



# Table of Contents

**64<sup>TH</sup> SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES  
HELD AT THE HAMPTON INN  
OTTAWA, ONTARIO  
17-19 NOVEMBER 2005**

## **RECORD OF DECISIONS**

### **INDEX**

<b>Item</b>	<b>Page</b>
Record of Decisions: Semi-Annual Meeting – Governors and Committees Friday, 18 November 2005	3
Record of Decisions: Presentation of Reports Saturday, 19 November 2005	8
Appendix A: Presentation: Director of Cadets	17
Appendix B: Presentation: Cadet Program Update	23
Appendix C: League/DND Working Group on the Partnership	32
Appendix D: Board of Governors	33
Appendix E: Joint Session – Board of Governors and Provincial Chairs	40
Appendix F: Provincial Committee Chairs	41
Appendix G: Finance Committee	43
Appendix H: National Effective Speaking Contest Committee	46
Appendix I: President's Dinner	48

## Notes

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



# Semi-Annual Meeting – Opening Session

## RECORD OF DECISIONS

18 NOVEMBER 2005

### ATTENDEES:

Chairperson:	Lionel Bourgeois	National President
	Guy Albert	Past President
	Craig Hawkins	First Vice-President
	Michel Cataford	Vice-President
	Joe Johnson	Vice-President
	Bob Burchinshaw	Governor
	Grant Fabes	Governor
	Roger Dionne	Governor
	Paul Martin	Governor
	Rhodie Mercer	Governor
	Eric Murray	Governor
	William Paisley	Governor
	Mike Wedge	Governor
	Tom White	Governor
	Bob Robert	Governor
	Robert G. Dale	Honorary President
	Jim McKeachie	Honorary Treasurer
	Jim Ash	Advisory Board
	Gilles Cuerrier	Advisory Board
	Irene R. Doty	Advisory Board
	Harold Fowler	Advisory Board
	Bob Goudie	Advisory Board
	David Hayden	Advisory Board
	Fred Hopkinson	Advisory Board
	Ron Ilko	Advisory Board
	Leonard G. Jenks	Advisory Board
	Robert W. Parsons	Advisory Board
	Peter P. Prescott	Advisory Board
	Brent Wolfe	Advisory Board
	Ralph Thistle	Chair of Chairs
	Terry Nelson	Chairperson, NL
	John Walker	Chairperson, NS
	Danny Gosse	Chairperson, PE
	Ed Statham	Chairperson, NB
	Carole Bédard	Chairperson, QC
	Chuck Verge	Chairperson, ON
	Tom Beda	Chairperson, NW ON
	Ed deCaux	Chairperson, MB
	Ernie Callow	Chairperson, SK
	Keith Mann	Chairperson, AB
	Geoffrey Johnston	Chairperson, BC
	Jim Mullins	Director, NS
	Dennis MacNeil	Director, NB
	Grant Fabes	Director, QC
	Donald Berrill	Director, ON
	Marlene Conway	Director, ON
	Joan Cameron	Director, NW ON
	Eric Steffensen	Director, AB
	Thomas Holland	Director, BC
	Douglass Sutherland	Director, BC

	David Brown	Executive Director, ON
	Jerry Elias	Delegate, ON
	Ron Hockridge	Delegate, AB
Military:	Col J.A. Robert Perron	Director Cadets
	LCol Mike Bourduas	Director of Air Cadets
	Maj John Cooper	National Technical Authority
	Maj Pierre Giroux	National Air Coordinator
	Maj Al Wardle	National Cadet Air Operations Officer
	Capt A. Onchulenko	Training Development
Staff:	Jean Mignault	Executive Director
	Kimberley Smallshaw	Executive Assistant (Administration and Special Projects)
	Sarah Putinski	Administration Officer (Communications & Media)
	Chantal Fauvelle	Secretary-Treasurer
	Laureen Nickerson	Secretary

The Chairperson opened the meeting at 0830 hours.

## **I ADMINISTRATION**

### **1.1 Opening Remarks by the Chairperson**

A welcome was extended to all attendees.

L. Bourgeois is delighted to see 13 members of Advisory Board in attendance. Compliments were given for doing good work. Support has been phenomenal.

L. Bourgeois is disappointed with the lack of communication towards staff in preparing for this meeting. Upset with some committees for sitting on their work since last June and arriving here wanting everything done last minute.

Great work was done yesterday, however, so job well done.

### **1.2 Introduction of Delegates and Guests**

Invited guests were introduced. Individual delegate introductions followed.

### **1.3 Administrative Announcements**

Events and Arrangements for the week/weekend were reviewed.

## **II BUSINESS ARISING**

None

## **III NEW BUSINESS**

### **3.1 REPORT BY THE DIRECTOR CADETS**

#### **PRESENTED BY COL R. PERRON**

The PowerPoint presentation has been attached as Appendix A. This report highlighted:

a. **Fiscal Year 04/05.** Personnel, Operating, Grants, Capital; come to a grand total of \$173, 392 (K).

b. **Statistics.** Budgetary figures were provided (\$74.5M or 43% spent on Air Cadets); a summary of the Air Cadet Population was reviewed. He noted not to react to the numbers. Fortress (database) will catch the true numbers. All cadets have to be registered in this system. We are getting better with the numbers. There is more money at the LHQ and sending the same number of cadets to summer camp.

CIC Population is not as old as some may think. Displayed that in the cadet program the majority of CIC's are below 40 years old. Col Perron made it clear that they are not specifically focusing on the young CIC's. Have to recognize the fact that the bulk

of the CIC population is under 40 years of age. Average CIC Officer stays in the movement for about 7 years.

Return to Units – Have addressed this. We are doing better. We are starting to have a small decline. We are doing better at this.

c. **Cadet Program Update.**

See Attached slides in Annex A.

d. **Way Ahead.** Timelines for on-going projects were outlined. Attached in Annex A.

### 3.2 QUESTION PERIOD

Questions were fielded from the members.

L. Bourgeois:

Questioned the figures: From Fortress, figures are taken from end of year I presume. Is that the most accurate figure or now that we have the Fortress system might we go back to the old system of taking an average three times a year?

Colonel Perron

- Yes, the CO should now report when the cadet is in attendance

- We can then take the average cadet population because it is automatically done by the system so we can now say how many were here in November, February and end of year.

- Will take a year to get the glitches out but will be able to do it.

B. Robert:

Is it possible that some units did not enter their data?

Colonel Perron

Yes, it is possible but at the same time we sent back the numbers to the regions and asked did you really have this?

L. Bourgeois:

That brings up a point where we have had a hangar built in Comox to store some of our aircraft and there is now a plan at Mountainview to put in a hangar there; is that money that is spent for construction over and above that \$173 Million?

Put it this way, no units were at 0.

Colonel Perron

Yes. Absolutely. When we are going to build at Mountainview and the Air Force cannot pay for it, I do not count for it in here.

C. Hawkins:

Will Fortress be able to tell you the age of the cadet that drops out?

Colonel Perron

Yes. Every cadet in the database is a single line

So you will be able to find out if it is the high school kids that we are losing right at the end?

Yes.

B. Robert:

Some units cannot have their graduation parade in May because the Detachments say that they do not have enough people.

Colonel Perron

I discussed that with the COs of the RCSU's, which is an internal problem that I have to fix. It is not a good excuse. We have lots of people in the system. I have over 600 people who support the regional offices and the Detachments across Canada. I am addressing this.

G. Johnston:

Colonel, are you charged for real estate and offices that you use?

Colonel Perron

It depends. First, of all the real estate within DND, I am not charged. None of the establishments like my offices, the Detachments, Regional Cadet Support Units we are not charged rent. It is DND and ADMIE. I am not charged when I am parked in the backyard of an Air Base. Some of the cadet camps are lease sites and those I am being charged.

J.R. Goudie  
Colonel, do we know what the main reason for these RTUs are?

Colonel Perron  
One of the main reasons is a leadership approach of some people. Some had a "plague" in their camp so they must get "rid of it" and ship the cadet back home. Not the way to address kids.

So are we mainly talking about the 12-13 year olds?

No. It is not them. It is the senior cadets.

*(Inaudible – individual too far from Mic)*

Are we able to gain access to that information?

Colonel Perron

Yes, now there is a line added.. We need the information from the parent and the cadet and they sign the sheet. Now, there is an additional line on that form that mentions that they can share this information with the League.

C. Hawkins

So, if a sponsoring committee chair wants to get a list of kids and their home phone number so that they can contact the parents and engage them into the program, that is ok for the CO to release that info, that's not violating any privacy laws?

Colonel Perron

Yes, that is indeed correct. That information is available to the League. This line was just added this year. It was not there last year. This is a minor detail, but a huge and important one. This instruction and information has been released.

*(Question from back of the room).*

Is there any chance that the information on Fortress can be available electronically?

Colonel Perron

Some information is sensitive and there is limited access as of right now. We are not there yet, but are working towards having filters to provide access to certain information. Not sure as to what this will look like right now, but are working towards that.

C. Hawkins

In regards to the sharing of information with Fortress. We could request the Provincial Chairs to inform and request from the Sponsoring Committee Members that they can in fact request certain information to help them do their job better? Is that correct?

Colonel Perron

I will not tell you how to do your business. I will e-mail the form electronically so that all can see the line that allows you to ask for such information.

L. Bourgeois expressed thanks for the question period. This information is very valuable and greatly appreciated.

## **SIGNING OF MOU**

*5 cadets are here to take a picture with the signing of this MOU. 3 cadets are from 632 Phoenix – Telesat Squadron and 2 are from 706 Snowy Owl Squadron.*

In addition to this MOU, L. Bourgeois informed all present that another MOU was signed with WestJet. L. Bourgeois signed an agreement with WestJet offering until 2011, that we have 22 seats every year + 1 escort to the Effective Speaking Competition. They still have to pay the taxes and administration fees. In addition to the 15% discount as well, we have agreed to make WestJet the official airline of The Air Cadet League of Canada.

#### **IV CONCLUSION**

##### **4.1 CLOSING REMARKS**

L. Bourgeois stated that great work is being done. Well done.

##### **4.2 ADJOURNMENT**

There being no further business, the chairperson adjourned the meeting.



# Presentation of Reports

**RECORD OF DECISIONS**  
**19 NOVEMBER 2005**

The Chairperson opened the meeting at 1300 hours.

## **I ADMINISTRATION**

### **1.1 OPENING REMARKS BY THE CHAIRPERSON**

The Agenda and format for the meeting was reviewed. Individual participation was encouraged. L. Bourgeois detailed those events that he participated in on behalf of The Air Cadet League of Canada. One of these events was the Remembrance Day ceremonies held in Ottawa, where he laid a wreath on behalf of The Air Cadet League of Canada. J. Mullins made a recommendation that we carry on with placing a wreath in the future. It was unanimously agreed upon, the National President or their designate is to lay a wreath every year in the future.

L. Bourgeois gave a brief synopsis of the various parades and other special events that he attended to date.

### **1.2 New Items for Agenda**

Few items were added after agenda item 3.2.1, Page 41 of the presentation books. Added was short discussion on agenda of last AGM, workshops in Richmond, British Columbia next year and SAM date.

### **1.3 Approve Agenda**

**MOTION:** Moved / seconded by L. Bourgeois / C. Hawkins that the agenda be approved as distributed. **Carried**

## **II BUSINESS ARISING**

### **2.1 Video clips at Cadet Summer Training Camps (CSTC's)**

B. Robert was asked to provide an update on this. B. Robert deferred this to D. Brown to report on it. D. Brown reported that they received what the producers had put together. He also reported that at this time it was in the hands of the RCSU to see if it was worth distributing. No definite distribution timeline was available. The production did not turn out that well, as it was many talking heads. This is the reason for the delay. The finished product did not reflect the enthusiasm that was displayed by the producers at the beginning of this project. It is currently being decided upon as to whether or not it is worth distributing.

M. Wedge reported that our military partners were also in the process of creating a promotional video depicting a similar idea. The duration of this video will be approximately 1.5 minutes in length. It is very much aimed at the younger cadets.

### **2.2 Insurance summaries on web**

J. Mignault reported that it is a work in progress.

### **2.3 National Policy on Investing Funds**

B. Robert will report on this later.



## **2.4 Parents Information Package**

M. Wedge reported that the military created a series 5 fact sheets that comes in a nice box. He reported that they look quite good. J. Mignault reported that there was one in the National Office and agreed with M. Wedge that they looked good.

M. Bourduas reported that the fact sheets each have a specific topic for parents. They hold the minimum information. It is 99% ready to go on the web. The regions have had a long go at it as well. It should hit the web a week from now.

## **2.5 Technical Training Course**

This will be reported on later today.

## **2.6 Fundraising proposal on Trademarks and copyrights**

J. Mignault reported that the National office sent a 20 inch package to the lawyers. It was reported back from the lawyer that there was far too much to register and many items were too generic. It was recommended to register a total of 7. We are currently waiting for documentation and a report on cost.

# **III NEW BUSINESS**

## **3.1 REPORT OF THE BOARD OF GOVERNORS PRESENTED BY L. BOURGEOIS**

The report of the Board of Governors has been attached as Appendix C.

*Air Cadet Service medal is a go. National Fundraising Campaign, J. Mignault reported that we were late in mailing. We will be completing a follow-up shortly. Need to do a second mailing to try and meet our target. National operating grant, J. Mignault sent it in and within one week we received the grant. More work in reporting in the amount of information that they require, need info from the Provinces and Local Sqn. ACC-9s are so important. Simultaneous translation to documents, we have gone to DCdts to ask if they have any way to pay for this. Will wait and see for an answer on this. It is not a small cost if we have to do these ourselves. 1978 Thunder Bay – Officer abused cadet- asking for unspecified damages at this time – cannot find the insurance policy for 1978 to indicate who was our insurer. Have not been dropped off the case as of yet. Effective speaking competition – will have to pay the taxes and administration fees. We also do not have a finance member on our Executive Committee who is either a Chair or VP for Finance, between now and next summer, C. Hawkins will be looking at this.*

## **3.2 REPORT OF THE ADVISORY BOARD PRESENTED BY J. ASH**

J. Ash reported that 6 issues were brought forward and looked at.

a. Scheduling of meetings: There is a concern that when they travel on a Wednesday, this causes a strain as they fund the trip from their own pockets. It is strongly requested that from this point forward, they be scheduled for the Friday or Saturday.

b. Small Air Cadet Squadron and a Small Army Cadet Corps in Eastern Region decided that these 2 units would be combined due to their small numbers. Cadets wear their own uniforms. The Advisory Board would like it to be known that they strongly disagree with the combining of units. Too many implications could arise from this and therefore they would like it to be known that they disagree with any such arrangement.

c. President of BC organization formula for changes. Advisory is against any further action in that regard.

d. Committee Structures: This was a proposal brought forward from M. Wedge. M. Wedge was thanked for his proposal. The Advisory Board reports that this needs to be looked at in further detail. The President and Vice-Presidents are asked to look at it as well. C-21: L. Bourgeois brought this forward. J. Ash reported that it is 65 pages in length and that it is very legalese. He reported that there was no way that

the Advisory Board could not digest it in order to report on it at this meeting and at this time. There are a few issues inside that will indeed affect our By-Laws. There is nothing at this point that we should be doing urgently, but it will be looked at further. Final item brought forward is:

f. Handling of CATO's: Present situation is that when a draft CATO is introduced it is passed onto J. Johnson and all replies are asked to be sent to J. Johnson as well. He compiles these comments and forwards them to the National Office. J. Mignault then in turn sends these over to DCdts. We have not been getting feedback saying YAY or NAY, so there was a question as to how effective this was. J. Ash reported that it is understood that it is under review, however, we are looking for better direction on that.

The following question/details were brought forward:

<p>C. Bédard: In reference to the Squadron that is half Air Cadet Squadron and half Army Cadet Corps, it is asked that we are allowed to work it as is for awhile. It is a current pilot project and if it works out positively, this will be nice to see. I would also like to make a presentation on this down the road. Who would I present this to?</p>	<p>L. Bourgeois: We will not come to a final decision today. It was advised that they (QPC) will have time to look at this further in detail and it was agreed that it will be held off for presentation until June at our AGM.</p>
---	---

J. Mignault reported that there is a similar unit that is Native, an Indian band in Northern Québec. There is infighting in the Band as well. DCdts have agreed that they have a two year trial to try this out. They are trying out all three elements. It will also be following "Native" traditions (i.e. hunting, fishing). They will then in turn decide as to what element they will follow. J. Mignault reported that he feels that they should be Army, but that we will wait and see.

A word of caution was made by B. Wolfe, he mentioned that Colonel (Retired) Yogi Hugobert was a CO in Winnipeg, he had many native corps, and that when they have an incident or "unhappy" moment, members of the CBC and members of Senate are immediately involved. It is very trying and causes much grief.

M. Bourduas reported that the RCSU (Eastern) was trying something new. They went through the process of creating a unit. They more than likely will be Army. They have two years for a trial period and we can then assess this further.

B. Robert asked that this is operating with DND alone there is no PC or Sponsor reporting to a Provincial Committee. He expressed concern that we probably don't want to go down this road either. M. Bourduas could not report whether or not this was correct or not.

J. Dufour reported that the Army League and RCSU (Eastern) made the project. The popularity is lower than expected. They have 30 "cadets" to date. They do not contact Air element for this at all.

L. Bourgeois expressed that he understands the general feeling of most people in the League, that we want to keep the "Air" in Air Cadets and that we favour the light blue uniforms. As our President he mentioned that it is his mandate to try and keep Air Cadet Squadrons blue, at the same time, he noted that we try to help those squadrons in need stay alive, and if this is one of those instances that we would probably want to do this. The one MOU that we are signing in a few weeks is for 3 separate leagues and for 3 separate uniforms. We will like to see Air Cadets in blue and not mixed with others. In addition, he reported that he attended an annual review where an Army Cadet Corps and an Air Cadet Squadron joined together for their end of year parade and it filled the place. We will support this for now and will hear more in June.

**3.3 REPORT OF THE NOMINATING COMMITTEE  
PRESENTED BY B. WOLFE**

This report highlighted:

a. that they held their interviews. A report will follow in 2006. B. Wolfe asked for the required report/nominations of Director's. Four (4) provinces are missing. They know who they are. Additionally, he did not receive from any provinces any recommendations as to who they would like to see moved on to the Board of Governors (BOG). They have made some assumptions and have held interviews, but it was requested that if you do have somebody in mind, please forward those names as soon as possible in order to finalize a slate.

**3.4 REPORT OF THE PROVINCIAL CHAIRPERSONS COMMITTEE  
PRESENTED BY R. THISTLE**

The report of the Provincial Chairpersons Committee has been attached as Appendix F.

Greetings from the "great unwashed". It was reported that 3 presentations were witnessed during the meeting. These being CAMC, CAASARA and FINANCE Committee. He reported that there was significant discussion on the ratification of the sponsoring committee required to sign indemnifications. It was requested that Doug Sutherland report on this. D. Sutherland reported that it affects the National Organization. He offered a Santa Claus parade and Mall Tag Day activity as examples. D. Sutherland was advised by their lawyer not to sign these, but the reality is that these are now becoming essential. D. Sutherland reported that Rick Bercier advised that if a Sponsoring Committee is asked to sign one, get a copy of it and send it with your insurance certificate request. They will then review the indemnification and offer further advice. D. Sutherland reported that it shouldn't declare your insurance null and void. He also suggested the possibility of reciprocal indemnification.

**3.5 REPORT OF THE NATIONAL FLYING COMMITTEE  
PRESENTED BY W. PAISLEY**

This report highlighted:

- a. appreciated the quality briefing received by Major Al Wardle and Major John Cooper respectively;
- b. all items of discussion will be published in the minutes;
- c. 320 Glider cadets this summer, of which only 290 graduated. This was primarily due to the weather. On that note, some will be able to complete their training at the glider centres in their home province, but others will not. It was asked that Provincial Committees keep this in mind during their upcoming selections;
- d. Col Bourduas reported on our safety record. There were 81 occurrences, of which 3 were accidents;
- e. there are two new qualification badges for cadets. One when they become qualified for front seat, the badge has a glider with a 1 on it and when they qualify for rear seat, this badge has the glider with a 2 on it;



- f. fleet now contains 31 tow aircraft and 72 gliders;
- g. on the maintenance side, there is concern for the winches, although maintained by DND they are our responsibility. We will be looking at this with our partners to amend our services contract to place this under DND as well. The issue is that in the League we do not have the proper qualified people to do this. It is an issue that needs to be solved as they are not being maintained properly;
- h. wish BC all the best with their new Wilga;
- i. the recommendation that a national aircraft replacement strategy be developed by a

Working Group of D Cdts and ACL members. The NFC recommended endorsement by the BOG;

- j. made a pitch to the committee re: Model Aircraft Association of Canada. Ontario is administering monies that were given to the League, for Air cadet squadrons to start up a model aircraft club. There are not very many of these and there is still money available for this. If this money is not used it will go back to the Association, so please use this money;
- k. we were to have the Executive Director of the Soaring Association of Canada (SAC) at our meeting, unfortunately he arrived yesterday. Their concern is that there were no proficiency awards given out this year because they are not being used. We will be looking into this matter further; final items is:
- l. CAASARA has been having difficulty in getting authority to get cadets up flying on an actual search. CATO 52-07, requires 30 days notice and this is causing them problems. It was discussed that they do have high standards, they do receive funding from DND and Major Wardle will be looking at the existing CATO and will be modified, whether under a separate section or not is still up in the air, but Major Wardle will be looking into this.
- m. thanked our military partners for making this work.

Keith Mann reported that he had 2 squadrons that started with this program, that they loved it, but ultimately they had to be shut down because of cadets being under 17. The age limit that is set currently, is that a CAASARA rule or a League rule? It was responded that it is a CAASARA rule. K. Mann asked if this could be negotiated. This issue will be discussed further, however, as it stands, the age limit is 17.

*Technical Difficulties ensued at this time with the recording device. Minutes that were missed were from 14:10hrs – 15:00hrs. Please refer to committee reports for details of their meeting.*

**3.6 REPORT OF THE NATIONAL FINANCE COMMITTEE  
PRESENTED BY B. ROBERT**

Please refer to committee report for details. Committee Report is attached in Appendix G.

**3.7 REPORT OF THE NATIONAL FUND RAISING COMMITTEE  
PRESENTED BY J. MIGNAULT**

This report highlighted that money did not come in until October this year. After we finalize the receipts, we will be on par with last year. A better financial statement will be provided at a later date.

**3.8 REPORT OF THE EDUCATION AND HIGH SCHOOL CREDITS COMMITTEE  
PRESENTED BY G. FABES**

Due to the current MOU's, it was reported that there was a joint Education and Training Committee meeting, therefore G. Fabes is also reporting on behalf of T. White. A presentation was made to the Provincial Chairs on the two MOU's. After adjournment, they met as the Education and Training committees. An update was completed on the situation on credits for cadets with emphasis on some of the new movements in New Brunswick and Québec. What will be occurring now until the AGM is G. Fabes will be updating the summary report in each Province and Territory. Check the National website for details. An excellent presentation was then provided by Captain Andrea Onchulenko in regards to the Cadet Program Update (CPU) and proposed changes.

**3.9 LEAGUE INDUSTRY AND STEERING COMMITTEE  
PRESENTED BY G. FABES**

It was decided that at this point, G. Fabes would just continue with an update and report on the League Industry/Steering committee since he was already there as opposed to sticking to the agenda. G. Fabes reported that this was the first meeting as it was created as a result of the two MOU's being signed. It was presented that there are 3 League representatives on this committee, these being, G. Fabes, T. White and M. Conway. What was looked at was reviewing the mandate of the Committee, agreed on three sub work groups; looked at short and long term objective of the committee; looked at a

Communications plan; and looked at a plan for future meetings and planned our next meeting to be in mid January.

**3.10 REPORT OF THE NATIONAL EFFECTIVE SPEAKING CONTEST COMMITTEE  
PRESENTED BY R. DIONNE**

The agreement (MOU) with WestJet was discussed. R. Dionne stressed the importance of having the Cadets travel in uniform. He asked that all Provincial Committees remind them of this. It is so important, as they are easily able to be recognized by the Crew, may get a tour of the cockpit and they should be traveling in uniform.

**3.11 REPORT OF THE EMPLOYEE COMPENSATION AND BENEFITS COMMITTEE  
PRESENTED BY L. BOURGEOIS ON BEHALF OF F. HOPKINSON**

This report highlighted:

- a. two new employees starting (Kim and Sarah) who have not yet done their 6 months;
- b. normally give a pay raise on 1 April based on cost of living, up until about 1<sup>st</sup> January and then a merit increase;
- c. looking at annual reviews and appraisals of staff, L. Bourgeois will do Jean's this year;
- d. reminded that this is not an open committee but did outline the process that they follow.

**3.12 REPORT OF THE NATIONAL HONOURS AND AWARDS COMMITTEE  
PRESENTED BY G. ALBERT**

This report highlighted:

- a. the Birchall and Dale Scholarships have been combined to streamline the process, Ron has agreed to complete the pre-screening. May 1<sup>st</sup> is a new due date, so please make note of that and respect this deadline;
- b. Cadet of the Year. Encouraged all Provincial Committees to please submit names by 1<sup>st</sup> May 2006 with proper supporting material. B. Parsons has agreed to do this;
- c. Medal of Honour. There is one form on the website. Please provide enough information/ammunition so that L. Jenks can create an appropriate commendation;
- d. Cadet Service Medal. Please note that it is the Cadet Service Medal, not the Cadet Long Service Medal. The application form has been completed, but the ribbon description is the only aspect that is left remaining. This will be completed shortly.

G. Johnson came forward and expressed his concern with the Top Male and Female Power Award and suggested that in this day and age we are way passed the "male" and "female" era. G. Johnson suggested that we consider renaming/re-directing the awards.

J. Mignault reported that we cannot do this, as this is at the request of the donators of the trust funds.

G. Johnson mentioned that the two best pilots may not be one of each. It is an unacceptable thing. That if the two best pilots are female, then so be it. It should not just be one of each. It is a question as to whether or not this organization should be doing it.

G. Albert validated the concern and expressed that this is something the committee will look at. L. Bourgeois added that if a donor has said it must be one male and one female, we could go back to the donor and ask to award to most deserving.

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

This report highlighted:

- a. 2 months ago draft 1 was released to members of the committee. This input is ready to be added to the document. J. Ash will then bring it to the committee again and on proposal of it, will then bring it forward to the Executive Committee and Board of Governors prior to the AGM;
- b. It is hoped that there is chance to review it excessively before the AGM;
- c. We could be asking for approval at the AGM.

L. Bourgeois asked about a timeframe regarding changes to the P & P Manual. J. Ash reported that no specific timeline has been established as of yet, due to the fact that C-21 will affect this, as well as the fact that our Constitution will have to be re-written as well, since it was written originally in 1941. Treasurer board fits into it in a big way as well.

**3.14 REPORT OF THE LEAGUE/DND WORKING GROUP ON THE PARTNERSHIP  
PRESENTED BY B. GOUDIE**

This report has been attached as Appendix B.

B. Goudie reported that he had prepared a report to be included in the document. It will be in the minutes that are going out. After the AGM there was one additional meeting where they considered proposal for changes and all of that was wrapped up. The document as revised at that point was sent out by the Vice-Chief and was also sent out to each of the League's. It was then packaged and sent to everyone on the 7<sup>th</sup> of September. It went to all members, Advisory Board, Board of Governors, and Executive Committee. On 4<sup>th</sup> November, they met again to consider the input received from that. In terms of input, the only League that responded was The Air Cadet League of Canada. B. Goudie submitted 16 items. Of these 16 items, 11 were accepted. That is consistent with what has been happening with these negotiations. Is it perfect? No, but it is a good starting document at this point in time. This has been a 10 year span in total. The big item for us in terms of implementation is the Registration and Screening for this to come into good effect the 1<sup>st</sup> July 2006.

**3.15 REPORT OF THE MEMBER REGISTRATION AND SCREENING COMMITTEE  
PRESENTED BY C. HAWKINS**

This report highlighted:

- a. activities to date are in your book;
- b. our current policies and practices are very good and it is useful to recognize the work of some of our members, namely B. Robert, J. Mignault, P. Tanguay and S. Moodie;
- c. there will be a bit more work at the Provincial level (i.e. entering into database);
- d. D. Berrill is working on the database. It will be user friendly and will have the ability to be uploaded to the National Database;
- e. we will have our own database, as opposed to one single database;
- f. our intention is still to have out by early February a package of information that will contain the final forms, an information package (manuals) and complete package;
- g. intention to have a training session in March and early April; and we will be up and ready on time.
- h. M. Bourduas is looking into DND perhaps funding the CPIC checks, which is hopeful as well. We would like to get it at our favourite price – Free, but we will have to wait and see what comes up about.
- i. there is a company in Ontario that would do all of it – but it would cost about \$25.00 per person and with the numbers that we have to date plus growth, this is very costly, especially due to the fact that we/you could do it.

C. Hawkins ended that there is more to come but that deadlines and expectations will be met.

**3.16 REPORT OF THE RECRUITING AND RETENTION COMMITTEE  
PRESENTED BY J. REIDULFF**

This report highlighted:

- a. 2005/2006 priorities: it recommended strategies for growth and retention issues within squadrons. It was concluded that energized Provincial and Sponsoring Committees will aid with this. You will see more focus towards these to aid with retention and recruiting as opposed to towards the cadets only;
- b. the recommendation "that the rank structure be reviewed" is withdrawn;
- c. the recommendation "that the CO be given flexibility to recognize truly deserving cadets irrespective of rank quota, will be left with our military partners to take under consideration;
- d. one of the activities that we have in the field is a survey that went out to all squadrons. Anxious to have that survey completed;

- e. D. Berrill has done an ample amount of strengths statistics. 18 Squadrons had huge growth trends, so it will be interesting to see, once the surveys are complete, as to whether or not these squadrons are doing anything in particular and if there is anything worth noting to share amongst all the others;
- f. Mentoring programs in squadrons, where newer/younger cadets are paired up with an older cadet to mentor them about cadets, is also a viable option as well.

It is believed that the Cadet Service Medal will aid with retention as well.

**3.17 REPORT OF THE PUBLIC RELATIONS AND IMAGE COMMITTEE**

**PRESENTED BY M. WEDGE**

This report highlighted:

- a. will continue to build a National team;
- b. Understanding and trying to meet our new commitments with the new MOU.

**3.18 REPORT OF THE NATIONAL SELECTIONS COMMITTEE**

**PRESENTED BY D. HAYDEN**

This report highlighted:

- a. still trying to get every province on the committee;
- b. looking for committee members from PEI, NL, SK, MB and NB;
- c. had one teleconference this summer to tie up loose ends from Calgary but will have another one before the AGM in Richmond, B.C.

**3.19 REPORT OF THE TRAINING COMMITTEE**

**PRESENTED BY T. WHITE**

This report highlighted:

- a. M. Daniels from CAASARA brought the training manual in that will be for our Air Cadets. This will be updated and distributed to everyone later. T. White is hoping to have it in electronic format and will distribute it in that format.

**3.20 REPORT OF THE INSURANCE COMMITTEE**

**PRESENTED BY J. JOHNSON**

J. Johnson reported that the committee is in a maintenance mode. Premiums have stabilized and there has been a favourable claims experience. No major changes to the coverage's have occurred either. With the signing of the MOU, it is very important that we have every volunteer screened properly with a CPIC to ensure that they're included in the insurance coverage. Nothing less than 100% is acceptable. Thanks to D. Sutherland for all his hard work and effort were made.

**3.21 Report/Presentation on Cadet Program Update**

**Presented by Captain A. Onchulenko**

Presentation can be found attached as Annex B.

**IV CONCLUSION**

**4.1 GOOD AND WELFARE OF THE AIR CADET LEAGUE OF CANADA**

**4.2 CLOSING REMARKS**

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

M. Bourduas offered closing remarks. He stressed openness and a desire to continue to work together. There is nothing at our level that we cannot do.

**4.3 DATE AND TIME OF NEXT MEETING**

Executive Committee will meet on 17 December 2005 and 18 February 2006. The Board of Governors will meet on 21 January 2006, 18 March 2006 and 13 May 2006, prior to the AGM in Richmond, B.C. The next meeting of the Air Cadet League of Canada shall be held at the Annual General Meeting in Richmond, BC, 15- 18 June 2006.

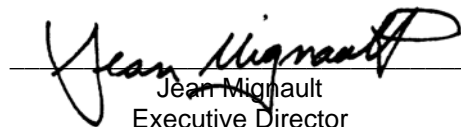
#### 4.4 ADJOURNMENT

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



---

Kimberley Smallshaw  
Executive Assistant  
(Admin & Special Projects)



---

Jean Mignault  
Executive Director



---

Lionel Bourgeois  
National President





# Presentation: Director of Cadets

18 NOVEMBER 2005

Appendix A

**Slide 1: Outline**

- FISCAL YEAR 04/05
- SOME STATISTICS
- CADET PROGRAM UPDATE
- CURRENT AIR CADET PROGRAM
- WAY AHEAD
- QUESTIONS

**Slide 2: End of Year Stats DND Cadet Program 03/04**

<u>Personnel</u>	101, 760 (K)
<u>Operating</u>	65,672 (K)
<u>Grants</u>	990 (K)
<u>Capital</u>	4, 970 (K)
<u>Total</u>	\$173, 392 (K)

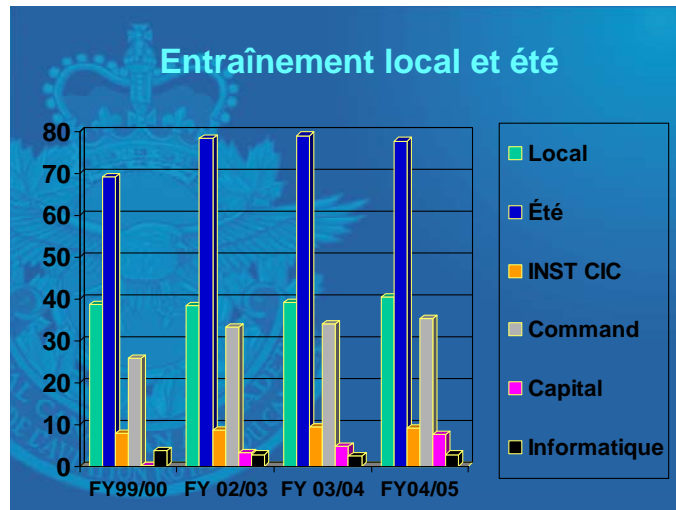
**Slide 3: Stats for Apr 04 to Mar 05**

	\$ M 04-05	% \$ 04-05	Population (Parade State)		
			%	Jun 04	Jun 05
Sea	38.1	<u>22.0</u>	<u>18.9</u>	10,344 (+0.9%)	9,532 (-7.8%)
Army	60.8	<u>35.0</u>	<u>36.4</u>	19,934 (-0.9%)	18,908 (-5.1%)
Air	74.5	<u>43.0</u>	<u>44.7</u>	24,467 (-0.6%)	23,105 (-5.6%)
Total	173.4			54,745 (-0.4%)	51,543 (-5.6%)

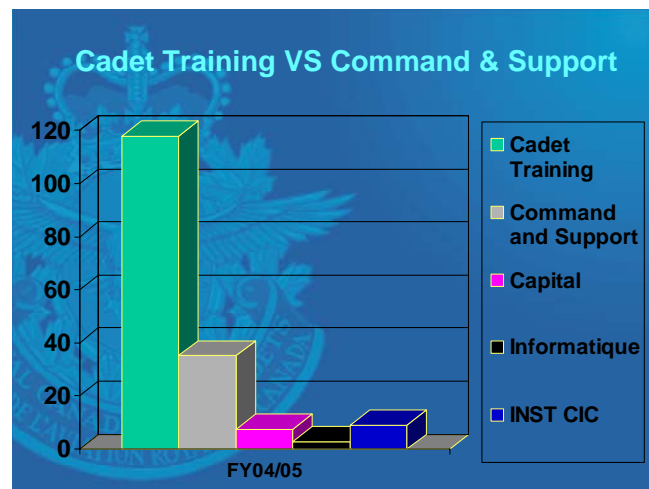
**Slide 4: Registered VS Effective Strength**

Year	Number of Cadets		Delta
	September	June	
05/06	57,722	?	?
04/05	57,640	51,543	-10.6%
03/04	57,907	54,745	-5.5%
02/03	57,422	54,982	-4.2%
01/02	57,379	54,023	-5.8%

**Slide 5:**



**Slide 6:**



**Slide 7:**

### CIC Population (2003)

Age	%
18 - 20	8.3
21 - 25	22.4
26 - 30	14.3
31 - 35	13.2
36 - 40	10.2
41 - 50	18.5
51 - 60	11.1
61 - 65	2.0

**Slide 8:**

2004				2005			
Allocated	Started trg	RTU Total	RTU %	Allocated	Starte d trg	RTU Total	RTU %
Attribués	Entrainement	RAU Total	RAU %	Attribués	Entrainement	RAU Total	RAU %
22,359	21,989	903	4.1%	22,448	21,588 (880)	790	3.7%
					(3.9%)		

**Slide 9:**

### Cadet Program Update Goals

1. Improve the management and administration of the program
2. Rationalize connectivity between the Sea, Army and Air Cadet Programs (both at LHQ and CSTC) to ensure the sustainability of a high quality program within current resource levels
3. Incorporate contemporary professional practices from the fields of education and youth development within the Cadet Program, thus ensuring a program of the highest quality

**Slide 10:**

### CPU Project Phases

- P1 – Establish CP Parameters
- P2 – Define CP at the Macro Level
- P3 – Analyze, Design, Develop, Deploy, Conduct & Evaluate CP by Program Year

**Slide 11:**

### Timeline & Status by Phases

**P1 ~ 2003-2004 ~ CLOSING**

**P2 ~ 2004-2005 ~ EXECUTING**

**P3 ~ 2006-2012 ~ PLANNING/PREPARING**

Sep 07 – Conduct first Year of Corps/Squadron Trg

Jul 08 – Conduct first Year of Summer Training

**Slide 12:**

### Macro Framework

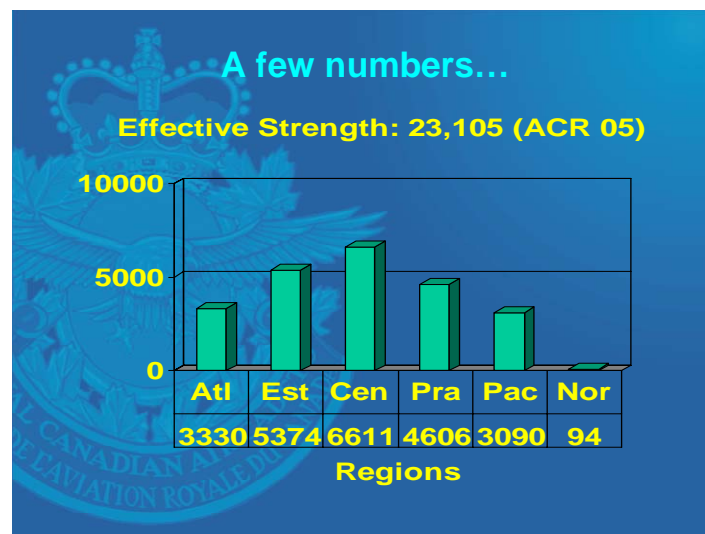
<u>Current</u>	<u>Update</u>
<ul style="list-style-type: none"><li>• LHQ (30 Sessions/8 Days)<ul style="list-style-type: none"><li>• Phase/Star/Proficiency Level Prg<ul style="list-style-type: none"><li>• Mandatory</li><li>• Mandatory Support (8 days)</li></ul></li><li>• Directed Optional Prg</li><li>• Optional Prg</li></ul></li><li>• Special Directed Activities (SDA) (2 Days)</li><li>• Summer</li></ul>	<ul style="list-style-type: none"><li>• Corps/Squadron (30 Sessions/10 Days)<ul style="list-style-type: none"><li>• Phase/Star/Proficiency Level Prg<ul style="list-style-type: none"><li>• Mandatory (20 Sessions/6 Days)</li><li>• Complementary (10 Sessions/4 Days)</li></ul></li><li>• Optional Prg</li></ul></li><li>• Regional Directed Activities</li><li>• CSTC Prg</li><li>• National Directed Activities</li></ul>

**Slide 13:**

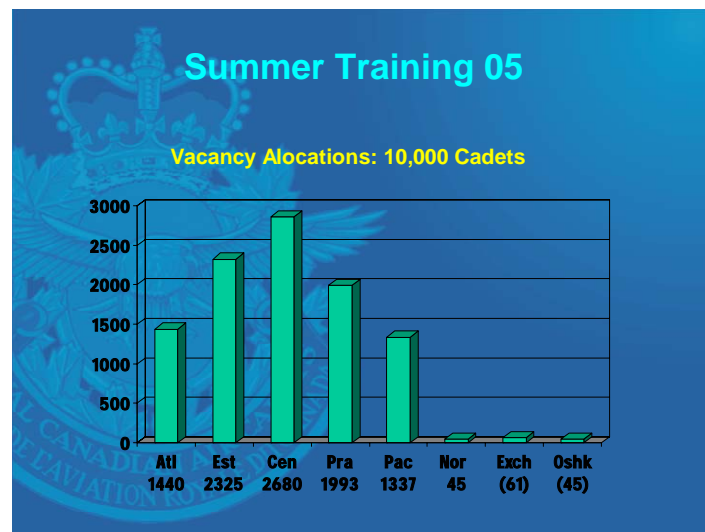
## SSO Air

**LCol Mike Bourduas**

**Slide 14:**



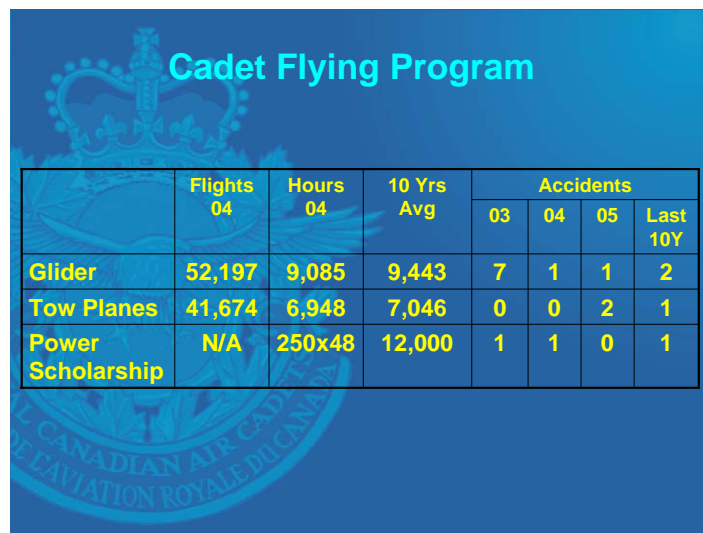
**Slide 15:**



**Slide 16:**



**Slide 17:**



### Cadet Flying Program

	Flights 04	Hours 04	10 Yrs Avg	Accidents			
				03	04	05	Last 10Y
Glider	52,197	9,085	9,443	7	1	1	2
Tow Planes	41,674	6,948	7,046	0	0	2	1
Power Scholarship	N/A	250x48	12,000	1	1	0	1

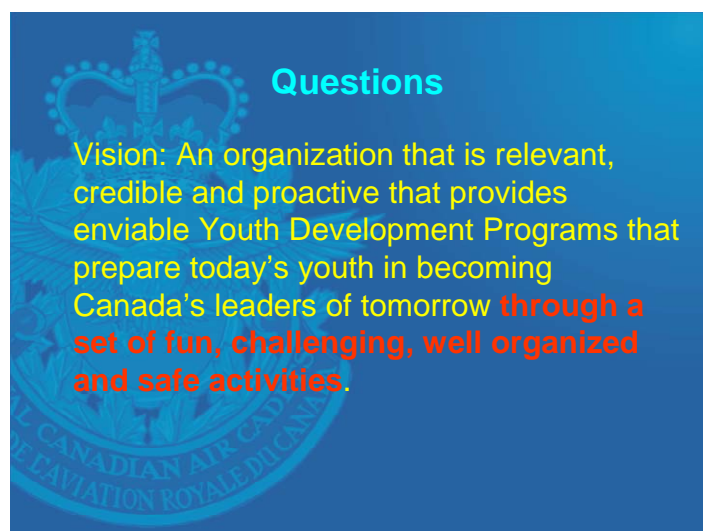
**Slide 18:**



### Way Ahead

- Implementation of the MOU
- New CIC Training Organization – Sep 05
- Cadet Program Update – MACRO Level – Dec 05
- FORTRESS (database) in Sep 05
- Review Management & Use of Civilian Instructor

**Slide 19:**



### Questions

Vision: An organization that is relevant, credible and proactive that provides enviable Youth Development Programs that prepare today's youth in becoming Canada's leaders of tomorrow **through a set of fun, challenging, well organized and safe activities.**



# Presentation: Director of Cadets

19 NOVEMBER 2005

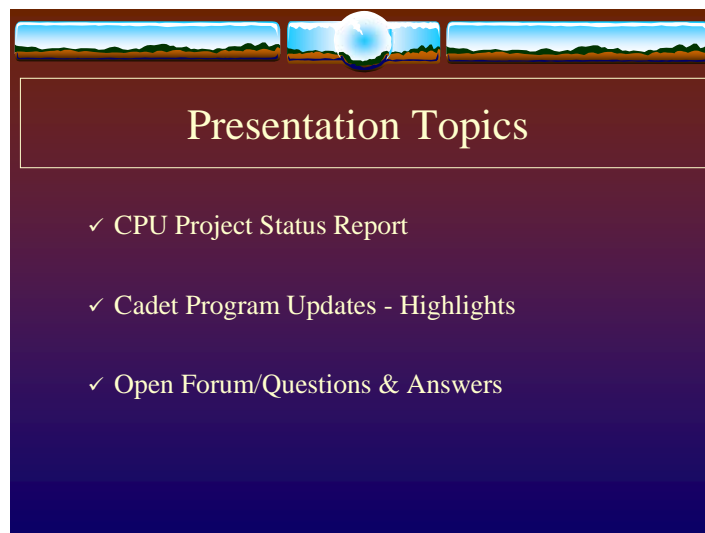
Provided by: Captain Andrea Onchulenko

## Appendix B

### Slide 1:

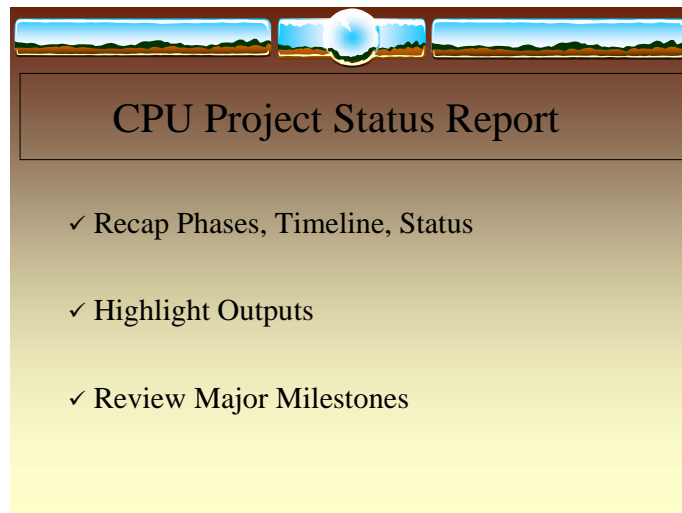


### Slide 2:





**Slide 3:**

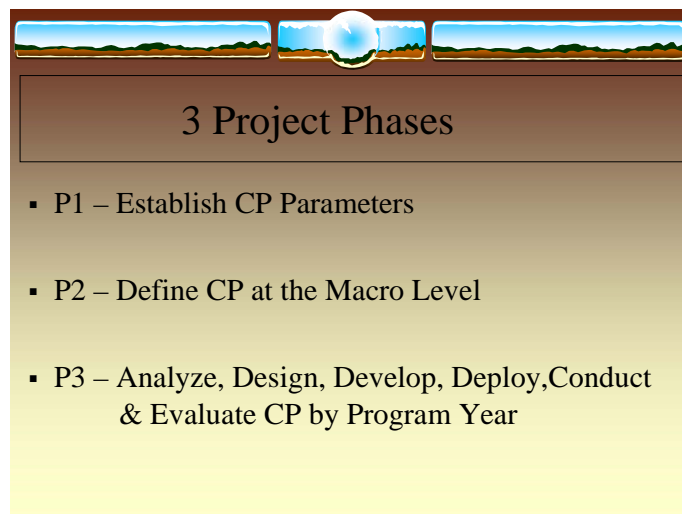


The slide features a decorative header with a landscape scene and a central globe. Below the header, the title "CPU Project Status Report" is centered in a brown box. The main content area has a yellow-to-white gradient background and lists three items, each preceded by a checkmark.

### CPU Project Status Report

- ✓ Recap Phases, Timeline, Status
- ✓ Highlight Outputs
- ✓ Review Major Milestones

**Slide 4:**



The slide features a decorative header with a landscape scene and a central globe. Below the header, the title "3 Project Phases" is centered in a brown box. The main content area has a yellow-to-white gradient background and lists three phases, each preceded by a square bullet point.

### 3 Project Phases

- P1 – Establish CP Parameters
- P2 – Define CP at the Macro Level
- P3 – Analyze, Design, Develop, Deploy, Conduct & Evaluate CP by Program Year

**Slide 5:**



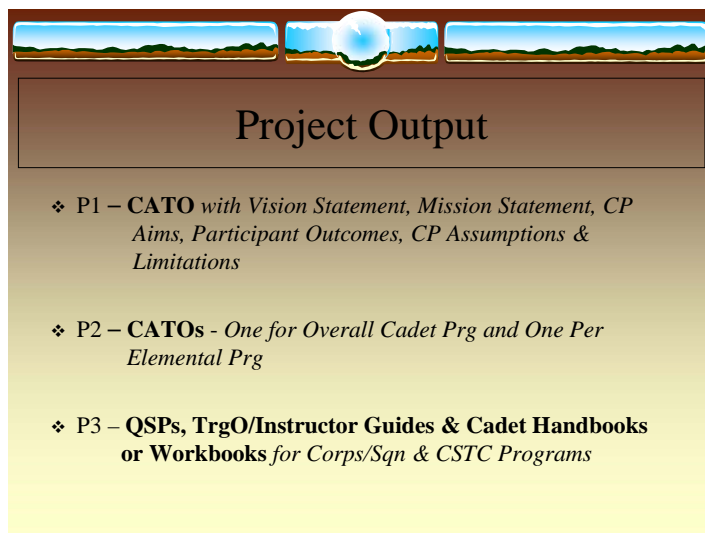
The slide features a decorative header with a landscape scene and a central globe. Below the header, the title "Timeline & Status by Phases" is centered in a brown box. The main content area has a yellow-to-white gradient background and lists three phases with their corresponding years and status, each preceded by a circle bullet point.

### Timeline & Status by Phases

- o P1 ~ 2003-2004 ~ CLOSING
- o P2 ~ 2004-2005 ~ EXECUTING
- o P3 ~ 2006-2012 ~ PLANNING/PREPARING



Slide 6:

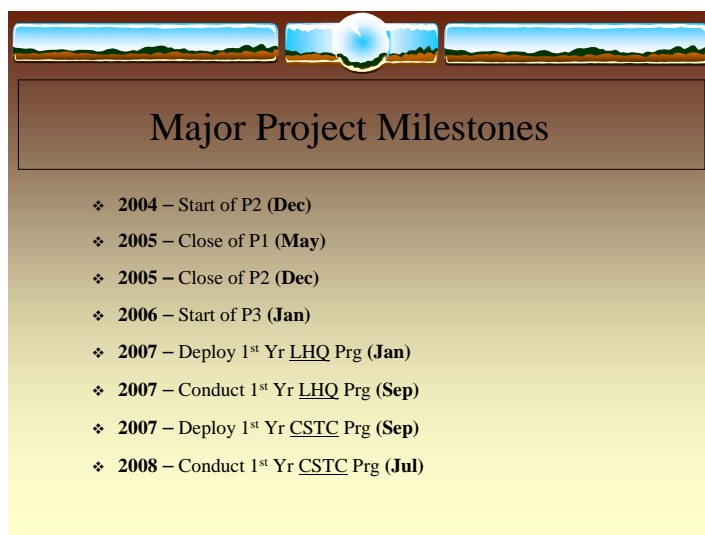


Slide 6 features a decorative header with a landscape scene and a central title box. The title box is brown with a white border and contains the text "Project Output" in a black serif font. Below the title box, the slide background is a light yellow gradient. Three bullet points, each preceded by a small blue diamond, are listed. The first bullet point describes P1 as CATO with various statements and assumptions. The second describes P2 as CATOs for overall and elemental programs. The third describes P3 as QSPs, guides, handbooks, or workbooks for specific programs.

### Project Output

- ❖ P1 – **CATO** with *Vision Statement, Mission Statement, CP Aims, Participant Outcomes, CP Assumptions & Limitations*
- ❖ P2 – **CATOs** - *One for Overall Cadet Prg and One Per Elemental Prg*
- ❖ P3 – **QSPs, TrgO/Instructor Guides & Cadet Handbooks or Workbooks** for *Corps/Sqn & CSTC Programs*

Slide 7:



Slide 7 features a decorative header with a landscape scene and a central title box. The title box is brown with a white border and contains the text "Major Project Milestones" in a black serif font. Below the title box, the slide background is a light yellow gradient. A list of eight milestones, each preceded by a small blue diamond, is displayed. The milestones track the progress from the start of P2 in 2004 to the conduct of the first year of the CSTC program in 2008.

### Major Project Milestones

- ❖ **2004** – Start of P2 (**Dec**)
- ❖ **2005** – Close of P1 (**May**)
- ❖ **2005** – Close of P2 (**Dec**)
- ❖ **2006** – Start of P3 (**Jan**)
- ❖ **2007** – Deploy 1<sup>st</sup> Yr LHQ Prg (**Jan**)
- ❖ **2007** – Conduct 1<sup>st</sup> Yr LHQ Prg (**Sep**)
- ❖ **2007** – Deploy 1<sup>st</sup> Yr CSTC Prg (**Sep**)
- ❖ **2008** – Conduct 1<sup>st</sup> Yr CSTC Prg (**Jul**)

Slide 8:



Slide 8 features a decorative header with a landscape scene and a central title box. The title box is brown with a white border and contains the text "Cadet Program Update - Highlights" in a white serif font. Below the title box, the slide background is a solid dark brown. Two bullet points, each preceded by a small blue diamond, are listed. The first bullet point is "Phase 1 Highlights" and the second is "Phase 2 Highlights".

### Cadet Program Update - Highlights

- ❖ Phase 1 Highlights
- ❖ Phase 2 Highlights

Slide 9:

Cadet Program Update – Phase 1 Highlights	
<u>Current</u>	<u>Update</u>
<ul style="list-style-type: none"><li>❖ Aims</li><li>❖ Vision</li></ul>	<ul style="list-style-type: none"><li>❖ Validated Aims</li><li>❖ Amplified Aims</li><li>❖ Updated Vision Statement</li><li>❖ Added Mission Statement</li><li>❖ Added Participant Outcomes</li><li>❖ Added Strategic Assumptions &amp; Limitations</li></ul>

Slide 10:

Cadet Program Update – Phase 2 Highlights	
<ul style="list-style-type: none"><li>❖ CP Activity-base Highlights</li><li>❖ CP Framework Highlights</li><li>❖ Progression Modelling – <i>will not be covered at this time</i></li></ul>	

Slide 11:

CP Activity-base - Common	
<u>Update</u>	<u>Update</u>
<ul style="list-style-type: none"><li>❖ General Cadet Knowledge (<i>Common/Elemental</i>)</li><li>❖ Drill &amp; Ceremonial (<i>Common/Elemental</i>)</li><li>❖ Leadership (<i>Common/Elemental</i>)</li><li>❖ Instructional Technique (<i>Common/Elemental</i>)</li><li>❖ Community Service</li><li>❖ Cultural Education/Travel</li><li>❖ Citizenship</li></ul>	<ul style="list-style-type: none"><li>❖ Personal Fitness &amp; Healthy Living</li><li>❖ Recreational Sports</li><li>❖ Air Rifle Marksmanship</li><li>❖ Music</li><li>❖ Biathlon ? (<i>Still Under Review</i>)</li><li>❖ CHAP/Conflict Management/ADR</li></ul>

Slide 12:

Sea CP Activity-base	
Current	Update
<ul style="list-style-type: none"><li>❖ Seamanship</li><li>❖ Sailing</li><li>❖ Naval Knowledge</li></ul>	<ul style="list-style-type: none"><li>❖ Seamanship (Rope work, etc.)</li><li>❖ Sailing</li><li>❖ Smallcraft Operations</li><li>❖ Ship's Operations</li><li>❖ Royal Canadian Navy and Civilian Maritime Community Familiarization (TBC)</li></ul>

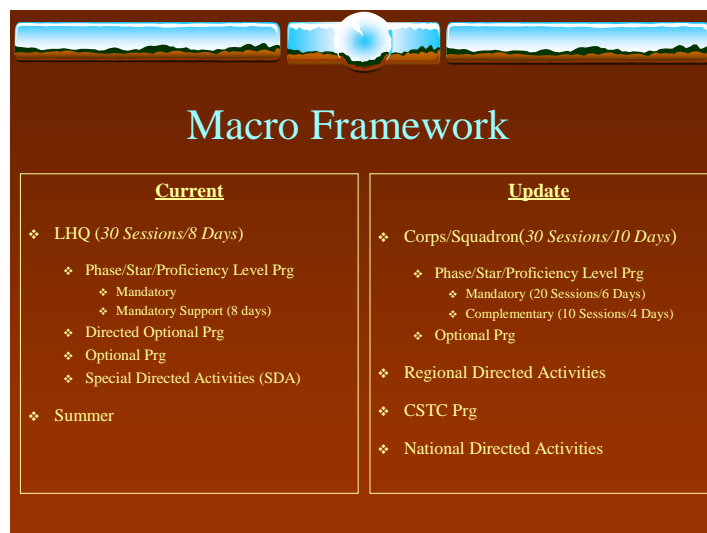
Slide 13:

Army CP Activity-base	
Current	Update
<ul style="list-style-type: none"><li>❖ Largebore Marksmanship</li><li>❖ Bushcraft</li><li>❖ Map &amp; Compass</li><li>❖ Communications (Radio)</li><li>❖ Patrolling</li><li>❖ Field Engineering</li></ul>	<ul style="list-style-type: none"><li>❖ Target Rifle Marksmanship</li><li>❖ Expedition</li><li>❖ Canadian Army and Civilian Outdoor Community Familiarization (TBC)</li></ul>

Slide 1 4:

Air CP Activity-base	
Current	Update
<ul style="list-style-type: none"><li>❖ Air traffic control</li><li>❖ Avionics</li><li>❖ Space</li><li>❖ Aeronautical facilities</li><li>❖ Principles of flight</li><li>❖ Meteorology</li><li>❖ Navigation</li><li>❖ Aircraft construction and manufacturing</li><li>❖ Propulsion</li><li>❖ Aircraft servicing</li><li>❖ Aviation history</li><li>❖ Familiarization flight</li><li>❖ Aircraft identification</li><li>❖ Airframe structure</li><li>❖ Radio communication</li></ul>	<ul style="list-style-type: none"><li>❖ Aviation - Piloting</li><li>❖ Aviation - Technology</li><li>❖ Aerospace</li><li>❖ Survival</li><li>❖ Royal Canadian Air Force and Civilian Aviation/Aerospace Community Familiarization (TBC)</li></ul>

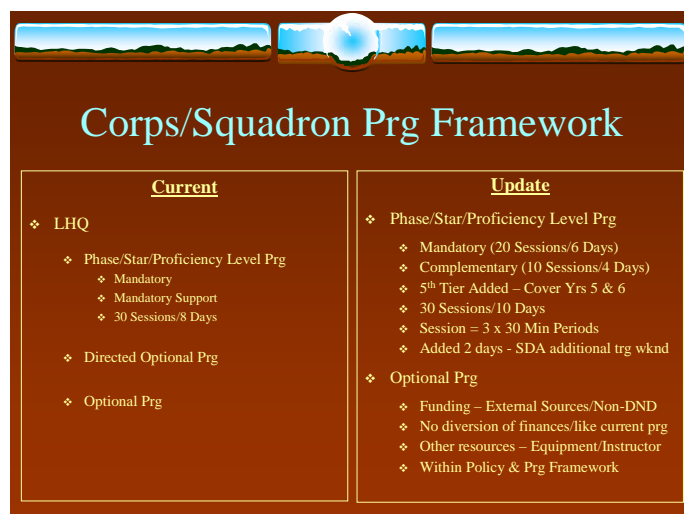
**Slide 15:**



## Macro Framework

<u>Current</u>	<u>Update</u>
<ul style="list-style-type: none"><li>❖ LHQ (30 Sessions/8 Days)<ul style="list-style-type: none"><li>❖ Phase/Star/Proficiency Level Prg<ul style="list-style-type: none"><li>❖ Mandatory</li><li>❖ Mandatory Support (8 days)</li></ul></li><li>❖ Directed Optional Prg</li><li>❖ Optional Prg</li><li>❖ Special Directed Activities (SDA)</li></ul></li><li>❖ Summer</li></ul>	<ul style="list-style-type: none"><li>❖ Corps/Squadron(30 Sessions/10 Days)<ul style="list-style-type: none"><li>❖ Phase/Star/Proficiency Level Prg<ul style="list-style-type: none"><li>❖ Mandatory (20 Sessions/6 Days)</li><li>❖ Complementary (10 Sessions/4 Days)</li></ul></li><li>❖ Optional Prg</li></ul></li><li>❖ Regional Directed Activities</li><li>❖ CSTC Prg</li><li>❖ National Directed Activities</li></ul>

**Slide 16:**



## Corps/Squadron Prg Framework

<u>Current</u>	<u>Update</u>
<ul style="list-style-type: none"><li>❖ LHQ<ul style="list-style-type: none"><li>❖ Phase/Star/Proficiency Level Prg<ul style="list-style-type: none"><li>❖ Mandatory</li><li>❖ Mandatory Support</li><li>❖ 30 Sessions/8 Days</li></ul></li><li>❖ Directed Optional Prg</li></ul></li><li>❖ Optional Prg</li></ul>	<ul style="list-style-type: none"><li>❖ Phase/Star/Proficiency Level Prg<ul style="list-style-type: none"><li>❖ Mandatory (20 Sessions/6 Days)</li><li>❖ Complementary (10 Sessions/4 Days)</li><li>❖ 5<sup>th</sup> Tier Added – Cover Yrs 5 &amp; 6</li><li>❖ 30 Sessions/10 Days</li><li>❖ Session = 3 x 30 Min Periods</li><li>❖ Added 2 days - SDA additional trg wknd</li></ul></li><li>❖ Optional Prg<ul style="list-style-type: none"><li>❖ Funding – External Sources/Non-DND</li><li>❖ No diversion of finances/like current prg</li><li>❖ Other resources – Equipment/Instructor</li><li>❖ Within Policy &amp; Prg Framework</li></ul></li></ul>

**Slide 17:**



## Directed & Optional Activities

<u>Current</u>
<ul style="list-style-type: none"><li>❖ Directed Optional Activities<ul style="list-style-type: none"><li>❖ Zone, Provincial &amp; National Marksmanship</li><li>❖ Zone, Provincial &amp; National Biathlon</li><li>❖ Music (Trg, Performance, Competitions)</li><li>❖ Provincial &amp; National Regattas – Sea</li><li>❖ Regional &amp; National Expeditions – Army</li></ul></li><li>❖ Optional Activities<ul style="list-style-type: none"><li>❖ Open/Varies</li></ul></li><li>❖ Special Directed Activities<ul style="list-style-type: none"><li>❖ Music</li><li>❖ Inter-provincial Exchanges</li><li>❖ 2 Additional Days of Trg</li><li>❖ Scholarship</li></ul></li></ul>

**Slide 18:**



## Regional Directed Activities

<u>Update</u>	<u>Update</u>
<ul style="list-style-type: none"><li>❖ Parades/Ceremonies</li><li>❖ Drill Competitions</li><li>❖ Senior NCO Leadership Trg</li><li>❖ Effective Speaking Competitions</li><li>❖ Inter-provincial Exchanges</li><li>❖ Recreational/Tabloid Sports Competitions</li><li>❖ CCM Zone &amp; Provincial Marksmanship Championships</li><li>❖ Marksmanship Trg/Competitions (Region Initiatives/Civilian)</li></ul>	<ul style="list-style-type: none"><li>❖ CCM Biathlon Zone &amp; Provincial Championships</li><li>❖ Biathlon Trg/Competitions (Region Initiatives/Civilian)</li><li>❖ Music Trg, Performances, Parades/Ceremonies &amp; Band Competitions</li><li>❖ First Aid Competitions</li><li>❖ Sea Cadet Provincial/Regional Regatta</li><li>❖ Sea Cadet Sail Race Trg/Regatta (Region Initiatives/Civilian)</li><li>❖ Army Cadet Regional Expeditions</li></ul>

**Slide 19:**



## Cadet Summer Training Centre Program

<u>Update - Common</u>	<u>Update - Common</u>
<ul style="list-style-type: none"><li>❖ 1<sup>st</sup> Year – 2 Week Course</li><li>❖ 2<sup>nd</sup> Year – 3 Weeks Courses</li><li>❖ One Qual. Standard/Plan for:<ul style="list-style-type: none"><li>❖ Intro to Fitness &amp; Sports</li><li>❖ Fitness &amp; Sports Instructor</li><li>❖ Air Rifle Marksmanship</li><li>❖ Military and P&amp;D Music</li></ul></li></ul>	<ul style="list-style-type: none"><li>❖ International Exchanges shifting to Years 5 &amp; 6</li><li>❖ Reducing Amount of Duplicate Instruction from Corps/Squadron Prg</li><li>❖ Focusing on Practice and Application</li><li>❖ Standardized Trg Periods, Trg Day, Trg Week</li></ul>

**Slide 20:**



## Cadet Summer Training Centre Program

<u>Update - Sea</u>	<u>Update - Sea</u>
<ul style="list-style-type: none"><li>❖ Less Focus on Trade Group System</li><li>❖ Sailing and Music Remains Similar</li><li>❖ Possible Disbandment of Gunnery, Alternatives Still Being Explored</li></ul>	<ul style="list-style-type: none"><li>❖ Boatswain Remains Similar, Takes on Aspects of Gunnery</li><li>❖ Speciality Courses Remain Similar</li><li>❖ Other Speciality Courses Being Explored (<i>E.G. Drill &amp; Ceremonial</i>)</li></ul>

**Slide 21:**



## Cadet Summer Training Centre Program

<u>Update - Army</u>	<u>Update - Army</u>
<ul style="list-style-type: none"> <li>❖ Music Similar Configuration, Pushed to Years 2-4, More Focus on Music vs. GMT</li> <li>❖ Advanced Music Trg (Levels 4 &amp; 5) Will Be Eliminated</li> <li>❖ Largebore Renamed Target Rifle, Pushed to Years 3-5</li> <li>❖ One Additional 3-week Rifle Course Over Sea &amp; Air Cadet Prgs</li> </ul>	<ul style="list-style-type: none"> <li>❖ Review of CL &amp; CLI Courses Ongoing</li> <li>❖ 2<sup>nd</sup>, 3<sup>rd</sup> &amp; 4<sup>th</sup> Year Expedition Courses Being Explored</li> <li>❖ Advanced Trg &amp; Exchanges Shifting to Years 4,5 &amp; 6</li> </ul>

**Slide 22:**



## Cadet Summer Training Centre Program

<u>Update - Air</u>	<u>Update - Air</u>
<ul style="list-style-type: none"> <li>❖ Music Given Structure, Service Band Approach Still Under Review</li> <li>❖ Fitness &amp; Air Rifle Courses Remain Similar</li> <li>❖ Glider &amp; Power Courses Unchanged</li> <li>❖ Senior Leader Course and Air Traffic Control Remains Similar</li> </ul>	<ul style="list-style-type: none"> <li>❖ Two Tech Courses Under Review, Photo Course Will Be Eliminated</li> <li>❖ Balance between Aviation – Piloting; Aviation - Technology and Aerospace Courses Under Review</li> <li>❖ Leadership and Instructional Tech Blended In Other Courses</li> <li>❖ Survival Courses Under Review</li> </ul>

**Slide 23:**



## National Directed Activities

<u>Update - Common</u>	<u>Update - Elemental</u>
<ul style="list-style-type: none"> <li>❖ CCM Marksmanship Championship – Nationals</li> <li>❖ CCM Biathlon Championships – Nationals (<i>Under Review</i>)</li> <li>❖ International Exchanges</li> <li>❖ Parades/Ceremonies</li> </ul>	<ul style="list-style-type: none"> <li>❖ Sea               <ul style="list-style-type: none"> <li>❖ HMC &amp; Coast Guard Deployments</li> <li>❖ National Tall Ship Deployment</li> <li>❖ Seamanship Concentration</li> <li>❖ Sea Cadet National Regatta</li> </ul> </li> <li>❖ Army               <ul style="list-style-type: none"> <li>❖ National Expeditions</li> <li>❖ International Courses (Expedition-style)</li> <li>❖ <i>Some Components Still Under Review</i></li> </ul> </li> <li>❖ Air               <ul style="list-style-type: none"> <li>❖ ACGP Schweizer Award</li> <li>❖ Oshkosh Program</li> </ul> </li> </ul>

Slide 24:



Slide 25:

A presentation slide with a dark blue background. At the top, there is a decorative header with three landscape panels and a central globe. The title "Project Goals" is written in a gold serif font. Below the title, there is a list of three goals, each preceded by a gold checkmark.

## Project Goals

- ✓ Improve the management and administration of the program
- ✓ Rationalize connectivity between the Sea, Army and Air Cadet Programs (both at LHQ and CSTC) to ensure the sustainability of a high quality program within current resource levels
- ✓ Incorporate contemporary professional practices from the fields of education and youth development within the Cadet Program, thus ensuring a program of the highest quality



## **League/DND Working Group on the Partnership**

**19 NOVEMBER 2005**

### **Appendix C**

The work of the NCC-WG on the MOU is all but completed. There remains only the task of preparing the document for signature by the three League Presidents and the VCDS at the December 1<sup>st</sup> meeting of the National Cadet Council. This work is well underway and copies of the final version of the MOU should be available shortly, hopefully in time that copies can be forwarded to you before you depart for the SAM.

The WG met on November 4 to consider suggestions for changes pursuant to the VCDS's distribution of the August 4 draft of the MOU, means of his memo dated August 10, to the Region Commanders and the three Leagues for final review and comment. Copies of this correspondence and the draft MOU were forwarded to all national members, including the Advisory Board on September 2 by Jean Mignault on my behalf. Only two Regions and the Air Cadet League submitted proposals and a limited number were incorporated into the document, including 11 of the 16 items I submitted on behalf of the league (based on input from Bob Robert).

Implementation of the MOU within DND will be the responsibility of DCdts-2. A Communication Plan is currently being worked on with league representation. This Plan will include briefing notes and a Questions & Answers document. In addition to clarifying the definition of Cadet Duty, the Plan will incorporate key messages designed to: demystify the MOU; indicate the general direction of the cadet program; explain that the MOU is a tool to promote communication at all levels; and to confirm that there is flexibility at the local level.

On the matter of grandfathering those who are already screened under the current League process, we are advised that this is tied to the Treasury Board (T.B.) submission on the indemnification issue, although a decision on grandfathering is expected before the submission goes to T.B. A T.B. analyst has been identified and the requisite staff reviews of the issues are underway. The aim is to go to T.B. in March 06, followed by a reference to the Privy Council (Cabinet) for final approval.

Once the MOU is formally signed, it will be the responsibility of all parties to put in place the mechanisms to ensure that it is properly implemented

Respectfully submitted,

Bob Goudie  
Air Cadet League Representative on the NCC-WG





# Board of Governors

RECORD OF DECISIONS  
NOVEMBER 17<sup>th</sup>, 2005

APPENDIX D

## EXECUTIVE SUMMARY

### BOARD OF GOVERNORS MEETING AIR CADET LEAGUE OF CANADA

Meeting Room 1

**Chairperson:** Lionel Bourgeois

The Chairperson opened the meeting at 1900 hours

**Members:**

Guy Albert  
Grant Fabes  
Jan Reidulff

Craig Hawkins  
William Paisley  
Roger Dionne

Joe Johnson  
Tom White  
Bob Burchinshaw

Bob Robert  
Mike Wedge  
Ralph Thistle

**Staff:**

Sarah Putinski

Jean Mignault

Kimberley Smallshaw

- 1.1 **PRESIDENT'S REMARKS:** Need to work on communication within the League
- 1.2 **CONFIRM NOTICE OF MEETING**
- 1.3 **CALL TO ORDER – REVIEW AGENDA:** 2 new items added to agenda
- 1.4 **APPROVAL OF AGENDA:** Moved by G. Albert/seconded by Tom White CARRIED
- 1.5 **APPROVAL OF THE MINUTES OF THE MEETING 16 OCT 05, Minutes dated 17 Oct 05** CARRIED

### BUSINESS ARISING

- 2.1 **AIR CADET SERVICE MEDAL:** Need a description of the ribbon. Jan 2006 initial distribution.
- 2.2 **SELECTIONS 2006:** Procedures have been circulated. No issues or concerns noted.
- 2.3 **NATIONAL FUNDRAISING CAMPAIGN:** 1st solicitation = \$40,000. Will do a follow up in January.
- 2.4 **MOU – DND/LEAGUE PARTNERSHIP:** Lionel sign on 01 Dec 05. Info to local level needs thought.
- 2.5 **WEBSITE UPDATE:** Sarah has updated it. Updated more often. Click"view" in browser to enlarge box.
- 2.6 **NATIONAL OPERATING GRANT:** Jean sent document to DCdts. Money has come in.
- 2.7 **BIRCHALL AND DALE SCHOLARSHIPS:** One form now for both scholarships.
- 2.8 **MEMBER REGISTRATION & SCREENING:** Phase 1 complete. Motion made by B. Robert. CARRIED
- 2.9 **BY-LAWS UPDATE:** J. Ash to report on later.
- 2.10 **FLYING PROGRAM EXPENDITURES – BC COMMITTEE LETTER TO DCdts:** No reply received yet.
- 2.11 **ACL AEROSPACE CAMC AND CAAHRA MOUs:** Official signing tomorrow with PR.
- 2.12 **IACEA 2006:** Costly. Some offset by fees and sponsors. No luck with sponsors to date. In progress.
- 2.13 **CASARA PROGRAM ISSUE IN NEWFOUNDLAND:** Issue cleared up. Meeting at 1pm to close issue.
- 2.14 **NEW PRODUCTS FOR THE CATALOGUE:** Sales are down. Help staff sell.

### NEW BUSINESS

- 3.1 **FINANCIAL UPDATE – QUARTER I and II:** Numbers are good. Savings on salaries with only 3 staff.
- 3.2 **SIMULTANEOUS TRANSLATION AT MEETINGS:** Will work on this. Looking to DCdts for possible funding.
- 3.3 **TRADE NAME AND LOGO REGISTRATION:** S.Putinski working with Jean. In Progress.
- 3.4 **NCC AGENDA ITEMS:** Too late to add. Working on how we amend in future. Discussion of Theme.
- 3.5 **SAM MEETING PLANNING & COMMITTEE CHAIR RESPONSE:** Form with preferences out before hand.
- 3.6 **COMMUNICATIONS PLAN FOR THE DND/LEAGUE MOU:** S. Putinski & M. Wedge working on this.
- 3.7 **NATIONAL OFFICE RELOCATION:** Out by 2007. Working with other Leagues for new home.
- 3.8 **ACL QUARTERLY NEWSLETTER:** Distributed. On website as well. Will grow in future.
- 3.9 **HONOURS & AWARDS:** 4 items discussed. Pleased with Cadet Service Medal.
- 3.10 **PR and IMAGE COMMITTEE PLANS:** M. Wedge. In progress.
- 3.11 **BC CHAIRPERSON PROPOSAL TO RESTRUCTURE SAM:** Needs vote and discussion.
- 3.12 **M. WEDGE PROPOSAL TO REALIGN THE LEAGUE COMMITTEE STRUCTURE:** In Progress.
- 3.13 **UPDATE – ABUSE CASE AGAINST ACL:** Hired new lawyers. Expect it to escalate.
- 3.14 **BILL C-21:** Major Changes will need to keep close eye on it.

### ADJOURNMENT

**RECORD OF DECISIONS  
BOARD OF GOVERNORS MEETING  
AIR CADET LEAGUE OF CANADA  
HELD AT HAMPTON INN OTTAWA  
OTTAWA, ONTARIO  
NOVEMBER 17<sup>th</sup>, 2005**

**ATTENDEES:**

**Chairperson:** Lionel Bourgeois

**Members:** Guy Albert  
Craig Hawkins  
Michel Cataford  
Grant Fabes  
William Paisley  
Tom White  
Mike Wedge  
Bob Burchinshaw  
Joe Johnson  
Jan Reidulff  
Bob Robert  
Roger Dionne

**Staff:** Kimberley Smallshaw  
Sarah Putinski  
Jean Mignault

The Chairperson opened the meeting at 1900 hours. Meeting Room 1.

**1. PRESIDENT'S REMARKS**

Lionel Bourgeois stated that Jean Mignault was not present. Jean will try and join us later. If we end up tomorrow or Saturday morning with items we need to address we will have a short meeting on Saturday morning to close items. L. Bourgeois spoke about reports that were put out – spoke to advisory board and mentioned that having been president for 5 months; we have a dysfunctional committee system. Some do great work and move along well and others don't work well at all. Some do not answer mail. M. Wedge has put forth a proposal to put committees in groups under the 3 VPs and asked the Advisory Board to report back to us before Saturday. Would not change immediately. Craig in June starts this up – so that he has 3 VPs with structure. L. Bourgeois disappointed with communication as mentioned in Calgary – no improvement yet – disappointed that we weren't able to move on better communications within the League. Welcome Ralph – will ask you to report later. My promise to Chairs at most of our meetings is being kept – don't want unhappy committees.

**CONFIRM NOTICE OF MEETING**

**CALL TO ORDER - REVIEW AGENDA**

The Chairperson called the meeting to order. The Agenda was reviewed. Two items of New Business were identified and were added.

**NEW ITEMS ADDED**

- a. 3.15 – Effective Speaking Competition. Roger Dionne
- b. 3.16 - Finance representation. B. Robert

#### **4. APPROVAL OF THE AGENDA**

**Motion:** Moved by Guy Albert and seconded by Tom White that the Agenda be approved. **Carried**

#### **5. APPROVAL OF THE MINUTES OF THE MEETING 16 OCT 05, Minutes dated 17 Oct 05**

**MOTION:** Moved by Joe Johnson and seconded by William Paisley that the Minutes of the meeting held 16 Oct 05 are approved as distributed. **Carried**

#### **BUSINESS ARISING INFORMATION**

##### **AIR CADET SERVICE MEDAL**

##### **2.1 ON AGENDA**

G. Albert demonstrated the medal to BOG. Reported that Chantal is trying to get them, they were supposed to come in today. Description of ribbon left incomplete, need to explain the colours. Please let G. Albert know if you have any ideas or we can avoid describing the ribbon altogether.

L. Bourgeois reported that there are heritage descriptions that describe what the colours represent etc. Need to go to one of those professional people. AFAC may know, Walter Chipchase could give us something as well.

G. Albert reported that other than the description of the ribbon all other policy and procedures about the medal are complete.

Question: When will the bars be ready?

Answer: G. Albert reported that there will be no bars. The undress ribbon will be included with the medal so that they have both. Where it fits in with the sequence of medals is all in the policy. Li. Bourgeois reported that it goes on the left of all other medals.

Medals come in effective Jan 06. L. Bourgeois wants good PR, if each Provincial Committee found a location to pin one on a cadet or wait till the annual review recognizing Air Cadets would be great. Presentation is included within the guidelines as reported by G. Albert. B. Robert mentioned that it may be good incentive if wait till the fall to present for retention as opposed to the annual inspection.

L. Bourgeois mentioned that may be able to do both. New recruits see and will be willing to stay and get one. Former cadets apply for theirs from the National office. Page 4 and 5 the application states whether the medal is the first, lost & replaced or former cadet. Have to apply to the National office.

L. Bourgeois brought only one possible negative. They may want to wear the miniature one and may break the rules of wearing official medals of wearing it on left breast. This not being an official medal must be worn on the right side.

##### **SELECTIONS 2006**

##### **2.2 ON AGENDA**

Procedures have been circulated. Everyone has received them. No issues or concerns with this.

##### **NATIONAL FUNDRAISING CAMPAIGN**

##### **2.3 ON AGENDA**

J. Mignault reports that last solicitation \$40,000. Need a follow-up to achieve our target. Will do one in December, to those whom have not responded. Not going to have positive numbers but will try our best. Air Canada mailing a possibility.

##### **MOU – DND/LEAGUE PARTNERSHIP**

##### **2.4 ON AGENDA**

L. Bourgeois to sign it on 01 December 05. L. Bourgeois advised that there may be amendments needed in the future. Discussion on procedure and process on how to make amendments. Will get a report later on how requirements are being met and issues that go along with that. G. Albert asked about clarification in regards to the use of AirCLC versus ACL in the MOU. C. Hawkins reported that the MOU states ACL and represents the Air Cadet League of Canada; ACLC represents the Army Cadet League.

G. Fabes reported that it is different in other documents of the Air Cadet League of Canada. J. Johnson reported that in the New By-Laws it will be changed. G. Fabes mentioned that there were discussions this morning that we don't want to drop the "C". L. Bourgeois interjected that the agreement with DND is fine, that this discussion is now concerning itself with our own internal documents and we can discuss this at a later time. The P & P and By-Laws can be changed to AirCLC.

L. Bourgeois mentioned that he has concerns on how this information in regards to this new arrangement with DND will be distributed to the Squadrons. The military people have a training job to do and we have a training job to do as well. L. Bourgeois is hoping that the military side is good enough that we can use it so as to not spend too much time or money on it. L. Bourgeois is waiting for the military side to come out with theirs first and then he will assign to our training committee to take on this task across the country.

#### **WEBSITE UPDATES**

#### **2.5 ON AGENDA**

S. Putinski reported that it was coming along very well. She has made many changes. As soon as she receives requests/updates it is put up on the website. The website is updated more often. J. Johnson asked about whether or not the flash box (in the centre of the screen) was made larger? S. Putinski advised that that is something that Chris the web designer had created; however, if you clicked on your browser up at the top and selected view larger, this would alleviate this problem and will show a larger image.

#### **NATIONAL OPERATING GRANT**

#### **2.6 ON AGENDA**

L. Bourgeois reported that the major document was sent to Dcdts. We got the next cheque. Money is coming in. They asked for more than what they really needed, may bring this up with the Vice-Chief at some point. Every year this will have to be completed. Minute details were required to complete this requirement. C. Hawkins mentioned that provincial assessments will have to be revised because much information can be provided to Jean from the Provincial Committees. C. Hawkins recommended that a form is needed to be created to help Jean gather this data. L. Bourgeois mentioned about Self-Assessment forms done in detail, these can be used. L. Bourgeois asked for a volunteer to step up and be in charge of creating this new form. Room was very quiet. B. Robert volunteered to design this form and think of questions that need to be asked to help with this process.

#### **BIRCHALL AND DALE SCHOLARSHIPS**

#### **2.7 ON AGENDA**

Full report from committee provided at SAM. No decisions required. One form for both scholarships to stop duplication. Reducing flow coming in to the selections committee. G. Albert mentioned that it will go to one central person (pre-screen) and then will continue through the selection process in a more streamlined and efficient matter.

#### **MEMBER REGISTRATION AND SCREENING**

#### **2.8 ON AGENDA**

C. Hawkins reported that Phase 1 of the process is complete, which is the review of the forms. Had a meeting with Provincial Chairs and they made good suggestions to fine tune the forms. M. Bourduas mentioned that DCdts is looking into the possibility of shared costs for CPIC checks and/or reimburse the cost. C. Hawkins reported that the next version of the forms has been distributed, but the meeting tomorrow will concentrate on the database. May be better to manage our own volunteers or perhaps the idea of a 3 Leagues database. The 2nd phase (early Jan/Feb) roll out documents & procedures. March/April teleconference with committee and a representative from each Province to do an in-service session. This would provide them the chance to start working with and at the local level. Provincial Committees are on board and are ready to work with us to get this up and running by the 1st of July. B. Robert made a

Motion: Once our procedure form(s) have been finalized, we present to DND for them to agree and sign off as acceptable to their requirements. Seconded by T. White and G. Fabes. All in favour. **CARRIED**

C. Hawkins brought forth the idea that we could provide DND with a complete package and ask if acceptable and agree with the procedures etc. B. Robert stated that he would like this signed because we are embarking down the road of being the agents to register and screen people who could in turn sue us. DND could come back and say "where did we agree that you could do it this way". C. Hawkins mentioned that due diligence and reasonableness is all we can do and that is what a judge would look at.

#### **BY-LAWS UPDATE**

#### **2.9 ON AGENDA**

J. Ash to report on later.

#### **FLYING PROGRAM EXPENDITURES – BC COMMITTEE**

#### **2.10 ON AGENDA**

Letter sent to DCdts. L. Bourgeois has not received a reply – will leave it until we do.

#### **ACL AEROSPACE CAMC AND CAAHRA MOUs**

#### **2.11 ON AGENDA**

Great job on explaining it. Good briefing. L. Bourgeois mentioned official signing tomorrow with PR.

**IACEA 2006****2.12 ON AGENDA**

M. Cataford mentioned about budget and hosting the conference at Chateau Frontenac. Costs will be offset with sponsors and fees. Sponsors have not yet been encouraging but are still working at it. Governor General will be sent letter asking for patronage. 2 weeks following that letter, another letter will be sent requesting that she host the reception.

**CASARA PROGRAM ISSUE IN NEWFOUNDLAND****2.13 ON AGENDA**

Discussed this morning. All has been cleared up. Meeting tomorrow at 1pm to discuss this further, there are some misunderstandings. May be regional orders that we are not aware of. We will resolve this tomorrow.

**NEW PRODUCTS FOR THE CATALOGUE****2.14 ON AGENDA**

J. Mignault reported that catalogue sales are down \$10-12,000. Need to turn the catalogue around. Help the staff sell items.

**NEW BUSINESS****FINANCIAL UPDATE AND QUARTER I AND QUARTER II REPORT****3.1 ON AGENDA**

Numbers are pretty good. You will see savings on salaries operating on 3 staff. Now we have 2 others (Kim and Sarah).

**SIMULTANEOUS TRANSLATION AT MEETINGS****3.2 ON AGENDA**

L. Bourgeois mentioned the expense of this, but now that we get over \$300, 000 we probably fall under the government guidelines. Jean to ask DCdts to pay for this for all 3 Leagues. L. Bourgeois suggested to committee chairs to set up bilingual sub-committees. In Progress.

**TRADE NAME AND LOGO REGISTRATIONS****3.3 ON AGENDA**

S. Putinski reported that she is continuing to work on this with J. Mignault.

**NCC AGENDA ITEMS****3.4 ON AGENDA**

L. Bourgeois mentioned that it may be too late to add anything to the agenda at this point. L. Bourgeois has asked how we do future revisions, what will be acceptable; if only 1 league wants a revision how do they handle this? Cadet theme for next year we suggested something "working together to train our future leaders".

**SAM MEETING PLANNING AND COMMITTEE CHAIR RESPONSES****3.5 ON AGENDA**

L. Bourgeois mentioned that reports were not ready and nobody responded to e-mail. Made the Nat'l office job really difficult. Need to find a better way to put it together. L. Bourgeois mentioned that there is too much info. Need a better way. G. Albert mentioned that we need to simplify it. We need two pages only, the rest is not necessary. If you read your e-mail, you will be aware of all the info etc. It was brought up that nobody knew who was doing what at the national office – need to know who to go to. C. Hawkins mentioned that will straighten itself out. One person needs to be coordinator. Need to address scheduling of meetings – Chairs need to be on top of things more. Send out preference form 2 months before asking what time, preferred day, etc. Can then do their scheduling efficiently without someone mentioning "my meeting is not long enough". K. Smallshaw mentioned that a form with those preferences will be created for the future. C. Hawkins noted that you will never have any overlaps. Chairs cannot overlap – but everything else can be compromised. L. Bourgeois mentioned that some committees did not do anything for 5 months and then want to do it all here; this is not the place to do it. Committees have to work between meeting and this has to be the tabling of their work. L. Bourgeois advised that everyone was getting their work done so while there were a few problems, it has been working in the end.

**COMMUNICATIONS PLAN FOR THE DND/LEAGUE MOU****3.6 ON AGENDA**

S. Putinski has been working with Capt Lambert. Since Capt Lambert is now leaving to the public safety commission not sure who is taking over from him. Will have to follow up. Saturday will have more done as Capt Lambert will be here. L. Bourgeois asked is 12 months the right period for a new communications plan every year? A theme every year is too much, this year's theme with the Year of the Veteran "Cadets Remember" worked well. It is useful when there is something to celebrate or get attention on. C. Hawkins supports the position that you do not need one every year.

## **CATO REVIEW**

L. Bourgeois upset. Process does not work. Comments due in 30 days. No matter what we give them they go ahead and do it anyways. C. Hawkins mentioned that they have changed the CATO to be more in line. C. Hawkins reported that in speaking with L. Ste-Marie she mentioned that they have changed the volunteer form. G. Albert mentioned concern about the process and our process as well to respond effectively and efficiently. It gives our organization little time to react. The issues seems to be that there is no concentrated effort to see a common response as this is the Leagues view – seems like many recommendations are sent to Jean and we send all of them off. G. Albert thinks process needs to be changed to have a common understanding from the League – one common cluster, not a bunch of different responses. J. Johnson reported that he usually edits them and then sends one off. G. Albert mentioned that this is not in our best interest. C. Hawkins mentioned that we do not get to see Joe's response. Part of that is the time line (C. Hawkins). L. Bourgeois will bring it up at the NCC and will make the point that 30 days is not long enough especially in summer, we need a better process that we see a final draft before it gets published. G. Albert mentioned that internally we need to see the response as well.

## **NATIONAL OFFICE RELOCATION**

### **3.7 ON AGENDA**

L. Bourgeois mentioned 313 Rideau (National Office) out within two years. L. Bourgeois mentioned that all 3 Leagues are working on it. L. Bourgeois asked the question - Would they allow us to use that \$50,000 to rent any where? Under the impression that we could not do that as we need to be in government building.

## **ACL QUARTERLY NEWSLETTER**

### **3.8 ON AGENDA**

S. Putinski has completed it. Everyone has a copy. Sarah has done a great job. It is going to be on the web. Wants a mailing list where you can subscribe to the newsletter. Wants to make it into a journal format so that it can get larger. Eventually it will be more like an online newsletter so when you click on the headline it will expand. L. Bourgeois asked if it would be in snail mail. – Too costly. It is the sort of thing that you want to attach to a letter when asking Boeing for money or something like that etc. Agreed. S. Putinski would like to hear from every region to tie everyone together. Send your stories in.

## **HONOURS AND AWARDS**

### **3.9 ON AGENDA**

G. Albert 4 items: 1) Birchall and Dale Scholarships – 1 form 2) Cadet of year – more submissions. Last year only received from 3 Provinces. 3) Medal of honour – encourage that. Will submit process. Need to have supporting documents. 4) Service medal – pleased with this. Cadet foundation is established. Would like to submit to finance committee – if someone passes away and want to give money, want to look at this. Foundation is for cadet programs only not admin costs.

## **PR AND IMAGE COMMITTEE PLANS AND INVOLVEMENT**

### **3.10 ON AGENDA**

M. Wedge to report. In progress.

## **BC CHAIRPERSON PROPOSAL TO RESTRUCTURE THE SAM**

### **3.11 ON AGENDA**

Progressing. CASARA cleared up. Detailed what they would like to see. 4 solutions provided. Will take it to the Advisory Board. No motion or vote on it. G. Albert asked if Chairs are putting this forth. No. Just BC. C. Hawkins mentioned that if you wish to take this motion forward take it as a proposal to PC's if they do not buy it – it is dead. C. Hawkins mentioned that you could not do this, but it is important that when you have these ideas, push them forward. Radical idea and strange but needs to have a venue to move through system and be decided on. I hope to see it brought forward and voted on. Chairs need to say yes/no.

Joint session of Chairs and BOG agreed that it would be useful to meet. Saturday morning 830-930. Will talk about this issue then.

## **M.WEDGE – PROPOSAL ON REALIGNING THE LEAGUE COMMITTEE STRUCTRE**

### **3.12 ON AGENDA**

L. Bourgeois spoke to Advisory Board - that we had dysfunctional system. Likes the idea of grouping committees under the VPs. Senior move up to first vice, but once VP gets those 5 committees. G. Albert mentioned when Craig came in one concern was that you would not have someone with experience in all areas with this proposal, that you are in a cluster and those are the ones you know – left in the dark for the other sides. Need good global perspective. It was identified at that time that it is important to have experience in different committees. C. Hawkins disagrees and mentioned that he is responsible for 2 committees only- finance, recruiting & retention and now screening – whereas Mike's proposal where VPs have an oversight role they become confident and will understand all the other ones. Think that this is the better way to go.

#### **UPDATE – ABUSE CASE AGAINST THE ACL**

#### **3.13 ON AGENDA**

Sill paying money. Last bill \$800. Up over \$20,000 now over the years. The bill is in your packages. She has hired a new lawyer and it is getting active again.

#### **BILL C-21**

#### **3.14 ON AGENDA**

L. Bourgeois asking for advice on whether we can make submission to the House or Senate for amendment of the bill – could do that if something in there would cause us grief 2) once implemented do we need to give specific instructions to Provincial Chairs. (I.e. new receipts now required for Revenue Canada).

#### **EFFECTIVE SPEAKING COMPETITION**

#### **3.15 ON AGENDA**

R. Dionne reported that WestJet has signed/agreed to 22 free tickets in order to fly all cadets to Vancouver with escort back and forth. Will be up to 2011. L. Bourgeois signed WestJet document. We will have a program and the committee wishes to ask the BOG if they can write on the program that WestJet is official carrier of the League. Motion: Request that we put it on our program. All in favour. **CARRIED.**

R. Dionne asked how to spend the money. This takes care of tickets, but not tax and admin fees, surcharges etc. Recommend that the parents or Provincial Committee pay for it. If budget available at national level can we use it towards that? Answer: No. C. Hawkins commented that this is a local decision (Provincial). G. Fabes asked who paid for it last June. Answer: Parents, BC paid, but some parents had made different arrangements. C. Hawkins suggests that the Effective Speaking committee develop guidelines and rules and that gets voted on and approved. National committee needs to think of that long-range planning as well.

#### **4.1 GOOD AND WELFARE OF THE AIR CADET LEAGUE**

#### **4.2 CLOSING REMARKS**

L. Bourgeois reported that Saturday morning meeting with the Chair's will take place. Talk about NCC agenda items, communications plan and training, League committee structures and Effective Speaking Competition. Will discuss these 4 things.

#### **4.3 ADJOURNMENT**

There being no further business, the Chairperson closed the meeting at 1920 hours.



# Joint Session

## BOG and PC Chairs

**RECORD OF DECISIONS**  
**19 November 2005**

### **APPENDIX E**

Three Issues were discussed:

#### **1. NCC Agenda Items**

- a. MOU. L. Bourgeois will ask the Vice-Chief, how will we amend the MOU agreements after they are signed on the 1<sup>st</sup> December? If our League wants a change or disagrees with something, what will be the process for changing it? Will there still be a working group? If down the road the Air Cadet League of Canada disagrees or wants something changed and the other 2 League's disagree, what occurs in that situation? Does it then break off into 3 separate MOU's?
- b. Theme for 2006. Would we like one for 2006? Some disagree with a theme every year. If we decide to go with a theme, what will it be?
- c. Process for approval of CATO's. They send us a draft and we have 30 days to reply. We reply and they don't necessarily reflect our reply. The one that came back to haunt us was CATO 23-07; it was changed without our input. 30 days in an organization like is almost impossible, especially during the summer months. We will suggest 60 days. We want to have our inputs and time to do it right.  
  
M. Bourduas mentioned that the RCSU CO's mentioned this similar issue, but the intent with the CATO draft was never to get approval from the LHQ level, it would take 6 months. The intent with the review process was to get high level inputs on major themes and go from there. Of course, we could send it back for another draft, but the discipline CATO is a good example, it took two years before it was out. We need to try and find a balance. L. Bourgeois reported that some CATO's have a direct effect on our Sponsoring Committees or Provincial Committees. Need time to plan to meet the requirements.
- d. National Office Move. Public works has informed that we must vacate the premises by 2007. Looking at options as to where we will go. Can we use the \$50,000 with the other two Leagues' and not necessarily stay inside a Government building. First answer that we got was, No, it must be in a Government building, but this may change due to us being evicted now. We want to be downtown and close to the other two Leagues'.
- e. Air Cadet Service Medal. L. Bourgeois will announce to the Vice Chief about the Air Cadet Service Medal.

#### **2. Communications Plan for DND and the League and MOU**

Communications plan will need enough detail to outline the responsibilities for this, that and the other thing. What does the MOU mean for you? An example is registration and screening: who? how?, when? The message will get out there via standardized PowerPoint presentations, questions and answers on the website and also on CD-ROM. There will also be speaking notes so that you can stand up and talk about it for 20 minutes. We are hoping to have it out by the end of the month.

#### **3. Organizational Development. Can the BOG be the Provincial Committees?**

Advisory Board has been asked this question. We all know that as a Provincial Chair, one is very busy; do you have enough time to do your job and sit as a Governor as well? At that time, most agreed that no, cannot do both jobs. This is an issue to think about. Discussion about video conferencing ensued, so that we can meet and exchange ideas more. C. Hawkins responded to C. Verge's suggestion that BOG and PC Chair's meet jointly more often. C. Hawkins reported that he would like to see this as well. It was announced that PC Chair meetings are also open meetings. This will hopefully eliminate some of the perceptions members have of the BOG.





# Provincial Committee Chairpersons

## RECORD OF DECISIONS

17 NOVEMBER 2005 - 1300 HRS

### APPENDIX F

#### I ADMINISTRATION

**1.1** The Chairman called the meeting to order at 1300 hrs, welcomed all and had attendees introduce themselves. He then introduced Grant Fabes who in turn introduced Rod Jones, Chairman, Canadian Aerospace Associations Human Resource Alliance (CAAHRA) and Wayne Harvey, Project Manager, Canadian Aviation Maintenance Council (CAMC). They briefed the meeting on the contents of the two Memorandum of Understanding (MOU) that would be signed the following day. Chairs agreed the initiative by the National Executive was very worthwhile and hoped the opportunities for improves technical training for cadets would evolve from the MOUs. Chairs were advised to direct comment on the MOUs to Grant Fabes.

**1.2** The agenda was approved as posted with no additional items being added.

#### BUSINESS ARISING

**2.1** The Chair circulated an example of the recently minted "Air Cadet Service Medal". All commented favourably on the medal. **Info only.**

**2.2** The Newfoundland Provincial Committee (PC) reported that their earlier problem with getting approval for CASARA training for cadets in privately owned CASARA aircraft was resolved following discussion with Atlantic Region. **Item closed.**

**2.3** The Newfoundland PC reported that they had resolved the funding problem for power familiarization flying for cadets who did not receive glider flying following discussion with Atlantic region. **Item closed.**

**2.4** Alberta PC raised the issue of the presentation of Pilot Training Achievement Awards (PTAA). No standard procedure exists. As the largest number of awards are presented by the Air Force Association of Canada (AFAC) it was suggested that the Alberta Committee contact the AFAC representatives in their area with the view to standardizing presentation for Alberta cadets. **Action to Alberta PC Chair.**

**2.5** The Alberta PC noted that there were very few submissions for the Music Awards of Excellence. The committee requested all committees make an effort to raise the profile of the awards and make musically minded cadets aware of the awards. **Action to all PC Chairs.**

**2.6** The issue of an AFAC scholarship or additional Pâtés was raised by the Alberta PC. It was agreed that the Alberta PC Chair would approach George Meldrum, the AFAC 2<sup>nd</sup> Vice President and raise the issue. **Action to Alberta PC Chair.**

**2.7** The British Columbia (BC) PC raised the issue of the costs to PCs for the Air Cadet Gliding Program. In addition in the analysis conducted by the BC PC they concluded that there was an imbalance in the DCdt budget spend on each element. By BC's analysis air cadets received \$3.5M less than the other elements. After much discussion, and with input from representation from DCdts, the BC committee was assured that no such imbalance existed. **Item closed.**

**2.8** The BC PC tabled a proposal to reorganize the National Structure; including the creation of a Board of Directors comprising the Provincial Chairs; renaming the Director/Members to Members; and increasing the number of members to accommodate those who were previously Governors. Much discussion followed. It was agreed that the proposal would be put forward to the Board of Governors. **Action to the Board of Governors.**

## NEW BUSINESS

**3.1** Air Cadet Foundation. The BC PC proposes to establish a trust to which benefactors could make bequeaths to support the cadets of BC. Their trust will be called the "Air Cadet Foundation of British Columbia". It was suggested that other PCs may wish to do likewise. **For information.**

**3.2** Fund Raising Ethics. The BC PC advised that if or when a PC gets involved in fund raising it is imperative to follow well established guide lines to ensure that all fund raising is conducted not only legally but most importantly, ethically. Two websites providing information on all aspects of Directors duty, including fund raising are:

<http://strategis.ic.gc.ca/epic/internet/> Titled "Primer for Directors"

<http://charityvillage.com> Everything there is to know about fundraising with links to many similar sites. **For information.**

**3.3** Sale of aircraft. The BC PC advised that their L-19s are for sale. **For information.**

**3.4** Severe shortage of CIC officers. While this issue was raised by the BC PC it is an issue across the country. It was noted that CIC officers do not require a degree and therefore cannot apply to have tuition costs reimbursed. It was felt that if CIC Officers could be reimbursed for tuition costs this could be an incentive to get young people to enrol in the CIC. **Request DCdts investigate.**

**3.5** The ramifications of SSCs being required to sign indemnities for cadet activities. The BC PC advised that many shopping malls, community centres, etc are requesting that, notwithstanding the existing provincial and national insurance policies, that SSCs sign indemnities for cadet activities. **Problem passed to National for resolution.**

**3.6 Bob** Robert briefed the Chairs on the National balance sheet and the activities of the National Finance Committee.

**3.7 Mike** Wedge briefed the Chairs on the activities and initiatives of the National Public Relations Committee.

**3.8 Craig** Hawkins briefed the Chairs on the status of the proposed new national screening procedures. He then conducted an informative Q and A session.

## CONCLUSION

**4.1** There being no additional business the Chair adjourned the meeting at 1800 hrs.



# Finance Committee Chairpersons

## RECORD OF DECISIONS

17 NOVEMBER 2005 - 1000 HRS

### APPENDIX G

#### MINUTES

9 December 2005

Chair: Bob Robert

Secretary: Craig Hawkins

Attending: Members of the Finance Committee

- Joe Johnson
- Doug Sutherland
- Ralph Thistle
- Jerry Elias
- Jean Mignault
- Chantal Fauvelle-Erdogan

Members-at-large

- Keith Mann
- Ernie Callow
- Chuck Verge
- Jack Henwood
- Maurice Murphy
- J-C Dufour
- Kim Smallshaw (ex-officio)

#### Reviewed the mandate:

Look after the affairs of the national level including finances, bylaws, financial management and the audit. Also need to insure that there is direction and due diligence of the subordinate levels (provincial and local levels)

C. Hawkins acting as the recording secretary

Agenda was approved as posted in the Meeting Book

**Moved** by Ernie Callow and seconded by Keith Mann.

1.6

Committee will be consultative in nature. Chair will be speaking with the Provincial Chairs later this afternoon. Will take their concerns into account before the concerns are passed to the Executive Committee for resolution. It is important that all chairs are actively involved with the communication. It is also important to realize that the committee has to look at issues from a national perspective.

#### 1.7 Composition of Finance Committee and Advisory Group:

Advisory group will consist of provincial treasurers (or finance person). All provinces will be asked to provide the name of their representative.

#### 1.8 Other Administrative Matters:

There were no other administrative matters

#### BUSINESS ARISING

2.1 Approval of the Minutes of the Last Meeting

Minutes were circulated

**Motion** for approval of the minutes: moved by Jack Henwood seconded by Doug Sutherland. Approved

## 2.2 Business Arising:

Update on the Additional \$80K grant. It is coming but the final instalment is still forthcoming. The grant template has to be completed. A total of \$250K has been delivered; \$80K is still forthcoming pending the final audited report. We expect the shortly.

The additional \$50K to cover office rent and telecommunications has not been forthcoming. We have received an invoice for \$12,000 for rent for half a year. There is a lot of confusion as to who is supposed to issue the bills for rent and communications. The same confusion exists in the Army and Navy Leagues.

Pension Plan: Will not be considered as part of Finance Committee; part of the Compensation Committee). Once the Compensation Committee has determined what the plan will be, then it will become a matter for the Finance Committee.

## NEW BUSINESS

Financial Statement: First quarter ending 30 September 2005:

Jean reviewed the statement in the package.

Moved to accept the financial statement: Ralph Thistle, seconded by Joe Johnson. Approved

Developing a Statement of Investment Policy:

A draft statement was to be provided to the meeting. One of our financial planners (D&L) provided a suggested policy statement. Committee will review the handout (copy was circulated)) from D&L and the pending recommendations from Mr. Leblanc and use it to develop our own policy statement. (Note: Many of our trusts also include instructions on the disposition of the capital and the interest.)

League will also follow guidelines from the CDIC: maximum amount invested with any institution will not exceed the maximum amount insured by CDIC (\$100K)

*Doug Sutherland* will develop a basic investment policy statement incorporating these points and the points from the June meeting and share the draft version.

ACC9 Summary, Policy and Procedures:

Included in the SAM Report was a summary of the returns from the YE 31 August 2004. We are still receiving reports from previous years.

P&P manual as it relates to finances needs to be amended, as well as the by laws that also need to be amended. The *Chair* will develop and consult.

It is important for provincial chairs (or designates) to do due diligence and check the forms over prior to signing them off and forward to the national level.

There are also added fines from the government if they SSC does not submit its T3010A report by the required date (fine is \$500)

Incentives and Sanctions for Compliance:

OPC uses a cash incentive (squadron assessment is reduced if the appropriate forms are submitted on time.

BC uses a merit point and scoring system that includes compliance marks (if you don't submit your forms on time, you don't get the points for that as part of the award system)

NFLD uses a similar system with points assigned for submission of the ACC9, along with a calendar outlining the key dates for specific submissions.

Several provincial committees used spreadsheets to track financial reports (due diligence).

Sanctions:

Possible options were discussed but there was no consensus. All provincial committees were encouraged to develop a program that includes education and training, incentives, moral suasion and sanctions that are acceptable.

ACC9P: No longer exists. It was agreed that any audited or reviewed statement (the ones submitted at the provincial AGM) would be sufficient. BC will send the national office that includes just the ACC9 in the excel format.

#### PROTECTION OF SQUADRON FINANCIAL ASSETS

A survey was sent out to all provincial committees. Seven responses were received. Credit checks are simple, fast and free. Interpreting them is not particularly difficult. There is value in having those who would be a treasurer in having them provide a credit check. Saskatchewan requires their SSC executives to be bonded.

**Motion:** the *Executive Director* will investigate the possibility of getting a national policy for bonding squadron sponsoring committees which would apply to the Treasurer and other Executive members, to be paid for by the sponsoring committee.

**Moved** by Ernie Callow, seconded by Jerry Elias. Approved

There were no other items.

Meeting adjourned at 12:00

Next meeting will be at the AGM in Richmond BC. Teleconference may be held.



# Effective Speaking

**RECORD OF DECISIONS**  
**November 17<sup>th</sup> 2005**

## Appendix H

### List of Attendees:

**Chairperson:** Roger Dionne

Tom Holland  
Gladys Jarvie  
Harold Fowler  
Joan Cameron  
Eric Steffensen  
Herb Spear  
Fred Hopkinson

**Staff:** Laureen Nickerson  
Sarah Putinski

Item	Action	Status
<b>1.1 Approval of Agenda</b> <b>MOTION:</b> Moved/seconded J. Cameron / G. Jarvie that the agenda be approved. <b>Carried 8/0/0</b>	N/A	N/A
<b>a. Business of WestJet</b> <p>G. Jarvie enquired about the WestJet agreement and the \$30 fee for change in dates/times. WestJet has confirmed this fee. H. Fowler made calculations of times and flights and which ones will be problematic concerning when cadets have to leave for the competition. H. Fowler and T. Holland said they want the cadets there on a Thursday so some of the cadets may have to depart on a Wednesday in order to comply.</p> <p>A discussion was brought up about the need of a QC# to book a flight with WestJet. It was confirmed that it was not enough to simply tell the airline that you are with the Air Cadet League.</p> <p>T. Holland brought it to everyone's attention that the copies of the WestJet agreement should not be widely circulated. It will instead be paraphrased and added to the internet.</p> <p>G. Jarvie will ask the permission of WestJet to at their logo to the AGM program as the "official carrier".</p>	N/A	
Item	Action	Status
<b>2.1 Travelling Costs</b> <p>The Effective Speaking Committee recommends that the Provincial Committee pays for the flight taxes, fees and surcharges to both the cadet and parent/escort travelling to the Effective Speaking Competition.</p>	R. Dionne	Pending
<p>o <b>Topics for 2007</b>  G. Jarvie gave a review of possible topics as per the cards</p>		

received through Toast Masters.		
<ul style="list-style-type: none"> <li>○ <b>Prepared Topics</b></li> </ul> <p>G. Jarvie brought forward the motion that the Provincial Committees should bring forward 3 topics to the AGM 2006.</p> <p><b>MOTION:</b> Moved / Seconded G. Jarvie / F. Hopkinson That each Provincial Committee bring forward 3 topics to the AGM 2006.</p> <p><b>Carried 8/0/0</b></p>		
<ul style="list-style-type: none"> <li>○ <b>Tellers</b></li> </ul> <p>The minutes from Truro about the tellers never went through. The rules G. Jarvie put together never made it to the national level. It was noted by R. Dionne that the decisions about tellers never made it into the Record of Decisions for 2004. Since all the decisions were made in Truro, this is a housekeeping matter and the changes will be made now and no new motion is necessary.</p>	<b>N/A</b>	<b>N/A</b>
<ul style="list-style-type: none"> <li>○ <b>Competition 2006</b></li> </ul> <p>G. Jarvie clarified that during the Toastmasters Competition, they stay in the room during the speeches so the cadets at the Effective Speaking Competition should as well.</p> <p>G. Jarvie and L. Nickerson noted that the flags at the last competition were not ceremoniously moved into the other room and everyone agreed that this would be done at this year's competition.</p> <p>G. Jarvie confirmed that the program for the 2007 AGM will be in French and English.</p> <p>G. Jarvie and J. Cameron discussed that the Effective Speaking trophy, currently in Newfoundland, will be sent to BC one month before the competition. S. Putinski explained the details of what the engraver suggested be done to the trophy to have it refinished.</p>		
<ul style="list-style-type: none"> <li>○ <b>CONCLUSION</b></li> </ul> <p><b>Next Meeting</b></p> <p>The next meeting will take place at the AGM in June 2006.</p>		
<p><b>ADJOURNMENT</b></p> <ul style="list-style-type: none"> <li>○ There being no further business, the meeting was adjourned.</li> </ul>		



## President's Dinner

Canadian War Museum, Salon C & D  
18 NOVEMBER 2005

### APPENDIX I

The President's Dinner was held on Friday, 18 November 2005. Highlights of the dinner included:

- Introduction of Invited Guests:

Mr. and Mrs. Walter Chipchase  
MGen (Ret) Ron Button and Janet Button  
Mike Daniels  
Captain Ray Gelinis  
Jerry Wharton  
Rod Jones  
Les Alders  
Wayne Harvey  
Commissionaire Frank Kobe  
Richard Logan  
Mr. and Mrs. Brian Darling  
Jim and Elisabeth McCollum  
Mary Palleschi  
BGen D.E. Martin, CD  
William Peppler and Aileen Culgin  
Colonel Robert Perron  
MGen Herb Petras  
RAdm Tim and Sharon Porter  
Kevin and Maureen Psutka  
Bob and Trudy Tracy  
Sandra Heidel  
Douglas J. Thomas  
Mr. Herb Spear

AFAC  
Air Cadet League of Canada  
CASARA  
Airline Pilots Association  
Honorary President, ANAVETs  
Chairman, CAAHRA  
A/Exec. Director, CAMC  
Project Manager, CAMC  
PTAA Donor  
Honorary Life Member  
National Second VP, AFAC  
Executive Director, Soaring Assoc. of Canada  
Marsh Canada  
Director General Air Force Development  
Aviation Publishers  
Director Cadets  
Chief of Reserves & Cadets  
National President, Navy League of Canada  
President and CEO, COPA  
AFAC  
Executive Assistant, Army Cadet League of Canada  
National Executive Director, Navy League of Canada  
Occupational Health & Safety WestJet

- Minute of silence for Ted Philipchuk, fallen Friends, Comrades, Veterans and Cadets;
- Address by Robert G. Dale;
- Address by BGen David Martin;
- Announcement of the 2005 National Award Recipients, including the 69 Pilot Training Achievement Awards and the ACL and AFAC Annual Music Awards for Excellence;
- Certificate of Recognition for LCol (Ret) Edmond Lanthier; and
- Announcement of the top male and female Air Cadet pilots in Canada.