

**RECORD OF DECISIONS**

**71<sup>st</sup> ANNUAL GENERAL MEETING**

**AIR CADET LEAGUE OF CANADA**



**20-23 JUNE 2012**

**BURLINGTON, ON**

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## Record of Decisions

71st ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA

Holiday Inn Burlington

BURLINGTON ONTARIO

20-23 JUNE, 2012

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## 2012 Annual General Meeting – June 2012

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### ATTENDEES

Chairperson	Bob Robert	National President
Parliamentarian	Bob Burchinshaw	Governor
Executive Committee	Grant Fabes	Past President
	Ken Higgins	Vice President
	Tom White	Vice President
	John Walker	Vice President
	Keith Mann	Vice President
Governors	Robert Burchinshaw	Governor
	Fred Johnsen	Governor
	Don Doern	Governor
	Don Berrill	Governor
	Thomas Holland	Governor
	Lloyd McIntyre	Governor
	Marcel Bineau	Governor
	Gary Pinsent	Governor
Advisory Board	Guy Albert	
	Lionel Bourgeois	
	Gilles Cuerrier	
	Irene Doty	
	Donald Gladney	
	Max Goldack	
	Bob Goudie	
	Craig Hawkins	
	David Hayden	
	Fred Hopkinson	
	Leonard Jenks	
	James McKeachie	
	Jan Reidulff	
	Bob Parsons	
	Brent Wolfe	
Provincial Chairperson	Ed Mroz	NS
	François Provencher	QC
	Thomas Taborowski	ON
	Howard Mar	MB
	Merv Ozirny	SK
	Darlene LaRoche	AB
	Ron Rique	BC
	Edgar Allain	NB
	Joan Cameron	NWO
	Ken Todd	PAN

### Members/Delegates

Clair Arsenault  
Chantale Boily  
Greg Boudreau  
Diana Bray  
Mark Brickwood  
Michel Côté  
Carol Cox  
Michel Crévier  
William Cumming  
Jerry Elias  
George Evans  
Jim Gale  
Russell Gallant  
Jack Henwood  
Jim Hunter  
Geoffrey Johnston  
Debbie Long

Norm Lovitt  
Norm Macfie  
Dennis McNeil  
Doug McLennan  
Rick Mortensen  
Jim Mullins  
Ron Patton  
Kevin Robinson  
Tom Sand  
John Scott  
Terri Slater  
Chris Tuck  
Sandra Wells  
Jim Wiechold

### Provincial Committee Offices

Pierre Barabey  
Richard Petrowsky  
Scott Lawson  
Ilona Turra

Executive Director, QC  
Executive Director, SK  
Executive Director, ON  
Chief Administrative Officer, BC

### Military

LCol Yves Therrien  
Maj Bill Fox  
Maj Pierre Giroux  
Capt. Simon Caron  
Capt Nathan Daly  
Maj Darin Little  
CWO Jacques Mercier  
Maj Brent Cook

SSO Air Cadets, DCdts, Ottawa, ON  
National Air Operations Officer, Ottawa, ON  
Air Cadet Coordinator, DCdts, Ottawa, ON  
Assistant Air Cadet Coordinator, DCdts, Ottawa, ON  
Program Development, Air, DCadets, Ottawa, ON  
Nat'l Tech Auth (Air)  
Deputy Nat'l Tech Auth (Air)  
NC Air Ops 0

### National Headquarters Staff

Sarah Matresky  
Candace Denison  
Joan Gray  
Mark Williams

Executive Director  
Executive Assistant  
Administrative Assistant  
Communications Officer

## **I ADMINISTRATION**

### **1.1 WELCOME BY THE NATIONAL PRESIDENT**

National President Bob Robert welcomed everyone to the 71<sup>st</sup> Annual General Meeting of the ACL.

### **1.2 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 our last meeting, as well as friends, colleagues and family members who are ill the present time:

- Mathieu LeClair – Former Air Cadet, Saint John NB
- Roger Morin – NB PC volunteer and former CO of 313 Edmundston Sqn.
- LCol (ret) Jean Amirault – former CO of CSTC Greenwood
- Michel Cataford – National Past President (2007)
- LCol Pierre Labelle – CO of Music Camp in St. Gabriel de Valcartier
- FSgt Shane DeBoer – RCACS 296
- Cadet Jessie Nealey – RCACS 291
- Jean Amirault – former CO of 763 Bouctouche Sqn, CSTC Greenwood and a long time fund raiser
- George Hewitt – former Air Cadet and casualty at Reno Air Show
- Edwin Lansdell – recipient of Certificate of Honour 2004, friend the BCPC
- Cecil J. Palmer – National Past President (1981)
- Joe Schultz – involved in setting up flight safety for the Air Cadet Gliding Program

*“As they dance the skies on laughter-silver wings, may they indeed put out their hands and touch the face of God”*

### **1.3 INTRODUCTION OF THE HEAD TABLE**

Grant Fabes, Ken Higgins, Sarah Matresky, LCol Yves Therrien, Col. Christopher Hayden

Parliamentarian: Bob Burchinshaw

#### **SPECIAL GUESTS**

LCol David Wright, Major Pierre Giroux, Major Brent Cook, Major Darin Little, CWO Jacques Mercier, Capt. Simon Caron, Capt. Nathan Daly.

Honorary Directors, Leonard Jenks, Jim McKeachie

Member at Large, Stan Harry.

Col Chris Hayden, Col. Daniel Leclair, Mr. John David, Mr. Thomas Sandrin, Mr. Richard Brooks, Major Norm McCumber.

#### **INTRODUCTION OF MEMBERS**

Advisory Board

Board of Governors

Provincial Delegates

### **1.4 CONFIRM NOTICE OF MEETING**

The Executive Director Sarah Matresky confirmed that the Notice of Meeting was duly circulated in February 2011, that there is a Quorum, and this gathering was a properly constituted meeting of the Air Cadet League of Canada.

### **1.5 CALL TO ORDER – REVIEW OF THE AGENDA**

The President called the 71<sup>st</sup> Annual General Meeting to order. The Agenda was reviewed.

**1.6 NEW ITEMS FOR THE AGENDA**

- Approval of the Parliamentarian by the voting members

**1.7 APPROVAL OF THE PARLIAMENTARIAN**

**MOTION:** Moved/Seconded that Bob Burchinshaw be approved as Parliamentarian. **Carried**

**1.8 APPROVAL OF THE AGENDA**

New Items to be added to the agenda

4.1 Amendment to the by-laws

4.2 State of the partnership report

**MOTION:** Moved/Seconded that the Agenda be approved as modified. **Carried**

**1.9 APPROVAL OF THE RECORD OF DECISIONS OF THE PREVIOUS AGM**

**MOTION:** Omissions to be added: Rhodie Mercer, Diana Bray and Don Gladney.

Moved/Seconded that the Record of Decisions for the previous Annual General Meeting be approved as amended. **Carried**

**II BUSINESS ARISING**

**2.1 BUSINESS ARISING**

The Chairman of the meeting noted that all Business Arising from the 2011 AGM in Dieppe had been attended to.

**III RECEIVING REPORTS**

**3.1 NATIONAL PRESIDENT**

In addition to the circulated written report, Bob Robert indicated that an Accord was recently signed with the Royal Canadian Legion.

DND is following other government departments and adopting Ministerial Directives to replace the existing QR Cadets. Great success in having our ideas put forward into the document. The VCDS will provide an update by the end of June.

Grant Fabes provided an update on Cadet Supervision. A response was received from the Minister and only DND members of the Canadian Forces have the right to supervise cadets. It was recommended that we worked with DND to ensure the success of CATO 23-05.

The BOG passed a motion for continued discussion to make this a success. The three elements to be discussed: 1) assessment of actual process of application 2) to have a process where league members are classified as civilian CI's without pay 3) SSC will offer and the CO will accept 2 names of two qualified members as contingency CI's. Two elements deemed necessary is that they be a member of the SSC and registered and screened.

**3.2 EXECUTIVE DIRECTOR**

Sarah Matresky made a presentation on the Not for Profit Corporations Act. Corporations must replace its letter patent and by-laws with a new charter by submitting and obtaining a certificate of Continuance. Extra fees from Legal opinions and translations to be expected. The National office will be the liaison between the lawyer and the Corporation. M. Williams is well versed and will continue with the transition process until S. Matresky's return.

By-laws currently provide a very complex membership of 6 levels of voting and non-voting. The lawyer has reviewed and advised us to amend our membership by-law under the old act before receiving our letter of continuance.

A resolution has been drafted and approved by the BOG on the lawyer's recommendation and will be voted on later at the 2012 AGM. The new by-laws and continuance will be voted on at the 2013 AGM. For the purpose of the vote, it needs to be clear that national members consist now of Advisory board, board of governors, PC chairs and provincial delegates only. All non-voting members will be associates to the league. This is new terminology, no one is losing or gaining a vote.

**Motion:** Bob Burchinshaw moves that the wording of the resolution be approved and the acceptance of the special resolution by the ACL.

**Motion:** Bob Burchinshaw moves that the ACL continues with Carter's professional corporation to assist up to and include the completion of the certificate of continuance, imbedded in that motion is the sense that it will include the rewriting of the by-laws and the letters patent/charter to be attached to the certificate continuance.

Concerns were raised regarding omission in sending out the document substantiating the resolution.

**Motion:** T. White so moves that 2/3 required to vote on the main motion. C. Hawkins seconds. **Carried.**

B. Burchinshaw proposed to move the motion to call for 2/3 vote of the voting members. Simple 'majority only' needed.

**Motion:** J. Mullins moves that in each instance that reads provincial delegates, it be changed to read provincial/territorial delegates. K. Todd seconded. **Carried.**

**Question:** B. Goudie inquired as to why it is so important that the change be made now. S. Matresky replied that the League cannot move forward with the letter of continuance without a change to the membership issue.

The full report of the Executive Director is included in the Annual General Meeting (AGM) Meeting Book.



**3.3 DIRECTOR OF CADETS REPORT – LCOL. YVES THERRIEN**

The PowerPoint Presentation by LCol Therrien is included at **Appendix A.**

This report highlighted:

- Fiscal Year 2011/2012
- Issues update
- Air Cadet Program
- Way Ahead
- Questions

**The following is a summary of the major points made by LCol. Therrien in his presentation (questions at the end):**

- Experienced cut to Operating Budget. Attempting to not affect any training & no inflation. More money spent on overhead and less on the cadets.
- CPGI (implemented in September 2009) – decrease appears to be levelling off. Slight trend forward and upward. Northern Region is declining the most, update to be given at SAM as to why.
- RTU's are down - a sign of better selections processes.
- IACE: Singapore has been added to the Exchange for 2012.
- Focus shifting to smaller squadrons, offer the same quality product across the country so all cadets get the same experience.
- Strategic Review: DND was impacted by a 2.5% budget cut. 1% will be shaved at headquarters and in transportation.
- Importance of maintaining DND / League communications was emphasized.
- Northern Region will merge with Prairie Region.
- CSTC Bagotville will be closed. Valcartier will take 2 drill courses from the Air camps from Bagotville along with the Sea and Army drill courses. Air Cadet League must be approached with this proposal.
- Penhold contract will not be renewed as it is too expensive. Cadets will be redistributed to camps that are not full (tentative).
- Of the full time staff cadet staff, 40% are retired military. Under the Treasury Board Act, they can no longer draw a pension and collect pay from same employer. At the moment, they work on one year contracts. After that they can stay with one salary or leave. Most of these individuals have 35 years' experience, so this will be a big concern.
- Retention: cadets are joining and leaving in equal numbers. Reasons are lack of interesting activities; not challenging enough; too demanding or too strict; not enough competitions. Work to be done in addressing these issues.
- Official cadet numbers: shall be based on average number of cadets in Fortress from Jan-Dec. for 2012-13.
- A trial is being conducted to increase camps that are popular and decrease camps that are not so popular.
- Keep a good record of associate CI's for further discussion
- Strategy of the flying program: LCol. Therrien's main goal is to make this a National program where we all work together. Good progress was made in the past year and a good gliding program was established. Problems with the maintenance of equipment are ongoing. Insurance was increased in value for each airplane.
- He is working on obtaining extra gliding experience for cadets.

**This concluded the briefing.**

**3.4 BOARD OF GOVERNORS**

All items in the BOG's report will be covered elsewhere.

**3.5 ADVISORY BOARD**

D. Hayden explained how the Advisory Board is composed and indicated that there were seventeen past presidents in attendance. He added that the Chair of Honours and Awards and the Chair of the Nominating Committee will provide separate reports.

The Advisory Board brought forward its issues concerning Junior Rangers and Cadets. CO's should be wearing the colour of the uniform that they are commanding.

The Membership Committee consists of B. Goudie, C.Hawkins, J.Johnson, J. Ash, L. Jenks and D. Hayden.

Nominating Committee to be chaired by J. Reidulff & Vice-Chair G. Fabes  
Honours & Awards to be chaired by C.Hawkins and Vice-Chair L. Bourgeois  
Advisory Board to be chaired by B.Wolfe and Vice-Chair G. Albert.

**3.6 PROVINCIAL CHAIRPERSON'S COMMITTEE**

Darlene LaRoche reported the following:

- The PC Chairs had a very long and productive meeting and came up with three supporting resolutions:
  - The PC chairs unanimously support the music initiative.
  - The PC Chairs support the concept of having 2 cadets from attend the 75<sup>th</sup> anniversary celebration of the ACL in Ottawa.
  - The PC Chairs also support a working group of Executive Directors at the SAM & AGM to share best practices and to report to the Chair of Chairs and be invited to take part in the Chairs meeting.
- PC Chairs invited Col. Leclair to give a presentation on the Wreaths Across the Border Ceremony which provides cadets from both countries to meet at a border to lay a wreath. A commitment was made to encourage a Yukon/Alaska event. There are 120 border crossings where this event can take place. Many of the other chairs showed interest in this project and will be contacting Col. Leclair for further discussion.
- The new chair of chairs will be T. Taborowski.

**3.7 NOMINATING COMMITTEE**

J.Reidulff, Chair of the Nominating Committee confirmed the slate published on page 45 of the meeting book. During discussions involving potential candidates, concern was expressed about the costs involved in serving on the BOG. Cost is a barrier to some individuals who desire to serve. They ask the BOG to consider strategies to help some of these qualified members to serve the League.

The slate was read and posted at the back of the room during the lunch break.

This concluded the presentation and there were no questions.

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*\*The meeting paused for the signing ceremony and awards presentation \**

### **Signing of MOU's & LOA's**

Honorary President Mr. B. Dale and wife M. Dale were welcomed to the meeting.

G. Fabes proceeded with the MOU/LOA signings with **NAV Canada and Hamilton Watches** respectively.

- Mr. J. David of *NAV Canada* came forward to sign for (2) \$500 training scholarships.
- Mr. T. Sandrin of *Hamilton Watches* will provide 2 Flying Award watches for the Top Power and Top Glider Pilots.

### **Awards**

- Presentation of Queen's Diamond Jubilee Medals:
- Certificates of Merit were presented to T. Taborowski, D. Bray
- Certificate of Honour was presented to R. Brooks
- Air Cadet Service Medals presented to: LCol Therrien, Major Giroux, Major Cook, Captain Caron, and Captain Daly.

B. Robert presented Col. D. Leclair with a certificate of appreciation and presented a gift to T. Taborowski on behalf of the National League thanking OPC for their gracious hosting of this AGM.

G. Fabes drew for a Sennheiser Headset and the winner was B. Dale.

*This concluded the special presentations.*

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#### **3.8 MEMBER'S COMMITTEE**

T. Holland indicated the committee met jointly with the Air Cadet Committee. M. Lacroix sent his regrets. He added that a supporting document for the Operational Guide was recently submitted and approved by the BOG and distributed to the Provincial Chairs.

R. Brooks gave a presentation on on-line training. T. Holland also indicated that he has been assigned to ensure that every squadron has an active Sponsoring Committee.

#### **3.9 AVIATION COMMITTEE**

J. Elias reported that the National glider purchased last year is ready.

Reinstitute the strategic study of the gliding program with DND.

National has set aside \$20000 for another glider. This glider would be made available to all PC's as needed.

#### **3.10 EFFECTIVE SPEAKING COMMITTEE**

K. Mann thanked WestJet and H. Spear their continued support for the National Competition. He also thanked Sennheiser and the Murphy Foundation for their backing as well.

He added that the ES competition was a success and congratulated the participants.

He added that because the competition is no longer mandatory, the committee asks that DND help the League to promote the competition at a CO's conference or at any opportunity.

### Other Points:

- WestJet has agreed to sponsor next year, however it is no longer a long term agreement.
- ACC54 will have another signature block for the SSC added to the form. The 8 new topics will be put on the website.

*Question:* R. Rique would like to recommend that the National provide contingency funds in E/S budget in case transportation is a problem sometime in the future.

*Answer:* K. Mann agreed and will discuss with Treasurer.

### **3.11 FINANCE COMMITTEE**

The Treasurer's report was circulated in the AGM booklet. The committee's focus has been on ACC9's and J. Walker reported that 80% of ACC9's have been submitted to date. Self-teaching and help files are available and encouraged usage.

### **3.12 FOUNDATION**

M. Goldack announced that the Foundation is still alive and well and reported that they were able to provide funding for the CASARA cadet scholarship when the CASARA Foundation fell short this year. The Foundation held their meeting yesterday and would like to announce B. Mason as their new chairman. The Foundation confirmed that their purpose is to raise an endowment for the ACL for non-operating funds. They are looking for 2-5 million dollars and it will take at least five years to reach this goal.

### **3.13 RESOURCE GENERATION COMMITTEE**

J. Scott reported that he had 13 attendees at the meeting. The committee reviewed their primary goals and objectives. They targeted 8 basic principle challenges and estimated that the League is missing out on 13,000 former cadets and parents etc. Support and cooperation was requested from all in upcoming fundraising endeavours. A brochure will be worked on to invite officials to annual parades to gain funding advantage. This concluded the presentation and there were no questions.

### **3.14 HONOURS AND AWARDS COMMITTEE**

C. Hawkins announced that the Sennheiser music awards have changed. The ACL will now be awarding 2 awards at a value of \$2500. The CASARA award will undergo a significant change and will now be 2 awards of \$1000. He also added that the bar for the ACL Medal will be available very soon. Historical data summary will be sent to each of provincial committee. Special thanks to our National staff for going the extra mile for recognizing your hard work. This concluded the presentation and there were no questions.

### **3.15 IACE COMMITTEE**

Lloyd MacIntyre reported that 18 members were present and the committee discussed the following:

- The present status for 2012 81 Canadian cadets moving to 14 countries and 69 foreign cadets from 13 of 14 countries. Czech Republic withdrew.
- D. LaRoche and her Alberta crew put forward a proposal for the West to take over and on Wednesday, LCol Therrien signed off on IACE 2013 moving to Alberta.
- Some tweaking to take place, over budget split between the two was agreed upon but decided this will be a 3 year deal and hope to include BC in participating. That door will remain open.

This concluded the report and there were no questions.

**3.16 LEAGUE INDUSTRY PARTNERSHIP COMMITTEE**

Grant Fabes reported:

- AVEOS announced that they would no longer be available to us and won't be able to honour their LOA commitment. \$500 was provided annually to the most improved cadet in the Aviation Maintenance course at Canadore College.
- Sennheiser will provide more headsets. All FAMIL awards will also get a pilot headset.

This concluded the Committee's report and there were no further questions.

**3.17 MEMBERS COMMITTEE**

M. Lacroix was not in attendance. T. Holland covered this area earlier during the Air Cadet Committee report at 3.8

**3.18 MUSIC COMMITTEE**

F. Johnsen summarized the Wednesday committee meeting. He highlighted the following points from the meeting:

- Improve communications with these awards.
- Public relations are needed. 20% of cadets participate in music.
- A solid committee is now in place with someone from each province and territory represented.
- C. Denison has found in the archives an Air Cadet March that will be distributed to PC's for the 75<sup>th</sup> anniversary.
- A proposal was brought forth by H. Mar to have a National virtual music competition. The committee is going to work very hard to actualize this initiative.

This concluded the Committee's report and there were no further questions.

**3.19 NATIONAL SELECTIONS SUB-COMMITTEE**

M. Bineau reported that 16 attendees and 4 members of our DND partners were present. A Fortress introduction was conducted by Major Giroux. Major Cook briefed on the new Airport Deliberation methods at Canadore College in North Bay. Each PC then explained how they made their selections and shared policies.

The Selections Committee will produce a question bank for interviewers. This concluded the Committee's report and there were no further questions.

**3.20 POLICIES, PROCEDURES & BY-LAWS COMMITTEE**

B. Burchinshaw reported:

- Thanks extended to LCol Therrien for his work on CATO-23 to restore potluck dinners.
- Negotiated an agreement, approved by the executive committee of 5 basic principles for submissions and that will be a new section (Section 3) of the PPM. It sets out the timeframe.
- Response to a resolution passed at 16 May teleconference in regards to concern about squadron mergers, resource sharing and amalgamation. With new President at the helm, the committee will be working on this as to how we will move forward on squadron mergers.
- The committee has approved an Operational Guide produced by Governor Doern and will now appear in the PPM and can be downloaded as a brochure.

This concluded the Committee's report and there were no further questions.

**3.21 PUBLIC RELATIONS & IMAGE**

G. Pinsent thanked B. Robert and all involved for their support of NL in regards to the Junior Rangers program.

Targets for PR & I committee are Facebook, electronic brochure (M. Lacroix), ACR brochure. Candace is helping us with the crisis management part of Facebook which we had not

considered. There has also been interest shown by a Canadian Aviation and Space Museum in procuring a Royal Canadian Air Cadet Glider to put on display. The Aviation Committee will investigate. The electronic brochure is still under construction and is making headway. J. Scott has created a brochure in the form of an invitation to an ACR for all PC's. Thanks to Manitoba the committee is looking at putting Air Cadet Information in the provincial utilities for mail out for each neighborhood family in each province to help the 75<sup>th</sup> anniversary celebration. G. Fabes has agreed to author an article on the Air Cadet History for publication to put in the in-flight magazines. D. LaRoche joined the committee and he added that they will provide a straightforward communication program for the membership at the AGM in PE. This completed the report of the committee and there were no questions or comments.

### 3.22 SCHOLARSHIP COMMITTEE

This year we received 111 applications for the Birchall and Dale scholarships. The winners of these 2 scholarships were agreed upon after a conference call with all members and will be announced the following evening. Irene will call the winners personally. The thank you letters have been completed by the National office and were all signed last night to be mailed to the applicants. This completed the report of the committee and there were no questions or comments.

### 3.23 SEVENTY-FIFTH ANNIVERSARY COMMITTEE

K. Mann and the committee have been producing proofs that could be used for making banners/flags, place on aircrafts, etc. It was noted that Northwestern must be corrected to be displayed as one word.

A CIC from the Pacific Region produced the design and it has been accepted by LCol Therrien. LCol Therrien is working with the committee to get all the airplanes painted in the new colours. They are one step closer for the Snowbirds to participate in the event and they are working closely in connection with the PR & I committee. This completed the report of the committee and there were no questions or comments.

### 3.24 APPROVAL OF THE FINANCIAL STATEMENTS FOR 2011/2012

J. Walker commented on the financial statements. The new National Resource Generation Committee will receive \$40,000 as a onetime seed fund, taken from the ACL surplus. It is intended to get a viable operation in place to generate funds in the future. The rainy day reserve is continuing to grow will give the League a one year capital in reserve. Expenditures for professional fees are up because it was a function of the changeover of auditors, fiscal year versus calendar year. They are charging the League all at once and this will drop substantially next year.

**MOTION:** J. Walker motioned that audited financial statements for 2011/12 be approved as presented. Seconded by D. Berrill.  
**Carried**

**MOTION:** J. Walker moved that the budget be approved for the 2012/13 as presented. Seconded by T. White.  
**Carried**

**MOTION:** J. Walker moved that the ACL continue to retain Andrews & Company as the auditors for the 2012/13 year end. Tom Holland seconded.  
**Carried**

- 3.24 **Elections:** J. Reidulff did not receive any revisions. The slate as presented will make up the Board of Governors for 2012/13. Congratulations to all.

**IV NEW BUSINESS**

**4.1 Amendment to By-Laws:**

There will be an amendment to our by-laws, S. Matresky made a presentation earlier during her Executive Director report and a special resolution was voted on.

**4.2 Location of Upcoming Annual General Meetings:**

2013	Charlottetown, PEI
2014	Yukon, Whitehorse
2015	Edmonton, Alberta
2016	Richmond, BC
2017	Manitoba
2018	QCOV

**V CONCLUSION**

- 5.1 Good and Welfare of the Air Cadet League of Canada** – PEI presented a DVD of some information regarding the AGM in Charlottetown in 2013. R. Gallant, G. Albert, and C. Arsenault on behalf of D. Vokey passed out literature.

- 5.2 Date and Time of next Meeting** – SAM November 23-24, 2012 at the new Delta Ottawa City Centre Ottawa Ontario. AGM June 19-22, 2013 in Charlottetown PE

**Good & Welfare:**

B. Robert thanked everyone for their support during his reign. He also presented S. Matresky with a card and best wishes during her maternity leave.

T. Taborowski thanked our DND partners for assisting with the band entertainment. B. Robert thanked OPC on behalf of everyone for a super job.

D. LaRoche made an announcement that 88 Airdrie squadron had just received a \$1000 for Think Recycle on top of the \$7200 they received already for their fundraiser involving recycling cell phones. She also informed us that Alberta would be opening 2 new squadrons in Calgary this fall, the first one called Juno Beach and the second called WestJet.

- 5.3 Adjournment** – There being no other business, J. Hunter made a motion to adjourn the meeting, E. Mroz seconded. **Carried**

ANNEX A

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## Finance Committee

### RECORD OF PROCEEDINGS

21 June 2012 - 0830 hrs – Holiday Inn, Burlington ON

**In Attendance:**

John Walker (Chair & Secretary)  
Don Berrill (Member)  
Stan Harry (Member)  
Greg Boudreau (Member)  
Carol Cox (Member)  
Michel Crevier (Member)  
Francois Provencher (Member)  
Norm Macfie (Member, NL PC)  
Sarah Matresky (ED & Member)  
John Scott (Chair NRGC & Member)

**Absent:**

Tom Holland (Member)

Rick Brooks (Visitor, ACC9 specialist, QC&OV)  
Scott Lawson (Visitor, OPC ED)  
Edwina Thompson (Visitor, OPC)  
Gail Rique (Visitor BC PC)  
Ron Rique (Visitor, Chair BC PC)

**1. Administration**

- 1.1 The Chair thanked the Finance Committee members for serving and the visitors for their interest. The Chair expressed continued satisfaction with the 'finance file'.
- 1.2 **Appointment of a secretary/ note taker**  
S. Matresky agreed to record the minutes.
- 1.3 **A call for additions to the Agenda**  
Yielded none that could not be covered in the published Agenda.
- 1.4 **Approval of the Agenda** as published in the AGM Book was called for.

***Motion to adopt the Agenda as published – Greg Boudreau / Carol Cox* Carried**

**2. Review and Approval of Previous Meeting ROP, Current AGM Report, Business Arising and Updates**

- 2.1 **Approval of 2011 AGM Finance Committee ROP.**  
No errors or omissions were noted.

***Motion to adopt the 2011 AGM Finance Committee ROP as published -  
S. Harry / Francois Provencher* Carried**

- 2.2 **Business Arising and Updates from the 2011 SAM Finance Committee ROP.**  
None.

**Item closed**



2.3 **Review of the Finance Committee Report in the AGM 2012 Book**

J. Walker indicated that the National surplus will be used before the Provincial Committees are asked for more money through the cadet assessment fee. J. Walker sees the National Resource Generation position at the National Office as likely a permanent set up.

J. Walker added that the 40k set aside for Fund Generation is not in the budget because it is derived from last year's surplus. He clarified to the committee that the NRG and the Foundation are two separate entities.

F. Provencher indicated that the ACC9's for Quebec and Ottawa Valley should be at 100% in the report. J. Walker agreed and said that a few more squadrons have handed them in since the document was published.

3. **New Business**

3.1 **Review of the audited YE 31 March 2012 ACL Financial Statements**

The Chair explained the favourable results and the reasons that led to them. The members were pleased with this situation.

**Motion** that the Financial Statements be approved as presented

D. Berrill / C. Cox **Carried**

3.2 **Auditors for FY 2012-13**

The new auditors did fine and prompt work. We received good value, a cooperative and constructive process and good recommendations and support. It was recommended to keep the same audit firm for the next exercise.

**Motion** to recommend to the BOG to in turn recommend to the membership to reappoint ANDREWS & Co. to audit for FYE 2012-13.

J. Scott / N. Macfie **Carried**  
**Action: Chair**

3.3 **Status of ACC9s across the ACL**

J. Walker presented a spreadsheet of the status of the ACC9's across the country and added that the League is at 73% overall. More ACC9s are coming from NL. He added that he is scanning them electronically and sending them to Ottawa in CD format for archiving.

Those who need the most help with filling out the ACC9's don't seek assistance. R. Brooks indicated that he can make a custom ACC9 for each province as long as he is provided with the information.

3.4 **Discussion of Upgraded ACC9**

R. Brooks gave a presentation on the latest electronic version of the ACC9 and asked everyone for some feedback. He would like to see more treasurers taking advantage of the online training that is available. More material will be available soon. It was reported that the video chat for Financial Compliance Officers went very well and that the 2013 ACC9's are now available on the website but are not necessary to use right away. The old electronic ACC9's should be removed soon but it was determined by the Committee that the paper handwritten version should still remain as it is still the preference of some people. J. Walker added that all ACC9's are now filed electronically at the National Office.

**3.5 Progress Report from the NRGC (John Scott)**

J. Scott thanked D. Berrill for his work on the allocation of funding for the Committee. M. Williams will take part in the National Resource Generation Committee Meeting to discuss the committee's direction and projects at the National Office. The meeting will also cover how the committee will utilize the office in its endeavours. J. Scott thanked J. Walker for the 40k for the committee to move forward.

J. Scott added that he will propose at the BOG meeting that prominent people looking to donate to the ACL should be invited to attend ACRs. These high profile individuals should also be invited to attend CO's parades. It is important that they be introduced to Air Cadets and kept engaged.

**3.6 Review of the 2012-13 ACL Budget**

J. Walker gave an overview of the new Budget. F. Provencher asked about the line item for IACE and if it needs to be amended for when the activity moves out West. J. Walker indicated that the Budget will remain the same until the relocation of the activity has been officially approved.

**Motion** that the 2012-13 Budget be approved as presented.

*S. Harry / C. Cox* **Carried**

**4 Conclusion**

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

Nothing further to add.

**4.2 Closing Remarks**

The Chair expressed Thanks for the Committee's work and support in the finance file. He urged the committee to continue striving for progress.

**4.3 Date of Next Meeting**

November 23rd, 2012 at the SAM at the Delta City Centre, Ottawa

**4.4 Adjournment.**

At 10:00 AM

ANNEX B

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## Honours and Awards Committee Record of Decisions

Chairperson: Craig Hawkins  
Vice-Chairperson: Lionel Bourgeois

### Attendees:

#### In Attendance:

Y	Guy Albert	N	Jim Ash	N	Charles Baxter
Y	Lionel Bourgeois	Y	Gilles Cuerrier	N	Bob Dale
Y	Irene Doty	N	Harold Fowler	Y	Grand Fabes
Y	Don Gladney	Y	Max Goldack	Y	Bob Goudie
Y	David Hayden	Y	Fred Hopkinson	N	Ron Ilko
Y	Len Jenks	Y	Jim McKeachie	Y	Bob Parsons
Y	Jan Reidulff	Y	Brent Wolfe		

## 1. Administration

1.1 Welcome and Opening Remarks

1.2 Additions to the Agenda  
There were no additions to the agenda.

1.3 Approval of the Agenda

Moved by Max Goldack  
Seconded by Bob Goudie  
Approved

1.4 Approval of the Minutes of the Last Meeting (November 2011)

Moved by: Len Jenks  
Seconded by: Don Gladney  
Approved

## 2. Business Arising

2.1 QJM Selection Process (Lionel Bourgeois)  
There was no discussion about the process that was used.

D. Gladney clarified that the allocation of the Canada 125 medal in 1992 was done by the Honours and Awards Committee of the time.

2.2 Scholarship Selection Process (Irene Doty)

The chair provided an overview of the process that was used to review the 111 applications for the two national post-secondary scholarships.

2.3 PPM Changes (Craig Hawkins)

All nine PPM changes submitted were approved and have been updated in the PPM.

Note: Following the change to the definition of “Member”, the Long Service Medal will simply be called the Air Cadet League Long Service Medal. The policy will be revised to include “members” at any level (local, provincial and national)

2.4 Sennheiser Music Award (Craig Hawkins/Grant Fabes)

G. Fabes reviewed the changes that will be implemented this year for the award. These include:

- Two awards now, \$1250 each
- New or struggling bands
- Weighted number of applications from PC depending on side
- To national office nlt 31 October
- Announced following SAM

He also briefed the group on actions that the Music Committee is taking to help improve the quality of music at the local level.

2.5 Selection of National Awards Recipients (Sub Committee Chairs)

There were no major issues with the applications received, other than the relatively low number of applications, particularly for the Presidential Citations and the Officer of the Year. There was discussion about how to address this problem and to support the Provincial Committees that require some additional support.

**Actions:** The Chair will compile statistics for provincial submissions for the past few years (where statistics are available) and share a consolidated report with the group. Individual statistics for each PC will be provided to the PC Chair, along with the name of an AB/HAC member in the province who can assist in the process.

2.6 CASARA Continuation Flying Scholarship (Craig Hawkins / Max Goldack)

The Chair reviewed the problems that had occurred during the year and the proposed solution that has been worked out with the CASARA Foundation.

The Foundation has approved, in principle, the suggestion to come up with an amount each year at their AGM and then advise the ACL of the value and number of scholarships that will be available for the upcoming fall. The application process and selection process for the award would remain unchanged.

- Approval of the new TOR for this award as distributed
  - o Moved by: Grant Fabes
  - o Seconded by: Don Gladney
  - o Approved
- Approval of the PPM changes as distributed
  - o Moved by: Max Goldack
  - o Seconded by: Irene Doty
  - o Approved
- Approval of the Revised Application form as distributed
  - o Moved by: Len Jenks
  - o Seconded by: Bob Goudie
  - o Approved

**Actions:** The Chair will provide the BOG with a list of changes for the PPM including the TOR's for the award, the PPM text and the application

2.7 Wearable Medal of Honour Sample (Craig Hawkins)

No action has been taken on this project to date.

**Actions:** Item is to be brought forward for the SAM

2.8 Bar/Rosette for Cadet LSM

The Bar/Rosette was approved at the SAM but has not been publicized to the system. Approval has been sought for cadets to wear it from DCadets. The bars are available from the supplier. The form has been modified to facilitate the ordering of the medal and/or the bar.

**Action:** The Chair will coordinate with the national office staff to do an announcement to the system in late summer or early fall to advise all parties that the bars can be ordered for cadets in their fifth or sixth year of service.

### 3 New Business

3.1 Volunteer Long Service Medal: Wearing Bars (Craig Hawkins)

The Chair reviewed the wearing of bars on the VLSM and the proposed changes to the PPM (circulated earlier). The motion was moved to accept the proposed changes to the PPM as circulated.

Moved by: Len  
Seconded: Jan

Approved

**Actions:** Chair will submit the revised PPM and application form to the national office for release to the system in the early fall.

3.2 Who can nominate for a national award? (Jim McKeachie)

There was a discussion by the members of who could nominate for a national award. Should we accept a nomination from anyone (League employee, CIC, civilian etc.) or only from League Members? The recommendation would still be done by the provincial chair (or designate) or the Chair of the HAC, and the final decision would be made by the HAC.

**Actions:** Change the word “Nominated by” to “Recommend by”. Chair will resubmit the revised forms to National Office for updating on the website.

3.3 Top Cadet: International Air Cadet Exchange (Craig Hawkins)

The group discussed the possibility of creating a new award to recognize the Top Cadet on the IACE. The general consensus was that there were too many unknowns and the process of selecting them. How do you assess how they have been on their exchange (rating them) given that not all cadets are accompanied by a League member of CIC officer. There was no support for developing an award for this particular course at this time.

**Actions:** No further action to be taken at this time.

3.4 Most Improved Cadet Award: Aircraft Maintenance Course (Grant Fabes)

G. Fabes provided an update on the award for the Most Improved Cadet on the Aircraft Maintenance Course. AVEOS has withdrawn from the award (and from Canada). Ewing Cornich (OPC Member, past DCadets) has offered to approach local aviation companies to find a sponsor for this year's award. The search continues. Updates will be provided as they become available.

**Actions:** Chair to update committee as new information becomes available.

3.5 Change to Honorary Life Membership (Craig Hawkins / Len Jenks)

The Chair identified a problem with Honorary Members, including the Honorary Officers not having a vote according to the rules of our PPM. The historical position is that all past-presidents retained their right to vote.

Actions to be taken: Continue to monitor the situation and ensure that right to vote is retained by all past presidents, regardless of whether or not they hold an honorary position

Note: The revised definition of “member” makes it clear that the past presidents (as members of the Advisory Board) will retain their voting privileges regardless of any other honorary or ceremonial positions they may hold.

3.6 Governor General's Caring Canadian Award (Craig Hawkins)

The Chair outlined the GG's Caring Canadian Award and asked if there was a desire to add this to the list of Air Cadet League awards or to make it known to the other provincial committees.

**Actions:** Make the information known to provincial committees so that they can nominate. Investigate to see what the rights of "Partner Organization" would cover. Report back to members at the SAM.

3.7 Timelines for National Awards Submissions (Craig Hawkins)

The Chair discussed the importance and history of the current timeline and the application of some flexibility in accepting late submissions.

**Actions:** No change to the current PPM or the current practice of allowing the Chair to exercise some discretion in the event of late submissions.

3.8 Election of HAC Chair

**Actions:** Carry forward to the AGM 2013 for further consideration.

## **4 Conclusion**

4.1 Good and Welfare

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

4.2 Closing Remarks

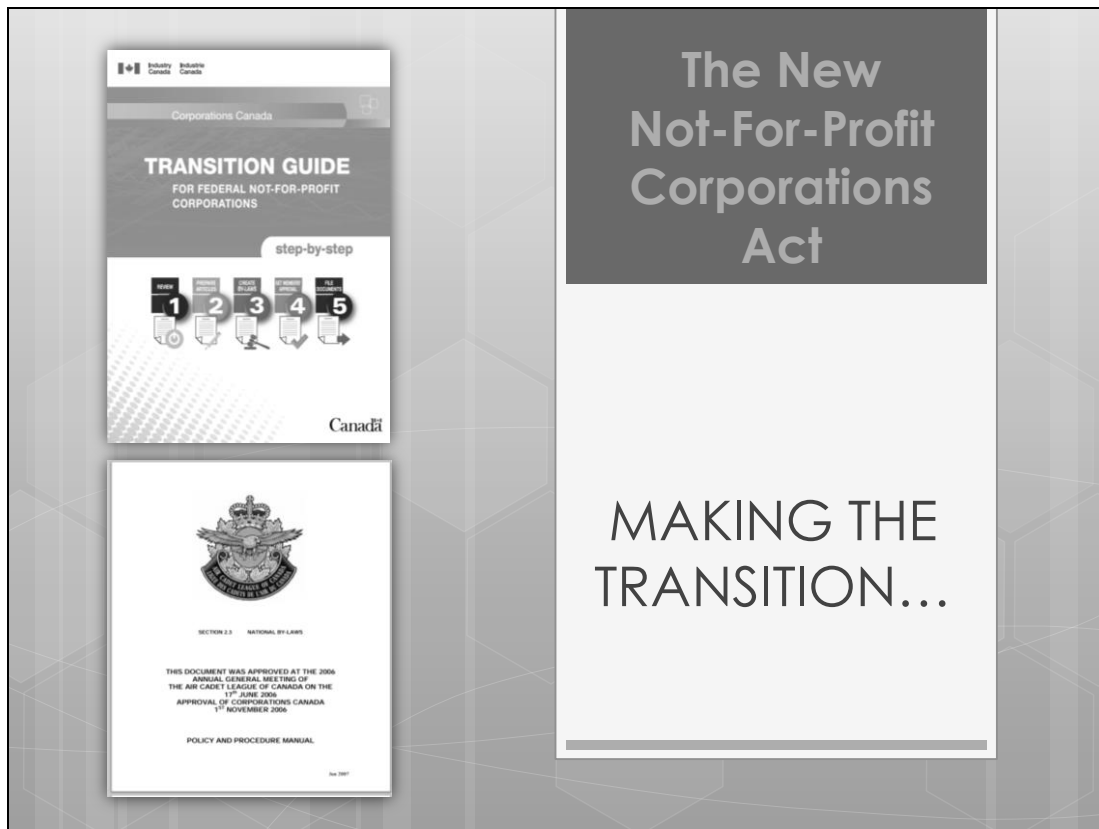
The Chair thanked the members for their input.

4.3 Date of Next Meeting: November 2012 at the Semi-Annual Meeting

**Attachments (sent out electronically prior to meeting):**

- HAC Backgrounder
- Record of Decisions, Semi-Annual Meeting 2011
- 4.1.9 Air Cadet League Member Long Service Medal (Revised - Draft)
- Caring Canada Award
  - Information
  - Nomination Form
  - FAQ's
- CASARA Continuation Flying Award
  - MOU
  - Foundation Information
  - Correspondence

ANNEX C



## SUMMARY

The new Canada Not-For-Profit Corporations Act was proclaimed in force on Oct. 17<sup>th</sup> 2011. Federal NFP's will now have a period of 3 years to continue under the new Act.

Every existing federally incorporated NFP will have to take action to make the transition to the new Act using a process called 'continuance'.



## FAQ'S

### WHAT ARE THE BENEFITS OF THE NEW NFP ACT?

- Clear set of rules that govern the internal affairs of federal NFP corporations
- Less red tape with simplified processes
- More flexibility to make fundamental changes
- A more objective standard for directors in carrying out their duties

### WHAT IS THE TRANSITION PROCESS?

Corporations must replace its letters patent, and by-laws with new charter documents by submitting articles of continuance to obtain a Certificate of Continuance and creating and filing new by-laws.

### ARE THERE FEES INVOLVED?

Not through Corporations Canada, but we must pay our lawyer for her services in assisting us with the transition.

## Lawyer's Recommendations

### CURRENT BY-LAWS AT THE NATIONAL LEVEL

- The National By-laws of the League currently provide for a highly complex membership structure with six (6) classes of members (voting & non-voting) determined at two (2) levels.
- It is often unclear who is considered a 'Member', a 'Volunteer' or both and at what level.
- **Lawyer advises us to amend our Membership by-law under the Old Act, before Continuance. Essentially, to avoid having to invite all six classes of membership (5000+ people) to the 2013 AGM at which they will be entitled to vote separately as a class on Continuance under the New Act.**
- A 'Special Resolution' about Membership has been drafted and was approved by the BOG. It will be voted on at this AGM by the Membership to begin the Transition Process.



## Membership

### WHAT DOES THIS NEW MEMBERSHIP STRUCTURE MEAN AT THE NATIONAL LEVEL?

- The new structure means we are collapsing the existing three (3) classes of voting members into a single class and we are eliminating the non-voting members.
- National Membership would now consist only of Past Presidents, Governors, PC Chairs and PC Delegates (as outlined in the PPM).
- At the National level, those classified as 'non-voting' persons will be known as 'associates' or equivalent (term to be decided).
- The term 'associate' (or equivalent) would refer to everyone outside of the National Membership.
- Example: an SSC Chair would be referred to as an 'associate' when speaking on National terms. The term 'member' cannot be used because then they would be required to vote at National meetings.

## Membership

### PROVINCIAL AND LOCAL COMMITTEES

- While the lawyer recommends that the section of our by-laws dealing with provincial and local members be deleted because it might cause confusion in respect of the determination of who is a member of the ACL from a national corporate perspective, the PC's and SSC's and their members should be addressed in the by-laws since their role is an important element of the governance structure of our corporation. It is also important that the National BOG does not delegate any of its responsibilities to these bodies so the by-laws need to make their role very clear. \*Unity as One League\*
- Since they are all separately incorporated organizations, there are limits to the rules that can be prescribed in the by-laws of the League but their role should be clearly set out.

## Drafting By-laws

### WHAT WILL OUR NEW BY-LAWS LOOK LIKE?

- League will be adopting 'minimalist approach' as per lawyer's recommendation. It will address only the essentials and would be restricted to material where a choice needs to be made or that must be in the by-laws to deal with procedural matters of importance to our organization.
- Our Policy and Procedure Manual will deal with the League's operating policies including items previously found in the by-laws.

### WHY WILL THE BY-LAWS CONTAIN LESS INFORMATION THAN BEFORE?

- The new Act is more comprehensive, so there is no need to repeat the information in our by-laws. If we made our by-laws 'all-inclusive' then there is a risk that we would not stay current with the new Act should it be amended at a later date and a concern that if the provisions are copied into the by-laws, D&O's may believe that those provisions can be amended, whereas in fact they are required by statute.

## Provincial Implications

### HOW WILL OUR PROVINCIAL COMMITTEE BE AFFECTED BY THE NEW ACT AND THE RESTRUCTURING OF NATIONAL BY-LAWS?

- The new NFP Act is a federal one, however some provincial governments have amended their legislation to coincide with the new federal Act. Like the federal counterpart, some provincial governments have also streamlined and simplified the procedure to establish a clear set of rules that govern the internal affairs of provincial NFP corporations.
- Provincial Committees, because they are individually incorporated, they are not directly affected by the new federal Act per se.
- PC's are encouraged to check with their provincial governments to see about any new NFP corporation legislation.
- Provincial by-laws and operating policies must agree with provincial legislation and with the new National by-laws and policy of the ACL once it has been drafted. (Acknowledging PC & SSC roles in governance structure etc.)

## Timeline

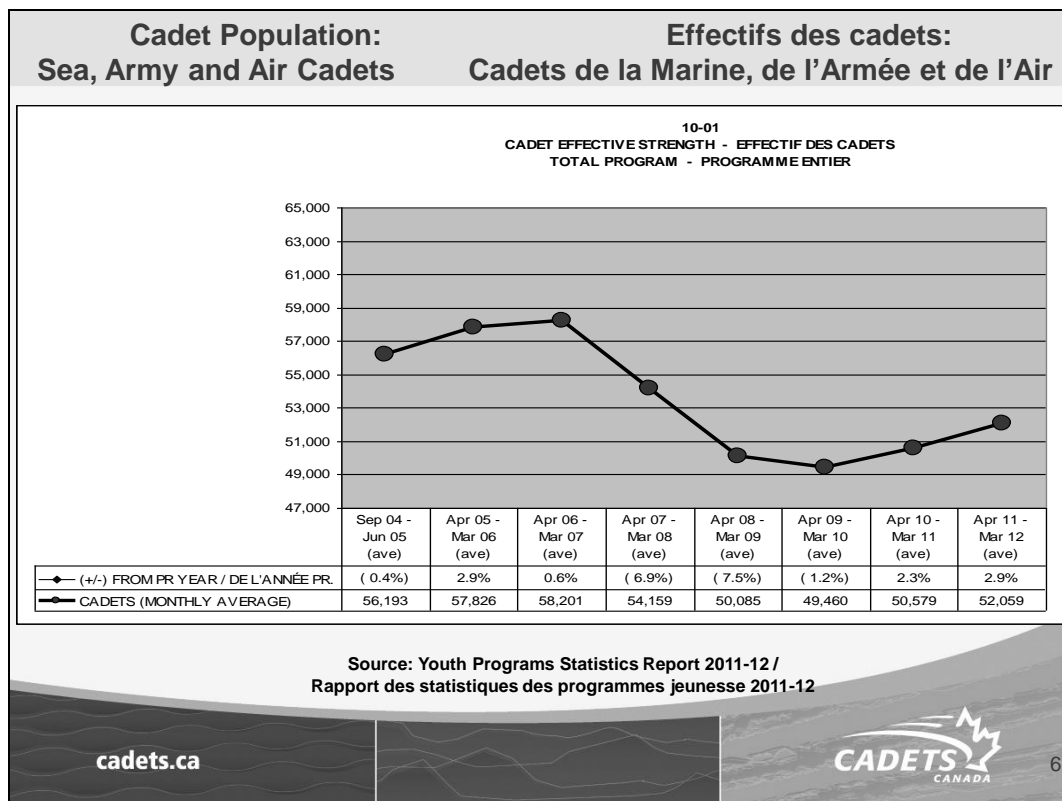
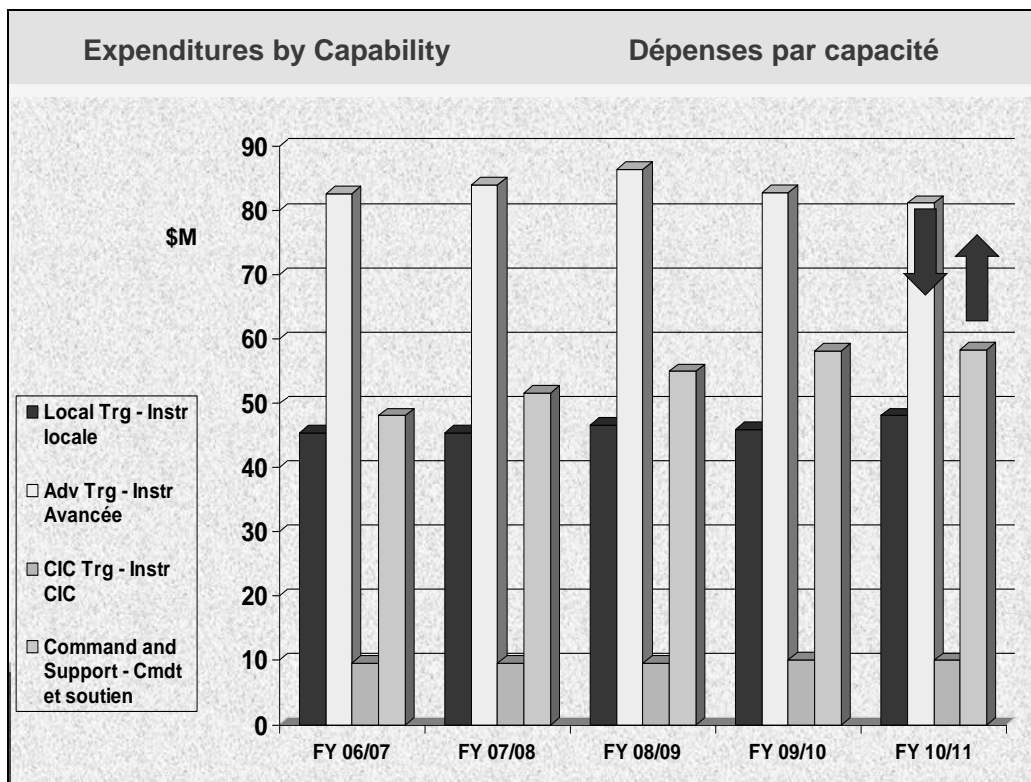
- AGM 2012 – National Members vote on 'Special Resolution'
- Summer 2012 – Spring 2013: New CNCA by-laws and League policy developed over the course of the year.
- AGM 2013 – New by-laws, objects of the corporation and articles of continuance approved and passed by the restructured membership.
- Within 12 months of AGM 2013: File documents with Corporations Canada to obtain Certificate of Continuance.
- Before October 2014 – Obtain Certificate of Continuance.

ANNEX D



**Finances** (initial allocation / allocation initiale)

	09/10	10/11	11/12
<b>Personnel</b>	111.0 M	114.5 M	114.9 M
<b>Operating/Opérations</b>	78.0 M	75.6 M	76.6 M
<b>Grants/Subventions</b>	1.14 M	1.2 M	1.2 M
<b>Capital</b>	3.6 M	2.0 M	2.0 M
<b>Total Cadets</b>	<u>\$193.7 M</u>	<u>\$193.3 M</u>	<u>\$194.7 M</u>
<b>JCR/RJC</b>	9.6 M	10.2 M	10.8 M
<b>Total</b>	<u>\$203.3 M</u>	<u>\$203.5 M</u>	<u>\$205.5 M</u>



Cadet Population							Effectifs de cadets					
	SEA/MARINE			ARMY/ARMÉE			AIR			TOTAL		
REGION RÉGION	FY 11-12	DELTA	DELTA %	FY 11-12	DELTA	DELTA %	FY 11-12	DELTA	DELTA %	FY 11-12	DELTA	DELTA %
EASTERN EST	1590	36	2.3%	4580	-3	-0.1%	5341	225	4.4%	11511	258	2.3%
CENTRAL CENTRE	1985	8	0.4%	6168	126	2.1%	8099	273	3.5%	16252	407	2.6%
ATLANTIC ATLANTIQUE	2398	45	1.9%	3089	97	3.2%	3201	119	3.9%	8688	261	3.1%
PRAIRIE PRAIRIES	1247	45	3.7%	2373	112	5.0%	4992	194	4.0%	8612	351	4.2%
PACIFIC PACIFIQUE	1191	34	2.9%	1920	96	5.3%	3501	113	3.3%	6612	243	3.8%
NORTHERN NORD	0	0	N/A	308	-10	-3.1%	78	-28	-26.4%	386	-38	-9.0%
TOTAL	8411	168	2.0%	18438	418	2.3%	25212	896	3.7%	52061	1482	2.9%

Source: Youth Programs Statistics Report 2011-12 /  
Rapport des statistiques des programmes jeunesse 2011-12

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CADETS  
CANADA

CSTC Stats					Statistiques CIEC				
(CSTCs, IACE, Oshkosh - Canadian cadets)					(CIEC, EICA, Oshkosh - cadets canadiens)				
2010					2011				
Allocated	No fill	Started Trg	RTU Total	RTU %	Allocated	No fill	Started Trg	RTU Total	RTU %
Attribués	Non com-blés	Débuté entr	RAU Total	RAU %	Attribués	Non com-blés	Débuté entr	RAU Total	RAU %
Ttl 20,145	711	19,434	664	3.4%	Ttl 20,159	713	19,446	565	2.9%
Sea 3,650	59	3,591	125	3.5%	Sea 3,642	-3	3,645	99	2.7%
Army 7,000	393	6,607	259	3.9%	Army 7,017	442	6,575	235	3.6%
Air 9,495	259	9,236	280	3.0%	Air 9,500	274	9,226	231	2.5%

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CADETS  
CANADA



IACE - 2012 - EICA		
COUNTRY	SENDING CANADIAN	
	CADETS	ESCORTS
Australia	10	1
Belgium	2	
Czech Republic	4	1
France	4	
Germany	1	
Hong Kong	4	
Israel	5	1
Netherlands	5	
New Zealand	3	
Singapore	4	1
South Korea	2	1
Turkey	9	1
United Kingdom	12	1
United States	16	2
TOTALS	81	9

Receiving 69 foreign cadets and 9 foreign escort officers

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9

Headquarters	Commandement
<ul style="list-style-type: none"> <li>• \$ 1,553 K savings</li> <li>• \$500K transport</li> <li>• \$ 200K IPRL</li> <li>• \$ 353K reduce TD, conferences</li> <li>• \$ 500K – 8 full time Class B: <ul style="list-style-type: none"> <li>– D Cdts &amp; JCR: 1</li> <li>– Atl, Pra and Pac: 1 each</li> <li>– East and Central: 2 each</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Économies de 1 553K \$</li> <li>• Transport : 500K \$</li> <li>• LBPI : 200K \$</li> <li>• Réduction en ST, conférences : 353K \$</li> <li>• 8 Positions classe B temps plein: 500K \$: <ul style="list-style-type: none"> <li>– D Cad &amp; RJC : 1</li> <li>– Atl, Pra, Pac : 1 chacune</li> <li>– Est et Centre : 2 chacune</li> </ul> </li> </ul>

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RCSU(N)	URSC(N)
<ul style="list-style-type: none"> <li>• \$924K, 1 Oct 12</li> <li>• C2 to RCSU(Pra)</li> <li>• No impact upon local trg or CSTC Whitehorse</li> <li>• Admin, Fin, Trg to Pra</li> <li>• Supply and ACOs to remain</li> <li>• 10 positions eliminated: 3 Reg F, 5 Coats, 2 Civ</li> </ul>	<ul style="list-style-type: none"> <li>• 924K \$, 1 oct 12</li> <li>• C2 à URSC(Pra)</li> <li>• Aucun impact sur l'instruction corps et esc, ou CIEC Whitehorse</li> <li>• Admin, finances, instruction à URSC (Pra)</li> <li>• Approvisionnement et conseillers cadets restent</li> <li>• 10 postes coupés: 3 F rég, 5 SAIOC, 2 civils</li> </ul>

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HMCS Quebec	NCSM Québec
<ul style="list-style-type: none"> <li>• After 2012 CSTCs</li> <li>• \$865K savings</li> <li>• Local trg support- new lease or new location- TBD</li> <li>• Will investigate the possibility of a sea cadet concentration at another CSTC in Quebec</li> <li>• No impact on #s just location- see next slide</li> </ul>	<ul style="list-style-type: none"> <li>• Après les CIEC 2012</li> <li>• Économies de 865K \$</li> <li>• Soutien à l'instruction locale: nouveau bail ou autre endroit</li> <li>• Examinerons la possibilité d'instruction en matelotage avancée dans un autre CIEC au Québec</li> <li>• Aucun impact sur les nombres, seulement l'endroit (suivante)</li> </ul>

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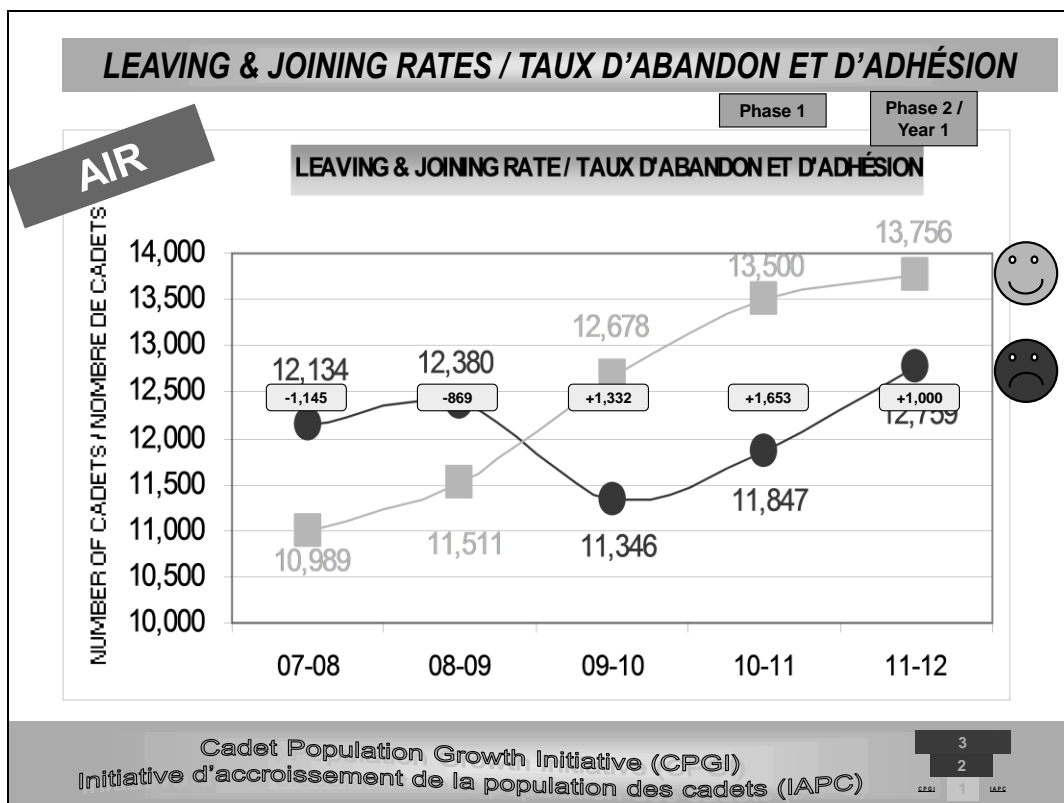
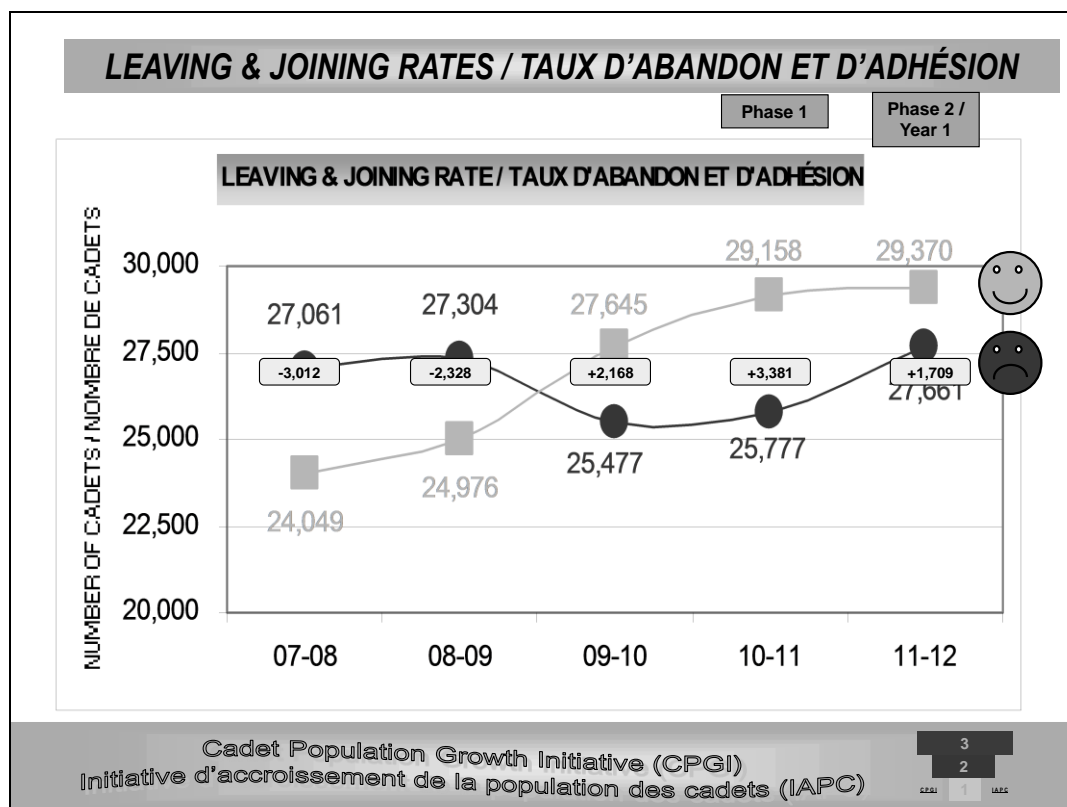
13

CSTC Penhold	CIEC Penhold
<ul style="list-style-type: none"><li>• After 2014 CSTCs</li><li>• \$1,848K savings</li><li>• Year round storage- new lease or new location- TBD</li><li>• No impact on #s just location</li></ul>	<ul style="list-style-type: none"><li>• Après les CIEC 2014</li><li>• Économies de 1 848K \$</li><li>• Site d'entreposage: nouveau bail ou autre endroit</li><li>• Aucun impact sur les nombres</li></ul>

14

Other ongoing issues	Autres points courants
<ul style="list-style-type: none"><li>• Annuitant issue- 211 impacted- 40%, potentially \$1.3M in salary</li><li>• Eventually up to 25 more Regular force billets filled starting this APS.</li></ul>	<ul style="list-style-type: none"><li>• Retraités recevant une annuité: 211 affectés, potentiellement 1,3M \$ en salaires</li><li>• Éventuellement, jusqu'à 25 poste de F rég seront comblés dès cet été</li></ul>

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### REASONS FOR LEAVING / MOTIF DE LA FIN D'ADHÉSION

	National 11-12	Air Cadets 11-12
Lack of interesting activities	1,793 Cadets (6.5 %)	858 Air Cadets (6.7%)
Not challenging enough	252 Cadets (0.9 %)	98 Air Cadets (0.8%)
Too demanding or too strict	1,105 Cadets (4.0 %)	382 Air Cadets (3.0%)
No longer available	9,520 Cadets (34.4 %)	4,330 Air Cadets (33.9%)
Interpersonal conflicts	858 Cadets (3.1 %)	344 Air Cadets (2.7%)
Aged out	1,870 Cadets (6.8 %)	890 Air Cadets (7.0%)
Other reasons	12,263 Cadets (44.3 %)	5,857 Air Cadets (45.9%)
<b>TOTAL</b>	<b>27,661 Cadets (100%)</b>	<b>12,759 Air Cadets (100%)</b>

▪ **Note:** When a cadet leaves, he or she is not required to complete an exit survey which would tell us his/her reasons for doing so. When the cadet is struck off strength (SOS) in Fortress by the Admin O, the latter may not know the cadet's exact reason for leaving and have no other choice but to indicate "other reason". This could explain the relatively high percentage of cadets having left for this reason.

Cadet Population Growth Initiative (CPGI)  
Initiative d'accroissement de la population des cadets (IAPC)

3  
2  
1

### Way Ahead

- Cadet Programme Update – implementation focus
- Cadet population
- Leadership support for the program
- SR Impact

### À l'horizon

- Mise à jour du programme des cadets – accent sur l'implantation
- Population de cadets
- Programme jouit de l'appui de la haute direction
- Impact de l'ES

cadets.ca



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