



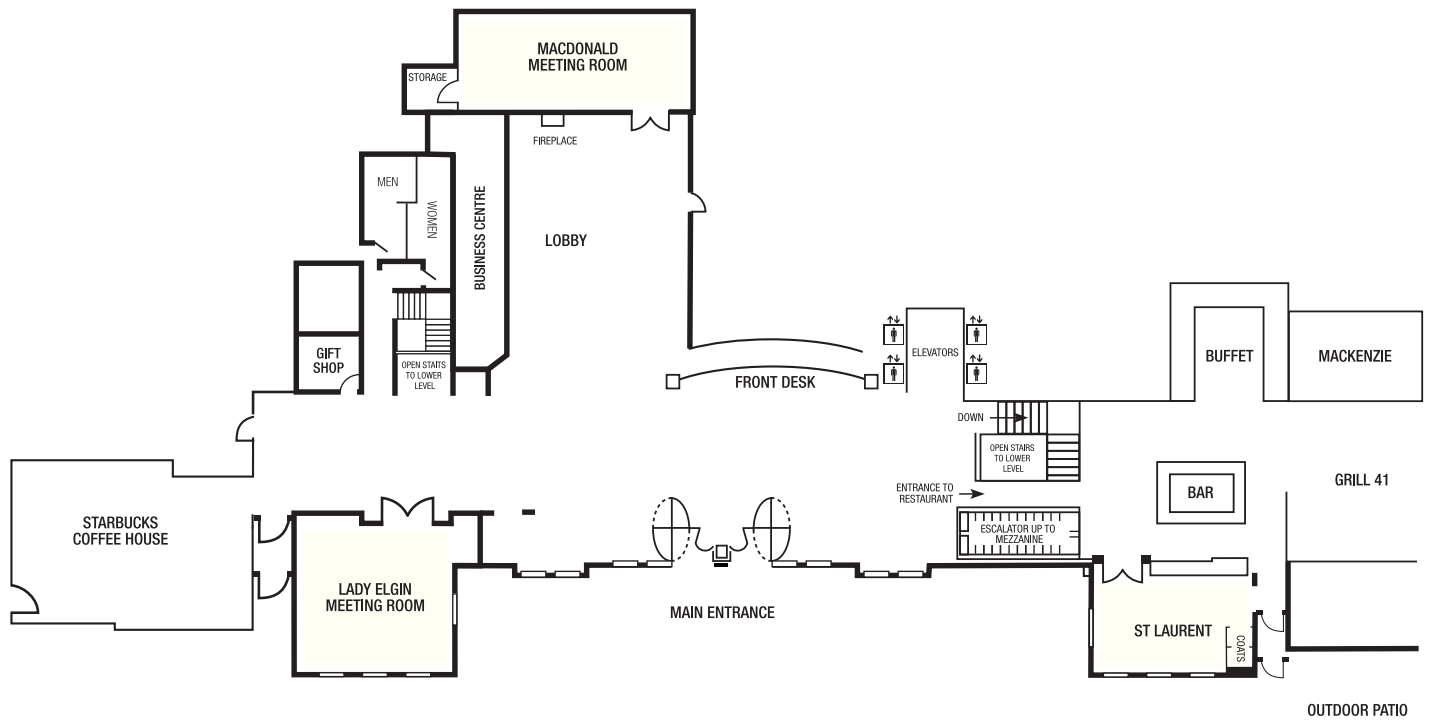
75th Semi-Annual Meeting

25-26 NOV 2016

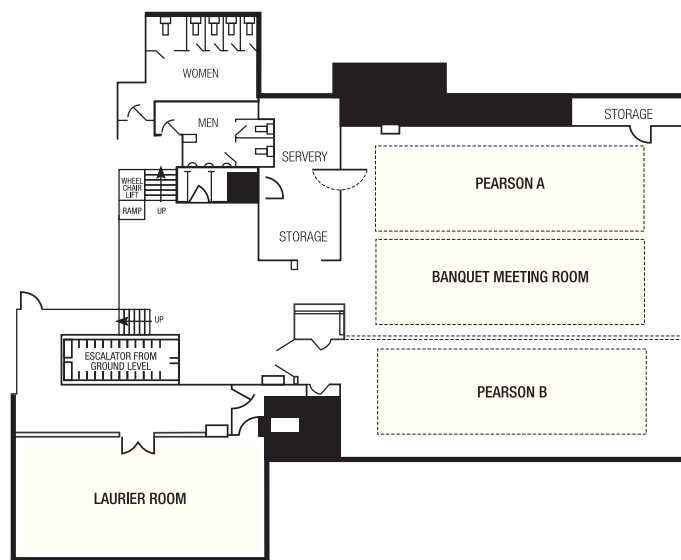
**75e Réunion
semestrielle**



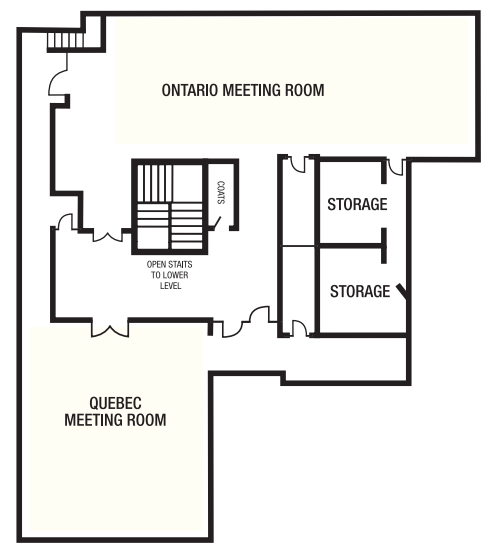
LOBBY LEVEL



UPPER LOBBY



LOWER LOBBY



Floor plans are not shown in exact scale. Please refer to meeting room capacities for accurate room dimensions.



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NOTES

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



MEETING ATTENDEES

Board of Governors

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

Member at Large

Penny Doern

Advisory Council

Guy Albert
Gilles Cuerrier
Donald Gladney
Max Goldack
J. R. (Bob) Goudie
Craig Hawkins
David Hayden
Ron Ilko
Leonard Jenks
Keith Mann
Robert Parsons
Jan Reidulff
Tom White
Brent Wolfe

Honorary Officers

Leonard Jenks Honorary Secretary

Honorary Life Associates

Donald Gladney
Richard Logan

Military Guests

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

Provincial Chair Persons

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

Provincial Executive Directors

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

Provincial Delegates

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



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



National Delegates

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

Spouses/Guests

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

Special Guests

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

National Office Staff

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



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



List updated as of November 15, 2016.



PRESIDENT'S REPORT

Donald Berrill

Welcome to the 2016 Semi-Annual Meeting of the Air Cadet League of Canada. I am truly grateful to all of you for your contributions to the Air Cadet Program and the Air Cadet League, and I appreciate you taking time out of your schedules to attend this important planning and collaboration session.

At our 75th AGM, we welcomed a new member to the Executive Committee with the elevation of Darlene LaRoche to Vice President, and added four new Governors to the Board with Russell Gallant, Marc Lacroix, Howard Mar and Eva Martinez all being elected at that time. Two of our Vice Presidents took on different assignments, with Merv Ozirny moving up to 1st Vice President, and Ernie Weisner taking over as ACLN Treasurer and Finance Chair. We have an excellent team to work with, and we collectively look forward to success moving forward.

We are a scant five months into the current year, but a lot has transpired in that very short time. We have been very busy addressing a number of issues that were identified at the AGM in June – along with those that are now coming out of our discussions with DND on a broad range of topics. The depth and scope of these particular items has in turn required us to conduct a special voting meeting at this SAM in an effort to finalize our direction on a number of files.

I have personally been kept busy in the role of President, having completed or participated in the following activities –

1. Provided President's Update Reports to all members of the ACLN BoG, Advisory Council and PC Chairs on a regular basis since the AGM. It is my intention to provide the leadership teams an update overview every 6-8 weeks as necessary.
2. Met with Formation Commander General Woiden and his Deputy Commander Colonel Dave Proteau in person and by teleconference on a number of occasions.
3. Hosted a meeting of the three National League Presidents to identify common areas where we can support each other.
4. Attended three of the CSTCs (Trenton, Connaught, and Canadore) over the summer to participate in graduation ceremonies. While at CSTC Trenton I also visited the Cadet Flying Center at Mountainview.
5. Represented the Air Cadet League at the Civil Air Patrol Conference in Nashville, TN in August; the International Air Cadet Exchange Association Meeting in Ottawa in September; the OPC Annual General Meeting and the RCAFA National Annual General Meeting in London ON in October.
6. Took part in a number of high level meetings regarding the MOU, the Ministerial Directives, and the QR&Os in Ottawa and other locations.
7. First Vice President Merv Ozirny and I have begun a regular session of calls every second week to ensure that we are both aware of all items of importance within the ACL at any given time.

I would like to take this opportunity to remind everyone that our objectives going forward this year are very straightforward:



1. **True leadership is seeing our organization as it should be – not necessarily how it is or has been.** By defining what the ACL should look like we can collectively exhibit the mental and physical fortitude, and most importantly – the RESOLVE - to lead the organization where it needs to go.
2. **We are accountable for the things for which we are responsible.** Many items that fall under League jurisdiction in some critical areas (Screening, proper SSCs at all units, Insurance, Financial reporting). These are sometimes viewed as optional, but this is a serious misconception that we need everyone's cooperation to resolve.
3. **We must be open and transparent in our dealings at all levels.** If we lead with honesty and integrity, we have no choice but to be open and transparent.
4. **We must operate as one Air Cadet League, and put our organization first in all our dealings with our partners of all types.** In every endeavour the Air Cadet League undertakes we have an obligation to ensure that our interests are protected and that the decisions we make put the Air Cadet League, our Air Cadets, and our volunteers, first in our dealings with others.
5. **We must continue to expand our influence with as many influential groups as possible.** The RCL, the RCAFA, and other GoC agencies are prime examples of those areas that we must approach in addition to industry, educational and commercial partners that we are currently pursuing and in doing so, we are meeting our goal of taking a higher profile.

At this particular SAM we are going to provide to you a full briefing on where we stand in regard to the Cadet Renewal Program, as well as some insight into other major files that are going to impact how we operate in the future. While initially it was envisioned that the SAM Special meeting would only deal with a couple of subjects, I expect we will be addressing all of the following National Core items during that special session as follows:

1. **The National Delegate Allocation item:** This item is being revisited to address procedural issues at the June AGM regarding this particular section of the PPM.
2. **The Canada Revenue Agency Amalgamation Proposal:** CRA will be leading an amalgamation of the SSC's under the Provincial Committees and the SSCs will be transitioning to being an extension of their respective PCs as it relates to charitable activities and reporting. Some greater detail has come forward to us on this file that needs to be reviewed by the membership.
3. **Negotiations Regarding the MOU with DND:** The Memorandum of Understanding with DND has been stalled while we await sign off on Ministerial Directives and as such we remain in a holding pattern. In the interim, DND is proposing making adjustments to the current MOU in regard to equalizing compensation and benefits across the board in relation to Long Term Disability.
4. **Insurance and Risk Management:** The Board of Governors independent risk management review which includes all aspects of how the ACL operates with a report to be available by the Semi-Annual Meeting for discussion and action with the National Membership.
5. **National Screening and Registration:** A Next Generation Screening Plan has been adopted whereby it they have approved a concept for a new national program that will be led by National Screening Manager out of the National office. Updates and particularly new information regarding cadet supervision and VSS requirements for volunteers will highlight our discussions.
6. **Chair of Authority (Responsibility) Confirmation:** The National level of the league, on the recommendation of its legal counsel, should enter into 'Affiliation Agreements' with the PCs and in turn the PCs enter into affiliation agreements with their SSCs. Information will be provided and discussions take place to decide which course of action we may choose to take.

We do need to take stock of where we are on each of these major files, and in turn provide direction to the BoG on where you want us to move forward.



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



We are truly blessed with a marvelous staff contingent at our Ottawa headquarters. Special thanks to all of our staff members for their continued dedication to the cause, and also our sincere recognition of the high level and quality of work that they do every day. Without these folks the ACL could not function at the high level it does.

As our 75th Anniversary comes to a close, let us all take a moment to thank those that have brought us down the path this far. It is through the efforts of countless individuals to lay the foundation by volunteering their time, their efforts, and yes – even their money, over these past 75 years to provide for the Air Cadet League with its strong base as a leader in supporting the Canadian Cadet Organization.

Best wishes to all for a fantastic SAM!

Respectfully submitted,

Don Berrill
National President



RAPPORT DU PRÉSIDENT

Donald Berrill

Bienvenue à la réunion semestrielle 2016 de la Ligue des cadets de l'Air du Canada. Je suis sincèrement reconnaissant pour tout ce que vous apportez au programme des cadets de l'Air et à la Ligue des cadets de l'Air, et je vous remercie de prendre le temps de votre horaire pour assister à cette séance importante de planification et de collaboration.

Lors de notre 75^e AGA, nous avons accueilli un nouveau membre au Comité exécutif avec la promotion de Darlene LaRoche à vice-présidente et nous avons ajouté quatre nouveaux gouverneurs au Conseil : Russell Gallant, Marc Lacroix, Howard Mar et Eva Martinez, étant tous élus à ce moment-là. Deux de nos vice-présidents ont pris en charge différentes tâches, avec Merv Ozirny assumant le poste de 1^{er} vice-président, et Ernie Wiesner devenant le trésorier de la Ligue et le président du comité des finances. Nous avons une excellente équipe de travail et nous nous réjouissons tous de progresser avec succès.

Nous ne sommes qu'au cinquième mois de l'année en cours, mais beaucoup de choses se sont passées pendant cette courte période. Nous avons été très occupés à aborder un certain nombre de problèmes qui ont été identifiés à l'AGA en juin — ainsi que ceux qui sont ressortis de nos discussions avec le MDN et qui touche un large éventail de sujets. La profondeur et la portée de ces sujets particuliers ont nécessité que nous procédions à une réunion extraordinaire avec vote à la réunion semestrielle afin de finaliser notre direction sur un certain nombre de sujets.

J'ai personnellement été occupé dans mon rôle de président, ayant complété ou ayant participé aux activités suivantes :

1. J'ai remis des rapports du président à jour aux membres du Conseil des gouverneurs et du Conseil consultatif, et aux présidents des CP sur une base régulière depuis l'AGA. J'ai l'intention de tenir les équipes de direction au courant de la situation toutes les 6-8 semaines si nécessaire.
2. J'ai rencontré le commandant général Woiden et son chef d'état-major le colonel Dave Proteau en personne et par téléconférence à plusieurs reprises.
3. J'ai tenu une réunion avec les présidents des trois ligues afin d'identifier les secteurs communs où nous pouvons nous soutenir mutuellement.
4. Je me suis rendu à trois des Centres d'entraînement des cadets (CEC) (Trenton, Connaught et Canadore) cet été pour assister à des cérémonies des promotions de cadets. Pendant que j'étais au CEC de Trenton, j'ai également visité le Centre de vol des cadets de Mountainview.
5. J'ai représenté la Ligue des cadets de l'Air à la conférence du Civil Air Patrol en août à Nashville, au Tennessee, à la conférence de l'Association d'Échange international des cadets de l'Air à Ottawa, en septembre, et à l'assemblée générale annuelle du CP de l'Ontario et à l'assemblée générale annuelle de l'Aviation royale du Canada en octobre à London, en Ontario.
6. J'ai participé à plusieurs réunions de haut niveau qui concernent le protocole d'entente, les directives ministérielles et les ORFC, à Ottawa et à d'autres endroits.
7. Le 1^{er} vice-président Merv Ozirny et moi-même avons entamé des téléconférences régulières toutes les deux semaines pour nous assurer que nous sommes tous deux conscients, en tout temps, de tous les éléments d'importance au sein de la Ligue.



Je voudrais saisir cette occasion pour rappeler à tous que nos objectifs allant de l'avant cette année sont très simples:

1. **Le vrai leadership consiste à voir notre organisation telle qu'elle devrait être – et pas nécessairement de la manière qu'elle est ou a été.** En définissant à quoi la LCA devrait ressembler, nous pouvons collectivement faire preuve d'une force mentale et physique, et surtout, de DÉTERMINATION, pour mener notre organisation là où elle devrait aller.
2. **Nous avons un engagement envers les choses dont nous sommes responsables.** Plusieurs points dans certains secteurs importants relèvent de la responsabilité de la Ligue (filtrage, comité répondant compétent à toutes les unités, assurance, rapports financiers). Ces points sont souvent perçus comme optionnels ce qui est une fausse conception que nous devons régler avec la coopération de tous.
3. **Nous devons faire preuve d'ouverture et de transparence à tous les niveaux.** Si nous menons avec honnêteté et intégrité, nous n'avons d'autre choix que d'être ouvert et transparent.
4. **Nous devons agir comme une Ligue des cadets de l'Air et faire passer notre organisation avant tout dans toutes nos relations avec nos partenaires de tout type.** Dans toutes les activités que la Ligue des cadets de l'Air entreprend, nous avons une obligation de nous assurer que nos intérêts sont protégés et que les décisions que nous prenons mettent en priorité la Ligue des cadets de l'Air, nos cadets de l'Air et nos bénévoles, dans nos relations avec les autres.
5. **Nous continuons d'étendre notre influence auprès du plus grand nombre de groupes influents possible.** La Légion royale canadienne, l'Association de l'Aviation royale du Canada et d'autres agences gouvernementales sont des exemples probants de secteurs que nous devons approcher, en plus des partenaires de l'industrie, des partenaires du domaine de l'éducation et des partenaires commerciaux, avec lesquels nous tentons d'établir des partenariats afin d'atteindre notre objectif d'améliorer notre image et notre crédibilité.

À cette réunion semestrielle en particulier nous allons vous fournir un exposé complet sur où nous en sommes en ce qui concerne le Programme de renouvellement des cadets, ainsi qu'un aperçu d'autres dossiers importants qui auront une incidence sur la façon dont nous fonctionnerons à l'avenir. Bien qu'initialement il était prévu que la réunion semestrielle extraordinaire ne porterait que sur quelques sujets, je pense que nous allons devoir traiter de tous les sujets nationaux suivants au cours de cette session extraordinaire :

1. **La répartition des délégués nationaux :** Cet article est en cours de révision afin de régler les problèmes de procédure de l'AGA en juin, en ce qui concerne cette section particulière du Manuel de politiques et de méthodes administratives.
2. **La proposition de fusion de l'Agence du revenu du Canada :** L'ARC mènera une fusion des CRE qui relève des comités provinciaux (CP) et les CRE représenteront un prolongement de leur CP respectif en ce qui concerne les activités de bienfaisance et de rapports. Certains détails importants qui nous sont présentés concernant cette question doivent être examinés par les membres.
3. **Négociations du protocole d'entente avec le MDN :** Le protocole d'entente avec le MDN a été retardé en l'attente de l'approbation des directives ministérielles, et ainsi nous sommes en période d'attente. En attendant, le MDN propose des ajustements au protocole d'entente actuel en ce qui concerne l'égalisation de la rémunération et des avantages en matière d'invalidité de longue durée.
4. **Assurances et gestion des risques :** Le Conseil des gouverneurs procède à un examen indépendant de la gestion des risques qui comprend tous les aspects reliés à la façon dont la LCA fonctionne. Un



rapport sera disponible d'ici la réunion semestrielle aux fins de discussions avec les membres nationaux.

5. **Filtrage et inscription (national)** : Un plan de filtrage de nouvelle génération a été adopté et le concept d'un nouveau programme national qui sera dirigé par le gestionnaire national du filtrage au Siège national, a été approuvé. Les mises à jour et en particulier les nouvelles informations concernant la supervision des cadets et des exigences de VHPV pour les bénévoles seront au cœur de nos discussions.
6. **Confirmation de la ligne hiérarchique (responsabilité)** : Le niveau national de la Ligue, à la suite de la recommandation de son conseiller juridique, entrera en « accords d'affiliation » avec les CP et à leur tour les CP concluront des accords d'affiliation avec leurs CRE. Des informations seront communiquées et des discussions auront lieu pour décider quel plan d'action choisir.

Nous avons besoin de faire le point sur où nous en sommes en ce qui concerne chacun de ces grands dossiers et nous devons fournir une orientation au Conseil des gouverneurs sur les points que vous souhaitiez faire avancer.

Nous sommes vraiment privilégiés d'avoir un personnel merveilleux à notre siège social à Ottawa. Un grand merci à tous nos membres pour leur dévouement à la cause. Nous sommes sincèrement reconnaissants du travail de grande qualité qu'ils effectuent tous les jours. Sans ces gens, la Ligue ne pourrait pas fonctionner au niveau élevé auquel il le fait.

Alors que notre année du 75e anniversaire tire à sa fin, prenons tous un moment pour remercier tous ceux qui ont contribué à nous amener jusqu'ici. C'est grâce aux efforts d'innombrables personnes qui ont jeté les bases en donnant leur temps, leurs efforts, eh oui — même leur argent, au cours de ces 75 dernières années, que la Ligue des cadets de l'Air détient une base forte comme chef de file dans le soutien de l'Organisation des cadets du Canada.

Je vous souhaite à tous une excellente réunion semestrielle!

Respectueusement soumis,

Don Berrill
Président national



EXECUTIVE DIRECTOR'S REPORT

Sarah Matresky

It has been twelve months since we kicked-off our 75th Anniversary festivities and it has certainly been a year full of excitement and events of which we can be truly proud. From parades to dedications, ceremonies and special initiatives, we raised the bar a little higher each time we succeeded. It also became clear that the more the Air Cadet League celebrated, the more there was within our organization to celebrate. And, in showcasing the very best of what we have to offer, we laid the cornerstone on which we will build the next 75 years.

Since the Annual General Meeting in June, the National level of the League accomplished some amazing feats and looking back it is unfathomable how we were able overcome some of the challenges with which we were faced. Within weeks of the AGM, National packed up its office and after a ten year occupation at 66 Lisgar Street, relocated along with the Army and Navy Leagues to more modern and cost effective accommodations at 1505 Laperriere Ave. The liquidation, storage and acquisition of assets; the mapping of new technological infrastructure; and quick reestablishment of a new National Headquarters could not have been done without the determination, hard work and personal sacrifices of my wonderful National Office team.

While still navigating a maze of boxes, we were able to successfully assist with planning and support of the International Air Cadet Exchange being hosted for the first time in the Atlantic Provinces. It was a fantastic exchange and the Nova Scotia, New Brunswick and Prince Edward Island Provincial Committees could not have done a better job hosting the intricate event. Thank you to all for making it a memorable summer for everyone involved.

In early September we hosted forty-five foreign delegates as part of the International Air Cadet Exchange Association Conference – the fall planning meeting that Canada hosts on a 10 year cycle. It was a well-organized and memorable event that we were able to deliver within budget despite the historically unpredictable levels of participation from the member countries.

In the background over the last few months we completed a number of important side projects that are key to our operations. We outsourced our online kit shop to Joe Drouin Enterprises to cut down on overhead. We are implementing a new donor/volunteer database software called 'Sumac' involving complex data migration from our former tool 'GiftWorks' and this new acquisition will see more efficient communication, screening and registration along with administration associated with the membership, volunteers and donors alike. We also underwent a thorough risk management assessment reviewing how the ACL operates, with the findings of that report to be discussed at the meeting.

Still on the horizon are finding better ways to administer awards and carry out internal activities in the most efficient way possible. With some upcoming staffing changes, duties are being reassigned and job descriptions are being reviewed as we do some internal restructuring. I am also pleased to report that the Finance Officer/National Screening Manager's position has been filled by Mrs. Tammy McGaugh and we are very pleased to welcome her to our team.

The Cadet Program Renewal continues to be a fast paced and exciting endeavour as we bring Phase 2 to a close. We are entering another period of alignment to readjust the breakdown of work before continuing the



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next Phase of objectives and deliverables. A big thank you to all of the volunteers who have participated and provided input into the numerous Working Groups currently underway. Your input has been invaluable to the process and our consistent messaging is important to our contribution. I believe I speak for all of us when I say we are eager to commence our MOU negotiations starting in January and press on with our proactive approach.

There are many items to be discussed at the Semi-Annual meeting which will influence how we operate in the future. The National Core Items are of the utmost importance as we address our ever-changing landscape and we hope to provide you with as much information and opportunity to discuss these topics to assist you in making informed decisions in an environment in which you feel well supported by the Air Cadet League organization as a whole. The CRA Amalgamation proposal and Affiliation Agreements proposal are exciting and complex and we look forward to providing more detail and answering any questions you may have during our special session.

We are looking forward to another wonderful year ahead full of change and new opportunity while we remain focused to accomplish what we have laid out for ourselves. I would like to recognize and thank National President Don Berrill for his support and guidance along with the members of the Executive Committee and the Board of Governors.

I am very grateful for my team (Joan, Josée, Sitraka, Wendy, Scott and Tammy). I would like to particularly acknowledge Joan Gray, our Administrative Assistant who will be retiring in December after 8.5 years of service. Please join me in thanking her and wishing her well as she embarks on her next adventure.

Special thanks to all of the members and volunteers for their time and commitment to the League and the Royal Canadian Air Cadets and a special thank you to our partners at the National Cadet and JCR Support Group for their tireless efforts in the delivery of the Program.

Respectfully submitted,

Sarah Matresky
Executive Director



RAPPORT DE LA DIRECTRICE GÉNÉRALE

Sarah Matresky

Cela fait maintenant douze mois que nous avons donné le coup d'envoi des festivités du 75e anniversaire et cela a certainement été une année pleine d'enthousiasme et d'événements dont nous pouvons être fiers. Des défilés aux dédicaces, des cérémonies aux initiatives spéciales, nous avons mis la barre plus haute à chaque réussite. Il est aussi devenu évident que plus la Ligue des cadets de l'Air célébrait, plus il y avait de raisons de célébrer au sein de notre organisation. Et, en mettant en valeur le meilleur de ce que nous avons à offrir, nous avons posé la pierre angulaire sur laquelle nous allons bâtir les 75 prochaines années.

Depuis l'assemblée générale annuelle en juin, le niveau national de la Ligue a accompli des réalisations incroyables et en y repensant, il est difficile d'imaginer comment nous avons pu surmonter certains des défis auxquels nous avons été confrontés. Dans les quelques semaines qui ont suivi l'AGA, le Siège national a emballé ses bureaux et après avoir occupé le 66 rue Lisgar pendant dix ans, a déménagé avec les ligues de l'Armée et de la Marine dans des locaux plus modernes et rentables au 1505 avenue Laperrière. La liquidation, le rangement et l'acquisition d'actifs; les nouvelles infrastructures technologiques et l'emménagement rapide au nouveau Siège national n'aurait pas pu être effectué sans la détermination, le travail acharné et les sacrifices personnels de ma merveilleuse équipe du Siège national.

Entre des piles de boîtes, nous avons été en mesure d'appuyer avec succès la planification de l'Échange international des cadets de l'Air, tenu pour la première fois dans les provinces de l'Atlantique. C'était un échange fantastique et les comités provinciaux de la Nouvelle-Écosse, du Nouveau-Brunswick et de l'Île-du-Prince-Édouard n'auraient pas pu faire un meilleur travail d'organisation pour ce grand événement. Merci à tous d'avoir rendu cet été mémorable pour tous les participants.

Au début septembre, nous avons accueilli quarante-cinq délégués internationaux dans le cadre de la conférence de l'Association de l'Échange international des cadets de l'Air - la réunion de planification qui se déroule en automne et que le Canada accueille à chaque 10 ans. C'était un événement bien organisé et mémorable que nous avons pu réaliser dans les limites du budget, malgré le niveau de participation des pays membres qui a souvent été imprévisible dans le passé.

En arrière-plan au cours des derniers mois, nous avons réalisé un certain nombre de projets secondaires importants qui sont essentiels à nos opérations. Nous avons confié nos articles du catalogue en ligne aux Entreprises Joe Drouin afin de réduire les frais généraux. Nous mettons en place un nouveau logiciel de base de données, appelé Sumac, pour les donateurs et les bénévoles, qui implique la migration de données complexes provenant de 'GiftWorks' l'outil que nous utilisons actuellement. Cette nouvelle acquisition permettra une communication et un filtrage plus efficaces, et facilitera l'administration associée aux membres, aux bénévoles et aux donateurs. Nous avons également subi une évaluation approfondie de la gestion des risques qui a examiné comment la Ligue fonctionne. Les conclusions de ce rapport seront discutées lors de la réunion.

Nous cherchons toujours de meilleures façons d'administrer les récompenses et de mener les activités internes de la manière la plus efficace possible. Avec quelques changements de personnel à venir, les responsabilités sont réassignées et les descriptions de poste sont en cours de révisions alors que nous faisons une restructuration interne. Je suis également heureuse d'annoncer que le poste d'agent des



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



finances/gestionnaire du filtrage a été doté par Mme Tammy McGaugh et nous sommes très heureux de l'accueillir dans notre équipe.

Le Renouveau du programme des cadets demeure un effort qui évolue rapidement et de façon intéressante alors que la phase 2 tire à sa fin. Nous entrons dans une nouvelle période d'alignement pour réajuster la répartition du travail avant de poursuivre la prochaine phase d'objectifs et de résultats. Un grand merci à tous les bénévoles qui ont participé et contribué aux nombreux groupes de travail actuellement en cours. Votre apport a été inestimable au processus et notre cohérence des messages est importante pour notre contribution. Je crois que je parle au nom de tous quand je dis que nous sommes impatients de commencer nos négociations du protocole d'entente, à partir de janvier, et de poursuivre avec notre approche proactive.

Il y a beaucoup de points à discuter lors de la réunion semestrielle qui auront une influence sur la façon dont nous fonctionnerons à l'avenir. Les questions nationales essentielles sont de la plus haute importance alors que nous sommes en constante évolution, et nous espérons vous fournir autant d'informations et d'occasions possibles de discuter de ces sujets afin de vous aider à prendre des décisions éclairées au sein d'un environnement dans lequel vous vous sentez bien épaulés par l'organisation dans son ensemble. La proposition de fusion de l'ARC ainsi que la proposition d'accords d'affiliation sont intéressantes et complexes, et nous sommes impatients de fournir plus de détails et de répondre à toute question que vous pourriez avoir au cours de notre session extraordinaire.

Nous avons hâte d'entamer une autre merveilleuse année pleine de changements et de nouvelles opportunités en demeurant concentrés à atteindre les objectifs que nous nous sommes fixés. Je voudrais reconnaître et remercier le président national Don Berrill pour son soutien et sa direction, ainsi que les membres du Comité exécutif et du Conseil des gouverneurs.

Je suis très reconnaissante pour mon équipe (Joan, Josée, Sitraka, Wendy, Scott et Tammy). Je tiens à remercier particulièrement Joan Gray, notre adjointe administrative, qui prendra sa retraite en décembre après 8 ans et demi de service. Joignez-vous à moi pour la remercier et lui souhaiter le meilleur dans sa nouvelle aventure.

Un grand merci à tous les membres et les bénévoles pour leur temps et leur engagement envers la Ligue et les Cadets de l'Aviation royale du Canada, et un merci spécial à nos partenaires du Groupe de soutien national aux Cadets et aux Rangers juniors canadiens pour leurs efforts inlassables dans la prestation du programme.

Respectueusement soumis,

Sarah Matresky
Directrice générale



75th SEMI-ANNUAL MEETING



COMMITTEE AGENDAS



ADVISORY COUNCIL MEETING AGENDA

Don W. Doern, Chair (report on page 33)

1. ADMINISTRATION

- 1.1 Opening Remarks by Chairperson
- 1.2 Call for New Agenda Items
- 1.3 Approval of the Agenda

2. BUSINESS ARISING

- 2.1
- 2.2

3. NEW BUSINESS

- 3.1
- 3.2
- 3.3

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:



AVIATION COMMITTEE MEETING AGENDA

Jim Hunter, Chair (report on page 34)

1. ADMINISTRATION

- 1.1 Welcome & Opening Remarks
- 1.2 Call for New Agenda Items
- 1.3 Approval of Agenda

2. BUSINESS ARISING FROM PREVIOUS MINUTES

- 2.1 Opportunity Flights in Piston Helicopters
- 2.2 Jig Procurement
- 2.3 Replacement of ACGP Flying Assets
- 2.4 MTOW Issue
- 2.5 Continuation Flying Training Update
- 2.6 CIs as Site Commanders Issues
- 2.7 ACGP Maintenance Issue Update
- 2.8 Self-Launched Motorglider Update

3. NEW BUSINESS

- 3.1 Deputy National Cadet Operations Officer Presentation
- 3.2 DAEPM (TA&S) 5 Presentation
- 3.3

4. COMMENTS / REPORTS

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:



BOARD OF GOVERNORS MEETING AGENDA

Don Berrill, Chair

- 1. ADMINISTRATION**
 - 1.1 Opening Remarks by Chairperson
 - 1.2 Call for New Agenda Items
 - 1.3 Approval of the Agenda

- 2. BUSINESS ARISING**
 - 2.1
 - 2.2

- 3. NEW BUSINESS**
 - 3.1
 - 3.2
 - 3.3

- 4. CONCLUSION**
 - 4.1 Good and Welfare of the Air Cadet League of Canada
 - 4.2 Closing Remarks
 - 4.3 Date and Time of Next Meeting
 - 4.4 Adjournment

NOTES/COMMENTS:

****A detailed agenda to be circulated at the meeting.****

*****Portion of the meeting is closed*****



COMMUNICATIONS COMMITTEE MEETING AGENDA

Darlene LaRoche, Chair (report on page 36)

1. ADMINISTRATION

- 1.1 Opening Remarks by Chairperson
- 1.2 Call for New Agenda Items
- 1.3 Approval of the Agenda

2. BUSINESS ARISING

- 2.1
- 2.2

3. NEW BUSINESS

- 3.1
- 3.2
- 3.3

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:



EFFECTIVE SPEAKING COMMITTEE MEETING AGENDA

Penny Doern, Chair (report on page 37)

- 1. ADMINISTRATION**
 - 1.1 Welcome & Opening Remarks
 - 1.2 Call for New Agenda Items
 - 1.3 Approval of Agenda

- 2. BUSINESS ARISING FROM PREVIOUS MINUTES**
 - 2.1
 - 2.2

- 3. NEW BUSINESS**
 - 3.1 Rules Discussion
 - 3.2 Complaint Resolution
 - 3.3 Revision to the ES Website
 - 3.4 Electronic Scoring
 - 3.5 Competition Videos on ES Website
 - 3.6

- 4. CONCLUSION**
 - 4.1 Good and Welfare of the Air Cadet League of Canada
 - 4.2 Closing Remarks
 - 4.3 Date and Time of Next Meeting
 - 4.4 Adjournment

NOTES/COMMENTS:



FINANCE COMMITTEE MEETING AGENDA

Ernie Wiesner, Chair (report on page 38)

1. ADMINISTRATION

- 1.1 Welcome and Opening Remarks by the Chair
- 1.2 Appointment of secretary or Note taker (Chair)
- 1.3 Additions to the Agenda (Chair – All)
- 1.4 Approval of the Agenda (Chair – All)

2. APPROVAL OF PREVIOUS MEETING ROP, BUSINESS ARISING AND UPDATES

- 2.1 Approval of 2016 AGM ROP
- 2.2 Business arising & updates from the 2016 AGM ROP (Chair)
 - 2.2.1 Catalogue Sales to Drouin
 - 2.2.2 Move from 66 Lisgar (Completed)
 - 2.2.3 Review of ACC9 Status (See report)

2.3

2.4

3. NEW BUSINESS

- 3.1 Review of the Financial Statements and Status of ACL
- 3.2 Cash Flow
- 3.3 Investments
- 3.4 Insurance
- 3.5 Air Cadet League Contributions Status
- 3.6 League Industry Partnership Update (Eve Martinez)
- 3.7 National Resource Generation Committee Update (Tom Taborowski)
- 3.8 Air Cadet League Foundation Status (Ernie Wiesner)
- 3.9 Other New Business
- 3.10

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada (All)
- 4.2 Closing Remarks (Chair)
- 4.3 Date of Next Meeting (Chair)
- 4.4 Adjournment

NOTES/COMMENTS:



INTERNATIONAL AIR CADET EXCHANGE COMMITTEE MEETING AGENDA

Hille Viita, Chair (report on page 41)

1. ADMINISTRATION

- 1.1 Opening Remarks by Chairperson
- 1.2 Call for New Agenda Items
- 1.3 Approval of the Agenda
- 1.4 Approval of Record of Decisions for 2016 AGM

2. BUSINESS ARISING

- 2.1 Update - 2016 Canadian Cadets to Foreign Countries
- 2.2 Update - 2016 Foreign Cadets to Canada
- 2.3 Post 2016 Visit Reports and Results
 - 2.3.1 Cadet Feedback
 - 2.3.2 Atlantic Schedule
 - 2.3.3 2016 Host Family Survey results
 - 2.3.4 2016 Farewell Dinner Format
- 2.4 IACEA Meeting in Ottawa - September 2016

3. NEW BUSINESS

- 3.1 2016 Financial Statements / 2017 Proposed Budget Approval
- 3.2 2017 Number of Cadets In and Out Bound
- 3.3 2017 Itinerary plus Organizational/Financial Responsibilities
- 3.4 2017 IACE ACLC Representative to the United Kingdom
- 3.5 2016-2017 IACE Committee Membership Updates
- 3.6 IACE Guide for Hosting
- 3.7 ACL Strategic Planning Exercise

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:



NATIONAL AIR CADET COMMITTEE MEETING AGENDA

Jerry Elias, Chair (report on page 43)

1. ADMINISTRATION

- 1.1 Opening Remarks by Chairperson
- 1.2 Call for New Agenda Items
- 1.3 Approval of the Agenda

2. BUSINESS ARISING

- 2.1
- 2.2

3. NEW BUSINESS

- 3.1 MOU with Air Canada /Jazz
- 3.2 Vimy flight
- 3.3 Other projects of interest
- 3.4
- 3.5

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:



NATIONAL MEMBERS COMMITTEE MEETING AGENDA

Ken Todd, Chair (report on page 45)

1. ADMINISTRATION

- 1.1 Opening Remarks by Chairperson
- 1.2 Call for New Agenda Items
- 1.3 Approval of the Agenda

2. BUSINESS ARISING

- 2.1
- 2.2
- 2.3

3. NEW BUSINESS

- 3.1 Review of Current Activities
- 3.2 Review and Validate Prioritized On-boarding and Recruitment Content
- 3.3 Seek input on Communications and Sustainment Plans
- 3.4 Identify Next Steps
- 3.5
- 3.6

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:



NATIONAL MUSIC COMMITTEE MEETING AGENDA

Howard Mar, Chair (report on page 46)

1. ADMINISTRATION

- 1.1 Welcome and Opening Remarks by chairperson
- 1.2 Additions to the Agenda
- 1.3 Approval of the Agenda

2. BUSINESS ARISING

- 2.1
- 2.2
- 2.3

3. NEW BUSINESS

- 3.1 Music program review with recommendations
- 3.2
- 3.3

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Round Table – Closing Comments and Remarks
- 4.3 Date of next meeting
- 4.4 Adjournment

NOTES/COMMENTS:



NATIONAL RESOURCE GENERATION / LIP COMMITTEE MEETING AGENDA

Thomas Taborowski, Chair (report on page 48) Eva Martinez, Chair LIP (report page 42)

1. ADMINISTRATION

- 1.1 Opening Remarks by the Chairperson
- 1.2 Call for New Agenda Items
- 1.3 Approval of Agenda

2. BUSINESS ARISING

- 2.1
- 2.2
- 2.3

3. NEW BUSINESS

- 3.1
- 3.2
- 3.3

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:

***** Closed Meeting*****



NATIONAL SELECTIONS COMMITTEE MEETING AGENDA

Marc Lacroix, Chair (report on page 50)

1. ADMINISTRATION

- 1.1 Opening Remarks by the Chairperson
- 1.2 Call for New Agenda Items
- 1.3 Approval of Agenda

2. BUSINESS ARISING

- 2.1
- 2.2
- 2.3

3. NEW BUSINESS

- 3.1 Report from National Office
- 3.2 Report from Military Partner
- 3.3 Criteria for Selections from Each Province
- 3.4 Reports & Comments from Regions on Selection Process
- 3.5
- 3.6

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date and Time of Next Meeting
- 4.4 Adjournment

NOTES/COMMENTS:



PROVINCIAL CHAIRS COMMITTEE MEETING AGENDA

Merv Ozirny, Chair (report on page 52)

1. ADMINISTRATION

- 1.1 Opening Remarks by Chairperson
- 1.2 Introduction of New Provincial Chairs
- 1.3 Appointment of a Meeting Secretary/Recorder
- 1.4 Additions to and Approval of the Agenda
- 1.5 Approval of Minutes of Last Meeting

2. BUSINESS ARISING

- 2.1 Continuation Flying Awards (D. Berrill)
- 2.2 L-19 Situation in Eastern Canada (D. Berrill)
- 2.3 Northwestern Ontario PC (D. Berrill)
- 2.4 National Capital Region (NCR) Squadrons (D. Berrill)
- 2.5 PC Bylaws Request – Status (D. Berrill)
- 2.6 Delegate Numbers and Change of Allocation (D. Berrill)
- 2.7 CRA Charities Division – Directions, Outcomes and Updates (D. Berrill)
 - 2.7.1 Financial Compliance Requirements
- 2.8 Chain of Authority (D. Berrill)
 - 2.8.1 Affiliation Agreement with PCs
- 2.9 Registration and Screening (G. Johnston)
 - 2.9.1 National Program
 - 2.9.2 Photo/Registration Cards (M. Lacroix)
- 2.10 PC Assessment Fee Payment Schedule (M. Ozirny)

3. NEW BUSINESS

- 3.1 WG and MOU Updates (S. Lawson/ AHGC)
- 3.2 Incorporation of SSCs
 - 3.2.1 Submission of Responses to Survey
- 3.3 RCA Recommendations / Issues (M. Lacroix)
- 3.4 Optimization of Cost / Operation – Flight Program (M. Lacroix)
 - 3.4.1 Confirmation of Fees and Charges Passed Down to Cadets and Their Parents
- 3.5 Primary Areas of Focus for the Year
- 3.6 Other New Business
- 3.7
- 3.8

4. CONCLUSION

- 4.1 Closing Remarks by Individual PC Chairs
- 4.2 Good and Welfare of the Air Cadet League of Canada (all)
- 4.3 Closing Remarks (Chair)
- 4.4 Date and Time of Next Meeting (Chair)
- 4.4 Adjournment (Chair)

NOTES/COMMENTS:

NOTES

[illegible]



75th SEMI-ANNUAL MEETING



COMMITTEE REPORTS



ADVISORY COUNCIL REPORT
Don W. Doern, Chair

The Advisory Council (AC) has not had a formal meeting of the whole since the Annual General Meeting in Vancouver last June.

A proposal was put forward to the Council via e-mail by the Chair suggesting a modification to the Council's operation whereby Human Resources and expertise of the Council members could perhaps be better utilized. No consensus has been achieved as of this date and It is proposed to further discuss this issue at the Semi-Annual meeting in November. One change that has been implemented is identifying the AC Vice-Chair as Mr. Keith Mann. Mr. Mann was the Chair of the AC in 2015 and will deputize for the current chair during any times of his absence.

There were some changes in leadership with the three committees that are embedded within the AC operation. These changes are:

1. The National Nominating Committee, previously chaired by Mr. Jan Reidulff, will now be chaired by Mr. Craig Hawkins;
2. The Honours and Awards Committee, previously chaired by Mr. Bob Robert, will now be chaired by Mr. Tom White; and
3. The Scholarship Committee, previously chaired by Mrs. Irene Doty, will now be chaired by Mr. Guy Albert. Another change with this committee is that it was previously considered to be a sub-committee of the Honours and Awards Committee but is now established as a stand alone committee.

I want to thank the retiring Chairs for all their dedication and hard work over the past few years in making these committees work as well as they did. I also want to thank and congratulate the new Chairs for accepting these challenging roles. I am certain the Air Cadet League and its members will be well served by your efforts.

Respectfully submitted,

Don W Doern
Advisory Council



AVIATION COMMITTEE REPORT

Jim Hunter, Chair

Introduction

There has been quite a bit of activity since my last report to the membership at the AGM in June. You will recall that there were unresolved parts certification issues regarding Transport Canada (TC) and our L-19 fleet, as well as a setback/delay in our attempts to undertake a strategic review of our Air Cadet Gliding Program (ACGP). The modification of the maximum take-off weight (MTOW) continues to be examined as does the Continuation Flying Training Program (CFTP). The good news is that progress has been made on all fronts as will be seen below.

Parts Certification Issue

On 19 August 2016, TC signed off on an exemption document that essentially cleared both DND and the League to continue flying the L-19 under the revised maintenance practices agreed to by both TC and DND. This was the news we had been waiting for and both our glider and L-19 fleets have now been cleared for operations without restriction, thus securing the near future of our ACGP. There is only one condition imposed by TC that requires further clarifications, that is the definition of “essential crew” to include tow and tow training. Our DND colleagues are pursuing this and will report on it at the SAM.

Strategic Review ACGP (Referred to previously as replacement of ACGP Assets)

Some good progress has been made. The Co-chairs of the sub-committee struck to conduct this review, Doug McLennan of Manitoba and John Calderwood of BC, have sought out other regional representatives such that all regions will have an input. As well, Major Chris Toth has been brought in as the DND rep. The sub-committee’s Terms of Reference (TOR) were refined to include reviews of new technologies such as powered gliders and the possibility of partnerships with civilian gliding or soaring schools/companies and whether such a partnership would continue to meet the intent of the ACGP; a good broad, outside the box approach that bodes well for the committee’s success.

As well, a rough timeline of activity has been drafted, the details of which will be briefed by the sub-committee chairs at the NAC meeting. Broadly speaking, the intention is to have a preliminary report to the NAC at the June AGM, with a final report presented at the SAM 2017 and a final proposal to include funding proposals at the 2018 AGM.

MTOW

At our last meeting, the League’s concerns regarding hard evidence (data) as to the necessity of this program were aired, with DND undertaking to collect data from the gliding sites regarding restrictions that weight might be imposing on some cadets’ ability to fly on famil flights in the gliders. Mr. John Cooper, the new DAEPM (TA&S) 5, Major Little’s replacement, is aware of the issue and in discussions with him, he has some ideas for a more disciplined and scientific approach to the issue, that would refine the admittedly somewhat anecdotal approach DND is taking at the gliding sites.



Also of note, Mr. Cooper is working with Central Region on the installation of some MTOW kits that have become available and will be used on a trial basis. I should emphasize here that there is no cost to the League and that I have emphasized to Mr. Cooper that an equitable use of MTOW modified gliders must be achieved across all regions if the kits are found to be suitable. There may be an update at the SAM meeting from Mr. Cooper.

CFTA

Conclusion

We continue to work toward improving the administrative efficiency of the Continuation Flying Training Awards. One significant difference that has been brought into place is the time frame surrounding the awarding and use of these funds. Recipients are now announced in November which has allowed regional and National staff the breathing space to properly vet and administer the applications and ensure that the awards are allocated to the most deserving candidates. Cadets are then given one calendar year (i.e., one spring and fall flying season) to make use of the funds held on account for them at the flight school of their choice. We continue to explore the issue of the use of funds on account with the flight schools and the administrative procedures that need to be in place to ensure that unused funds are reclaimed and redistributed. This is imperative to ensure accountability and transparency to our award donors. These and other issues such as the impact of “aging-out” during award tenure have been included in a discussion paper which will be distributed to the NAC members prior to the SAM with the goals of not only generating discussion but also finding much needed solutions such that the League will have an efficiently administered flying awards program governed by appropriately approved and vetted policies and procedures.

Although I will be unable to attend the SAM due to personal reasons, I am confident that the NAC is making and will make good progress on these and other issues.

Respectfully Submitted,

Jim Hunter

National Aviation Committee



COMMUNICATIONS COMMITTEE REPORT

Darlene LaRoche, Chair

Since the AGM in June, several matters have been dealt with by our national office. They have kept me informed of urgent issues and they have distributed information via Facebook and email to our members.

A couple of Governors have advised that they have ideas to utilize the Communications Committee and will be announcing their plans at the SAM. I look forward to our Committee assisting in any way possible.

The relationship between me and our national office is great, open and communications is flowing both ways very well.

I look forward to provincial representation at our SAM meetings as I believe communications is so very important. We need to be able to share our successes and best practices nationally on a very regular basis and not just a couple of times a year. If you have a good story please share it so that it uplifts all of Canada!

See you at the S.A.M.

Respectfully submitted,

Darlene LaRoche

Vice President

Communications Committee Chair



EFFECTIVE SPEAKING COMMITTEE REPORT

Penny Doern, Chair

As the new Chairperson of the Effective Speaking Committee I am pleased to report that several projects are either completed, underway or planned.

Completed project:

- The Effective Speaking Handbook has now been expanded to include Leader's Instruction Guide and the Cadet's Workbook. I would like to thank Joan Irvine, my Vice Chairperson, for the many hours of proofreading, editing and in some cases rearranging the information to make it more "user-friendly". The revised Handbook is essentially the same as the one that was on the website. *NO changes have been made to policy matters or rules of competition.* The difference is that some sections have been relocated, punctuation has been improved and there are fewer typos.

New projects:

- The Effective Speaking website is currently "Under Construction" with the intent to make information easier to find.
- We are also planning to add quick links to connect similar subjects together.

Future plans being considered:

- Promoting the Effective Speaking program to more cadets, to eventually include to all Air Cadets in every squadron across Canada. Yes, this is an enormous goal but the result would be very worthwhile. Remember, "Effective" Speaking is not necessarily the same as "Public" Speaking. "Effective" speaking is something that everyone can use every day when talking with friends, teachers, employers and possibly making important presentations. For example: The cadets that have experience with the Effective Speaking program may improve their chances of receiving a Scholarship because they tend to be more comfortable during the interview process and will likely do a better job of presenting themselves.
- Contacting Toastmasters International to encourage them to become more involved at all levels of our Effective Speaking program.
- Requesting DND to increase the number of periods of Effective Speaking instruction.
- Adding Competition and Instructional videos to the Effective Speaking website.
- Appeal to more Sponsors.

Respectfully submitted,

Penny Doern

National Effective Speaking Committee



FINANCE COMMITTEE REPORT

Ernest Wiesner, Chair

Finances continue to be monitored closely on a monthly basis. Overall we are slightly under budget for the six months ended Sept/16, on a pro-rata basis. There is very little change month over month (last reported as at Aug 31st). There are however, pressures that will have us trend offside in specific areas such as individual PC issues in NWO (In Trusteeship), QOV and ALTA.

Financially the League is stable however from a cash flow perspective we will see a tightening of cash availability in December. The last iteration of the cash flow (Sept 30) indicates a tightening of cash availability in Dec and a closer look indicates we may need to fine tune some items. Our cash flow statement is a combination of actual results to the end of Sept/16 and projections to the end of March/17 based on historical information. A line by line review is ongoing by the committee with changes made as appropriate.

Fundraising will have a major impact by our fiscal year end and will require a major effort on our part to correct... The first four months of the fiscal year detracted from our revenue expectations with the AGM and office move.

Activity has been ramped up now that we are back to business with NRG and LIP making several overtures to industry. Annual mail out has been completed which will traditionally see approximately \$20K by year end and provide roughly \$35-\$40K at the end of the campaign. Going forward two additional campaigns will see letters go to alumni and members.

1. **IACE expenses.** Costs for the Maritime PC's now in hand with total costs of \$27K vs budget of \$28K.
2. **Occupancy costs** should level out after the move to new premises due in part to the free rent from July 15th to the end of the year which will leave us pretty close to being on budget.
3. **Legal Expenses** relating to NWO, QOV and Alberta will continue until those issues are resolved. The matter in all three cases has been referred to League and PC solicitors with the costs being shared. In the case of NWO, National loaned them \$18,293. However given the state of affairs in transitioning these 7 squadrons into the ON. PC and the cost of winding up the obligations of NWO, National will likely have to also fund the assessment fees to ON PC for this year only until the sqns. Become part of the ON assessment fee system. The cost overall could run to \$20K which National will have to absorb.
4. **AGM travel expense** over budget by \$5K with meals and beverages over by \$8K. Audio visual and host and spousal over as well by \$5.9K however under budget on some other items reducing the excess to budget down to \$5K.

Our Investments at present are earning nominal interest; particularly those in short term GIC's in the 1.00% range. Under our new investment policy we have started moving maturing funds to the CIBC through their broker into low risk equities or mutual funds. These investments in today's market are subject to the volatility of the market and as such we are examining closely future moves in that direction until we see some sustained growth patterns. We will follow for the periodic reports put out by CIBC.



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



LIP Report (included) provides a brief update on their activities indicating good progress being made and brief outline of activity going forward. Two approaches have been made to CADSI to support a \$2500 Flying award, however they would rather not show preference to one element but would submit a news release to its membership concerning sponsorship. This will be explored further. An approach has been made to IMP Aerospace who have indicated interest in perhaps granting a \$2500K award but will review internally and get back to us, a follow up will be made as due course.

NRGC Report (included) ongoing discussions with Hamilton Watch concerning making them the Official supplier to the League, supplying lower end watches (price) for awards for suitable occasions. Squadrons are already purchasing these items with engraving as appropriate on the back. Hamilton would like to make these items available to all squadrons & League.

Still working with Air Canada Jaz and hoping to have them at the SAM.

Wendy continues to maintain contact with established LIP supporters, administering to all their needs, as well ensuring up to- date MOU's are in place. Her ongoing work includes building our data bank and Alumni lists and implementing the new SUMAC system for managing our data. The annual letter writing campaign has been despatched, with additional outreach to alumni and members to follow. Presently she is making approaches to air related enterprises for support for the SAM coffee breaks and awards support. A consolidated approach with LIP & NRG is ongoing in an effort to meet our budget commitments.

The ACL Foundation held their last meeting in conjunction with the AGM and is scheduled to meet prior to the SAM. They will provide a report to the League at its conclusion. We have delayed implementing administrative and accounting support due to the office move and the interim appointment of an accounting person; however with those two items behind us we will address this issue with the Foundation in the near future.

ACC9 Status We continue to make progress collecting ACC9's across the country. **ACC9's for the year ended Aug 31, 2016** are starting to trickle in and will report on same at next writing.

a) ACC9 returns for the year ended Aug 31, 2016/Updated November 14, 2016:

AB 16 out of 44 = 36%;	BC 20 out of 58 = 35%;	MB 0 out of 24 = 0%;
NB 0 out of 23 = 0%;	NL 8 out of 21 = 38%;	NS 5 out of 30 = 17%;
NWO 0 out of 8 = 0%;	ON 8 out of 114 = 7%;	PE 0 out of 4 = 0%;
QOV 71 out of 94 = 76%;	SK 0 out of 35 = 0%;	TERR 0 out 3 = 0%

b) ACC9 returns for the year closing Aug 31 2015/updated to Nov 14, 2016:

AB 38 out of 44 = 86%;	BC 58 out of 58 = 100%;	MB 20 out of 24 = 83%;
NB 23 out of 23 = 100%;	NL 20 out of 21 = 95%;	NS 28 out of 30 = 93%;
NWO 7 out of 8 = 88%;	ON 95 out of 114 = 83%;	PE 4 out of 4 = 100%;
QOV 85 out of 94 = 90%;	SK 26 out of 35 = 74%;	TERR 2 out 3 = 67%



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



c) ACC9 returns for the year to closing Aug 31 2014/updated to Nov 14, 2016

AB 43 out of 44 = 98%;	BC 57 out of 57 = 100%;	MB 24 out of 24 = 100%;
NB 22 out of 23 = 96%;	NL 20 out of 21 = 95%;	NS 26 out of 30 = 87%;
NWO 7 out of 8 = 88%;	ON 100 out of 114 = 88%;	PE 4 out of 4 = 100%;
QOV 89 out of 94 = 95%;	SK 25 out of 35 = 71%;	TERR 3 out of 3 = 100%.

d) ACC9 returns for the year closing Aug 31 2013/updated to Nov 14, 2016

AB 44 out of 44 = 100%;	BC 57 out of 57 = 100%;	MB 23 out of 24 = 96%;
NB 23 out of 23 = 100%;	NL 20 out of 21 = 95%;	NS 29 out of 30 = 97%;
NWO 7 out of 8 = 88%;	ON 102 out of 114 = 90%;	PE 4 out of 4 = 100%;
QOV 95 out of 95 = 100%;	SK 26 out of 35 = 74%;	TERR 3 out of 3 = 100%.

Air Cadet League Contributions Report is in progress for 2014 and 2015 to enable the League quantify its contributions to the CCC. It has become essential to the League to be able to put a dollar value on the efforts of our thousands of volunteers and the League as a whole when we are in discussions with DND.

CRA and League are continuing discussions over arrangements for finalizing the way ahead with the new requirements for our charitable status. There are still questions to be resolved concerning PC & SSC status i.e. issues concerning incorporated and non-incorporated SSC's and the amalgamation of assets for the latter and not the incorporated. This has an impact on financial reporting for the T3010. It also brings forth the need for tighter control on SSC financial reporting on a timely basis. Finance will review a proposal made by OPC and Intuit (QuickBooks) to determine whether the existing ACC9 will continue or a version of QuickBooks which will allow PC's & National review SSC progress and timeliness in their accounting practices. Finance will review requirements and make recommendations tentatively planned for the next NEC.

These changes are major and will impact the League as a whole and will take time to implement. We have tentatively set the start of the training year in 2017 to implement, however the need to have all levels of the League on side, coupled with adequate training, may take some time and could extend our start date.

I wish to extend my appreciation to our office staff, Sarah and Suzan for their support in the Finance Portfolio and keeping me from going astray.

Respectfully submitted,

Ernest Wiesner
Finance Committee



HONOURS AND AWARDS COMMITTEE REPORT

Tom P. White, Chair

The Honours and Awards committee has been busy and involved with the Working Group “Cadet Awards and Recognition” headed up by LCol Bruce Jarvis and made up of our military partners and the other two Leagues.

Since our last meeting in June, Past President David Hayden attended the latest two meetings, one in Trenton and the other in Quebec City and reports and back briefs have been submitted to Scott Lawson who is co-ordinating the WG’s from our end and preparing the report for the EC & BoG.

We will be sending reminders of award submission dates in ample time to allow those wishing to make nominations to do so. For information on awards please see Part 4 and part 5.7 of the Policy and Procedures Manual.

Respectfully submitted,

Tom White

Honours & Awards Committee



INTERNATIONAL AIR CADET EXCHANGE COMMITTEE REPORT

Hille Viita, Chair

During the 2016 Exchange program, Canada sent 67 Air Cadets, 6 Escort Officers and 1 Air Cadet League of Canada Representative to the following 10 countries: Australia, Belgium, China, France, Hong Kong, Netherlands, New Zealand, South Korea, United Kingdom, and the United States of America. Our League Vice-President Marcel Bineau participated in the UK exchange.

This past summer, the Canadian portion of the exchange program moved east to the Maritimes. The host provincial committees from New Brunswick, Nova Scotia and Prince Edward Island, along with the RCSU, worked closely together on this exciting new itinerary to provide a truly “down east” experience. Thank you to the entire team for the great success. The team, headed up by Paul Dowling, Gene Bell and Capt. Jeff Meaney, and from HQ Capt Paul Bousigard at HQ, pulled together the well-executed plan. The Maritimes hosted a total of 79 participants; 64 Foreign Air Cadets and 9 Foreign Escort Officers, plus a total of 6 Canadian Host Escort Officers and Staff Air Cadets.

For the 75th anniversary celebration in 2016, Canada, along with Australia, New Zealand and the United States, were invited by the United Kingdom to participate in the Air Training Corp 75th Celebrations in August 2016. Four Air Cadets travelled to the UK for the special event.

In September, Canada hosted the International Air Cadet Exchange Association (IACEA) planning conference which was held in Ottawa. Mr. Brent Wolfe is the current Secretary General for IACEA and presided over the meeting. During the meeting, Canada had the opportunity to present to the member countries the highlights of the IACE 2016 Atlantic, and it was well received by the members. Sarah, Josée and the ACL HQ team worked diligently to organize and keep the event on track. The schedule included a visit to a sugar shack, Mont-Tremblant and the Governor General’s residence, a tour of Ottawa and the Parliament buildings, and dinner at the Wabano Aboriginal Centre.

For 2017, Canada has negotiated with the IACEA members to have 65 Cadets and 4 Escorts outbound to Australia, Belgium, France, Hong Kong, Netherlands, New Zealand, South Korea, United Kingdom, and the United States of America, and to receive 65 escorts and 7 escorts in country. And though China will not be receiving cadets this year, we will welcome 2 cadets and an escort from China.

Respectfully submitted,

Hille Viita
IACE Committee



LEAGUE / INDUSTRY PARTNERSHIPS COMMITTEE REPORT

Eva Martinez, Chair

The LIP Committee works closely with NRG, Communications and the National office. The Committee has been active and engaged during the last six months through ongoing communication and coordination of efforts between Governor E. Martinez and W. Hough at the National Office.

The Air Canada Jazz MOU and is still being worked on with Scott Lawson as the Staff Lead on the project. The focus remains on rewriting the existing MOU to enhance and expand on Jazz's involvement and identifying new initiatives and opportunities for collaboration particularly with regards to career exploration, training, education and the future employment of Air Cadets. Overall, there has been good progress and it is expected that a more comprehensive presentation on the Air Canada Jazz MOU will be available at the SAM.

LIP has also been working on obtaining industry sponsorship for two \$2500 Flying Awards.

Additionally, CADSI has expressed an interest in supporting all Cadet programs equally and is willing to distribute a News Release to its members requesting sponsorship support. Decisions around funding will take place mid-December for the next fiscal year. On Nov 28, W. Hough will meet with CADSI's Executive Director, C. Cianfarani, to explore this further.

Lastly, efforts are afoot to organize another Career Expo for 2017 (either late spring or early fall) likely in Ottawa. Herein, the focus will be on aviation/aerospace with a substrate to include technology and trades to generate broader interest. There is a strong possibility that the Career Expo may include the other two leagues.

Overall, there are tremendous opportunities that can be tapped into by leveraging connections and networks in the aerospace and defence industry and these will continue to be explored as the year progresses. Business relationships with industry partners are essential to our ongoing success in generating resources to support the program.

Respectfully submitted,

Eva Martinez

LIP Committee



NATIONAL AIR CADET COMMITTEE REPORT

Jerry Elias, Chair

ACTIVITIES:

I am looking forward receiving further information on the LIP MOU with AC/Jazz and the pending Scholarships. Still waiting for word if this activity will come under the NACC.

PENDING FUTURE COMMITTEE ACTIVITIES:

Trevor Sandwell from BC provided me with the following information on the Vimy flight and the proposed flight across Canada:

Had a telephone conversation with Allan Snowie (Vimy Flight) & Tim Joyce (Sound Ventures) regarding current progress on both projects.

Vimy Flight. The aircraft are in CFB Comox along with the other aircraft making up the Vimy Flight Squadron. Over the next while, the pilot & aircraft work ups will be completed, plus attaining their formation flight certification.

Route Planning is underway for the cross Canada tour, starting in St John's NL on return from Vimy in late spring 2017.

2017 Cross Country Event schedule dates -

- July 1st Ottawa. Canada Day fly past.
- July 24 - 30 EAA Air venture, Oshkosh, Wisconsin.
- September 17th Battle of Britain Parade - ZBB Boundary Bay Airport.

A Nation Soars. 1st & 2nd Documentaries finished. 2nd Documentary "Wings of Courage" to be aired November 2016. The 3rd Documentary "Vimy Flight" will cover the 2017 activities including the Vimy ceremonies and cross Canada flight. This segment will include a focus on the Air Cadet involvement throughout the entire project, including, build, route planning, ground activity at the Vimy ceremony and aerodrome re-enactment participation in Europe.

Fundraising for all components of the project now underway.

Suggested ways in how the Air Cadets could participate in these activities:

1. Ground support at the local Vimy aerodrome - Location TBD. Possible period dress.
2. Local Squadron ground support at stops across Canada.
3. Local publicity across the country. Radio, TV, newspapers etc. with Cadet showcasing Cadet involvement.

Both Vimy Flight and A Nation Soars will make a presentation at the SAM in November as part of the Air Cadet Committee contribution. With Air Cadets - Past, Present & Future being heavily involved I believe the ACLC should step up to the plate and offer all the assistance that can be given.

The NACC will keep the BoG informed on the progress being made with these activities. The BoG has given permission to invite representatives from the two parties to attend the SAM in Nov.

CONTENTIOUS ISSUES OR TOPICS:

Nil

Respectfully submitted,

Jerry Elias

National Air Cadet Committee



NATIONAL MEMBERS COMMITTEE REPORT

Ken Todd, Chair

SUMMARY OF ACTIVITIES:

Terms of reference were established in August 2015 for the Members Committee, which consists of Guy Albert, Craig Hawkins, Ron Rique (Vice-Chair) and Ken Todd (Chair). François Provencher has joined the Committee as of June 2016.

The vision of the Committee was defined as: *Competent, capable and connected Air Cadet League of Canada members, supported by training and orientation that is defined by and meets regional needs, using best practices and current/emerging technologies.*

To achieve this vision, the Members Committee has produced an inventory of training and orientation materials in use by Provincial Committees. League Delegates have prioritized needs for materials through a survey (SAM 2015) and a brainstorming session (AGM 2016). The prioritized areas of focus are: New Member On-Boarding; Board/Governance; and Collaboration/Facilitation.

The inventory of materials is being reviewed against the prioritized areas of focus, and will be vetted for suitability as to content, form and media. The best examples will then be re-posted to the National website in early 2017; a communications plan will be implemented to make members at all levels of the League aware of the information. A sustainment plan will also be developed to ensure the materials are kept current.

Additional vehicles to support member recruitment and retention for PC's and SSC's have been identified and will be developed in the future, which include: a bilingual member handbook; on-line training; on-line templates; an e-learning portal. As well, the content areas that were not initially prioritized will be reviewed, and an approach will be developed for sharing those materials with members.

Submitted respectfully,

Ken Todd

Members Committee



NATIONAL MUSIC COMMITTEE REPORT
Howard Mar, Chair

Music program review with recommendations.

Howard Mar
Music Committee



NATIONAL NOMINATIONS COMMITTEE REPORT

Craig Hawkins, Chair

Following the National AGM in June, the first task of the Nominations Committee was to create a small Working Group which would focus on the preliminary work of the committee. The goal was to have representatives from each region on the committee: Don Gladney (Atlantic), Gilles Cuerrier (Eastern), Craig Hawkins (Central), Jan Reidulff (Prairie) and Len Jenks (Pacific). Since then, the WG has held a number of teleconferences in order to identify specific tasks and timelines as well as to speak with our national president and first vice.

The Working Group has started the process of creating the Slate of Nominees for the 2017 AGM. We are soliciting applications from individuals interested in filling any potential vacancies on the National Board of Governors.

What kind of person are we looking for to fill potential vacancies on the National Board of Governors? The most important criteria is that the individual must be prepared to work hard to support the Air Cadet League and the Air Cadet Program. They need to believe in the program and our role as full, active partners. This is a “must have” criteria for selection.

Beyond this criteria, we are looking for specific skills which can complement the existing skill sets of our governors and strengthen our team. These skills include:

- ✓ Financial skill sets: including accounting, financial planning, experience managing significant projects or budgets
- ✓ Legal skill sets: including experience with policies, contracts, memoranda of agreements.
- ✓ Governance skill sets: including working with federal and provincial government agencies
- ✓ Human relations skill sets: including working with individuals and groups, managing major portfolios, managing significant changes within an organization

Experience in the Air Cadet Movement, either at the local, provincial or national level will be an asset for any new governor.

During the SAM, the Nominating Committee will be meeting with current and potential candidates for the Executive Committee and the Board of Governors. Given the busy meeting schedule typical of the SAM, we may not be able to have face-to-face meetings with all potential candidates. For those that we cannot meet with personally, we will set up a teleconference in the following weeks.

During this period of major change and restructuring in the Canadian Cadet Movement, it is imperative that we have the strongest possible national voice to speak on behalf of the Air Cadet League. Our Governors are that voice. If you know someone who has the knowledge and skills to make a significant contribution on the national stage, please encourage him or her to submit their name for consideration.

Thank you for your assistance in this most important matter.

Respectfully submitted,

Craig Hawkins

National Nominating Committee



NATIONAL RESOURCE GENERATION COMMITTEE REPORT

Tom Taborowski, Chair

Hamilton watch has responded with a brochure in where they have selected several watches in different price points to offer to the League and its Members as well as Cadets and League volunteer's. Hamilton Watch has been very open and co-operative in building on our relationship. Discussions included making Hamilton the official supplier of the ACLC and using their lower end watches as gifts by the ACLC for special occasions Such as the Top Cadet in each province annually would receive a watch customized on the back. The costing can be offset through sponsorship, or the league paying for the watches or cost splitting with provinces. Other options discussed, gifts for out-going National Presidents of the League at the AGM Dinner, gifts for award recipients at the highest levels like director of the year or life members etc.

Hamilton watch advised that several squadrons are directly ordering squadron engraved watches already and we would be able to stream line that process for all squadrons. Hamilton would establish a one point of contact vendor in Canada that all squadrons would be able to order custom watches from at the lower negotiated bulk rate in person or on internet, this system would also be made available to all SSC members in Canada. National could deal directly with Hamilton and have the PC order through our food chain. If required a small markup could be added to offset administration at all levels. I hope to make a presentation shortly to the Executive committee on this.

LIP report has been submitted by Eva, I had some discussions with Eva and we have established some targets for her to work towards. She will continue building relationships with current League industry partners and will work toward bringing in 2 new MOU partnerships for the coming Year. I asked her to consider putting together a Day on the Hill for ACLC to promote our position as a youth league working within the current framework. She responded well and quickly and is looking at partnering with a current Aviation Business who has similar interests and holds a day on the hill reception already.

Air Canada Jazz, we are still working with them and are hoping to confirm their attendance at the SAGM to sign an updated MOU and bring their key players into our forum. Scott is the lead on this project and has been working with them.

Wendy continues to do the administration of all fundraising for the Awards administration. She has been re-writing the MOU's in place that needed to be signed and has worked hard at contacting every single corporation Partner to ensure they are happy with the existing MOU's and are getting from us what they need as well and confirming there continued financial support. She has had to work quickly to capture several new sponsors as some were unable financially to continue support of these awards this year. She continues to develop and builds the data bank for membership and Alumni as she migrates to our new software system. The Annual letter campaign continues and this year has a special message of support from our Honorary President with an appeal for continued donations and future financial support.

I will be having a closed meeting at the SAM to meet with my team to present several new ideas and our way ahead planning from a strategic plan method to provide some long term capital raising projects. Once completed I will share with the Executive and then ask permission to share with the Board.

Respectfully submitted,

Thomas Taborowski

National Resource Generation Committee



NATIONAL SELECTIONS COMMITTEE REPORT

Marc Lacroix, Chair

Past Chair writes:

A meeting of the National Selections Committee membership was convened at River Rock Casino and Hotel, Richmond, BC, at 10:00 AM on June 18, 2016.

By unanimous agreement of the membership the meeting was converted to an interactive workshop, in accordance with the wishes of the membership indicated at the previous SAM in November of 2015. The Workshop was chaired by Merv Ozirny.

Marking sheets, work sheets and related documentation and memos from the various PCs, were made available to all present and were carefully reviewed and critiqued. The discussion was open and freewheeling, with all members fully participating.

A motion was duly moved, and seconded that:

"All provincial marking sheets will be added to our website."

BC has stated that it did not wish to have their material placed on the website.

The motion was amended accordingly, with the consent of the mover and the seconder, that:

"All provincial marking sheets will be added to our website, except for those of British Columbia"

The motion was duly carried. It was mutually agreed upon, that our Committee will not standardize the marking sheets due to the varying circumstances of each PC.

It was also mutually agreed upon that the questions with respect to the marking sheets would not be published on the website.

All in attendance agreed that the Workshop was a very useful and productive session, and that this format should be utilized every three years or so, at either the SAM or the AGM, so that the PCs will have an opportunity to keep abreast of what was happening, in this regard, at other PCs.

Respectfully submitted,

Merv Ozirny

Chair (AGM 2016)

National Selections Committee



POLICY, PROCEDURE & BY-LAWS COMMITTEE REPORT

Russell Gallant, Chair

Bylaw changes approved at the June 2016 AGM: 3.9.5 (Bilingualism), 3.1.2 (Policy and Procedure) and by-law 3.08 (Discipline of Members) have been inserted in the PPM.

Section 3.2.2 (Members/Directors) although approved by the membership at the June 2016 AGM, will, as a result of a BOG decision at its July 2016 meeting, be reconsidered at the November 2016 SAM.

Housekeeping changes were made to Part 3, Section 3 (National Education Scholarships) in accordance with the recommendations of the National Education Scholarship Committee which were approved by the BOG at its July 2016 meeting. These changes are in the process of being inserted in the PPM.

Working on resolving the issues with regards to the “Chain of Command” are ongoing. More info at the SAM.

CARTER (is a law firm) report recommended moving section 2.3.2 from Procedures to Bylaws. Deadline: 2017 AGM.

Russell Gallant

Policy, Procedure & By-laws Committee



PROVINCIAL CHAIRS COMMITTEE REPORT

Merv Ozirny, Chair

I took over responsibility for the Provincial Chairs Committee after our most recent Annual General Meeting in June of this year.

Personal circumstances have hindered me in participating as fully as I would have liked to over recent months, however, with the assistance of our President, and national staff member efforts, the Provincial Chairs Committee has been extremely busy with a large number of extremely critical issues.

The three main thrusts of concern for the PC Chairs, along with the BoG, and the Executive Committee, over the last several months has been Screening and Registration, ongoing discussions and negotiations with Canada Revenue Agency, as well as consideration of the Chain of Authority.

Other areas on the discussion table have been and continue to be the state of the L-19s, reorganization of Northwestern Ontario, issues in the National Capital Region, delegate numbers and changes of allocation, and Flying Awards.

There continues to be a great deal of work to be done, probably more than has been experienced in many years.

No doubt, new challenges will present themselves, as will always be the case, with any energized and dynamic organization.

All of the Provincial Chairs deserve a hearty pat on the back for their significant contributions in continuing to make the Air Cadet League of Canada a strong and vibrant leader in national youth training.

We look forward to making great strides in the future.

All of which is respectfully submitted,

Merv Ozirny

Provincial Chairs' Committee



NATIONAL EDUCATION SCHOLARSHIPS COMMITTEE REPORT

Guy Albert, Chair

It is a great honor to have been asked to chair the National Education Scholarships Committee. Irene Doty chaired this committee for more than a decade, and established a wonderful program which, from more than 1200 applications, has supported 27 cadets from across the country in their quest for learning.

During the past year, the National League office received 133 submissions by the due date of April 1, 2016. The number of submissions from each province was as follows: Ontario-42, British Columbia-23, Quebec-19, Alberta-9, New Brunswick-8, Nova Scotia-8, Saskatchewan-8, Manitoba-7, Newfoundland and Labrador-5, Prince Edward Island-3 and Yukon-1. The committee is anticipating that, with the help of the Provincial Committees and local Squadrons, 2017 will again be a strong year for applications.

A number of changes were made during the year with the timelines and presentations. The submissions were requested earlier so that the presentations to the successful cadets could be done at their final parade. The committee also made some recommendations for the 2017 application period. The application form will be modified and supporting information will be required to be sent to the national office in digital format. This will reduce some of the administrative work at the national office and make the process a little more environmentally friendly. Several changes have been recommended to be added to the ACL Policy and Procedures manual to account for the change in the committee's status.

The committee wishes to thank our sponsors; The Young Citizen's Foundation, Mrs. Kathleen Birchall and the late Air Commodore Leonard J. Birchall, and Mrs. Mary Dale and the late Robert Dale. These scholarships would not exist without their generous donations.

The committee also wants to thank the National Office staff for ensuring that squadrons have the scholarship information and for handling all of the submissions.

We are fortunate to have great committee members: Irene Doty, Ron Ilko, Gilles Cuerrier and Bob Goudie. Thanks to their dedication, this committee has been successful for more than a decade.

Respectfully submitted,

Guy Albert

National Education Scholarships Committee



SCREENING & REGISTRATION COMMITTEE REPORT

Geoffrey Johnston, Chair

The program is now in the implementation phase under the BOG's authority and in conjunction with developments at the National Office.

Geoffrey Johnston

Screening & Registration Committee



STRATEGIC PLANNING COMMITTEE REPORT
Marcel Bineau, Chair

An ADHOC strategic committee was formed after the last AGM in Richmond.

Hille and myself were appointed members of that committee, assisted by the National Office staff, Sarah Matresky and Scott Lawson.

The main objective of that committee is to provide a new SPU that will provide the pathways for us to move forward in building our Air Cadet League in Partnership with DND and in regard to the renewal of the Cadets Organization.

During last summer, documents have circulated among the committee members. Last October 5th, a formal meeting took place to revise the committee workbook and establish a new timelines, and Marc Lacroix joined the committee

The workbook will be distributed at the SAM to all members and input will be asked to all committees by next March.

A final draft plans will be presented at 2017 AGM to be discussed and approved.

Marcel Bineau

Strategic Planning Committee



SAM 2015 RECORD OF DECISIONS



AIR CADET LEAGUE OF CANADA 75th SEMI-ANNUAL MEETING
with Special Meeting



Thursday 24 November 2016			
1600 - 2000	Delegate Registration	Lobby	Casual
1600 - 2300	Hospitality Room***	Mackenzie Private Dining Room	
1700-1900	MEETING: Staff Management Meeting (closed)	Confederation Room	
1900 - 2100	MEETING: Ad Hoc Governance Committee/ Executive Committee (closed)	Confederation Room	
1900 - 2030	MEETING: Aviation Committee	St-Laurent	

Friday 25 November 2016			
0630 - 0800	Breakfast	Ontario	Business Casual
0630 - 1000	Delegate Registration	Lobby	
0800 - 0930	DND Address	Pearson	
1000 - 1130	Advisory Council	Confederation	
1000 - 1200	Communications Committee	Laurier	
1000 - 1200	Provincial Chairs Committee	Pearson	
1000 - 1200	National Selections Committee	St-Laurent	
1000 - 1200	Aviation Committee	Lady Elgin	
930-1130	Nominating Committee Interviews	Churchill	
1000 - 1200	LIP/NRGC (closed)	Quebec	
1000 - 1100	Music Committee	Ontario	
0930 - 1000	Coffee Break	Pearson Foyer	
1200 - 1300	Lunch	Ontario	
1430 - 1500	Coffee Break	Pearson Foyer	
1300 - 1500	IACE	Quebec	
1300 - 1500	Effective Speaking Committee	St-Laurent	
1300-1430	Members Committee	Pearson	
1300 - 1500	Finance	Lady Elgin	
1300 - 1500	Air Cadet Committee	Laurier	
1330 - 1700	Advisory Council	Confederation	
1500 - 1700	BoG Meeting (Closed)	Lady Elgin	
1800 - 1900	Reception - Cocktail	Pearson Foyer	Evening Wear/Business Suit w/ Miniatures
1900 - 2230	Recognition Dinner	Pearson	

Saturday 26 November 2016			
0630 - 0745	Breakfast	Ontario	Blazer
0745 - 0930	Update Presentation for Delegates on CF Renewal, MOU Negotiations & DND Related Items	Pearson	
0800 - 1600	Advisory Council	Confederation Room	
0930-1000	Coffee Break	Pearson Foyer	
1000-1200	Special Meeting for the members	Pearson	
1200-1300	Lunch	Ontario	
1300-1430	Committee Reports / SAM / Vimy Flight and A Nation Soars's Presentation**	Pearson	
1400-1600	BoG Meeting (Open)	Pearson	

* Presentation by David Rancourt at BoG on Friday at 1300

**Presentation at 1300 Saturday Nov 26

Drinks will be bought directly at the bar