of nominations for the Officer posts to be filled by elections conducted at the Annual General Meeting. The chair will appoint another three (3) or more Club members as ad hoc members of the Nominations Committee, none of which shall be an Officer or candidate standing for an elected office in the Club. Any member of the Nominations Committee who decides to become a candidate for election in the next Annual General Meeting shall forthwith resign from the committee, and may be replaced at the discretion of the chair. (Amended November 30, 2015)

6.2 NOMINATIONS PROCEDURE

The Nominations Committee will issue to the members at least four (4) weeks prior to the Annual General Meeting its nominations for each of the seven (7) Officer posts to be filled by election at the Annual General Meeting. (Amended November 30, 2015)
Additional nominations for the Board may be made at large, provided that such nominations shall be made in writing and signed by at least two members in good standing and provided that the nomination is accompanied by a confirmation signed by the nominee of his/her willingness to be a candidate. Such nominations at large shall be in the hands of the Secretary at least two weeks prior to the Annual General Meeting.

The Nominations Committee will introduce all nominees for the seven (7) Officer positions to the members at the Annual General Meeting prior to the election. (Amended November 30, 2015)

6.3 ELECTION PROCEDURE

Whenever the Nominations Committee reports to the Annual General Meeting that only one nomination has been received for a post to be filled at that meeting, the presiding Officer shall declare that post has been filled by acclamation.

An election shall be conducted whenever the Nominations Committee presents more than one candidate for an Officer post. The chair of the Nominations Committee will preside over the election and his/her ruling on any procedural question will not be subject to appeal. The Nominations Committee will distribute one ballot to each member in good standing in attendance at the election. The chair may appoint one or more members to assist in the conduct of the election, including the collection and counting of completed ballots. The chair will report to the Annual General Meeting the winner of each contested office without reporting the number of ballots cast for either the winner or loser(s). (Amended November 30, 2015)

ARTICLE 7 FINANCE

7.1 FISCAL YEAR

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The Club's fiscal year shall begin on November 1st, and end on the following October 31st. The Club's fiscal year can be changed by a motion of the Board confirmed by sixty (60) percent or more of the members in good standing in attendance and voting in a general meeting or special meeting of the Club. (Amended June 17, 2013)

7.2 BANKING

The Club's General Account, Journey account(s) and any other accounts that the Club may establish from time to time shall be maintained in one or more of the Canadian chartered banks. All cheques drawn on the Club's general account shall require the signature of two Officers, and cheques drawn on Journey account(s) shall require the signature of two members of the Journey committee or Board Officers. (Amended November 30, 2015)

7.3 MEMBERSHIP FEES

The Board of Directors shall announce at the Annual Budget Meeting, the membership fees to be levied in the next membership year. The membership fees shall be collected by the Treasurer and/or the VP Membership and deposited to the Club's general account. The annual membership renewal fee for the upcoming year (January 1st to December 31st) shall be due and payable on or before Dec. 31st to avoid incurring a late payment penalty. (Amended Feb.15, 2018)

7.4 JOURNEY ACCOUNTS

A Club Journey account shall be opened by each Journey Treasurer for the purpose of receiving all monies due and received in connection with each outbound or inbound Journey. All expenses arising from a Journey shall be paid from that specific Journey account in accordance with guidelines adopted from time to time by the Board of Directors. A report of all income and expenditures will be submitted to the Club Treasurer by the Journey Treasurer, will be reviewed by the Club's Treasurer, and the surplus/deficit* for each journey will be included in the Club Treasurer's year-end report to the Annual General Meeting. (Amended Feb.15, 2018)

*Journey expenses are to be calculated with the objective that there will be no surplus or deficit, although exceptions may occur (e.g. an ambassador withdraws past the "no refund" date). See Journey Treasurers Guidelines for details.

7.5 FINANCIAL REVIEW

The Board shall nominate a person or member (then not a member of the Board of Directors of the Club) to be elected by the membership at the Annual General Meeting to assume the position of Financial Reviewer for that fiscal year. The person elected shall carry out the financial review for that fiscal year, once the Club Treasurer has identified that the year-end financial statements have been completed (usually by mid-November). The Reviewer's report and recommendations, if any, shall be presented at the Annual General Meeting or at the next members' meeting following their delivery to the Club President and membership. The election of the reviewer and the club financial review shall be carried out in accordance with the Club's Financial Guidelines. (Amended Feb. 15, 2018)

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ARTICLE 8 AMENDMENT OF THE BY-LAWS

The By-laws shall be amended only by motion supported by sixty (60) per cent or more of the members in good standing in attendance and voting in a general meeting or special meeting provided that the draft amendment has been reviewed and approved in writing by FFI, and provided that the draft amendment was delivered to each member in good standing at least fourteen (14) days before the meeting. (Amended June 17, 2013)

ARTICLE 9 MEETING PROCEDURE

Robert's Rules of Order shall be the authority on all procedural questions not specifically governed by these Bylaws.

ARTICLE 10 DISSOLUTION

The affairs of the Club shall be wound up, and the Club shall be dissolved by any of following acts:

- A. The charter of the Club is withdrawn by FFI.
- B. A motion to dissolve the Club is adopted by five (5) or more of the members of the Board of Directors. (Amended November 30, 2015)
- C. A motion to dissolve the Club is adopted by sixty (60) percent or more of the members in good standing in attendance and voting at a general meeting.

In the event of the dissolution of the Club, to the extent allowed under applicable law all assets of the Club shall be distributed to The Friendship Force, Inc., a non-profit corporation, provided that the corporation is then in existence and is such a tax-exempt organization. If The Friendship Force, Inc. should not be in existence at the time of the said dissolution, then the assets of the Club shall be sold and the proceeds distributed to another organization organized and operating exclusively for charitable, scientific, literary or educational purposes, which shall be selected by the Board of Directors of the Club. In the event that for any reason upon the dissolution of the Club, the Board of Directors shall fail to act in the manner herein provided, the assets shall be distributed in accordance with the law governing the distribution of assets of non-profit organizations in the Province of Ontario, Canada.

ARTICLE 11 TRANSITIONAL

The amendments to the Club's By-laws adopted by the Board on (_____) and confirmed by the membership on (_____) come into effect on the date they are approved by FFI (_____).

Signed:

Wendy Adams

Charlotte Foster

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President, FFO

Secretary, FFO

Date: _____