

RECORD OF DECISIONS

76th ANNUAL GENERAL MEETING



AIR CADET LEAGUE OF CANADA

15-17 JUNE 2017
Winnipeg, MB

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**76TH ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA
RECORD OF DECISIONS**

SATURDAY, 17 JUNE 2017, FORT GARRY HOTEL, WINNIPEG, MB

MEETING ATTENDEES:

Board of Governors

Don Berrill President
Don Doern Past President
Merv Ozirny 1ST Vice-President
Ernest Wiesner V-P & Treasurer
Darlene LaRoche Vice-President
Marcel Bineau Vice-President
Jerry Elias
Russell Gallant
James Hunter
Geoffrey Johnston
Marc Lacroix
Howard Mar
Eva Martinez
Tom Taborowski
Hille Viita

Advisory Council

Guy Albert
Donald Gladney
Max Goldack
Robert J. Goudie
David Hayden
Craig Hawkins
Keith Mann
Jan Reidulff
Bob Robert
Thomas P. White
Brent Wolfe

Honorary President

LCol (Ret) Maryse Carmichael

Honorary Officers

Leonard Jenks Hon. Secretary

Provincial Chair Persons

Dale Crouch (PTACC)
William Fowler (PE)
Dan Kehoe (NS)

Peter Garton (SK)
Serge Philibert (QOV)
Norm Macfie (NL)
Sue Madden (NB)
Greg Merrill (ON)
Doug McLennan (MB)
Thomas Sand (AB)
Doug Slowski (BC)

National Delegates

Rhonda Barraclough
Derek Blatchford
Gene Bell
Mike Boyle
Mark Brickwood
John Calderwood
Chris Callow
Michel Crevier
Diane (Dee) Davis
David Deswiage
Penny Doern
Roberta Foisy
Bev Hoban
Daniel Hutt
David Lamb
Anna Lewis
Bruce Morse
Rick Mortensen
John Nolan
Trevor Sandwell
Richard Valiquette
Dave Vokey
Adele Vos
Christine Welch

Provincial Delegates

Yves Fournier
Terri Hinton
Joan Irvine
Edmond Lanthier
Ayman Hussain Nahlé
Pierre Tanguay
Vern Toews

Provincial Office Staff

Jean-Pierre Beaulieu
Mark Delmage
Paul Dowling
Vanessa Garneau
Ian Greaves
Michael Hopkins
Richard Petrowsky
Frederic Ross
Ilona Turra

Special Guests

MGen Charles Carr & Erena Carr
(CAP)

Military

Capt Paul-Martin Bousigard
CWO William J. Crawford
Maj. Christopher Toth
BGen Kelly L. Woiden

National Office Staff

Sarah Matresky, Executive Director
Anthony Langlois, Communications Officer
Scott Lawson, Special Projects
Lana Parris, Finance Officer
Josée Woodford, Executive Assistant

I. ADMINISTRATION

March on of the flags and anthems

1.1 WELCOME BY THE NATIONAL PRESIDENT

National President Don Berrill welcomed everyone to the 76th Annual General Meeting of the ACL. He thanked the flag party comprised of local Air Cadets.

1.2 MOMENT OF SILENCE

A moment of silence was observed in honour of all Air Cadets, Air Cadet League volunteers, Canadian Armed Forces Members and friends of Air Cadets who had passed away since our last Meeting, as well as friends, colleagues and family members who are ill at the present time.

In particular, we remember:

- [Mr. Ed MROZ](#) – NS Provincial Committee
- [Mr. Terry LEWIS](#) – Ret. National Governor, former MBPC Chair

1.3 INTRODUCTION OF THE HEAD TABLE

MGen. Charles ‘Chuck’ Carr – Former Civil Air Patrol National Commander
Mr. Don Berrill – National President
Mrs. Sarah Matresky – Executive Director
Mr. Merv Ozirny – National 1st VP
Mr. Ernest Wiesner – Vice-President, Treasurer
BGen. Kelly Woiden – Commander, National Cadet and JCR Sup. Grp.
Mrs. Maryse Carmichael – Honorary President
Mr. Russell Gallant - Parliamentarian

MILITARY GUEST(S)

Capt. Paul Bousigard, Air Training Plans

INTRODUCTION OF MEMBERS

Advisory Council
Board of Governors
Provincial Delegates
National Office Employees

1.4 CONFIRM NOTICE OF MEETING

The Executive Director S. Matresky confirmed that the Notice of Meeting was duly circulated in February 2016, that there is a Quorum, and this gathering was a properly Constituted meeting of the Air Cadet League of Canada.

1.5 CALL TO ORDER

The President called the 76th Annual General Meeting to order. The Parliamentarian explained the voting card procedure and the procedure for those acting as proxies. There were 67 voting members present including 3 proxies and 21 guests.

1.6 MOTION TO APPROVE NON-VOTING MEMBERS AT MEETING

MOTION: Moved by J. Hunter/D. LaRoche that all non-voting members who signed the list be permitted to attend the meeting in accordance with *Bylaw 4.04 “Persons Entitled to be Present”*

CARRIED

1.7 NEW ITEMS FOR THE AGENDA

There were no new items for the agenda.

1.8 APPROVAL OF THE AGENDA

MOTION: Moved by B. Wolfe/G. Albert that the Agenda be approved as presented.

CARRIED

1.9 APPROVAL OF THE RECORD OF DECISIONS OF THE PREVIOUS AGM – AGM 2016, Richmond, BC

MOTION: Moved by C. Hawkins/S. Philibert that the 2016 AGM minutes be approved as presented.

CARRIED

1.10 APPROVAL OF THE RECORD OF DECISIONS OF THE SPECIAL MEETING OF MEMBERS – SAM 2016, OTTAWA, ON

MOTION: Moved by D. Hayden/A. Lewis that the 2016 SAM Special Meeting minutes be approved as presented.

CARRIED

II INFORMATION

2.1 REPORT OF THE COMMANDER, NATIONAL CADET AND JCR

See attached Annex A and B for presentation in English and French.

2.2 REPORT OF THE FORMER COMMANDER, CIVIL AIR PATROL

MGen. C. Carr delivered greetings on behalf of the Commander of the Civil Air Patrol, MGen. Vazquez. A plaque was presented to the National President.

2.3 PLENARY SESSION – CRITICAL PATH ITEMS

See attached Annex B for presentation.

III BUSINESS ARISING

3.1 REPORT OF THE FINANCE COMMITTEE

E. Wiesner referred to his report on page 49 of the meeting book. He walked the membership through the details, noting that the League now has a full time Finance Officer in the position since February and so issues are being identified and corrected after a string of temps were performing the duties over the last few months. The year finished with revenues of \$1062k vs. budgeted of \$1168k with a net loss on operations of (\$73k) vs budget of (\$102k) before adjustments. Expenses were under excellent control and he congratulated S. Matresky and staff for their efforts. Investments were earning nominal interest and he warned about the risk of continuing to cover the League's deficits with reserves as it will seriously impair the ability to adequately provide support.

MOTION: Moved by E. Wiesner/B. Wolfe that the Treasurer's report be approved as presented.

CARRIED

3.2 APPROVAL OF THE FINANCIAL STATEMENTS FOR 2016/2017

E. Wiesner reviewed the audited financial statements with the membership. He gave an overview of the statement of operations for the year ending 31 Mar 17. The ACL pushed through significant cash this year, which was forecasted and stayed close to budget in terms of revenues and expenses for the year. E. Wiesner also commented that the relocation of the national office was a great decision and is saving the league a considerable amount of money in terms of operational expenditures. He added that it was a challenging year overall.

MOTION: Moved by E. Wiesner/C. Hawkins that the audited financial statements for FY 2016-17 be approved as presented.

CARRIED

3.3 APPROVAL OF BUDGET FOR 2017/18 + 2 years

E. Wiesner went through the budget with the membership. A question was asked about the budget item for Contracted Services. He explained that the item covers the fees for the League's consultant and National Screening Manager. It was noted that the Semi-Annual Meeting has been reduced to a meeting of only the Board of Governors and Committee Chairs. A question was asked about the cost to host a SAM and S. Matresky responded that it is around \$84k when you take into consideration the meeting itself, travel and there were no further questions from the membership.

E. Wiesner reminded the membership that the assessment fee for 2017 was also voted on at last year's AGM to increase to \$13 for 2017.

MOTION: Moved by E. Wiesner/D. LaRoche that the budget for the fiscal year 2017/18 + 2 years be approved as presented.

CARRIED

3.4 APPROVAL OF THE AUDITORS FOR THE FISCAL YEAR 2017/18

MOTION: Moved by E. Wiesner/M. Lacroix that the firm Andrews and Co. be approved for FY 2017/18.

CARRIED

IV NEW BUSINESS

4.1/.2 PPM SECTION 2.3.1.5 'MEMBERS' ACCOUNTABILITY' (DELETE) – TRANSFER TO BY-LAW 3.09 'MEMBERS' ACCOUNTABILITY' & PPM SECTION 2.3.1.6 POWERS AND LIMITATIONS OF INDIVIDUAL AIR CADET LEAGUE OF CANADA MEMBERS (DELETE) – TRANSFER TO BY-LAW 3.10 POWERS AND LIMITATIONS OF INDIVIDUAL AIR CADET LEAGUE OF CANADA MEMBERS

R. Gallant explained that he would be proceeding to implement the suggestions brought forth by the Carters' law firm as it pertains to section 2.3 of the policy manual. The lawyers suggested that these two policies be deleted and made into bylaws to better conform with the Not for Profit Corporations Act.

MOTION: Moved by R. Gallant/J. Elias that the proposal to delete section 2.3.1.5 of the policy and transfer it to bylaw 3.09 be adopted as presented.

CARRIED

MOTION: Moved by R. Gallant/J. Goudie that the proposal to delete section 2.3.1.6 of the policy and transfer it to bylaw 3.10 be adopted as presented.

CARRIED

4.3 LOCATION OF FUTURE MEETINGS

Laval, QC 2018
St. John's, NL 2019
Saskatchewan, 2020
Nova Scotia, 2021
Ontario, 2022

V ELECTIONS

5.1/.2 REPORT OF THE NOMINATING COMMITTEE/ELECTIONS

C. Hawkins referred to the League's procedures and explained the process for accepting nominations from the floor prior to lunch. When the meeting resumed, C. Hawkins the reported that there were no nominations received from the floor and therefore the slate has been declared as passed. D. Berrill thanked the membership for electing him for a second term and offered congratulations to those newly elected to the board: Sue Madden and Doug Slowski; J. Hunter moving up to the position of Vice-President; new Honorary Treasurer, Bob Robert and Associate-at-Large K. Robinson.

VI RECEIVING OF REPORTS

6.1 REPORT OF THE NATIONAL PRESIDENT

Don Berrill thanked everyone again for the opportunity to do a second run as National President. He noted that he will be focusing on our relationship with the other two Leagues this coming year.

6.2 REPORT OF THE EXECUTIVE DIRECTOR

S. Matresky referred to her report included in the meeting book. S. Matresky noted that the National Office relocated to 1505 Laperriere Ave and is well established now. The National Office has a summer student coming in and has been building new infrastructure which is going well.

S. Matresky commented on what was published in the meeting book regarding the composition of national membership. The number of votes that provinces have at the national level are determined by their cadet population. S. Matresky noted that the names recorded in the book are not necessarily those in attendance at the AGM. The names in the book are those who we have on record as a national voting body. S. Matresky stressed the need to have something in writing on file, outlining when a person is stepping down and being replaced by someone else. Because we do not charge membership dues, this is the only way to keep track of national membership according to the Canadian Nonprofit Corporations Act.

S. Matresky added to what the President said about having difficulty with DND. She noted that there are a number of files that we have been waiting for information on such as cadet population, selections, etc. S. Matresky made it clear that if there is information that we have not published, it is because we do not have it from DND.

S. Matresky encouraged everyone to question and challenge our insurance policies. She commented on one question that came out of provincial AGM in the fall – whether SSC's have their directors and officers covered under our policy. S. Matresky has been in contact with our broker regarding this question. She is not satisfied with the way the policy is worded because it does not state clearly that local members are covered. The broker said he can assure us there is coverage but does not like the wording either. They are working on rewording the policy so that it refers to SSC directors. S. Matresky added that she found a PowerPoint presentation from 2000 that proves we requested that coverage and that they are named in the policy.

S. Matresky noted that we have all aircrafts on full flight all the time now, which makes administration much easier. DND fronted the bill for that. She reported that we are moving forward with full coverage all the time.

S. Matresky commented on one final question that they had regarding fraud coverage. Some SSC's have had fraud claims lately ranging from \$5000.00 to \$100,000.00. She noted that they are working to get coverage for those claims under the crime policy. She explained that the way that it would be paid out if something like that were to happen, would be by taking the premium increase off the top of what we would be reimbursing the SSC for that coverage so that nationally we don't experience an increase in premiums. It is still being determined what will be covered and when. This shows the importance of ACC9s.

Don Berrill expanded on S. Matresky's comment on national membership and national delegates. He commented that unless you elect them at your AGM, you really should have a resolution from your board appointing them as your representatives. He asks that you please ensure you send us such resolutions at any time and we will make the necessary changes. We must have all changes done 30 days prior to the national meeting.

Question: Anna Lewis from Alberta explained that they went ahead and bought their own directors and officers liability insurance at the SSC and PC level because they could not get a clear answer on whether they were covered. She asked if it is now safe to say that they are covered and if they can cancel their insurance?

S. Matresky responded that she would like to wait until they have official written documentation from the broker before giving the okay to cancel their insurance policy.

6.3 REPORT OF THE PROVINCIAL CHAIRPERSONS COMMITTEE

Merv Ozirny asked the President if Provincial Chairs could bring forth their questions and concerns about the format of the SAM. The President allowed it. A discussion took place regarding the inclusion of Provincial Chairs at the SAM.

Doug McLennan Proposed that Provincial Chairs pay their own way if necessary so that they can be included in the SAM. Provincial Chairs and Representatives were unanimous in this

desire. Dale Crouch from Pan Territorial later came forth to express his opposition to this idea as they have a limited budget and large geographical area.

Don Berrill expressed two concerns. The first was that rooms may be unavailable as it will be Grey Cup weekend in Ottawa. The second concern was that it would open a pandora box meaning that if they allow PC members to attend, the Advisory Council will stand up and say same thing.

MOTION: Moved by Merv Ozirny that Provincial Chairs are included in the SAM and Provincial Committees pay for expenses starting in 2017. Don Berrill prosed we do it as a counted motion. Seconded by Greg Merrill.

CARRIED

6.4 REPORT OF THE ADVISORY COUNCIL

K. Mann reported that he will be the chair of the Advisor Council, Tom While will continue as chair of the Honours and Awards Committee, Guy Albert as Chair of the Education and Scholarships Committee, and Craig Hawkins will continue as the Nominating Committee Chair.

K. Mann mentioned that the Advisory Council had some concerns as well about the SAM. On behalf of the AC, K. Mann requested that if there is further discussion on SAM meetings, to include the AC as they would like opportunity to provide input.

K. Mann reported that the AC is working on a discussion paper regarding the future and how they are going to govern themselves. It will be made available to the Executive Committee when finalized and following the RODs after the AGM.

K. Mann reported that the AC would like to have more teleconferences but are concerned about scheduling and overlapping meetings.

K. Mann recounted his experience as a new member and voiced the need for orientation for new members as there currently is no orientation in place. The AC is willing to take on orientation of new attendees at meeting. The President thinks this is a good idea to move forward with.

6.5 OTHER

6.5.1 REPORT OF THE AVIATION COMMITTEE

Jim Hunter reported that the strategic review of the Air Cadet Gliding Program continues with an eye to fleet replacement, mostly on L19's. L19's have been identified by the sub-committee as the ones requiring the most attention. He noted that the DND representative, Mr. Cooper, said in their meeting that he should have the analysis of how much time they have left with L19's by the SAM. Jim Hunter noted they are hoping the analysis will also include the transition plan or initial elements of it. From there, they will start to work on replacing the L19 fleet and fundraising will be critical aspect of the replacements.

Jim Hunter reported that the maximum takeoff weight project is a success story. John Cooper has found the money to pay for the fleet. They should be installed in time for the fall gliding program. No kids will be excluded because of weight moving forward.

Jim Hunter reported that the CFTA issue has been put to bed. The amended version was passed unanimously at the Aviation Committee earlier this week and was then adopted by the Board.

6.5.2 REPORT OF THE BOARD OF GOVERNOR MEMBERS' COMMITTEE

Don Berrill noted that the Board has been meeting regularly and the slate has been confirmed. Don Berrill provided a break down on of the National BOG for the coming year:

The 1st Vice President is Merv Ozirny. He will be responsible for the Provincial Chair Persons Committee, the National Air Cadet Committee and the National Music Committee. Merv Ozirny will continue to Chair Provincial Chair Persons Committee, Jerry Elias will continue to chair the National Air Cadet Committee and Howard Marr will continue to chair the Music Committee.

The 2nd Vice President is Ernie Wiesner. He will continue to chair the National Finance Committee along with the Vice Chair which will be Sue Madden. The National Resource Generation Committee will continue to be chaired by Tom Taborowski with the Industry Partner Committee which will continue to be chaired by Eva Martinez. They will all report to Ernie Wiesner.

The 3rd Vice President is Darlene LaRoche. She will be responsible for the National Members Committee which will be chaired by Doug Slowski and co-Chaired by Ken Todd, the National Communications Committee which will be chaired by Darlene LaRoche, the National Effective Speaking Committee chaired by Penny Doern and the Registration and Screening Committee chaired by Geoffrey Johnston.

The 4th Vice President is Jim Hunter. Reporting to Jim Hunter will be the National Aviation Committee which he will continue to chair, the National IACE Committee which Hille Viita will continue to chair, and the National Selections Committee which Marc Lacroix will continue to chair.

The Advisory Council will be chaired by Keith Mann, National Nominations Committee chaired by Craig Hawkins, National Awards Committee by Tom White, National Scholarship Committee by Guy Albert. Keith will communicate the Advisory Council's wishes and dreams through the immediate past president Don Doern. The Policy Procedures and Bylaws Committee chaired by Russel Gallant will report to the President, the National Staff Management Committee chaired by Don Berrill, the Strategic Planning Committee will be chaired by Sue Madden,

The focus of the AD Hoc Committee will change. There are 3 main things it will look after: Kevin Robinson will head the affiliation agreements file, Geoffrey Johnston will head the screening file and will be the primary on the MOU negotiations.

6.5.3 REPORT OF THE EFFECTIVE SPEAKING COMMITTEE

Penny Doern indicated that the eight new topics for the 2018 Effective Speaking competition will be listed on the website. The 8th category is new – cadets can choose a topic within a framework. Hoping this will increase participation in effective speaking as some cadets did not want to do effective speaking because they disliked the categories.

6.5.4 REPORT OF THE FINANCE COMMITTEE

Ernie Wiesner has nothing to add.

6.5.5 REPORT OF THE HONOURS AND AWARDS COMMITTEE

Tom White asked that people please be more cautious when making nominations as many people applied for the wrong awards. Tom White also reported that they made a few changes to the rules: they are going to try to get awards out for those who want them for presentation at the ACR at the squadron of your choice. The deadline will be posted online and will be firm. They have also extended the deadline for other awards to allow for more time. This will also be a hard deadline.

6.5.6 REPORT OF THE NATIONAL SCHOLARSHIPS COMMITTEE

Guy Albert voiced two concerns. First, he asked that if any other committee is working on convincing organization to have scholarships, to include them at the table for these discussions as it creates challenges when awards are offered at different times with a different sequence of events. Guy Albert reported that they follow a process and procedures for awarding scholarships which will be in the Policy and Procedures Manual shortly. It will also outline the different requirements that donors have for their scholarships and awards and rules that must be followed.

6.5.7 REPORT OF THE NATIONAL SELECTIONS COMMITTEE

Marc Lacroix reported on three motions that were brought up Thursday and approved by the BOG. The first motion that DND must acknowledge is regarding the responsibilities of our League for national selection courses and IACE Processes. The second motion is that as a League we need to review IACE and national selection directives before sending to RCSU's. The third motion is that as a League we need a date and timeline for IACE and National Selection results which will be no later than April 15th of each year.

6.5.8 REPORT OF THE COMMUNICATIONS COMMITTEE

Darlene LaRoche reported that a crisis or incident communication plan has been presented which she is working on with S. Matresky. It will give clear advice on what to do when things go sideways. Darlene LaRoche also noted that websites across the country are being updated, while NL is going with Facebook only. She requested everyone to share good news stories and pictures with the National Office.

6.5.9 REPORT OF THE AIR CADET COMMITTEE 10th

J. Elias reported that DND gave CASARA 15 million over 5 years to continue their role in Search and Rescue. DND stipulated that CASARA must do more with Air Cadets. He reported that they recommend CASARA start a formalized training package that could be provided during the Air Cadet familiarization date on a trial basis starting in the Pacific region.

VII CONCLUSION

7.1 DATE AND TIME OF NEXT AGM

Sheraton Hotel, Laval QC June 13-16, 2018.

7.2 GOOD AND WELFARE OF THE AIR CADET LEAGUE

Don Berrill expressed how grateful the League is for our Honorary President Maryse Carmichael.

Maryse Carmichael thanked everyone for the opportunity to be the Honorary President. She expressed her support for the idea of having an orientation for new members as she recounted that that would have been helpful in her first year. Maryse Carmichael expressed that she is looking forward to the coming year.

[Don Berrill gave the floor to the QOV contingent, Pierre Tanguay. He said that at next year's AGM they will produce a souvenir album for the convention, every committee will be asked to give them some documents to be printed in the magazine along with a small contribution. Every Provincial Chair attending will also be asked to send them 2 pictures of 1 of their attendees when they were Air Cadets. Friday dinner will be Smoked Meat with entertainment and a Beach Party theme. He asked that Provincial Chairs bring their small provincial flags to the Banquet and noted that they will also be asked to send a team song representing their provinces with words. Their band will play these songs.]

7.3 ADJOURNMENT

MOTION: Moved by Don Berrill to adjourn meeting. Seconded by Eva Martinez and Serge Philibert.

CARRIED

ANNEX A



REPORT OF THE COMMANDER, NATIONAL CJCR SUPPORT GROUP

Air Cadet League of Canada
Annual General Meeting
17 June 2017



BGen K.L. Woiden, Commander
National Cadet and Junior Canadian Rangers
Support Group

Canada

CADETS CANADA JUNIOR CANADIAN RANGERS JUNIORS CANADIENS

Agenda

- Operation HONOUR
- Strengthening Child Protection
- VCDS Intent – Strengthening the Youth Program
- Natl CJCR Sp Gp Structure
- Recruitment and Attraction of Adult Staff
- Cadet and JCR Renewal
- The Valcartier Grenade Incident
- Operations (DISTINCTION, Canada 150, INVICTUS)
- Design and Development
- Transition of International Exchanges
- National Competitions
- Current Initiatives for Air Cadets
- Current Initiatives for Air Cadet Flying

CADETS CANADA JUNIOR CANADIAN RANGERS JUNIORS CANADIENS

Operation HONOUR

- Everyone must take immediate action to eliminate any harmful and inappropriate sexual behaviour within the CCO
- We have an incredible responsibility in protecting the youth in our care
- Harmful or inappropriate sexual behaviour of any kind is unacceptable
- The protection, safety and welfare of cadets is my highest priority
- Inappropriate behaviour involving cadets or their instructors or anyone involved in the program will not be tolerated; and
- Bystander Intervention Training for full time staff by 30 Jun 17

CADETS CANADA JUNIOR CANADIAN RANGERS JUNIORS CANADIENS

Strengthening Child Protection

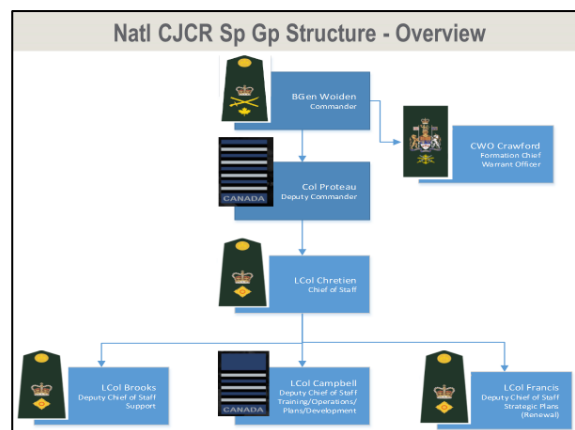
- Our organizational commitment to Op Honour and the protection of our youth is paramount.
- Recent direction resulted in a gap analysis of our full suite of training (eg, Positive Social Relations for Youth (PSRY), Positive Youth Development and Program Outreach (PYDPO), Occupational Training Courses) and related policies.
- Canadian Centre for Child Protection (CCCP)

CADETS CANADA JUNIOR CANADIAN RANGERS JUNIORS CANADIENS

VCDS Intent – Strengthening the Youth Program


- Strengthen the Youth program's (Cadets and Junior Canadian Rangers) strategic policy alignment to the Government of Canada's Defence Policy and DND's strategic outcomes and priorities.
- Strengthen pan-DND/CAF understanding of and support for the Youth Program as a whole.
- Reinforcing the C2 structure of the Cadet and Junior Canadian Rangers Programs

CADETS CANADA JUNIOR CANADIAN RANGERS JUNIORS CANADIENS



Chief of Staff

- Public Affairs
 - Communications Plans
 - Issues / Ops
 - Content Management
 - New Media Production
- Legal Advisor – LEGAD
- Medical Advisor – D Med Pol
- Business Planning
- J8 Comptroller
 - J8 Financial Services O
 - J8 Financial Supervisor
- Evaluation / Validation / Outreach
 - Validation
 - Evaluation
 - Outreach
- J6 IM/IT
 - J6 Client Rep
 - J6 Information Management O
- EA and Staff Officer



Deputy Chief of Staff Support

- J1 Personnel Admin and Policy
 - J1 Human Resources
 - J1 Careers
 - J1 Employment
 - J1 Policy
 - J1 Management
- J4 Support Services O
 - J4 Infrastructure
 - J4 Transport
 - J4 Supply
 - J4 Contract Coord

Deputy Chief of Staff Strat Plans (Renewal)

- Strategic Plans
- Renewal



Deputy Chief of Staff Trg / Ops / Plans / Dev

- J35 Advisor
- J3 Operations
- J5 Plans
 - J5 Sea Trg Plans
 - J5 Army Trg Plans
 - J5 Air Trg Plans
 - J5 CIC Trg Plans
- J7 Training Development
 - J7 Sea Trg Develop
 - J7 Army Trg Develop
 - J7 Air Trg Develop
 - J7 CIC Trg Develop
- J35 Flying Ops & Plans
- Natl Technical Authority
 - Deputy NTA
- J35 Junior Canadian Rangers
 - J5 JCR Plans
 - J7 JCR Develop




Recruitment and Attraction of Adult Staff

- Simplified transfer process for Reg F / P Res to COATS is in final stage of preparation before being implemented across CAF.
- Engaging CFRG to determine if we can attach ourselves to the Army and Naval Reserve to take advantage of their local recruiting process.
- While attraction remains a local / League responsibility we are looking for ways to expedite the administrative process required to complete the enrolment process.




Cadet and JCR Renewal – Status Report

- Overall:** Continuing to make progress and achieving goals and results
- Schedule:**
 - Temporary slowing in tempo (February-June 2017)
 - Shifting from Phase 2 to Phase 3 (June-August 2017). Working groups picking up again September 2017 onwards
 - Still scheduled to end in December 2018
- Budget:**
 - Initiative remains within budget
 - Financial pressures making savings difficult to find for reinvestment
- Scope:** Shift to Phase 3 will see some lesser priority tasks and working groups dropped from the scope. Still addressing renewal goals & CRS recommendations
- Challenges:**
 - Maintaining the tempo amid changes in command and staff restructuring
 - Finding savings to reinvest while there are larger financial pressures
 - Renewal results not being seen in a clear and concise manner



Cadet and JCR Renewal – Results for Cadets

- Senior Cadet Leadership Opportunities (Date TBC):** Aide-memoire to help maximize the many leadership opportunities in the program. Senior cadets more frequently take on interesting & challenging roles, tasks & assignments to help apply their leadership & instructorship skills.
- Establish Junior Cadet/Team Awards for Fitness (Date TBC):** Expanding the Colonel Robert Perron Award for Fitness to include recognition of individual junior cadets & potentially teams. Annual opportunity for more cadets to be recognized & rewarded for their active, healthy lifestyle & fitness excellence.
- Updated Corps and Squadron Program (2017):** Updated Qualification Standards & Plans introduced for implementation in September 2017. Training that's more leadership based, interesting & hands-on, with less sitting in lectures.
- New Cadet Boots (2017):** New multipurpose boots introduced starting at Cadet Training Centres. Gradually replacing the current combat boots & parade boots. One pair of boots to maintain that are practical, comfortable, rugged & stylish.
- New Medal for Staff Cadets (2016):** The Order of St. George sponsored medal introduced at Cadet Training Centres in 2016. Staff cadets are now recognized for their exemplary contribution to the summer training experience.



Cadet and JCR Renewal – Results for Cadets (cont'd)

- **Better Cadet PT Shorts (2016):** New physical training shorts introduced in 2016 to replace the grey cotton shorts. More suitable to wear for fitness & sports activities, and comfortable & up-to-date style-wise.
- **Revitalization of National Cadet Biathlon & Marksmanship Championships (2016):** Reinstated in 2016 with improvements to how they are organized & conducted. Enhances the experience for more cadets at all levels of the program & adds to the range of activities cadets can experience in the program.
- **Additional Cadet Voice (2015-2017):** Senior cadet from each corps & squadron participate in the Community Coordinating Committees. Cadets getting a greater voice in management and delivery of the program at corps & squadrons.
- **More Fitness and Sports Variety (2013):** Every corps & squadron receives an additional \$30 per cadet per year to better support delivery of the Personal Fitness & Recreational Sports training. Cadets are able to participate in a wider variety of fitness & sports activities that are interesting, challenging & fun.



13

The Valcartier Grenade Incident

- **Background**
 - 30 Jul 1974 – Grenade Explosion
 - Jul 15 - Ombudsman for DND/CAF made formal recommendations
 - Jun 16 - MND received authorization
 - 9 Mar 17 - Official launch of the program
- **Health Care Support**
- **Financial Recognition**
- **Follow-on Report – Ill & Injured Cadets as a Result of a Cadet Activity (Jan 17)**



14

Operation DISTINCTION - Vimy

- 1,342 Sea, Army & Air Cadets, 421 adult staff and 110 cadet units visited Vimy or are planning to visit before the end of 2017

- Air Cadets participation statistics:

| | Air Cadets | | Air Squadrons | |
|-----------|------------|----------------|---------------|----------------|
| | Went | Still to visit | Went | Still to visit |
| Atlantic | 43 | 0 | 4 | 0 |
| Central | 184 | 57 | 15 | 1 |
| Northwest | 170 | 0 | 10 | 0 |
| Pacific | 34 | 0 | 4 | 0 |
| Sub-total | 431 | 57 | 33 | 1 |
| Total | 688 | | 34 | |

- Upcoming in 2019, 75th Anniversary D-Day



15

CANADA 150 Celebrations

- **Intent.** Local activities, with limited support. National CCO recognition of this important milestone through rebranding of events or activities.
- **Objectives.** CCOs Canada 150 objectives are to:
 - **support** the Government of Canada's themes of diversity and inclusion, opportunities for youth, national reconciliation, and healthy environment
 - **participate** in celebratory events, with a focus on youth related Canada 150 activities
 - **inspire** a deeper understanding of the people, places and events that shape Canada



16

Operation INVICTUS

- Updated Warning Order distributed on 22 Mar 17 to add JCR participation:
 - Latest request is for 36 local cadets & 4 JCRs to participate in the opening ceremony of the Invictus Games
 - Ceremonies: 23 & 30 Sep 17 at the Air Canada Centre (Toronto)
 - Potential requirement for local cadets to show support for the torch relay across Canada
 - Invictus Games CEO presented his project to DComd and League EDs on 30 May 17



17

Design and Development

- **Training Publications:**
 - 62 Corps and Sqn Training publications have been updated and published. Final implementation this Fall
 - Delivery of electronic and hard copies to Corps/Sqns beginning in May 17
- **Dress Instructions:**
 - Consolidating the 3 Elemental CATOs into one Dress Instruction



18

Transition of International Exchanges

- Responsibilities:
 - Natl CJCR Sp Gp HQ - Strategic direction, planning and oversight
 - RCSUs - Coordination and delivery
- Processes will be rationalized into a leaner/common approach. Some environmental elements will remain
- Inbound Programs (Foreign Cadets) – Hosting RCSUs / CTCs
- Outbound Programs (Canadian Cadets) - RCSU Central



19

National Competitions

- National Biathlon Championship 2017, Valcartier, QC
 - Held 28 Feb to 6 March 17
 - Composite team was successful
 - Total of 194 Cadets (Competitors, Coach and Officials)
 - 19 Sea, 72 Army & 103 Air Cadets
- National Marksmanship Championship 2017, Gimli, MB
 - 7 to 12 May 2017
 - New format success
- Guiding Principle showing success:
 - “Youth Leading Youth”
 - Team approach vice individuals



20

Current Initiatives for Air Cadets

- 2017 Vintage Wings Program
 - Excellent air exposure
 - Summer Training 2017
- International Air Cadet Exchange – Outbound
 - 15 July – 3 August
 - Australia, Belgium, France, Hong Kong, Netherlands, New Zealand, South Korea, United Kingdom and United States
- International Air Cadet Exchange – Inbound
 - 18 July – 2 August
 - Hosted by Atlantic Region (NB, NS & PEI)
 - Australia, Belgium, China, France, Hong Kong, Netherlands, New Zealand, South Korea, United Kingdom and United States



21

Current Initiatives for Air Cadets

- Airport Operations and Aircraft Maintenance
 - Transitioned from NDA to CTC courses
 - Transitioned to RCSU(C) / Canadore College for delivery
- Advanced Aviation
 - Temporarily relocated to Connaught CTC from Trenton CTC
 - Due to Infrastructure issues



22

Current Initiatives for Air Cadet Flying

- Fleet Renewal Study (Joint DND/ACL)
 - L-19/Superdog parts obsolescence being examined by DND
 - Costs of repair and overhaul rationalization
 - Future Tow aircraft options being examined by ACL/DND committee
 - Commonality of Fleet



23

Current Initiatives for Air Cadet Flying

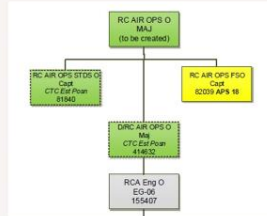
- Revised Organization and Establishment for Regional Cadet Air Operations
 - Each RC Air Ops will have similar structure in Ops and Maintenance
 - Regulations and Airworthiness are respected
 - Robust structure for the future
 - Implementation will take time
- Working with the RCAF
 - 2 CAD
 - To clarify the Air Ops ARAs
 - Will publish a Natl CJCR Sp Gp Order to capture the overall Air Ops program



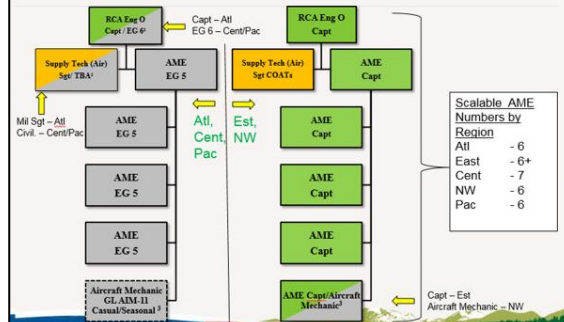
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Air Ops Common Structure

- Sustainable
- Ensures safety and airworthiness
- Minor regional variations in maintenance (outlined in following slide)



Air Maintenance O&E Refinement



| Scalable AME Numbers by Region | |
|--------------------------------|------|
| Atl | - 6 |
| East | - 6+ |
| Cent | - 7 |
| NW | - 6 |
| Pac | - 6 |

QUESTIONS

ANNEX B



RAPPORT DU COMMANDANT, GROUPE DE SOUTIEN NATIONAL CRJC

Ligue des cadets de l'Air du Canada
Assemblée générale annuelle

17 juin 2017



Bgén. K.L. Woiden, Commandant
Groupe de soutien national aux cadets et
aux Rangers juniors canadiens

Canada

National Defence / Défense nationale

Ordre du jour

- Opération HONOUR
- Renforcement de la protection des enfants
- Intention du VCEMD – Renforcement du programme jeunesse
- Structure du Gp S Nat CRJC
- Recrutement et attraction du personnel adulte
- Renouvellement des cadets et des RJC
- Explosion de la grenade à Valcartier
- Opérations (DISTINCTION, 150^e du Canada, INVICTUS)
- Conception et développement
- Transition des échanges internationaux
- Compétitions nationales
- Initiatives actuelles pour les cadets de l'Air
- Initiatives actuelles pour le Programme de vol des cadets de l'Air

Opération HONOUR

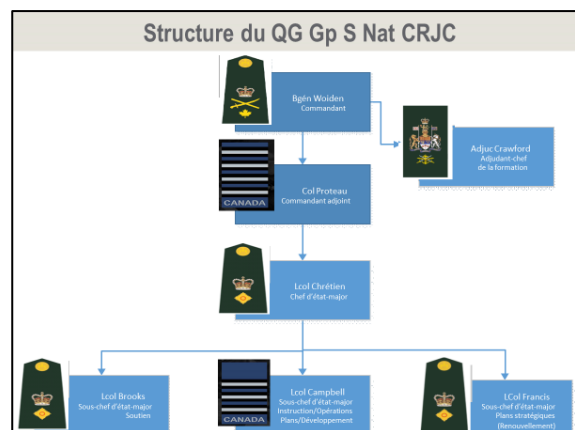
- Tous doivent prendre des mesures immédiates pour éliminer les comportements sexuels néfastes et inappropriés au sein des OCC.
- Nous avons l'immense responsabilité de protéger les jeunes qui nous sont confiés.
- Les comportements sexuels néfastes et inappropriés, quels qu'ils soient, sont inacceptables.
- La protection, la sécurité et le bien-être des cadets sont mes plus grandes priorités.
- Les comportements inappropriés impliquant des cadets ou leurs instructeurs, ou toute personne participant au programme, ne seront pas tolérés.
- Formation sur l'intervention des témoins pour le personnel à temps plein d'ici le 30 juin 2017

Renforcer la protection des enfants

- L'engagement de notre organisation envers l'opération HONOUR ainsi que la protection de nos jeunes sont primordiaux.
- La directive récente a donné lieu à une analyse des écarts pour l'ensemble de nos cours de formation (p. ex., Relations sociales positives pour la jeunesse, le Développement positif des jeunes et sensibilisation des programmes (DPJSP), cours de formation professionnelle) et des politiques connexes.
- Centre canadien de protection de l'enfance (CCPE)

Intention du VCEMD –
Renforcement du programme jeunesse

- Renforcer l'alignement de la politique stratégique du Programme jeunesse (Cadets et Rangers juniors canadiens) à la Politique de défense du gouvernement du Canada et aux résultats et priorités stratégiques du MDN
- Renforcer la compréhension et le soutien à l'échelle du MDN/des FAC pour le programme jeunesse dans son ensemble
- Renforcer la structure C2 des programmes des cadets et des Rangers juniors canadiens



Chef d'état-major

- Affaires publiques
 - Plans de communication
 - Enjeux/Ops
 - Gestion du contenu
 - Production de nouveaux médias
- Conseiller juridique – D Pol San
- Conseiller médical – Conseiller juridique (LEGAD)
- Planification opérationnelle
- J8 Contrôleur
 - J8 O Services financiers
 - J8 Superviseur des services financiers
- Évaluation/validation/sensibilisation
 - Validation
 - Évaluation
 - Sensibilisation
- J6 GI-TI
 - J6 Rep. svc clientèle
 - J6 O Gestion de l'information
- Adjoint exécutif et officier d'état-major

Sous-chef d'état-major

- J1 Politiques et administration du personnel
 - J1 Ressources humaines
 - J1 Carrières
 - J1 Emploi
 - J1 Politiques
 - J1 Gestion
- J4 O Services de soutien
 - J4 Infrastructure
 - J4 Transport
 - J4 Approvisionnement
 - J4 Coord des contrats

Sous-chef d'état-major – Plans stratégiques (Renouvellement)

- Plans stratégiques
- Renouvellement

Sous-chef d'état-major – Instr / Ops / Plans / Dév

- J35 Conseiller
- J5 Plans
 - J5 Plans Instr Marine
 - J5 Plans Instr Armée
 - J5 Plans Instr Air
 - J5 Plans Instr CIC
- J7 Développement de l'instruction
 - J7 Dév Instr Marine
 - J7 Dév Instr Armée
 - J7 Dév Instr Air
 - J7 Dév Instr CIC
- J35 Ops et plans de vol
- Autorité technique nationale
 - ATN adjointe
- J35 Rangers juniors canadiens
 - J5 Plans RJC
 - J7 Dév RJC

Recrutement et attraction du personnel adulte

- Le processus simplifié de transfert pour les membres de la F Rég/P Rés au SAOIC en est à la dernière étape de préparation avant d'être mis en œuvre à l'échelle des FAC.
- Engager CRFC pour déterminer si nous pouvons nous arrimer pour profiter des processus de recrutement local de l'armée et à la Réserve navale.
- Bien que l'attraction reste une responsabilité locale des Liges, nous recherchons des moyens d'accélérer le processus administratif requis pour compléter le processus d'inscription.

Renouvellement des programmes des cadets et des RJC – Rapport d'étape

- **Globalement** : On continue à faire des progrès, à atteindre des objectifs et à obtenir des résultats
- **Échéancier** :
 - Ralentissement temporaire du rythme (février-juin 2017)
 - Passage de l'étape 2 à l'étape 3 (juin-août 2017). Les groupes de travail reprendront à compter de septembre 2017.
 - Achèvement demeure prévu pour décembre 2018
- **Budget** :
 - L'initiative respecte toujours le budget. Aucun problème.
 - Des pressions financières sur le programme font en sorte qu'il est difficile de trouver des économies à réinvestir
- **Portée** : Avec le passage à l'étape 3, certaines tâches et certains groupes de travail moins prioritaires seront retirés de la portée. On continue à répondre aux objectifs de renouvellement et aux recommandations du CS Ex.
- **Défis** :
 - Maintenir le rythme malgré les changements de commandement et la restructuration du personnel.
 - Trouver des économies à réinvestir compte tenu des pressions financières plus importantes.
 - Résultats du renouvellement non visibles de manière claire et concise.

Renouvellement des cadets et des RJC – Résultats pour les cadets (1/2)

- **Occasions de leadership pour les cadets supérieurs (date à confirmer)** : On travaille à un aide-mémoire pour aider à maximiser les nombreuses occasions de leadership dans le programme. Les cadets supérieurs ont plus fréquemment des rôles, des tâches et des affectations plus intéressantes et stimulantes, et qui les aident à appliquer leurs compétences en leadership et en instruction.
- **Prix d'aptitude physique pour les cadets subalternes/équipes (date à confirmer)** : Accroître la portée du Prix Colonel-Robert-Perron pour l'aptitude physique afin d'inclure la reconnaissance individuelle de cadets subalternes et possiblement d'équipes. Occasion annuelle de reconnaître les efforts d'un plus grand nombre de cadets et de les récompenser pour leur mode de vie actif et sain et leur excellence en matière d'aptitude physique.
- **Mise à jour du programme des corps et escadrons (2017)** : Les plans et normes de qualification ont été mis à jour et seront mis en œuvre en septembre 2017. L'instruction sera plus amusante, intéressante et pratique, et comportera moins d'exposés magistraux.
- **Nouvelles bottes des cadets (2017)** : De nouvelles bottes polyvalentes commenceront à être remises dans les centres d'instruction des cadets. Elles remplaceront graduellement les bottes de combat et les bottes de défilé actuelles. Une seule paire de bottes pratiques, confortables, robustes et élégantes à entretenir.
- **Nouvelle médaille pour les cadets-cadres (2016)** : Médaille de l'Ordre de St-George présentée dans les centres d'instruction des cadets en 2016. On reconnaît maintenant la contribution exemplaire des cadets-cadres à l'expérience d'instruction estivale.

Renouvellement des cadets et des RJC – Résultats pour les cadets (2/2)

- **Meilleurs shorts de conditionnement physique pour les cadets (2016)** : De nouveaux shorts de conditionnement physique remplacent depuis 2016 les shorts de coton gris. Ils conviennent mieux aux activités sportives et de conditionnement physique, sont confortables et au goût du jour.
- **Retour des championnats nationaux de biathlon et de tir de précision des cadets (2016)** : Rétablis en 2016 avec des améliorations à l'organisation et au déroulement. Amélioration de l'expérience pour un plus grand nombre de cadets de tous les niveaux du programme et ajout à la gamme d'activités que les cadets peuvent réaliser dans le cadre du programme.
- **Point de vue additionnel des cadets (2015-2017)** : Des cadets supérieurs de chaque corps et escadron participent aux comités de coordination communautaires. Les cadets peuvent mieux faire connaître leur point de vue concernant la gestion du programme, et comment on pourrait en améliorer la prestation dans leurs corps et escadrons et ceux des environs.
- **Plus grande variété d'activités sportives et de conditionnement physique (2013)** : Tous les corps et escadrons reçoivent 30 \$ supplémentaires par cadet par année pour mieux appuyer la prestation de l'instruction sur les sports et le conditionnement physique. Les cadets peuvent participer à une plus grande variété d'activités sportives et de conditionnement physique intéressantes, stimulantes et amusantes.



13

Explosion de la grenade à Valcartier

- **Contexte**
 - 30 juillet 1974 – Explosion d'une grenade
 - Juillet 2015 – L'Ombudsman du MDN/des FAC présente ses recommandations officielles
 - Juin 2016 – Le Min DN reçoit l'autorisation
 - 9 mars 2017 – Lancement officiel du programme
- Soutien en matière de soins de santé
- Indemnité financière
- Suivi du rapport – Cadets souffrant d'une maladie ou d'une blessure suite à leur participation à une activité de cadets (Jan 17)



14

Opération DISTINCTION - Vimy

- 1 342 cadets de la Marine, de l'Armée et de l'Air, 421 membres du personnel adultes et 110 unités de cadet se sont rendus à Vimy ou le feront d'ici la fin de 2017;
- Statistiques de participation des cadets de l'Air :

| | Cadets de l'Air | | Escadrons de cadets de l'Air | |
|------------|-----------------|---------|------------------------------|---------|
| | Ont été | À venir | Ont été | À venir |
| Atlantique | 43 | 0 | 4 | 0 |
| Centre | 184 | 57 | 15 | 1 |
| Nord-ouest | 170 | 0 | 10 | 0 |
| Pacifique | 34 | 0 | 4 | 0 |
| Sous-total | 431 | 57 | 33 | 1 |
| Total | 488 | | 34 | |

- À venir en 2019, 75^e anniversaire du jour J



15

Célébrations du 150^e anniversaire du Canada

- **Intention.** Activités locales avec soutien limité. Reconnaissance nationale de cet événement important par l'OCC sous forme de conversion d'événements ou d'activités.
- **Objectifs.** Les objectifs de l'OCC pour les célébrations du 150^e anniversaire du Canada sont :
 - **Appuyer** les thèmes du gouvernement du Canada, soit la diversité et l'inclusion, les occasions pour les jeunes, la réconciliation nationale ainsi qu'un environnement sain;
 - **Participer** à des activités de célébration, principalement celles liées aux jeunes
 - **Favoriser** une meilleure compréhension des gens, des endroits et des événements qui façonnent le Canada



16

Opération INVICTUS

- Ordre d'avertissement mis à jour distribué le 22 mars 17 afin d'y inclure la participation des RJC :
 - La dernière demande comprend la participation de 36 cadets locaux et de 4 RJC à la cérémonie d'ouverture des Jeux Invictus;
 - Cérémonies : 23 et 30 septembre 2017 au Centre Air Canada (Toronto);
 - Besoin potentiel pour les cadets de démontrer leur soutien pour le relai du flambeau à travers le Canada
 - Le PDG des Jeux Invictus présentera son projet au Cmdt/A et aux DG des Ligues le 30 mai 2017.



17

Conception et développement

- Publications d'instruction :
 - 62 publications d'instruction des corps et escadrons ont été mises à jour et publiées. Mise en œuvre finale cet automne.
 - Remise des versions électronique et papier aux corps et escadrons à compter de mai 2017
- Instructions sur la tenue :
 - Regroupement des OAIC des trois éléments en une seule instruction sur la tenue



18

Transition des échanges internationaux

- Responsabilités :
 - QG Gp S Nat CRJC – Orientation stratégique, planification et surveillance
 - URSC - Coordination et exécution
- Les processus seront fusionnés pour former un processus commun plus simple. Certains éléments propres aux environnements demeureront.
- Programme au Canada (cadets étrangers) – URSC et CEC hôtes
- Programmes à l'étranger (cadets canadiens) – URSC Centre



19

Compétitions nationales

- Championnat national de biathlon 2017, Valcartier, Québec
 - 28 au 6 mars 2017
 - L'équipe mixte a été un succès
 - Total de 194 cadets (compétiteurs, entraîneurs et officiels)
 - 19 cadets de la Marine, 72 cadets de l'Armée et 103 cadets de l'Air
- Championnat national de tir de précision 2017, Gimli, Manitoba
 - 7 au 12 mai 2017
- Principes directeurs montrant des signes de succès :
 - « des jeunes qui dirigent des jeunes »
 - Approche d'équipe plutôt qu'individuelle



20

Initiatives actuelles pour les cadets de l'Air

- Programme des Ailes d'époque 2017
 - Saint-Jean, Trenton et North Bay
 - Instruction estivale 2017
- Échange international des cadets de l'Air – À l'étranger
 - 15 juillet au 3 août
 - Australie, Belgique, France, Hong Kong, Pays-Bas, Nouvelle-Zélande, Corée du Sud, Royaume-Uni et États-Unis
- Échange international des cadets de l'Air – Au Canada
 - 18 juillet au 2 août
 - Organisé par la région de l'Atlantique (N.-B., N.-É. et Î.-P.-É.)
 - Australie, Belgique, Chine, France, Hong Kong, Pays-Bas, Nouvelle-Zélande, Corée du Sud, Royaume-Uni et États-Unis



21

Initiatives actuelles pour les cadets de l'Air

- Opérations aéroportuaires et entretien d'aéronefs
 - Transition l'ADEN vers un cours CEC
 - Transition vers RCSU(C) / Collège Canadore pour livraison
- Aviation avancée
 - Déplacé temporairement au CEC Connaught du CEC Trenton
 - En raison des problèmes d'infrastructure



22

Initiatives actuelles pour le Programme de vol des cadets de l'Air

- Étude de renouvellement de la flotte (conjointe, MDN/LCA)
 - Obsolescence de pièce du L-19/Superdog en cours d'examen par le MDN
 - Rationalisation des coûts de réparation et de révision
 - Analyse des options pour les futurs aéronefs remorqueurs par un comité de la LCA/du MDN
 - Communauté de la flotte



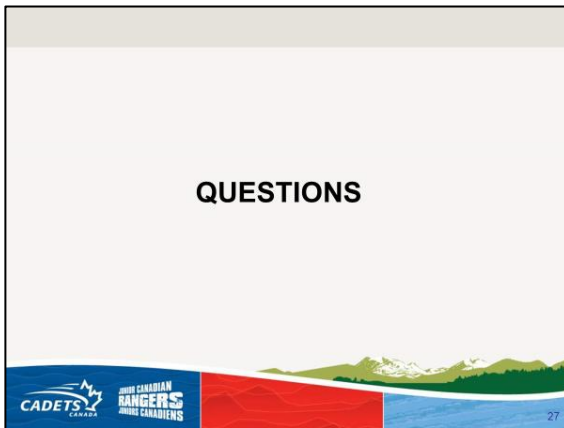
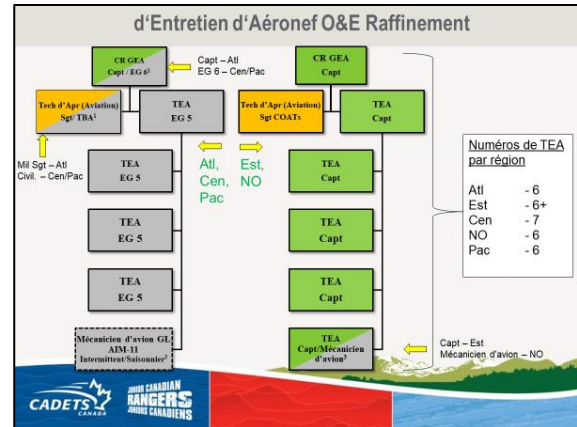
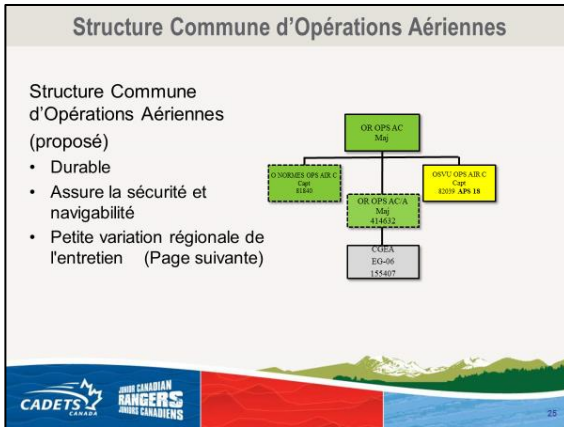
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Initiatives actuelles pour le Programme de vol des cadets de l'Air

- Organisation et effectifs communs pour les opérations aériennes régionales des cadets
 - Chaque OR Ops Air aura une structure semblable pour ce qui est des Ops et de la maintenance
 - Respect des règlements et des normes de navigabilité
 - Structure solide pour l'avenir
 - La mise en œuvre demandera du temps
- Travailler avec l'ARC
 - 2 CAD
 - Pour clarifier les secteurs de responsabilité des Op Aériennes
 - Publiera un Ordre du Gp S Nat CRJC pour capturer le programme global des Op. aériennes



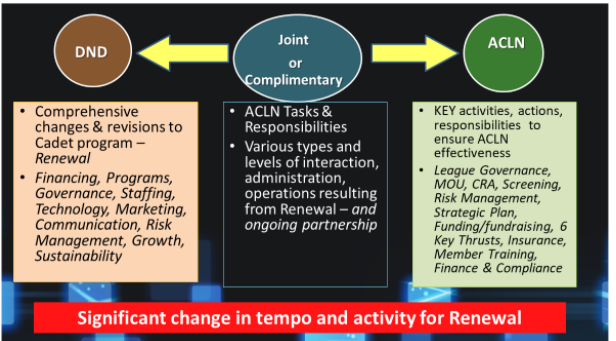
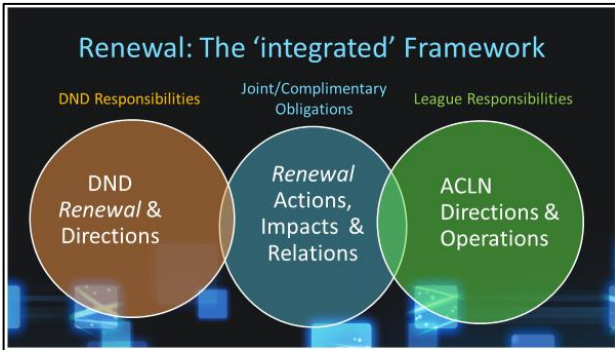
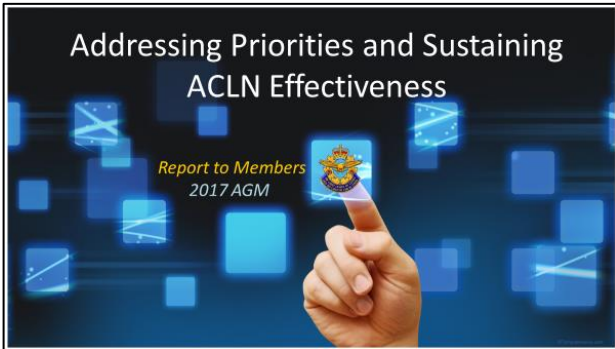
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ANNEX C



PLENNARY SESSION – CRITICAL PATH ITEMS



| WG Status | |
|-------------------------|--|
| Working Group | Status |
| Program Outreach | Recommendations advanced, outreach plans and actions identified; TBD |
| Program Costing | To be re-engaged; 2017-18 timeframe |
| Program Administration | Recommendations reviewed, internal planning and actions by DND; TBD |
| Program Flexibility | Recommendations reviewed; TBD |
| Risk Matrix | Final draft report to be distributed and reviewed; summer 2017; TBD |
| Internal Communications | Final Debrief, awaiting final recommendations; TBD |

| WG Status | |
|---------------------------------|--|
| Working Group | Status |
| Recognition & Awards | WG completed, ACLN input and awaiting recommendations; TBD |
| Program Growth & Sustainability | 2 WG meetings occurred; In progress for 3 rd meeting - extended to Mar 2018 |
| Uniform Modernization | 2 WG meeting occurred; In progress – extended to August 2018 |
| CAF Familiarization | 1 WG meeting occurred; In progress – extended to March 2018 |
| Cyclical Program Guidance | No Meetings; moved to fall 2017 start |
| MOU | No meetings; moved to fall 2017 start |

Program Costing Summary

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

Program Costing Summary

5. ACLN awaiting details on funding formula for all elements; we identified a \$7-8 million shortfall for Air if funding is based on 'Cadet population ratio' (approximate)
6. Numerous recommendations related to Cadet program:
 - More RDA's and NDA's
 - Increase load size (CTC)
 - Shorter durations (CTC)
7. ACLN supports discussion of making a music program non-discretionary

Program Costing Summary

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

Program Flexibility Summary

1. New concept of Locally Directed Activities to be introduced:
 - Goal is more flexibility by Sqn on choices within mandatory/optional programs
 - ACLN input is to ensure SSC are fully integrated and their role confirmed
2. CCOs (Community Coordinating Committees)
 - Locally based committee to seek broad input and consultation on program
 - ACLN input is to ensure SSC are fully integrated and their role confirmed

Program Flexibility Summary

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

Program Flexibility Summary

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

Program Administration Summary

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

CATO are renamed Group Orders (Gp Orders)

Program Administration Summary

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

Internal Communications/Rewards & Recognition

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

Program Outreach

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

Memorandum of Understanding

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

MOU negotiations will need to centre on:

- Fleet management
- Funding & fundraising
- Insurance
- Screening
- Supervision
- Marketing
- Conflict resolution
- Information sharing
- Cadet-related programs & services

ACLN Strategic Planning

Board Session
2017 AGM

Key Categories



Completing the Strat Plan - Board Level Teams



- Step 2** – Submit to Scott/Strategic Plan Cttee.; consultation as needed
Step 3 – Each team submission reviewed by Executive/ED/Scott to review/finalize, consult with relevant Committee Chair as needed
Step 4 – Consolidate/distribute 'draft' to all Governors for final review
Final Draft Plan Presented at SAM 2017

Overview of Key Issues & Priorities




Improve and align mission and purpose; confirm and effectively implement the proper mandate and roles; determine National strategies for ACL.

- a) Prioritize and focus national resources, funds, energy and strategic directions based on national mandate.
- b) Deliver training to volunteers vs. develop training resources for volunteers? Recruit Cadets and volunteers vs. promoting program across Canada? Administering PC level screening vs. overseeing screening systems/policies? Educate youth about fitness & aviation vs. national advocacy to DND on quality Cadet program?
- c) Various matters within Chain of Command and levels of authority require clarity – e.g. PC/ACLN roles, incorporated SSC's, support to PC's without staff, Parent committees and Sponsoring Bodies,


- d) Better collaboration, joint planning and communication within ACL and PC's is needed – fleet replacement, national/PC fundraising, industry and corporate development, recruitment, marketing, officer training.
- e) Address differences across Canada with PC's and SSC's in their capability, resources, roles, needs.
- f) How to effectively use our independent and charitable situation to pursue goals and objectives for the League and Cadets.

Need for significant and strategic fund generation and financing plan to address changing environment, DND reductions and ACL needs - operational, program, and services.


- a) Limited historical fundraising initiatives nationally; lower revenues over past few years.
- b) Significant reliance on DND grant for core operations – unknown future cutbacks.



- j) Cutbacks to DND threatening some aspects of the program = impact to optional program and need for optional funds!
- k) National to consider a standardized, national fee structure for Cadet participation.
- l) New draft fundraising plan developed – will require staff, member support, resources and time.
- m) Fleet replacement!! – a significant issue that will require significant financing.




- f. ACL Foundation is underperforming and need strategic direction for revenue generation.
- g. Most private/corporate funding allocated to 'restricted' uses – awards, bursaries, events.
- h. Increasing costs within ACL – LHQs, insurance – and SSC's/PC's challenged to address.




Need for consistent and effective mechanisms and protocols for working in partnership with DND (and other Leagues) and, where relevant, independently.


- a) MOU is a key document to determine relationship – limited discussions, awaiting responses (e.g. separate MOU for ACL), need MOU framework to proceed.
- b) Cadet Supervision issue still to be discussed and resolved. Continued challenges recruiting officers and delivering local program.
- c) A strong impression that DND does not 'respect' or effectively include ACL (Leagues) in consultation and 'decision-making', or work well in partnership.



- d) The need for closer, joint planning and implementation with DND: recruitment, Program Outreach, Cadets.ca, Growth/sustainability, financing.
- e) Program issues: greater RDA/LDA growth vs. element specific; Senior Leaders course; music program; officer re-badging.
- f) Funding formula for CCO and elements is outstanding issue – no longer by share of Cadet population but no public 'model'
- g) Better alignment, joint advocacy and planning needed with 2 other Leagues.




- h) Joint dispute resolution required to address unresolved challenges between League and DND in productive, lowest level.
- i) MANY changes anticipated from Renewal – ACL readiness and volunteer training/support will be needed.
- j) Training/orientation for officers on League roles, structure, mandate and MOU responsibilities a priority – consistent messaging and increased opportunities.




Need for effective structure and governance exists that focuses on internal alignment amongst levels, proper authority/responsibility matrix

- a) Alignment and agreement on legal and governing structure and roles/responsibilities within ACL as defined in an Affiliated Agreement.
- b) Financial responsibilities of PCs and SSC's to meet CRA Regulations and internal compliance/reporting.
- c) National level systems and controls in place for all levels for registration and screening.
- d) Each level cannot continue to work independently of each other




- d) Lack of HR/staff at all levels, and the funds to cover these, are significant issues to ensure consistent and comprehensive workload is completed.
- e) Effective alignment of roles and responsibilities for National committees as relates to operations, Board committees, and management/oversight of those with PC members
- f) Risk management system to be established and eventual implementation across all levels.




Need to focus resources, services, training, support and recruitment of volunteers and members to National level roles (Board, committees, Ad Hoc initiatives); garner expertise from inside and outside ACL.

- a) A national plan that integrates all levels with a focus on volunteer management is missing.
- b) Consistently applied training for all volunteers is missing.
- c) Some resources/training needs to be created, other material needs to be used effectively.
- d) Ease of access and improved use of technology is priority to help inform, train and make information available across country




- e) New responsibilities, skill sets and volunteer roles are upcoming due to renewal and DND (CCO, Outreach, Technology-based).
- f) Volunteer turnover is a key issues that requires a consistent system to orient/train new people.
- g) Gaps and differences in the manner in which ACL educates officers, parents, Cadets about its role – and gaps in how DND supports our input and training to their system.
- h) Challenges/Gaps in the number of volunteers to fill various roles from lower to senior/governance levels.




Need to input, monitor and advocate for Air Cadet programs to ensure goals, interests and objectives of youth and ACL

- a) Funding formula and model for 3 elements has been changed; being monitored for fairness based on *share of Cadet population* recommendation by ACL
- b) Senior Leadership course, music program expansion, ES option as 'mandatory' are high on list for ACL
- c) Concerns about gliding program continue to need monitoring and long-term plans for all partners.



- d) Closures of CTC/CFTCs needs to be monitored and plans established to maintain Cadet #'s
- e) New focus of Locally Directed Activities, and increased RDA's to be implemented, needs to be understood and monitored
- f) Proposed changes to LSA to support some activities, and enhanced support to 'struggling units' to be monitored
- g) National focus on opportunities to build career, training, education initiatives to support Cadets and work with industries




- h) Long term plans for increasing famil flying needed due to potential cutbacks and provide more 'air' experience
- i) Proposed changes to program need to be monitored – Cadet challenge /demonstrations, reduction of attendance criteria, online registration, late joiner package




Need for new and increased partnerships with industry, corporations, associations, politicians and youth stakeholders to build strategic initiatives for League and Cadets

- a) Determining strategies and mechanisms to reach out to new partners to invite in to League roles.
- b) External opportunities and people with expertise are available, but we have limited ways to engage them.
- c) Establish methods and opportunities for more involvement from lower levels on key committees and initiatives.



- d) More focus on linking, communicating and seeking support from politicians and other governments are required.
- e) Options such as Ad hoc teams, Subject matter experts, Project Advisory teams, Ambassadors need to be considered and integrated to support ACL initiatives.
- f) Coordinate and focus some resources on national level associations/organizations that can provide knowledge, linkage, support and partnership for important work (legal, regulatory, technology, training/education)



MOVING FORWARD

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| <ol style="list-style-type: none"> 1. Finalize Governor Teams and Strat Plan Categories - today 2. Teams complete actions, ratings, Lead & resource columns By end of August | <ol style="list-style-type: none"> 3. Input from PCs & consolidation of all input for 1st draft - By end of Sep 4. Final review, consolidation and revisions by Executive By end of October |
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Final Draft presented to Board and then Master presented to Members - **SAM 2017**



ACLN Strategic Plan

Planning & Development Timeline

July 2017 – November 2017
Consolidate and Prioritize all Teams and Actions & Draft Plan Developed

New plan effective 2017/18 Fiscal Year

