

**RECORD OF DECISIONS
76th 'SEMI-ANNUAL MEETING
AIR CADET LEAGUE OF CANADA**



**% -2%NOVEMBER 201)
HELD AT THE LORD ELGIN HOTEL
OTTAWA, ON**



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SPECIAL MEETING, RECEIVING OF REPORTS
SATURDAY 21 NOVEMBER, 2015 1000 - 1200 HOURS

1. ADMINISTRATION

1.1 WELCOME BY THE PRESIDENT

D. Doern welcomed everyone to the meeting.

1.2 ANTHEM -O CANADA

1.3 MOMENT OF SILENCE

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

In particular, we remember:

- [Air Cadet Gabriel Comeau](#) – Who passed away at CTC Greenwood in August
- [MGen \(ret\) John Stewart](#) – Honorary Director
- [Eric Steffensen](#) – Retired National Governor

1.4 REMINDER OF THE ORDER OF EVENTS and SCHEDULE

- Special Meeting of Members (Draft Budget)
[COFFEE BREAK](#)
- Receiving of Reports (Chairs will have 5 minutes each to report)
- Special Presentation – Leadership Symposium

1.5 INTRODUCTIONS

- Head table was introduced

1.6 CONFIRM NOTICE OF MEETING

S. Matresky confirmed that a notice of meeting was circulated in September of 2015, that they had a quorum, and that it was a duly constituted special meeting of the Air Cadet League of Canada in accordance with bylaw 4.04 Special Meetings

There were 65 National Voting Members in attendance and 3 proxies.

1.7 CALL TO ORDER

B. Burchinshaw noted that all proxies should have been registered upon arrival at the meeting and members authorized to vote should be in possession of a voting card.

1.8 MOTION TO APPROVE NON-VOTING MEMBERS AT MEETING

D. Doern indicated that under the new bylaws, non-voting members need to be approved to be present at the meeting.

MOTION: *That non-voting members on the sign-in sheet be approved to be present at the meeting.*

MOVED BY: L. Jenks

SECONDED BY: J. Hunter

CARRIED: YES X NO

1.9 INTRODUCTION OF SPECIAL MEETING ITEMS

D. Doern indicated that there is one item that must be voted on at the special meeting, that being the budget for fiscal year 2016 and 2017.

D. Berrill, Treasurer came forward and provided background information on the budget and the justification for the numbers for each item. Based on feedback from the membership, adjustments were made to the amounts to be transferred from accumulated reserves (\$83k for FY 16-17) and the amount collected for the annual assessment fee (\$10/cadet). Discussion ensued about the strategic direction of the League; relationship with DND; fee for service contracts and staffing requirements over the next few years.

Background: *Item 3.1, 3.3 2015 AGM RODs*

3.1 REPORT OF THE FINANCE COMMITTEE

...D. Berrill added that important discussions need to take place between the BOG and PC Chairs about supporting cadet activities to determine the level of support the League is willing to provide so that it can be budgeted accordingly. A sub-committee led by P. Barabey was also struck by the committee to review the National budget and propose changes should it feel the money is not being spent as it should be. K. Mann acknowledged the excellent work of D. Berrill and S. Matresky in managing the League's finances.

3.3 APPROVAL OF BUDGET FOR 2015/16

D. Berrill covered this item under 3.1. He indicated that he would seek approval for the budget for the 15/16 year only as the committee wishes to review the Cadet Assessment Fee at the Semi-Annual meeting. A Special Meeting will be held at that time to approve the subsequent two years of the budget.

MOTION: *Moved by D. Berrill/C. Hawkins that the budget for the fiscal year 2015/16 be approved as presented. CARRIED*

MOTION: *that the two additional years of the National budget, fiscal years 16/17 and 17/18, be approved as revised.*

MOVED BY: D. Berrill

SECONDED BY: M. Crevier

CARRIED: YES X (1 opposed)

1.10 MOTION TO ADJOURN

There being no further business to discuss during the Special Meeting, a motion was made to adjourn.

MOVED BY: J. Hunter

SECONDED BY: H. Viita

CARRIED

2. RECEIVING OF REPORTS

2.1 DISCUSSION PAPER

D. Berrill thanked voting members for their participation in Friday's night's discussion. The engagement and thoughtful comments were appreciated. *See attached annex for details of the discussion.*

2.2 NATIONAL PRESIDENT'S REPORT – D. Doern

D. Doern indicated that he had nothing to report further to the Board of Governors Meeting earlier this morning.

2.3 EXECUTIVE DIRECTOR'S REPORT – S. Matresky

S. Matresky noted that her report was in the meeting book and that she had nothing further to add at this time. One housekeeping item – when the winning poster from the National Poster Contest is determined, it will be translated and modified if required to ensure that it is bilingual.

2.4 ADVISORY COUNCIL'S REPORT – K. Mann

K. Mann reported that the Advisory Council would like the League to develop a record keeping policy to ensure that items from the 75th anniversary are properly archived. S. Matresky to put a document together for onwards transmission to the Board for approval. K. Mann added that members of the Council have shown interest in being participants in the various working groups currently underway with DND.

2.5 75th ANNIVERSARY COMMITTEE REPORT – K. Mann

K. Mann reported that committee is energized and prepared for the events planned across the country this year. They will be working with the Communications Committee to ensure that the moments are properly captured and shared with everyone. He thanked the members of his committee and the National Office staff for their efforts in planning the celebrations.

2.6 EFFECTIVE SPEAKING COMMITTEE REPORT – D. LaRoche

D. LaRoche noted that her committee had a great meeting over the weekend. Some adjustments have been made to the rules in regard to gestures and props. The committee is proposing changes to rules 20, 21, 62 and 65. They considered some of the rules too harsh or too narrow. Rule 20 is now defined as '3 minutes' to prepare and rule 62 now recommends the establishment of a resolution panel to rule on disqualifications. Discussion ensued and D. LaRoche will bring forward the committee's proposal to the BOG in time for their next meeting.

2.7 MEMBERS' COMMITTEE REPORT – K. Todd

K. Todd recognized and thanked the members of his committee for their participation. He also thanked the new observers who attended as well. The vision for the committee is *'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'*. K. Todd encouraged members to fill out the questionnaire regarding training requirements and identifying gaps.

2.8 NATIONAL SELECTIONS COMMITTEE REPORT – M. Ozirny

M. Ozirny reported that his group had an active and lively meeting. League members discussed with the military participants ways to improve the selections process and make it more uniform. Marking procedures were examined and ideas were exchanged. The Committee will bring forward to the BOG the CATO stating that cadets may only apply for either IACE, PPS or GPS and ask that it be revised so that cadets may apply for more than one course.

2.9 SCREENING AND REGISTRATION COMMITTEE REPORT – M. Ozirny for G. Johnston

M. Ozirny noted that the committee will be recommending to the BOG to implement a procedure whereby all screened members will be required to wear their Volunteer Screening Card while serving as an ACL volunteer.

2.10 MUSIC COMMITTEE REPORT – H. Mar for G. Johnston

H. Mar noted that the committee did not meet at the SAM, however, they did convene by telephone a few times during the year. The discussions focused primarily around the lack of music training available to cadets. H. Mar would like to see a review of music instruction taking place at the summer camps and the qualifications required to instruct.

SPECIAL PRESENTATION

B. Wolfe, Past President of the ACL and Secretary General of the International Air Cadet Exchange Association made a special presentation to D. LaRoche on behalf of the IACEA recognizing her efforts in support of the IACE hosting duties in Western Canada.

3.0 CONCLUSION

3.1 DATE AND TIME OF NEXT MEETING:

Annual General Meeting – Richmond BC June 15-18 2016

3.2 GOOD AND WELFARE:

Nothing Further

3.3 REMINDERS

Details given about Charter Night Celebration Gala

3.4 ADJOURNMENT

There being no further business, the meeting adjourned at 11:45 EST.

***THIS CONCLUDED THE MORNING SESSION OF THE SEMI-ANNUAL MEETING.
LUNCH AND WORKSHOPS FOLLOWED FOR THE REMAINDER OF THE DAY.***



ANNEX A

MEETING ATTENDEES



MEETING ATTENDEES

Board of Governors

Don Doern President
Keith Mann Past President
Don Berrill Vice President, Treasurer
Marcel Bineau Vice President
Merv Ozirny Vice President
Bob Burchinshaw
Jerry Elias
Jim Hunter
Geoffrey Johnston
Darlene LaRoche
John Scott
Tom Taborowski
Ken Todd
Hille Viita
Ernest Wiesner

Advisory Board

Guy Albert
Jim Ash
Charles Baxter
Gilles Cuerrier
Irene Doty
Donald Gladney
Max Goldack
J. R. (Bob) Goudie
Craig Hawkins
David Hayden
Ron Ilko
Robert Parsons
Jan Reidulff
Bob Robert
Thomas White
Brent Wolfe

Military

Capt Paul Martin Bousigard
Lcol Trevor Campbell
Major Simon Caron

Col A. M. D. Cook
Capt Nathan Daly
CWO Camil Guérin
Capt. Andrea Matheson
Col Conrad Namiesniowski
CWO Sherman Neill
CWO Gerry Poitras
CWO Grant Pyle
BGen Kelly Woiden

Honorary Officers

Leonard Jenks Honorary Secretary

Honorary Life Associates

Donald Gladney
Richard Logan
Herb Spear

Provincial Chair Persons

Marc Lacroix (interim), QOV
Sue Madden, NB
Diana Bray, NL
Greg Merrill, ON
Rick Mortensen
Dave Vokey, PE
David Lamb, SK
Douglas McLennan, MB
Jim Mullins, NS
Jamie Nicol, PTAAC
Doug Slowski, BC
Kevin Robinson, AB

Special Guests

Capt. Dan Adamus (ALPA)
Major General Jean-Robert Bernier (NATO)
LCol (Ret) Maryse Carmichael (CAE)
Catherine Clark
Steven & Donna Clark (Royal Canadian Legion)
Duane Daly (YCF)



2015 SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES
With Special Meeting



Col (Ret) William Fletcher (Army League
President)

*This list is current as of November 02, 2015. We
apologize for any errors.*

Provincial Delegates

Gail Elgert
Joan Irvine
Brian Lewis
Stan Monkman

Provincial Office Staff

Paul Dowling (NB)
Michael Hopkins (ON)
Richard Petrowsky (SK)

National Delegates

Rhonda Barraclough
Gene A. Bell
Mike Boyle
Michel Crevier
Bill Cumming
Diane (Dee) Davis
Penny Doern
William Fowler
Jim Gale
Peter Garton
Beverley Hoban
Dan Kehoe
Marie Christine Lalonde
Anna Lewis
Howard Mar
Jean-Anne Milton-Binczak
Serge Philibert
Ronald Rique
Thomas Sand
Mike Symons
Vern Toews
Chris Tuck
Richard Valiquette
Christine Welch

Spouses

Lynn Berrill
Richard Binczak
Jelena Bosanac
Richard Burke
Marjorie Burchinshaw
Jack Doty
Janet Elias
Janet Goldack
Laurette Goudie
Ian Gray
Peggy Hayden
Janice Ilko
Michelle Kehoe
Marlien Fecyk-Lamb
Barbara Mann
Vicki McLennan
Deborah Merrill
Rita Monkman
Marguerite Parsons
Donna Robert
Glenn Robinson
Elaine Scott
Katherine Stokes
Heather White
Karen Wiesner
Shirley Wolfe

National Office Staff

Sarah Matresky, Executive Director
Josée Woodford, Executive Assistant
Joan Gray, Administrative Assistant
Ray McAndrew, Finance Officer
Sitraka Raelimanohisoa, Comm. Officer
Wendy Hough, Sponsorship & Fundraising
Scott Lawson (Special Projects & Events)



Air Cadet League Leadership Symposium

Cadets

AB

Ashley Pierog
Taylor Hemmings
Taran Nasedkin
Alicia Tam

BC

Madelyn Stoney
Nicolas Ouellette
Bailey Perigo
Jasmine (Yui Hyme) Chan

MB

Alexa (Lexi) Katelyn Ilag
Adam Gislason
Marika Dwar-Norosky

NB

Patrick Harper
Andrew Lawrence Spicer
Arriane Caissie
Amelie Marguerite Devarenne

NWON

Nicholas Piotrowski

NL

Harrison Latham
Kyle Canning
Elizabeth Stairs

NS

Brandon Hanna
Christian Samson
Elizabeth Graham

ON

Benjamin Fisher
Lauren Froats
Paul Samayoa
Janice Tai
William Ross Murray
Tse Flora

Pan-Territorial

Bendon Curtenau

PEI

Chris Zhou

QCOV

Sébastien Gravelle
Louis-Félix Taschereau
Fernando Sanchez-Ramos
Ines Lopez-Espinoza
Léandre Poirier-Poulin
Geneviève Dumais

SK

Jina Bae
Noah Gregory
Brandon Huczil

National

Liam Rozon

Guest Speakers' Panels

CWO Sherman Neil

Project Manager CPO1 & CWO Strategic Employment
Model Project

CWO Grant Pyle

National Cadet and Junior Canadian Rangers Support
Group

Col. A.M. D. (Andy) Cook

17 Wing Commander
CFB Winnipeg

Col. JPE Charron

Director Strategic Communication Services
Department of National Defence

Col. Virginia Tattersall

Commander, Canadian Material Support Group

Lieutenant General (Ret) Charles Bouchard

Chief Executive Officer
Lockheed – Martin Canada

Senator Joseph A. Day

Senate of Canada

B.Gen (Ret) Jim Hunter

ACL Governor



ANNEX B

**FRIDAY SESSION
SPECIAL MEETING**



Special Meeting of the Voting Members – ACLC Renewal Objectives Record of Decisions

Chairpersons: D. Berrill & G. Johnston

Attachments: Discussion Document (pdf); ACL Renewal Objectives Presentation (ppt)

1. ADMINISTRATION

1.1 Welcome and Opening Remarks (D. Doern)

President Doern welcomed all members to the meeting and thanked D. Berrill and G. Johnston for their work preparing this presentation. He noted both the importance of cherishing the accomplishments of the past 75 years and the need for planning for the next 75.

D. Berrill noted that this presentation is part of the work of the Ad Hoc Committee on Governance and introduced the committee members: G. Johnston, T. Taborowski, B. Burkinshaw, and H. Viita.

2. PRESENTATION

The presentation was accompanied by a PowerPoint slide deck which is appended to the ROD. Notes included here will be comments made in addition to the presentation content. All voting members were sent copies of a discussion document including appendices in advance of the meeting which are also appended to the ROD.

The purpose of the meeting was to review objectives for the ACLC moving forward and to get feedback from the membership regarding priorities and directions.

2.1 Comments from the Floor

Re: Slide 17 DND Renewal Timeline (R. Ilko) Why are we committed to working within DND's timeline?

Response: (D. Berrill) We are not necessarily committed to their timeline; however, it depends whether we want to assume a reactive or a proactive position in the renewal process.

Re: Slide 19 – Recruitment and Retention (C. Hawkins) Are we referring to recruitment/retention of adults to the League, cadets or both?

Response: (D. Berrill) Both.

Re: Slide 20 – Screening and Registration (G. Johnston) We must as an organization not only be aware of the limitations of the current screening/registration practices which have been set by DND but we need to warn the people involved of the risks that the SSCs are taking. A number of the practices that are involved at present have evolved over time and been blindly accepted but we are now aware of the issues and this can be factored into the MOU negotiations. It was also noted that DND is putting considerable pressure on the League to provide feedback throughout this process with very short lead time.

Re: Slide 20 – Screening and Registration (B. Gowdie) What assurance do we have that our input will be considered if we make the effort to provide it?

Response: (D. Berrill) DND has adopted a new governance program which states unequivocally what the role of the League is which legitimizes the importance of our input. We may not always make an impact but it is better to give input during the process than feedback afterwards. We have to help define the rules and decide what our role is going to be.

Re: Slide 25 – Training Opportunities (D. Berrill) It was noted that one issue brought up by the Leadership Symposium Cadets was the lack of leadership training opportunities. With regard to training opportunities, DND chooses the training opportunities and retention-based optional programs that it wants and we do the rest.

Re: Slide 27 – Organizational Structure (C. Hawkins) It was suggested that it might be more helpful to ask the question of whether members perceive the statement pertaining to the importance of having a BOG that is able to manage the business of the organization rather than use Board membership as a reward for longstanding membership to be our current state or a desirable end state for our organization. It was agreed that it is a desirable end state.

Re: Slide 28 – Organizational Structure (G. Johnston) There is a real danger of not having committees incorporated – the default under the law is individual responsibility if you are not incorporated therefore they don't have the protection of the incorporated societies act and often of the insurances that they think they may be covered under. On the west coast, it is basically required to be incorporated if you want to do business.

Re: Slide 28 – Organizational Structure (D. Berrill) There is a lot of variation with BC and Alberta being all incorporated to Ontario where the PC and maybe 10 SSCs are out of 114. It is important to have a common scenario if we are to be able to protect people across the country.

Re: Slide 28 – Organizational Structure (C. Hawkins) There is actually a great deal of variation across the country with regard to the legal requirement to be incorporated which is what explains the difference between BC and ON. The question is whether given the legal requirement differences across provincial jurisdiction, is it possible to actually have common articles of incorporation?

Response: (P. Shea) It is possible and there are two potential methods. The first is the Canadian Not-For-Profit Corporations Act which is a federal statute that applies across the country. This is a good piece of legislation. The second is a franchise agreement model where the various units can incorporate under any statute they wish but their articles and by-laws, together, have to provide for certain consistent things so that in practical effect, all units are the same.

Re: Slide 28 – Organizational Structure (G. Johnston) This was/is particularly important in those cases where the SSC is part of the Legion or Rotary Club and there was basically a gentleman's agreement between them and the League. If everyone is incorporated they now are part of the ACLC structure first and foremost and their articles of incorporation will dictate that their purpose is to "support" cadet activities.

Re: Slide 28 – Organizational Structure (K. Mann) The important element in Alberta regarding incorporation was so to permit the running of a casino. However, it is important to get the message out that there are other issues of liability at hand and explain the risks at the SSC.

Re: Slide 28 – Organizational Structure (B. Burkinshaw) The importance of ensuring that people are properly informed and protected from personal liability cannot be understated. Issues such as conflict of interest also need to be brought forward; acquiescence is as subject to liability as directly causing or contributing to the problem. Directors must understand their liability and we must do due diligence to protect our volunteers.

Re: Slide 24 – Financial Management /Equalization of Opportunity (J. Nichols) How do we define equalization of opportunities? Is that spending the same amount on each cadet?

Response: (D. Berrill) To provide the same opportunities to all cadets across the country; not necessarily spending the same amount per cadet. Disparities are so large across the regions at present that there cannot help but be a difference now.

Re: Slide 24 – Financial Management /Equalization of Opportunity (C. Hawkins) Are we advocating for one size fits all? It is a very broad term.

Response: (D. Berrill) No; there are differences across regions and they are important and legitimate regional differences in programming options and opportunities.

Re: Slide 40 – Training and Retention (H. Viita) Why is Apprenticeship listed as a stream on its own? Although it is a component of some programs, it is not one of our core foci.

Re: Slide 40 – Training and Retention (C. Hawkins) It was noted that from an educational perspective, there could be an apprenticeship component to all of the other 4 streams listed on the slide.

Re: Slide 47 – Closing Remarks/Feedback (D. Berrill) The new government has specific priorities (e.g., refugee crisis) which will impact their decisions and actions; where do we want to go

knowing this? Do we want to be proactive or reactive? We have bought some time with the election.

Re: Slide 47 – Closing Remarks/Feedback (R. Barraclough) It was questioned whether a \$2/head increase in assessment fee was discussed at the Finance Committee meeting. This issue of what a realistic increase in assessment fee would be and what that actually means in terms of dollars and cents. Is it possible to do a lesser amount over a longer period of time?

Response: (D. Berrill) Reality is that we would like to see \$10/head for the assessment fee which is back to where it was but the reality is that at \$100, 000 for the contract person would be \$4/cadet. At this point there is \$500,000 in unrestricted reserves. Could do this slowly and use the reserves to buffer it in; more or less. A hybrid approach is a possibility.

Re: Slide 47 – Closing Remarks/Feedback (P. Shea) Is this \$100,000 figure an accurate assessment of the cost involved. Has there been any research done yet? This figure seems light. Are we actually better to spend \$200, 000 on someone who has the ability to make a real impact?

Response: (D. Berrill) It is probably light but using the combination of a paid professional and volunteer skill set, this can be accomplished. If the membership believes this is what we have to do, we have to budget for it and then we have to get the value we need for this money. We need to look at all models but we have to get the support from membership to say that this is somewhere we need to go. Our funding model as it exists does not support this. If anything can be done pro bono by membership, that would be very beneficial.

Re: Slide 47 – Closing Remarks/Feedback (G. Johnston) We also need to consider that this is a new age and an important process and for our one person at \$100,000, how many will there be on the other side of the negotiating table representing DND.

Re: Slide 47 – Closing Remarks/Feedback (J. Reidulff) What do we expect to get for this \$100,000?

Response: (D. Berrill) Professional support to accomplish the goals outlined on Slide 41. If we don't have a volunteer for a working group, we would have to send S. Matresky to all meetings; we cannot afford her to do that. We need the skills to meet the different needs. This may be a combination of different people.

Re: Slide 47 – Closing Remarks/Feedback (R. Barraclough) What is the timeline?

Response: (D. Berrill) Three years for this particular activity based on the DND Renewal schedule. Therefore, this would be a minimum of \$300,000. There are other ways we could approach this; for instance, looking for a government program to fund it but someone has to do the work of looking for those programs (e.g., Trillium).

Re: Slide 47 – Closing Remarks/Feedback (M. Orzirny) Is there another source of funding we have not considered? The bill is probably more like \$500,000. It is suggested that a major corporation might be interested in having their name associated with this research.

Response: (D. Berrill) That is possible and it may fall into the scope of work for the person who is hired to secure that funding.

Re: Slide 47 – Closing Remarks/Feedback (R. Barraclough) What happens if this person finds money but we have already collected the additional assessment fees? Will they be given back?

Response: (D. Berrill) The simple answer is that the PCs hold 45 of 65 votes so if it is something they wish to happen, they have the power to make it so.

Re: Slide 47 – Closing Remarks/Feedback (R. Ilko) What is the outcome if we do nothing and use our volunteers? Why not look at the option of doing nothing? Do we need to change our model because DND is?

Response: (D. Berrill) At present, some provincial committees are having a really hard time; we probably should have actually changed before the military did. Social strengths and weaknesses have changed and we are sitting with the same mindset and program. DND didn't even really know what our contribution was. We also have to look at the perception that we actually are a government organization – our relationship with DND is actually a liability with some funders.

Re: Slide 47 – Closing Remarks/Feedback (P. Shea) We would need a lobbyist not a consultant if we wanted to argue that we don't need to change because DND is.

Response: (D. Berrill) Hiring a lobbyist is in contravention of our national grant.

Re: Slide 47 – Closing Remarks/Feedback (G. Johnston) There is one other possibility; to ask for further funds from DND.

Re: Slide 47 – Closing Remarks/Feedback (A. Lewis) We need to hire someone because we are a big business and we need to act as such.

3. CONCLUSION

3.1 Presentation Summary

Membership indicated that with the exception of Equalization of Opportunities, all issues – Recruitment and Retention, Screening, Volunteer Training, Cadet Training Opportunities, Financial Management, Organizational Structure (national leadership, local/provincial/national linkages incorporation), ACLC/DND Relations, and Cadet and SSC Support – are of “super importance” for consideration in the MOU renewal process. There was mixed opinion with regard to Equalization of Opportunities.

3.2 Closing Remarks

D. Berrill thanked the membership for their attendance and participation.



Air Cadet League of Canada

Voting Members Meeting ACL Renewal Objectives



Context

Tonight you sit here as the entire National Air Cadet League of Canada. As voting members it is necessary that you look at things in the best interest of the ACL as a whole.

SAYING THAT

Whatever we decide, whatever we do, we need to justify to our PCs, our SSCs and most importantly our members, the actions we wish to take. We can never lose sight of that reality.



What do we want to accomplish in the 3 Year Renewal Plan?

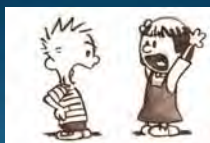


Purpose 1

Provide confirmation that the Air Cadet League's (ACL) Purposes, Composition, Financial Plans, Funding, Operational Plans, Partnerships and Understanding of our MOU requirements are accurate & reflect the true understanding of all levels of the ACL.



Purpose 2



Where there are differing opinions on these items – investigate, negotiate and mediate to a singular understanding on behalf of the National ACL and all of its Provincial Committees (PC) and Squadron Sponsoring Committees (SSC)



Purpose 3



Ensure that these messages are properly communicated to all of our partners, especially our collaborations with the Government of Canada (GoC), the Department of National Defense (DND), the Army Cadet League and the Navy League.



What do we want to accomplish today?





Accomplish 1

Get Feedback & Direction

Where do we want to go?

What do we want it to look like?

Are we all looking at the same issues?

Accomplish 2

Identify the next steps & indicate who will take them.



Internal ACL Committees
External Resources
Manpower Requirements
Staff versus Volunteers




Accomplish 3

Decide the level of effort and resources we want to apply to the task at this time-







ONE Air Cadet League

DND has reorganized its Governance Package to align all five regions under a unified Command.

It is expected that a “common” command and leadership structure will remove many of the gray areas that we have dealt with over the years with DND.

Once that happens – there will be an expectation that the partners with DND will also work with a “common” command & leadership structure – thus ensuring consistency across the Canadian Cadet Organization.

ONE Air Cadet League

Should the Air Cadet League be unable to operate as a true National Organization, it will be almost impossible for us to be a viable partner – and our shortcomings will be magnified when compared to our DND partners.



“As ONE Air Cadet League”

We Must...

- Take the lead in representing the ACL and League positions and authority.
- Ensure that we can consistently build and deliver ACL roles across the country.
- Assume some new roles, responsibilities and be able to meet our expectations.



We Must...

- Be able to create, build and implement Action Plans that address program needs.
- Re-organize our governance and operations to ensure effectiveness.
- Be proactive in building strategic alliances and partnerships – *industry, community, government, politicians.*



Responding & Building Effectively

“As ONE Air Cadet League”

The 6 Key Thrusts to Ensure League Effectiveness

1. Address/Respond to the 3-year Renewal implementation and Action Plans.
2. Negotiate and implement a new **Memorandum of Understanding**.
3. Develop the NACL Capacity, Business Plans and Resources – across Canada!
4. Support and Enhance the Capacity of PC's to address Renewal in their jurisdiction.
5. Build/strengthen our political and government advocacy and relations.
6. Build/strengthen our private and industry advocacy and relations.



Responding & Building Effectively

Time Line

**Multiple priorities,
limited resources,
great expectations**

Time is not our friend!

[illegible]

Modern Role

What do we agree are the elements that make up the Modern Role of the Air Cadet League, and in turn the other Cadet Leagues?

Recruiting & Retention

Recruiting & Retention Programs

re-cruit  **verb** /ri-'kruit/

- : to find suitable people and get them to join a company, an organization, the armed forces, etc.
- : to form or build (a group, team, army, etc.) by getting people to join
- : to persuade (someone) to join you in some activity or to help you



Screening / Registration

Screening & Registration Programs



Risks that we currently face

- Accepting DND Screenings carte blanche
- Pressure to accept screening procedures that do not meet our standards
- Incomplete screenings across the country
- Lack of follow up on screenings across the country
- Secure Storage of documents and media

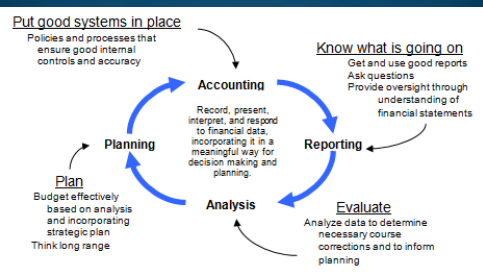
Volunteer Training

Distance Training for Volunteers



Financial Management

Financial Management



Put good systems in place
Policies and processes that ensure good internal controls and accuracy

Know what is going on
Get and use good reports
Ask questions
Provide oversight through understanding of financial statements

Accounting
Record, present, interpret, and respond to financial data, incorporating it in a meaningful way for decision making and planning

Reporting
Analyze data to determine necessary course corrections and to inform planning

Evaluate
Analyze data to determine necessary course corrections and to inform planning

Analysis
Analyze data to determine necessary course corrections and to inform planning

Plan
Budget effectively based on analysis and incorporating strategic plan
Think long range

Financial Management

Equalization of Opportunity

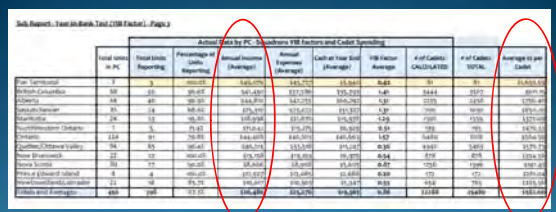


Table: Equalization of Opportunity (Financial Data)

| Region | Total Value | Percentage of Total | Annual Income | Annual Expenditure | Cash at Year End | YTD Factor | # of Cases | Average to per |
|---------------|-------------|---------------------|---------------|--------------------|------------------|------------|------------|----------------|
| North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| East | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| West | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-East | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-East | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-West | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-West | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-East | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-West | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-North | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| Central-South | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| South-Central | 100 | 100% | 100,000 | 100,000 | 100,000 | 1.00 | 100 | 1,000 |
| North-South | | | | | | | | |

Training Opportunities

Training, Leadership & Citizenship Opportunities for Air Cadets

- Flying/Gliding Program Stream
- Leadership Stream (teaching & Ceremonial)
- Music Programs Stream
- Outdoor Training Stream
- Apprenticeship Stream -



Organizational Structure

National Board of Governors
National Organization as a Whole

- The National Executive Committee & Board of Governors must be populated with people focused & able to manage the business of the ACL - *it cannot be considered a "reward" position for long standing members.*
- The Provincial Committee Chairpersons, representing their constituents, must become a bigger piece of the puzzle - and they too must be focused on managing the business of the ACL - Nationally & Provincially.

Organizational Structure

Local - Provincial - National Linkages

What Type of Arrangements is best?

- Franchise style relationship
- Individual Corporations with common articles of incorporation

ACL - DND Relationships

Dispute Resolution Internally & with DND

The illustration shows two stylized figures, one blue and one red, shaking hands on a path that leads towards a group of grey silhouettes of people in the background.

ACL-DND Relationships

Contracts for Goods & Services with DND

- National & Administrative
- Flying & Gliding Programs
- Other GoC Agency - Youth Programs

ACL-DND Relationships

DND – ACL Relationships

- Which Relationships do we want to grow with?
- Which Relationships require us to go elsewhere?
- What type of MOU do we want to have with DND?

Cadet & SSC Support

Civilian Advocacy at all levels

MEANING OF ADVOCACY

- The word 'advocacy' takes its roots from the Latin 'ad vocare' meaning to speak for someone.
- not only speaking for but also speaking with the people
- proposing or recommending something or someone for better options
- It implies identifying a cause, believing in it, mobilizing and influencing others to support it so as to change the policy or programme that is negatively affecting that cause.

Unit Accommodations

One of the greatest challenges in many areas is to locate suitable accommodations for an Air Cadet Unit.

The lack of acceptable quarters for a unit will negatively impact entire communities.

DND helps where they have facilities.
ACL takes responsibility when DND has no resources

Unit Accommodations

Appendix 5. Report of Squadron Accommodations by PC


| | Total Units | DND Facilities | | Non-DND Facilities | | Total Check | 1. DND | 2. Non-DND |
|-----------------------|-------------|----------------|--------------------|--------------------|--------------------|--------------|--------|------------|
| | | DND Facilities | Non-DND Facilities | DND Facilities | Non-DND Facilities | | | |
| Alberta | 44 | 5 | 39 | 44 | 18.25 | 81.35 | | |
| British Columbia | 98 | 5 | 53 | 58 | 8.83 | 91.42 | | |
| Manitoba | 14 | 6 | 18 | 24 | 25.00 | 75.00 | | |
| New Brunswick | 22 | 8 | 14 | 22 | 85.45 | 14.55 | | |
| Newfoundland/Labrador | 23 | 2 | 14 | 21 | 33.33 | 66.67 | | |
| Northwestern Ontario | 7 | 1 | 6 | 7 | 14.29 | 85.71 | | |
| Nova Scotia | 30 | 5 | 25 | 30 | 26.73 | 73.27 | | |
| Ontario | 114 | 18 | 96 | 114 | 15.83 | 84.17 | | |
| Pan-Territorial | 3 | 0 | 3 | 3 | 0.00 | 100.00 | | |
| Prince Edward Island | 4 | 2 | 2 | 4 | 50.00 | 50.00 | | |
| Quebec/Saskatchewan | 94 | 13 | 81 | 94 | 13.83 | 86.17 | | |
| Saskatchewan | 35 | 2 | 33 | 35 | 5.71 | 94.29 | | |
| Grand Totals | 456 | 83 | 373 | 456 | 18.25 | 81.35 | | |



Funding Priorities

Funding Models at Provincial & National Level


- Organization Fundraising Only?
 - Lottery? Alumni? Industry?
- National Registration Fee – all Leagues?
- Pay-for-use-system – ACL Only?
- GoC Funding (other Ministries) ?
- GoC Funding (DND)?
- Industry Partnered Funding?



Funding Priorities

Accessibility as it relates to volunteers at SSC, PC and National Levels

- Volunteers should not have to donate their time and experience, and also have to utilize their financial resources too.
- Meetings without members are useless.
- Volunteer input and participation should be from all walks of life – not only those people who can afford it.



Funding Priorities

Pay for use System? - TWO PERSPECTIVES


- Cadets Cannot Afford to pay Fees = **restricted access**
- ACL & DND Cannot Afford to stand up and support a Unit in an Area = **restricted access**
- What truly is the rationale for “Free” access?



Training Programs

Which Programs should we focus on?

- Power Flying Program
- Gliding Program
- Effective Speaking Program
- Music Program
- Industry Partnered Programs
 - Educational Scholarships
 - Apprenticeship Programs
 - Internship Opportunities



Training & Retention

Should there be FIVE streams for Cadets to focus on at LHQ level as they get past level three?

- Flying Program Stream
- Leadership Stream (teaching & Ceremonial)
- Music Programs Stream
- Outdoor Training Stream
- Apprenticeship – Work Experience Stream




What We Need to Do to Succeed



DND is allocating full time staff and committing significant resources into the renewal and restructuring. We need to be prepared and committed to ensure ACL mandate and authority are represented and respected.

- Sufficient staffing & support to volunteers to oversee and coordinate all work under **The 6 Key Thrusts** identified
- Assist and prepare information to support *Renewal* and MOU negotiations;
- Identify and develop all associated Action Plans required by ACL
- Research, plan, implement, monitor, evaluate, revise – *and advocate and negotiate throughout*
- Build new ACLN resources, systems and products to support ACL renewal, growth, authority and education
- Increase support and assistance to PC's and Squadrons in establishing effective systems, resources and plans required by ACL
- Build and strengthen the alliances, relationships and stakeholders who are aware of, and can support, ACL goals and objectives



Need to Succeed

How do we physically accomplish the task?

- Engage at least 1, if not 2 Full time “fee for service” persons whose primary objective is to address the Scope of work for the Air Cadet 3 Year program.
 - Senior Level Person / \$100k per year all in.
- Identify a small cohort of volunteers with the skills necessary to conduct the major activities & potential represent the League position in Working Groups; and negotiate the level of support required for them to provide the service to us
 - Transportation, accommodations, meals, per diem.
- Understanding that the goal of both groups above are to gather information, do the grunt work, and provide recommendations to the Governance Side of the ACL
 - Board of Governors, ACL National Committees, ACLN HQ

Need to Succeed

Where does the funding come from (OPTIONS!)

- Discuss with DND or an alternate GoC Ministry to support this process with an additional National Grant to cover these services provided by ACL in the \$200-\$250k range.
- Increase the national assessment by \$8-\$10 per year for the next three years.
- Increase the national assessment fee by a lesser amount and utilize retained ACL Earnings to offset until fundraising can catch up.

Need to Succeed

Where does the funding come from (OPTIONS!)

- Institute a National ACL registration fee for all cadets (going to the family rather than the PC) and require DND to support it.
- Win the Lottery.
- Don't do anything at all and forget the whole thing.

Closing Remarks




"Never be afraid to try something new. Remember, amateurs built the ark. Professionals built the Titanic."
- Anonymous

Closing Remarks

In the end, it all comes down to choices.

What choice are we going to make today?




Closing Remarks

Get Feedback & Direction

Where do we want to go?


What do we want it to look like?

Are we all looking at the same issues?




Closing Remarks

Identify the next steps & indicate who will take them.



- Internal ACL Committees
- External Resources
- Manpower Requirements
- Staff versus Volunteers



Closing Remarks

Decide the level of effort and resources
we want to apply to the task at this time-

IT IS NOT ENOUGH TO
WANT TO MAKE
THE EFFORT
AND TO SAY WE'LL MAKE THE EFFORT
WE MUST ACTUALLY
MAKE THE EFFORT.
IT'S IN THE DOING, NOT JUST THE THINKING.
THAT WE **GOALS**
ACCOMPLISH OUR
IF WE CONSTANTLY PUT OUR GOALS OFF, WE WILL NEVER
SEE THEM FULFILLED.
THOMAS SPENCER MONSON



ANNEX C

AVIATION COMMITTEE RODs

Aviation Committee Record of Decisions (Friday Meeting)



Chairperson: Jim Hunter

1. Administration

1.1 Welcome and Opening Remarks

The Chair welcomed all committee members and guests to the meeting.

Additions to the Agenda:

- Use of volunteers
- Flying Camps

Approval of the Agenda

Moved by D. Vokey, seconded by B. Fowler to approve the agenda as amended.

2. Business Arising

2.1 Sale and Procurement Checklist

This item is now closed and the checklist will be sent to the Provincial Committees

2.2 BCPC Checklist re: Accident/Incident Reporting

It was noted that RCSU Ops O in Pacific Region has a checklist that will be shared with the entire committee. This item remains open.

2.3 Jig Issues

Maj. D. Little indicated that the jig currently at K&L Soaring was built in Montreal and the company has made some modifications to it. No drawings of the jig exist. A jig is needed in Western Canada and takes approximately 4-6 months to build. This would greatly assist the speeding up the repairs process.

Moved by J. Mullins/R. Barraclough that it is to be recommended that DND review requirements of the need to get a jig to be used in Western Canada subject to a cost estimate.

2.4 Storage Container Purchase

It was noted by DND that K&L Soaring has a significant number of spare glider parts at their facility that are not stored properly. They have requested that the ACL purchase a shipping container to house the spare parts. S. Matresky agreed to look into the purchase of a container. J. Hunter will request that the item be added to the National budget for the new fiscal year.

2.5 Helicopter Opportunity Flights

DND agreed to look into the opportunity of having cadets take helicopter flights. Maj. C. Toth added that they need to determine what is best and safest for the cadets. The current policy is 'turbine only'. This item remains open.

2.6 National Procurement Officer

J. Hunter asked the committee to consider the renewal of the appointment of J. Elias as the League's National Procurement Officer.

Moved by: D. Vokey/R. Mortensen that J. Elias be reappointed as the National Procurement Officer.

3. Closing remarks

a. Round Table

- Maj. C. Toth noted that any phone call from the press should be directed to himself for further action.
- R. Barraclough indicated that glider had ground looped in Northwest Region recently and the League was not notified. Maj. Toth to follow up. J. Hunter added that when there is an incident, the procedure on the League side is for the ED to notify the President, Aviation Chair and the PC Chair.

b. Adjournment

The Chair of the Aviation Committee indicated that due to the late hour, the meeting would resume at 1000 Friday morning in the Lady Elgin room.



ANNEX D

75TH ANNIVERSARY COMMITTEE
RODs



75th Anniversary Committee Record of Decisions

Chairperson: Keith Mann
Vice-Chairperson: Penny Doern

Attendees

| | | |
|--------------------|--------------------------|-----------------------|
| Keith Mann (Chair) | Penny Doern (Vice-Chair) | Joan Gray (Secretary) |
| Merv Ozirny (SK) | Howard Marr (MB) | Jim Gale (OPC) |
| Stan Monkman (AB) | Jim Mullins (NS) | Sitraka (NOS) |

Guests

| | | |
|--------------------------------|-------------------------|------------------------|
| Edwina Thompson (OPC) | Bev Hoban (NL) | Richard Petrowsky (SK) |
| Richard Petrowski (SK) | Pascale Cloutier (QCOV) | Mike Symons (BC) |
| Bob Burchinshaw (BOG) | Dave Vokey (PE) | Sue Madden (NB) |
| Jean-Anne Milton-Binczac (OPC) | | Dan Kehoe (NS) |
| Marie-Christine Lalonde (QCOV) | | Ron Rique (BC) |

1. Administration

1.1 Welcome and Opening Remarks

The Vice-Chair welcomed all committee members and guests to the meeting. Keith was delayed and will join us soon. She noted that the kick off to the anniversary celebrations will begin with the Poster contest and that all delegates are to place their ballots in the box near the Laurier Room where the posters are located for viewing. The ballots will be counted at the end of today and winners will be announced at the GALA tomorrow evening.

1.2 Additions to the Agenda:

- 3.3.7 Posters (Provincial Posters)
- 3.3.8 Sharing of ideas by province
- 3.3.9 Decals for squadrons
- 3.3.10 Recognition

1.3 Approval of the Agenda

Moved by M. Orzirny, seconded by Marie Christine Lalonde to approve the agenda as amended.

1.4 Approval of the ROD / Minutes of the Last Meeting (June 2015)

Moved by Stan Monkman and seconded by Jim Gale.

2. PC Funding

Merv Ozirny stated that the National Office has received final applications except for two, BC and NS. Once all applications are in, the process will continue to approve the applications and funds can then be distributed as events happen in each province.

Ron Rique of BC is in the process of finalizing their request. Dan Kehoe of NS will check with his chair Jim Mullins and get back to Merv as soon as possible.

QCOV asked Merv to share the application process with them in view of the new board having no info on the process or what was requested. Merv will happily send them the information.

3.1 Major Events

3.1.1 Cadet Leadership Symposium

Craig Hawkins is chaperoning the 40 cadets from across the country. Senator Day will welcome them into the Senate today and speak to them.

3.1.2 Fun Run

Sue Madden and Keith will be having a conference call with the Running Room in order to provide a 1-800 number for everyone across the country to enter the participants information. Sue requested a provincial rep's name and contact information to be given to her by the end of this weekend. She handed out procedure manuals to all who were in attendance, one per province to share.

Dee Davis will be NB's rep, speak with her about setting up your website/Running Room profile.

These are the events available: 3 k and 5 k walk/run for non-cadets

3 k and 5 k walk/run for cadets

Get the word out to all squadrons and begin the process. Need to assign people to prepare the course.

Same logo will be on all t-shirts, sourced out provincially.

MOTION: Merv Ozirny asked that all provinces find their own source of supplier as long as the 75th committee get the template out no later than Jan 31, 2016

Jim Gale seconded the motion.

All approved. Motion carried.

Instructions had been given that no ACR's should take place on that day.

For those who did not receive that message it was proposed that they do the fun run on June 4th.

Keith Mann will check with National Defence why the word did not get out to all and some ACR's were marked for June 5th.

3.2 Gala Dinner

Buses will depart from the lobby of the Lord Elgin at 17:10. Please be in the lobby at 17:00

3.3 Committee Reports

3.3.1 Poster Contest (P. Doern)

The posters are on display on the second floor. Ballots will be counted at the end of the day Friday.

1st place \$500 2nd place \$300 and 3rd place \$200

The posters will be returned to their respective squadrons. Digitized copies will be placed on National website if possible.

Reproduction of posters for distribution was tabled for another day.

- 3.3.2 PC Banner
PC banners are still available. Speak to Penny Doern if interested.
- 3.3.3 Pins (P. Doern)
National still have a supply of pins but expect to run out before the anniversary year is up. The cost will increase by approximately \$0.50 a pin. Please get your orders in early.
- 3.3.4 VIP Pin Presentation: Stole the idea from PE. For presentation by the president at the AGM.
- 3.3.5 SWAG
Tshirts and golf shirts are not moving. Spring isn't too far away, please consider ordering these items.
- 3.3.6 Communications (H. Viita)
Information wasn't pushed by our partners so please share with your CO's. Send all info to Sitraka.
- 3.3.7 Provincial Posters (M. Symons) A few glitches have been corrected and Mike hopes to have them ready for the National website in early December. Orders will be closed off at the end of January. Mike is working with Westjet Cargo to deliver them to each PC for free. Hoping to send them all out in early March. PDF format sent to all PC's make sure everything is correct.
- 3.3.8 Sharing of ideas for 75th
Stan Monkman asks for all provinces to share their ideas for celebrating the event. Merv agreed that National can share the applications ideas with the PC's.
- 3.3.9 Decal for banners (Dan Kehoe)
During the 50th anniversary a special patch was made for squadrons celebrating their anniversary the same year. Can the same be done for squadrons celebrating 75 years. Keith will take that under advisement and get back to you. 75th certificate is of great value or publicity scroll.
- 3.3.10 Recognition
Honoring all people who helped out with the 75th. Recognize them properly.
Learn from our previous mistakes.
- Marie Christine Lalonde of QCOV was not aware that 5 yr increment pins were available at the National office to recognize provincial and local volunteers.

4. Conclusion

- a. Good and Welfare
The secretary reminded anyone who is not on the regular committee mailing list to include their e-mail address if they wish to receive a copy of the minutes of the meeting
- b. Closing Remarks
The Chair and Vice-Chair both thanked all committee members and guests for their participation in the meeting.
- c. Next Meeting: Teleconference in January, date to be determined.
- d. Adjourned.



ANNEX E

IACE COMMITTEE

RODs



2015 Semi Annual Meeting

INTERNATIONAL AIR CADET EXCHANGE COMMITTEE MEETING

November 20, 2015
10:00 to Noon
St Laurent Room, Lord Elgin Hotel

Attendees

Committee Members in Attendance

Hille Viita - Chair
Darlene LaRoche – Vice Chair
Gene Bell
Paul Dowling
Major Simon Caron

Observers

Vern Toews
Serge Philibert
Christine Welch
Pete Garton
Capt. P-M Bousigard
Dave Vokey
Josée Woodford

1. ADMINISTRATION

- 1.1 Opening remarks by Chairperson
Hille welcomed everyone to the meeting.
- 1.2 Call for New Agenda Items
Add 3.7 Future Exchange and 3.8 Extra Cadets.
- 1.3 Approval of the Agenda
Moved by Darlene and Seconded by Paul D.
- 1.4 Approval of Record of Decisions 2015-06-18
Moved by Darlene and Seconded by Josee.

A couple of items were discussed:

- There was a request for Darlene to send Host Family testimonials to Paul D. and Darlene undertook to do so.
- Power flying with private pilots is not allowed due to liability

2. BUSINESS ARISING

- 2.1 Update of - 2015 Canadian Cadets to Foreign Countries
 - Cadet in China was injured and had to return home for medical care - she is fine now
 - Emergency procedures were discussed
 - Major Simon provided the status report on the number.

Canada sent 71 Cadets and 6 Escort Officers (EO) to 12 different countries. The numbers are broken down as follow:

- a. Australia: 6 cadets and 1 EO;
- b. Belgium: 3 cadets;
- c. China: 3 cadets and 1 EO;
- d. France: 4 cadets;
- e. Hong Kong: 4 cadets;
- f. Netherlands: 5 cadets;
- g. New Zealand: 3 cadets;
- h. South Korea: 2 cadets and 1 EO;
- i. Switzerland: 2 cadets;
- j. Turkey: 10 cadets and 1 EO;
- k. United Kingdom: 24 cadets and 2 EOs; and
- l. United States: 5 cadets.

Most exchanges were successful. There was significant incident in China; an accident involving a female cadet generated a serious enough injury to bring the whole group back to Canada a few days ahead of the end of the exchange with China. The cadet has since fully recovered and is back to her regular employment.

First Aid kits and training have been added. There is a new protocol for emergencies being used.

2.2 Update of 2015 Foreign Cadets to Canada

Canada hosted 68 (down from 70 originally planned) Cadets and 7 EOs from 12 different countries. The numbers are broken down as follow:

- a. Australia: 6 cadets and 1 EO;
- b. Belgium: 2 cadets and 1 EO;
- c. China: 3 cadets and 1 EO;
- d. France: 4 cadets;
- e. Hong Kong: 2 cadets;
- f. Netherlands: 5 cadets;
- g. New Zealand: 2 cadets and 1 EO;
- h. South Korea: 3 cadets;
- i. Switzerland: 2 cadets;
- j. Turkey: 11 cadets;
- k. United Kingdom: 24 cadets and 2 EOs; and
- l. United States: 4 cadets and 1 EO.

The exchange was successful, from a planning stand point. Not unlike any other year, some incidents required staff intervention and were quickly resolved. From a medical stand-point, there was only one significant item to report. A cadet from the UK suffered from a viral infection that required some medical care (IV). She was back with the group the same day with a "light duty" limitation.

2.3 After Activity Reports and Exit Survey Results

The cadet/escort Survey results were distributed and discussed. All in all, the tour in Alberta was rated Very Good to Excellent. The helicopter flying with 408 Squadron was the highest scored part of the itinerary along with the Host Families. Most cadets commented that their host family experience was excellent.

- 2.4 2015 Host Family Survey Results
A formal survey was not distributed but email messages and comments from the Host Families indicated that it was overall an excellent experience and they would do it again.
- 2.5 2015 IACEA Uniform Kit Feedback
Some cadets made comments that they had brought too many civilian clothes as they did not think they would be wearing their countries shirts as often. It was suggested that this be made clearer for the upcoming year.
- 2.6 2015 Farewell Dinner Format Change - Comments
It was good to have the dinner in the afternoon and in a buffet style, which was more relaxing and cadets could spend time with each other before leaving.

NEW BUSINESS

- 3.1 2015 Financial Statement/2016 Proposed Budget Approval (attached)
- \$37,828 actual against budget of \$38,900
 - Discussed various budget items for 2016 tour

Vern Toews moved budget; Paul 2nd seconded

- 3.2 2016 Number of Cadet
Major Caron provided the following status for numbers planned in 2016.

IACE 2016 – Canadian Cadets abroad: Based on various cuts from many countries, we started our negotiation with other countries with only 55 cadets committed. Canada was able to negotiate an increase by 12 cadets, which still leaves us short by 4 cadets from previous year's numbers. The plan is to send 67 Cadets and 6 Escort Officer (EO) to 10 different countries. The numbers are broken down as follow:

- | | | |
|----|-----------------|--------------------------|
| a. | Australia: | 8 cadets and 1 EO |
| b. | Belgium: | 3 cadets; |
| c. | China: | 3 cadets and 1 EO; |
| d. | France: | 4 cadets; |
| e. | Hong Kong: | 5 cadets; |
| f. | Netherlands: | 7 cadets; |
| g. | New Zealand: | 4 cadets; |
| h. | South Korea: | 2 cadets and 1 EO; |
| i. | United Kingdom: | 23 cadets and 2 EOs; and |
| j. | United States: | 8 cadets and 1 EO. |

IACE 2016 – Foreign Cadets: The plan is to host 65 cadets and 8 Escort Officers (EO) from 10 different countries. The numbers are broken down as follow:

- | | | |
|----|--------------|--------------------|
| a. | Australia: | 8 cadets and 1 EO; |
| b. | Belgium: | 2 cadets and 1 EO; |
| c. | China: | 3 cadets and 1 EO; |
| d. | France: | 4 cadets; |
| e. | Hong Kong: | 5 cadets; |
| f. | Netherlands: | 7 cadets; |

- g. New Zealand: 3 cadets and 1 EO;
- h. South Korea: 2 cadets and 1 EO;
- i. United Kingdom: 23 cadets and 2 EOs; and
- j. United States: 8 cadets and 1 EO.

3.3 2016 Itinerary plus Organizational/Financial Responsibilities Matrix

The 2016 itinerary in the Maritimes has already been provided, it was reviewed and discussed at a special meeting held in Gagetown on 23 October 15. It now requires implementation by the Maritimes PCs and RCSU (A).

3.4 2016 IACE ACLC Representative to United Kingdom

The 2016 IACE ACLC Rep to the UK is Marcel Bineau, VP

3.5 2015-2016 ACLC Committee Members Updates

- Paul Downing and Gene Bell will be added, Kevin Robinson will step down
- Discussion for other provinces to host IACE tour; potentially Saskatchewan and Manitoba combined, and Ontario and Quebec.

3.6 IACE Meeting in Ottawa September 2016

- Canada hosting in Ottawa with budget set aside for this event.
- We will keep our CAF partner apprised. CAF most likely will not support financially

3.7 Future Exchanges

It was discussed that for future exchanges it would be a challenge to keep the same numbers due to financial aspect of travel and financial ability of all countries. Some countries are not able to participate due to strife and financial capability.

3.8 Extra Cadets

Though not official yet, looking to have 4 Cadets go to the UK (not IACE). The Air Cadet Training in the UK is celebrating their 75th Anniversary with specially planned events. Australia, New Zealand and USA are also contemplating the invitation. The celebration is for a week and right after IACE. The itinerary is a work in progress currently. There will be one escort officer going with the group and the selection process is underway.

4. Conclusion

4.1 Good and Welfare

- Darlene thanked for the privilege of coordinating the IACE tour for Canada while in Alberta. She said she will enjoy the memories of meeting so many exceptional cadets and escorts from around the world. It was also wonderful working with our military partners on the tours and at DCdts for the term the tour was in Alberta. Darlene is confident that the tour in the Maritimes will be well run and that the incoming cadets will have a fantastic experience there. Darlene wished the Maritimes Coordinator, Paul Dowling, good luck and also reminded him that she was available any time he had any concerns or questions regarding the planning for the tour.
- Major Caron thanked Capt. Bousigard for his involvement with IACE. Major Caron will be having a position change under new reorganization and moving to

Operations. Until further notice Major Caron continues to be the contact person for IACE. Hille thanked Major Caron for all of his work and dedication to the program over the last several years.

- Paul thanked Darlene for all of her help and enthusiasm and Major Caron for his guidance.
- Gene Bell confirmed no blazer is required for Cadets coming to Canada.

4.2 Closing Remarks

Hille thanked everyone for their wonderful work and their continued support of IACE.

4.3 Date and Time of the Next Meeting

The next meeting will be held at the AGM in Richmond, BC

4.4 Adjournment

Meeting adjourned at 11:45.

Darlene LaRoche

Recording Secretary for the meeting



ANNEX F

NATIONAL RESOURCE GENERATION COMMITTEE RODs



National Resource Generation Committee Record of Decisions

Chairperson: E. Wiesner

Attendees:

| | | | |
|----------------|--------------|-----------------|----------------|
| Ernest Wiesner | Mike Boyle | Michael Hopkins | Don Berrill |
| Michel Crevier | Dee Davis | Kevin Robinson | Jamie Nichol |
| Anna Lewis | Ray McAndrew | Doug Slowski | Sarah Matresky |
| Wendy Hough | | | |

1. ADMINISTRATION

1.1 Welcome and Opening Remarks

The Chair welcomed everyone to the NRGC meeting.

1.2 Appointment of Note Taker

W. Hough agreed to take notes.

1.3 Additions to the Agenda

No additions.

1.4 Approval of the Agenda

Moved by D. Slowski, seconded by M. Crevier to accept the Agenda as presented.

Carried.

2. BUSINESS ARISING

2.1 Approval of the SAM 2015 Committee Report

Moved by K. Robinson, seconded by D. Slowski to accept the report as presented.

Carried.

2.2 Approval of the AGM 2015 ROD

Moved by M. Crevier, seconded by D. Slowski to accept the minutes as presented.

Carried.

2.3 Business Arising & Updates from AGM 2015 ROD

E. Wiesner reported that since the AGM, NRGC Sub-Committee has continued to meet bi-weekly by telephone and that in the months leading up to the Charter Night Gala Celebration, a second sub-committee, the CASM Event Coordination Committee (CECC) has met periodically to ensure coordination between the NRGC and the 75th Anniversary, Communications and Awards Committees with regard to elements related to the Gala.

E. Wiesner reported that the focus of the NRGC efforts since the AGM have been the alumni search campaign and elements surrounding the Gala including securing sponsorships, silent auction items and other 75th Anniversary items such as kit shop merchandise, the commemorative poster and the autographed Hadfield books.

3. NEW BUSINESS

3.1 Fundraisers Report

W. Hough presented a slide show (presentation attached) including a review of the 2015 fundraising goals and an analysis of the various revenue streams. She also provided an update on the alumni search campaign and a review of the next steps. In summary:

Review of 2015 Goals:

- Building donor database (e.g., through Alumni Campaign)
- Promoting donor movement to monthly giving and/or potential major gifts and planned giving
- Developing internal culture of fundraising through volunteer training accompanied by membership major gifts solicitation
- Reengaging with League-industry partners
- Exploring grant opportunities

Although significant efforts were made towards many of these goals, our efforts became redirected with the decision to host the Charter Night Gala Celebration.

Revenue Streams:

- BOG Major Gifts Campaign
 - 3 major gifts (> \$500) received to date for total of \$5500
- Direct Mail Campaign
 - donations to date \$20, 823.55 (same period 2014 \$18,193.00)
 - fewer but larger gifts
 - losing our Frank Kobe personal solicitations but replacing with larger individual gifts
 - may be a response to the 75th Anniversary appeal in the direct mail campaign this year
 - stewardship of these donors will be key

- 75th Anniversary Sponsors
 - sponsorships to date total \$30,000
 - note that the names of all donors giving more than \$500 in this donor cycle (incl. direct mail campaign donors) are included with the web, Gala program and sponsor board displays of 75th Anniversary Sponsors
- LIP/Awards
 - there are still a number of outstanding sponsorship requests
 - there are a number of evolving relationships with new donors and new awards (e.g., CPPC, CATCA, ATSAC)
 - will need to review the awards, particularly the PTAAs, given the decline in Frank Kobe money and the loss of the Bruce Marr award on his passing this past year
- Grants
 - application was made to the Canadian Heritage WWCCF Grant, however, we were declined based on the limited sphere of exposure/impact that would be generated by funding the Leadership Symposium for 40 cadets
 - this is as good example of making sure that the proposed project truly fits the grant mandate
 - an outstanding application has also been made to the Jackman Foundation for \$5000 for the Symposium
- Gifts in Kind
 - a number of gift-in-kind relationships have been developed with various industry, business and media partners
 - there is definitely more potential to develop in this regard

With regard to the alumni search, there are at present 130 names of targeted, self-nominated donors who are “connected” enough to Cadets to share their personal story. This source of names has added value in that they have provided their e-mail addresses which will facilitate low cost and immediate communication channels. W. Hough commented that it would be very beneficial for the League to consider moving in the direction of developing a true alumni movement that could play an instrumental role in fundraising as well as other initiatives such as career mentorship.

W. Hough gave a brief outline of next steps for the resource generation portfolio, including:

- gala sponsor recognition/stewardship
- board member annual mailing
- alumni mailing
 - stewardship mailing to encourage monthly giving options
 - database mining for potential major gifts, planned and estate giving prospects
- “Fun Raiser” sponsor search
- grant research

K. Robinson made inquiry about whether we could use databases such as the CIC or volunteer screening databases to include for fundraising mailings in addition to the new names being obtained through the alumni search. W. Hough responded that they most certainly could be theoretically but that she would need to look into logistics and added that it would be a different type of communication that would be sent to the groups with the more general lists being included as recipients of the annual direct mailing while the alumni would receive a more targeted appeal.

M. Boyle asked for clarification with regard to the issue of “donor dubs” – who (e.g., SSC, PC, National) has a right to any given potential donor, particularly corporate sponsors. D. Berrill pointed out that there is actually policy in place that addresses this issue. However, the overriding principle is that whomever is in the best position to make an appropriate ask that would have appeal to the donor should likely have priority; this type of decision making requires active information sharing.

J. Nichol asked whether National Office can provide support for gifts that are given to regional initiatives. D. Berrill responded that for large gifts it may be best to have National manage the finances as SSCs and even PCs can be somewhat less permanent. Smaller gifts for regional endeavours might be best managed at the local level to facilitate ease of access to the funds.

3.2 Charter Night Gala Celebration Update

D. Berrill reported that S. Lawson had been brought on board to assist with the logistics of event planning for the Gala and that all was in place for the event including: special guests, music and entertainment, and a silent auction. He commented that our sponsorship support will be approximately equal to the cost of the event but that the actual purpose of the event was – in addition to celebrating the Anniversary – profile raising and stewardship.

3.3 LIP Sub-Committee Report

E. Wiesner announced that J. Scott has stepped down as the chair of the sub-committee. J. Scott’s written LIP report is attached. The report focuses on the efforts over the past year to review the Policy and Procedure 5.8.3.1 with regard to the allocation of funds for the Power Scholarship Program.

3.4 ACL Foundation Status

D. Berrill reported that there is a meeting scheduled with Brock Mason, the representative of the Foundation, during the SAM. This meeting will include E. Wiesner, D. Berrill, and M. Boyle as representatives of the League. At present, the Foundation has completed their Certificate of Continuance and they are working toward building an appropriate “arms length” board. Plans involving the Foundation include: the provision of administrative assistance from the National Office for which the Foundation will pay a fee; and the potential transfer of National Office Educational trusts to the Foundation.

4 . CONCLUSION

4.1 Good and Welfare

E. Wiesner reported that there have been some changes in League leadership with F. Johnsons stepping down. The likely progression would see D. Berrill step up to Vice President and E. Wiesner take the Treasurer position which would, with the departure of J. Scott, leave both the Chair of the NRGC Committee and the Chair of the LIP Sub-Committee vacant.

4.2 Closing Remarks

The Chair thanked everyone for their participation.

4.3 Date of Next Meeting: Teleconference to be scheduled.



Review of 2015 Goals

1. Building donor database
2. Promoting donor movement
3. Developing internal culture of fundraising
4. Reengaging with League-industry partners
5. Exploring grant opportunities

Revenue Streams

1. BOG Major Gifts Campaign
2. Direct Mail
3. 75th Anniversary Sponsors
4. LIP/Awards
5. Grants
6. Gifts in Kind

BOG Major Gifts

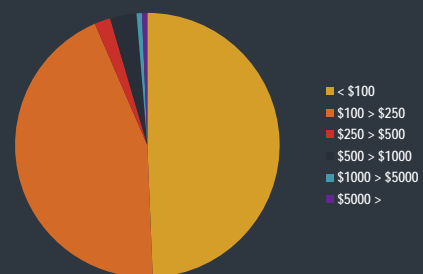
- Letter sent in February requesting consideration of major gift and/or planned giving options
- Offer of financial advisor to assist
- 2 members came forward with significant gifts (thank you)
- one more yesterday at \$500 (thank you)
- Total gifts: \$5500

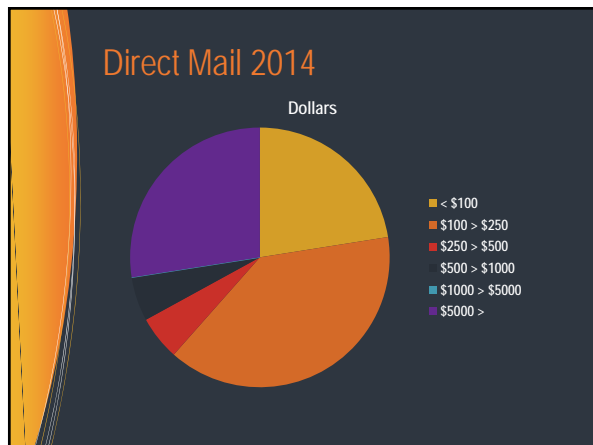
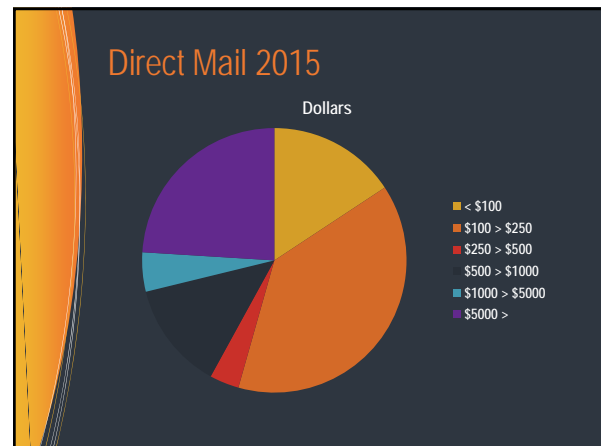
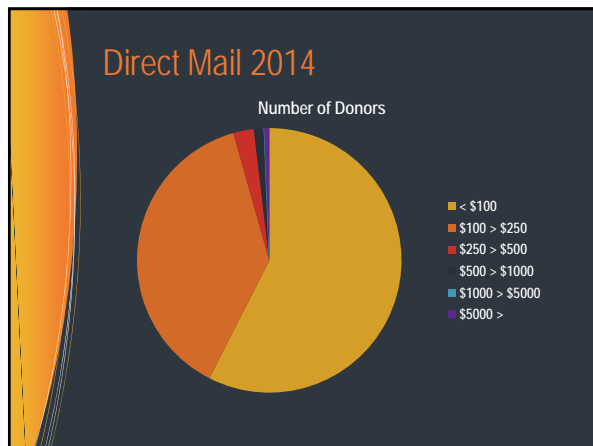
Direct Mail

- Approximately 780 individuals
- Mail drop September 01, 2015
- Donations still arriving
- Total donations to date: \$20,823.55

Direct Mail 2015

Number of Donors





- ### 75th Anniversary Sponsors
- Platinum
 - 1 x \$10,000 (Michael Potter/Vintage Wings)
 - Silver
 - 4 X \$2,500 (CAC, Jazz, E. Wiesner, R. Ilko)
 - Bronze
 - 5 x \$1,500 (Air Transat, King Sholcrete, ATAC, SAC, ATSAC)
 - Friends
 - 1 x \$1,000
 - 3 x \$500
 - Total: \$30,000**

- ### League Industry Partners / Awards
- Outstanding sponsorship requests:
 - RCAFA
 - Lockheed Martin
 - Air Canada
 - Support from Kobe donors will be impacting our ability to give out PTAAAs and this will have to be addressed in the upcoming year
 - Also lost the Bruce Marr donation this year for PTAAAs
 - However, some new and evolving relationships:
 - CPPC
 - CATCA
 - ATSAC

- ### Grants
- Applied for Canadian Heritage World War Commemorations Community Fund grant for the Leadership Symposium
 - Jackman Foundation Grant application is still being processed

Gifts in Kind

- Leadership Symposium
 - Hamilton Watch
 - Logo Central
 - Long & McQuade
- Effective Speaking
 - Hamilton Watch
- Media
 - RCAFA Today / Skies
 - Wings / Helicopters
- Printing
 - Allegra

Building Relationships

- Communications avenues
 - CPPC
 - CAC
 - ATAC
- Two way relationships
 - SAC
 - Wings / Helicopters

Alumni Search

- At present, 130 names in the database through our social media blasts and advertising
- Relative to existing <800 database
- Most are in the mid 30s and above
- Willing to share their "Cadet Story"
- True targeted donors
- Have their e-mail addresses
- Future potential:
 - Funds generation
 - Mentoring
- Appeal to LIP

Next Steps

- Gala sponsor recognition/stewardship
- Board member annual mailing
- Alumni mailing
 - Club 75
- Stewardship mailing
 - Monthly giving movement
- Database mining
 - Planned and estate giving
- Fun Raiser sponsors
- Grants



ANNEX G

MUSIC COMMITTEE

RODs

INSERT

MUSIC COMMITTEE RODs



ANNEX H

BOARD OF GOVERNORS RODs



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs November 21 2015

MEETING INFORMATION

Meeting Date: November 21 2015

Start Time: 0830

Location: Lord Elgin Hotel

Purpose: Scheduled SAM Meeting

ATTENDANCE

| | | | |
|----------------------|----------------------|-----------------------------|-----------------|
| Don Doern | Keith Mann (regrets) | Don Berrill | Merv Ozirny |
| Darlene LaRoche | Jim Hunter | Marcel Bineau | Bob Burchinshaw |
| Jerry Elias | Hille Viita | Thomas Taborowski | Ken Todd |
| John Scott (regrets) | Ernie Wiesner | Geoffrey Johnston (regrets) | |

Sarah Matresky Executive Director
Guests: various National Members of the League observing

1. Administration

1.1. President's Opening Remarks – D. Doern

D. Doern welcomed and thanked everyone for their participation. The order of events for the remainder of the SAM were announced.

1.2 New Items for the Agenda

There were no new items for the Agenda.

1.3 Approval of the Agenda

MOVED BY: J. Elias

SECONDED: J. Hunter *that the Agenda be approved as presented.*

CARRIED

1.4 Approval of Record of Proceedings – BOG 08 SEP 15, 28 OCT 15

MOVED BY: D. LaRoche

SECONDED: K. Todd *that the ROPs be approved as presented.*

CARRIED

2. Information

2.1. President's Report – D. Doern

D. Doern indicated that his report was included in the meeting book. He added that First Vice-President Fred Johnsen submitted his letter of resignation effective 27 October 2015, citing medical issues for the reason he can no longer serve in the position. It was noted that F. Johnsen should be commended for the work he has done over the years for the Air Cadet League of Canada and he should be considered for an award. The Governors agreed that F. Johnsen has been a wonderful asset to the League and an invitation will be extended to him to attend the AGM in Richmond.



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

November 21 2015

2.1 President's Report – D. Doern (continued)

The Nominating Committee is working to determine the way forward for the Presidency for next year given the circumstances. In the interim, the following motions were made:

MOVED BY: J. Hunter

SECONDED: B. Burchinshaw that *D. Berrill take over the duties of 1st Vice President until the AGM in June.*

CARRIED

MOVED BY: D. LaRoche

SECONDED: K. Todd that *E. Wiesner be moved to the position of Vice-President.*

CARRIED

MOVED BY: B. Burchinshaw

SECONDED: J. Elias that *the numbering system for Vice-Presidents be eliminated.*

CARRIED

2.2. Executive Director's Report – S. Matresky

S. Matresky indicated that her report was included in the meeting book. She added that she has participated in several working groups over the last two months and will forward the back briefings of those meetings to the BOG in early December. She provided an update on the lease for the National Office indicating that they are still waiting for a reply from the landlord to determine the way ahead.

2.3. Finance Committee Report –D. Berrill

D. Berrill indicated that his report was included in the book. He added the following points in relation to the discussion that took place Friday evening:

- Report on items that were extraneous for this year
- Budget was modified; Staff salaries adjusted; Benefits will also be adjusted
- Funds added under Screening for legal work
- Funds added for 'Fee for Service Contract(s)'
- Funds added for Working Group initiatives
- Funds added for Aviation Committee to purchase a sea container and jig
- Funds for additional 75th Anniversary Pins

MOTION: That the Finance Report be accepted as presented

MOVED BY: D. Berrill

SECONDED: D. LaRoche

CARRIED

2.4. Ad Hoc Committee on Governance – D. Berrill

D. Berrill reported that the committee had a good meeting where the level of effort required from the committee was discussed along with the upcoming League requirement/commitments in relation Renewal. The subsequent Friday night session was productive and the event was recorded.

3. Committee Reports

D. Doern noted Saturday's agenda is heavy and reports should be limited to important details only. There will still be an opportunity to present information during the general session at the SAM. As well, details of the committee meetings will be captured in the committees' minutes and circulated as part of the record for the SAM early in the New Year.

3.1 Staff Management Committee – D. Doern

D. Doern reported that the committee met on Thursday evening. Salaries and staff positions were discussed. Pay scales were also discussed and adjusted as appropriate.

3.2 Policy Procedure and Bylaw Committee – B. Burchinshaw

B. Burchinshaw indicated that he had nothing further to report to the Board of Governors at this time.



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

November 21 2015

3.3 Provincial Chairs Committee – D. Berrill

D. Doern noted that since the resignation of F. Johnsen, 1st VP and chair of the committee, D. Berrill has accepted the responsibility of chairing this committee in the interim until the AGM. The following items were discussed during the PC Chairs' meeting:

- Members Committee Chair, K. Todd, gave a presentation and circulated a survey
- Advisory Council Chair K. Mann provided info on the Fun Run. MB will not be participating in the initiative.
- The Committee made a motion to have the League pressure DND into reviving the SCL course.
- Discussion about EC Summary reports and their use. An explanation about their effectiveness in the decision making process was emphasized.
- All PCs have been requested to send their bylaws and articles of incorporation to the National Office
- D. Berrill gave a presentation on the ACC9s

3.4 Communications Committee – T. Taborowski

T. Taborowski noted that there was nothing further to report at this time.

3.5 National Resource Generation Committee – E. Wiesner

E. Wiesner noted that there was nothing further to report at this time.

3.6 League Industry Partnerships Sub-Committee – J. Scott

J. Scott sent his regrets.

3.7 National Aviation Committee – J. Hunter

J. Hunter provided the following details:

- TC Issue – Fall program was saved
- They anticipate the glider issue will be resolved by 30 Nov 15 (Maj. Little is overseeing)
- The L-19's may be in trouble still and there is a possibility that they may not be able to be used for the flying program. This would mean that they would have to be sold (would affect QOV and Atl – 11 aircraft)
- PCs were asked to prepare themselves to give up a plane or two
- The Scouts are getting old - subcommittee struck to look at the issue – long term solution required
- DND looking to increase weight for gliders to 40lbs more. Cost is \$2k more/glider. J. Hunter asked for info on number of cadets affected by weight issue. (no discussion on this yet, it is an alternative plan)
- Consideration was given to the possibility of increasing the insurance on the gliders.

3.8 International Air Cadet Exchange Committee – H. Viita

H. Viita reported that G. Bell would replace K. Robinson. M. Bineau will be the representative to the United Kingdom for the 2016 Exchange.

3.09 Music Committee – G. Johnston (regrets)

G. Johnston sent his regrets.

3.10 Effective Speaking Committee – D. LaRoche

D. LaRoche indicated that she will save her report for the General Session to follow.

3.11 Members Committee – K. Todd

K. Todd indicated that he will save the information for the General Session to follow.

3.12 Air Cadet Committee – J. Elias

J. Elias reported that the TORs for this committee were of concern and that the item will be added to the Agenda for the 13 Jan 16 BoG meeting.

3.13 Selections Committee – M. Ozirny

M. Ozirny reported that the committee discussed the CATO relating to Selections. They would like to see it changed so that a cadet from PTACC, PE, etc. would have the right to apply to all three courses (IACE, PPS, GPS).



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs

November 21 2015

3.14 Screening and Registration Committee – G. Johnston (regrets)

G. Johnston sent his regrets.

3.15 Advisory Council – K. Mann (regrets)

K. Mann sent his regrets to the Board of Governors as the Advisory Council meeting was still in session.

4. Business Arising

4.1 NWO Issue – D. Doern

D. Doern provided an update since the Board of Governors Extraordinary Meeting of 28 Oct 15. He noted that R. Mortensen was representing the NWO PC at the SAM and that he brought with him some financial information for the Provincial Committee. The PC has now been placed in trusteeship. A Governor needs to be assigned as the second signing authority on the bank account once it is set up. The Board agreed that H. Viita would be in the best position to sign as she already signs for the National Office account and lives in the Ottawa area.

4.2 QOV Issue –D. Doern

D. Doern gave an update on the Quebec and Ottawa Valley Provincial Committee Chair issue since the the Board of Governors Extraordinary Meeting of 28 Oct 15. He noted that the letter went out and as per the motion and that the 20-day deadline for P. Barabey to respond is Tuesday November 24th, 2015. More to come once the response is received.

4.3 Finance Investment Policy Amendment Approval – D. Berrill

D. Berrill indicated that an amendment to the Investment Policy is required to include the Asset Mix that was originally approved prior to adopting a portion of the policy used by the Foundation. Therefore he recommends that the proposed amended policy be approved as presented.

MOTION: That the Board of Governors approve the Investment Policy with the proposed amendments.

MOVED BY: D. Berrill

SECONDED BY: D. LaRoche

CARRIED

4.4 Air Cadet Motto in PPM: Follow Up – T. Taborowski

T. Taborowski noted that the League was approached by the brother of the gentleman who created the Air Cadet League Motto and asked if the footnote "*Created by Robert Myles Colwell (19XX-20XX) in 1966 while he was a cadet at 625 Squadron in New Brunswick*" could be added to the PPM. T. Taborowski recommends the insertion.

MOTION: That the footnote be inserted in the PPM under section 1.1.3

MOVED BY: T. Taborowski

SECONDED BY: J. Elias

CARRIED

5. NEW BUSINESS

5.1 Vance Award Proposal (Army Cadet League) – S. Matresky

This item was tabled as the Board concluded that not enough information was available about the award to accept the recommendation by the Awards Committee. S. Matresky to provide more details in time for the next meeting.

5.2 Liability Form for Awards – S. Matresky

S. Matresky noted that this item was discussed at the AGM last year, but was not actioned. She asked that a member of the OPC supply the form that they use for consideration for use at the National level. S. Matresky to add to the agenda for the January meeting.



AIR CADET LEAGUE OF CANADA

BOG Meeting ROPs November 21 2015

6. Conclusion

6.1 Reports of the Vice-Presidents

Nothing further.

6.2 Good and Welfare of the Air Cadet League

Congratulations to E. Wiesner on his recent appointment to National Vice President.

6.3 Date and Time of the Next Meeting:

January 13, 2016 via teleconference.



ANNEX I

PROVINCIAL CHAIRS COMMITTEE RODs



Provincial Chairs Committee Record of Decisions

Chairperson: Marcel Bineau

Attendees:

To follow.

1. ADMINISTRATION

1.1 Welcome and Opening Remarks

The Chair welcomed everyone to the meeting.

1.2 Appointment of Note Taker

K. Robinson agreed to take notes.

1.3 Additions to the Agenda

No additions.

1.4 Approval of the Agenda

Moved by D. Vokey, seconded by Sue Madden to accept the Agenda as presented.

Carried.

2. BUSINESS ARISING

2.1 Approval of the SAM 2015 Committee Report

Moved by XX, seconded by XX to accept the report as presented.

Carried.

2.2 Approval of the AGM 2015 ROD

Moved by XX, seconded by XX to accept the minutes as presented.

Carried.

2.3 Business Arising & Updates from AGM 2015 ROD

2.3.1 Cadet Leadership Training – D. Bray

The importance of leadership training is clear; statistics are showing that those CICs who remain invested in the program participated in senior leadership training. However, the most recent review of curriculum changed this course tremendously to the point that even the cadets are complaining about the low expectations involved.

It was recommended that the Executive Committee be approached to develop a statement to DND with regard to reinstating the Junior and Senior Leadership Courses.

2.3.2 Process of PC Executive Summaries Report

It was recommended that the frequency of committee communication be increased by the addition of periodic phone meetings between the AGMs and SAMs. It was agreed that a report would be submitted by each PC Chair two weeks prior to each Executive Committee meeting to allow for opportunities to have input to the decision making process as well as facilitate informed Executive Committee decisions.

2.3.3 75th Anniversary Update – K. Mann

Fun Raiser: We are still in need of a contact person for some provinces for this project. It is important that sites are secured as soon as possible; the preferred event date is Sunday, June 5th. There was concern expressed that the date may not have made its way through the military channels and that there may be conflicts with ACR dates. It was reported that MB would be participating in a larger RCAF run. There was also question about whether interest in the North would be high. With regard to t-shirts, it was reported that regional ordering may need to be done using a common design.

Poster Contest: Electronic copies of the winning posters will be made available.

Squadron Crest Posters: Under final review.

Plane Crest: There are still some design issues to be resolved as the original design covered the aircraft number. The 75th Anniversary crest would remain in place until the plane was due for its next skin replacement.

Activity Funding Applications: These are still ongoing. It is important to share ideas and information across the regions.

3. NEW BUSINESS

3.1 Members Committee Presentation – K. Todd

The present situation across the organization at all levels is that there is inconsistency across regions in content and delivery of orientation/training. The PCs are working in isolation from each other.

Goals:

- Create a database of training materials
- Make that accessible to all
- Have an on-line/on-demand aspect to training elements
- Bilingual

The input for this will be the results of the survey (distributed and completed at the meeting – copy to be attached) which will be reviewed to identify both what is working and where there are gaps. From there, it is hoped that they will be able to do a series of pilot projects; particularly looking to do something which will have a maximum impact for the membership.

3.2 Training Group (CTG)

At this point, 80% of program support comes from DND. They are now working in a regional not provincial framework. They do not differentiate between elements. This is not going to change and we will need to adapt.

3.3 PC By-Laws

All PCs are being asked to provide a copy of their by-laws. At this point, many are in the process of re-writing their by-laws and it is important to make sure that the appropriate infrastructure is in place to ensure appropriate risk mitigation. This is particularly important with regard to transfer of assets in the case of dissolution or failure and this concern holds at the SSC level. The policy directing by-law composition is in place but we need to make sure that the verbiage is protective for everyone. All PCs are urged to submit a copy of their By-Laws as soon as possible.

3.4 PC Reports – D. Berrill

ACC9s: ACC9 collection is going well; necessary to have accurate numbers and levels of support. The audit is the responsibility of the PC and PCs must submit annual financials to National. Please review and send as soon as possible even if you don't have signatures and if possible send the electronic version. There are still some problem squadrons. At this point, Northwestern Ontario has been placed under trusteeship.

Budget: Budget will be related to the presentation at the Ad Hoc Committee on Governance. The budget that was submitted was an interim measure and may be subject to revision pending the outcome of the discussion at the meeting and the priorities established by the membership.

Insurance: Note with regard to insurance: it is not only important that all volunteers be screened and registered and have ID at all events, it is the law.

Round table presentation by PCs of ongoing/upcoming activities.

4 . CONCLUSION

4.1 Good and Welfare

4.2 Closing Remarks

The Chair thanked everyone for their participation.

4.3 Date of Next Meeting: Teleconference to be scheduled.



ANNEX J

NATIONAL SELECTIONS COMMITTEE RODs

National Selections Committee Meeting Notes

November 20, 2015

2.2 Report from Major Simon Caron

Major Caron to supply his report for the minutes

- 2016 – facing a few challenges – IACE meeting – start planning from some of our exchange countries due to budget restraints - 8 countries have to be in Europe. We will no longer exchanging with Turkey (was 11 cadets) and Switzerland. We will exchange up to 67 cadets (host/send cadets). We lost 2 countries (Turkey and Switzerland) – we did exchange with 12 countries now down to 10.
- PPS financial cap will be \$3M as determined by Treasury Board.
- Always willing to improve the process (Fortress part – quality of the files). No longer required the cadets provide course reports included in the original submission. We will get the list of RTUs and course failures.
- Asked by Richard from Saskatchewan - Is there a potential to increase the ceiling of \$3M of the Treasury Board? (As per the BGen W's report this morning.) Simon has a feeling it may take place this year due to having contracts put in place prior to summer camps this summer.

3.1 PPS/GPS RSCU Atlantic Suggestion – email read by Simon Caron

CATO 51.01 Annex B Request for change in the CATO – allow small PCs their potential cadet to apply for all of the IACE/PPS/GPS.

Motion: That we (National Selections Committee) support the waiver to Paragraph 10 of Annex B of CATO 51.01 for PEI, Pan-territorial and NW Ontario PCs to allow any cadet from PEI, Pan-territorial and NW Ontario to apply for all of the IACE/PPS/GPS in the same training year. Each of the said PCs would have the option to request the waiver.

Motioned by: Gene Bell

Seconded by: Paul Dowling

Discussion followed – The following PCs being: PEI, Pan-territorial and NW Ontario.

3.2 Workshop

Natl CJCR Sp Gp 4-5 Report to National Selection Committee members

Prepared by Major Simon Caron

Revised 16 November 2015

National Selections 2015:

1. A total of 2436 National Courses applications were submitted to the Regional level. Please note that this does not represent 2436 different cadets, as most cadets submit multiple applications. This is an increase of 503 applications from 2014, and closer to our number of applications from 2013 (2505). The numbers are broken down as follow:

- a. IACE: 210 applications (for 71 billets), 30 more than 2014;
- b. PPS: 519 applications (for 250 billets), 71 more than 2014;
- c. GPS: 810 applications (for 293 billets), 198 more than 2014;
- d. AATC-AO: 264 applications (for 60 billets), 60 more than 2014;
- e. AATC-AM: 375 applications (for 60 billets), 82 more than 2014; and
- f. AASC: 258 applications (for 60 billets), 62 more than 2014.

2. The numbers are back to the usual level of participation. Last year's reduction could be explained by the various lists submitted; a larger number of cadets who didn't meet the criteria were just not put forward compared to the year before. The number of applications provided may be misleading: some have been deleted before submission at the provincial level, as they were over the allocated quotas of applicants.

National Selections 2016:

3. The National Billets for the 2016 National Courses are as follow:

- a. IACE: 67 billets;
- b. PPS: 245 billets;
- c. GPS: 283 billets; with 17 less in Central (TBC)
- d. AATC-AO: 60 billets;
- e. AATC-AM: 60 billets; and

- f. AASC: 60 billets.

Continuous improvements – Selection Process through Fortress:

4. The selection process through Fortress is still going well. If you have any suggestions to improve the selection process, please feel free to let me know.

Documents to be submitted with application packages

5. With the change in CATO 51-01, no more course reports or CO's report (for IACE) will be provided with the various packages. As agreed at the last SAM, spreadsheets will be distributed to include course failures and RTUs for all Air cadets.
6. If you have any questions, feel free to contact the undersigned.

JGS Caron
Major
National Air Cadet Coordinator



ANNEX K

ADVISORY COMMITTEE

&

HONOURS AND AWARDS

RODs

INSERT

**ADVISORY COUNCIL H & A
RODs**



ANNEX L

FINANCE COMMITTEE

RODs

Finance Committee Record of Decisions



Chairperson: Don Berrill

Attendees:

| | | | |
|----------------|-----------------|----------------|----------------|
| Don Berrill | Dee Davis | Anna Lewis | Sarah Matresky |
| Ernest Wiesner | Jamie Nicol | Doug McLennan | Ray McAndrew |
| Bev Hoban | Michael Hopkins | Michel Crevier | |

1. ADMINISTRATION

1.1 Welcome and Opening Remarks

The Chair welcomed all members of the Finance Committee.

1.2 Appointment of Note Taker

S. Matresky agreed to take notes

1.3 Additions to the Agenda

Nothing further.

1.4 Approval of the Agenda

Moved by M. Crevier, seconded by B. Hoban to accept the Agenda as presented.
Carried.

2. APPROVAL OF MINUTES, BUSINESS ARISING & UPDATES

2.1 Approval of 2015 AGM ROPs

Moved by E. Wiesner, seconded by J. Nicol to accept the AGM ROPs as presented. **Carried.**

2.2 Business Arising and Updates from 2015 AGM ROP

No further business.

2.3 Review of Finance Committee Report SAM 2015

D. Berrill noted that his report was included in the meeting book on page 43.
There were no further questions from the meeting participants.

2.4 Review Report of Finance Sub-Committee Review SAM 2015

D. Berrill reported that a Finance Sub-Committee was struck shortly after the AGM to review the national budget in detail and make recommendations and action items. The sub-committee was chaired by P. Barabey, with assistance from W. Cumming, C. Cox, D. Vokey, D. Bray and M. Crevier. D. Berrill added that the League is grateful for the efforts of these folks to do this piece of work. This report will be addressed in further detail later in the agenda.

3 NEW BUSINESS

- 3.1 Review of financial statements and status of the ACL
Moved by A. Lewis, seconded by B. Hoban to accept the Financial Statements as presented. **Carried.**

3.1.1 Internal & External Restricted Accounts/Investments

D. Berrill presented the table of investments where each one is labeled as 'restricted' and 'unrestricted'. Money will eventually be reinvested at maturity in the amounts that coincide with the money specifically set aside for certain events.

3.1.2 Cash Flow

S. Matresky and R. McAndrew have been preparing a Cash Flow analysis every month with a six month projection. Paying the League's insurance in quarterly installments has helped to keep the money flowing. They anticipate that cash will be tight in the months of April and May and June before the grant installment arrives in full.

3.1.2 Investments

Further to 3.1.1 A. Lewis asked how the Contingency and Rainy Day funds were restricted. D. Berrill replied that the Rainy Day fund goes into long term restricted and the Contingency is for the *present year* only.

3.1.3 Insurances

Item tabled.

3.2 Review of the Finance Sub-Committee Report

The Finance Committee proceeded to review the five areas of primary interest/action as follows:

- 3.2.1 **Catalogue Sales Review** - *Essentially, are we being as cost effective in this activity as we should be?* S. Matresky presented two options available for outsourcing the catalogue (CANEX and Joe Drouin). S. Matresky to look into further details and logistics in time for AGM.

- 3.2.2 **Salaries & Benefits to ACL Employees** – *Requested review of salaries, benefits and positions at the ACL National Office.* D. Berrill reported that the Staff Management Committee was already in the early stages of this item and he challenges the comment in the report as there was no comparative information for them to base their conclusions. He assured the committee that the salaries are competitive, but on the low end. Benefits will be reviewed.

- 3.2.3 **AGM & SAM support to individual members** – *A suggestion that we reverse previous decisions by the ACLN membership as it relates to support of National level voting members.* D. Berrill indicated that this item will be addressed at this evening's Special Meeting of Members but that the members themselves decided to support this item a few years back.

- 3.2.4 **ACL Support of CCO Advanced Training Initiatives** – *A position on whether or not we should be supporting Air Cadet Activities that may be dropped in the re-allocation of funding by DND as it relates to the program.* D. Berrill indicated that this item will be addressed at this evening's Special Meeting of Members. S. Matresky noted that the influx of refugees could have an impact on these initiatives.

- 3.2.5 **ACL HQ Occupancy Costs** – *A suggestion that we review and lower our costs of running the National Office. Our current office at 66 Lisgar is a very pricey accommodation that is not meeting our*

needs. S. Matresky indicated that this item will be addressed shortly as the current lease will expire next summer and that they are seeking a new property.

Discussion ensued and as there are obvious budget impacts within each of these items they will be addressed during the Friday night and Saturday member assemblies when the membership votes on the budget.

3.3 Review of Revised Budget for Discussion at SAM

Moved by A. Lewis, seconded by D. Davis that the Finance Committee has reviewed a rough budget and agrees with it in principle. **Carried.**

3.4 Review of ACC9 Status Across the Country

The ACC9 submission data was reviewed as presented in the Finance Committee report. It was suggested that the note '2 signed copies' be removed from the document. D. Berrill to speak with B. Burchinshaw about the 31 Aug fiscal year end. QOV noted that their fiscal year end is 30 June.

3.5 Progress Report – LIP Sub Committee

J. Scott sent his regrets. D. Berrill added that over the past few months J. Scott has significantly revised the CFTA awards procedure. The Aviation Committee will be reviewing some of the recommendations to improve the procedure for the coming year.

3.6 National Resource Generation Committee

E. Wiesner gave an overview of the evening's Gala event and added that it has been primary focus of the committee over the last few months. The NRGC under W. Hough guidance has prepared sponsorship packages for industry partners. Approximately \$20k in sponsorship has been secured to date. A fall mailing went out in September and they are on track to meet this year's target.

3.7 Progress Report – ACL Foundation

This items was deferred as there were no members of the Foundation in attendance.

3.8 Forward Goals and Objectives of the Finance Committee

Nothing further

3.9 Provincial Committee Audited Financial Statements

Discussion about 'Audited vs. Financial Review' and in what manner the PCs need to comply. Item deferred to next teleconference.

3.10 Review of the Investment Policy

Moved by M. Crevier seconded by A. Lewis that the new investment policy be adopted as presented. **Carried.**

4 CONCLUSION

4.1 Good and Welfare

Nothing further.

4.2 Date of Next Meeting

A conference call will take place in the next few months.



ANNEX M

PPBLC COMMITTEE

RODs

INSERT

PPBLC COMMITTEE RODs



ANNEX N

EFFECTIVE SPEAKING COMMITTEE RODs

Air Cadet League of Canada
Effective Speaking Committee
Meeting of November 20, 2016 (Semi-Annual Meeting)
Ottawa, Ontario

Record of Decisions

Chair: Darlene LaRoche

Attendance: Joan Gray, Joan Irvine, Bev Hoban, Serge Philibert, Michael Hopkins, Jim Gage, Sitraka Raoelimanohisoa, Bill Fowler, Penny Doern, Dan Kehoe, Mike Boyle.

1. Administration

1.1 Welcome and Opening Remarks

Darlene welcomed the members and guests, and introductions were made.

1.2 Call for New Agenda Items

No new items were added to the agenda at this time.

1.3 Approval of the Agenda

Moved by Dan Kehoe, seconded by Serge Philibert. Carried.

2. Business Arising From Previous Minutes.

2.1 Effective Speaking Training

Richard Petrowski has finished creating the Power Point training materials, and they are now on the website.

Serge Philibert has had these translated into French for use by Quebec Ottawa Valley.

The Cadet Workbook and Leaders' Instruction Guide are also on the website. Suggestions were made for improving these documents and what should be added to the next edition.

Some had not heard of or seen these training tools, and Darlene LaRoche took on the task of sending links in an email to all PC Chairs for further dissemination.

2.2 Timing Review for Competition

New timing charts and signs are on the website.

Discussion ensued on suggestions for tightening up the timing and duration of the competition. All agreed that the suggestions brought forth at the teleconference in September should be implemented.

3. New Business

3.1 Itinerary suggestions for Cadets competing 2016

No new information at this time.

3.2 Housing for Cadet Competitors

In the hands of RGSU (Pac)

3.3 Gestures and Props

Discussion ensued about Rule 21 the gray area of acceptable or non-acceptable gimmicks. Darlene will compare what Toastmasters do for their competitions, to see what differences there are from ours. Darlene will also include an instruction memo to trickle down to the local level. All agreed that disqualification from competition for (Rule 65) was too harsh, and the rule was amended as follows: **"Rule 65. Any violation of the Rules and Regulations will result in penalization or disqualification from the competition as decided by the resolution panel as per rule 61."** Moved by Joan Irvine, seconded by Jim Gage. Carried. It was pointed out that Rule 62 was too narrow, limiting the formation of a resolution panel to the Provincial Committee. Rule 61 was amended as follows: **"Rule 62. Each Effective Speaking Committee should establish a resolution panel to rule on penalization and disqualifications."** Moved by Joan Irvine, seconded by Mike Boyle. Carried.

3.4 Introductions – by name or competitor number

After much discussion it was decided that competitors would be introduced by Speaker Number, but there would be no prohibition on Cadets introducing themselves in their speeches.

3.5 Jim Gage asked a question about the use of one or two tellers and timers, and after discussion it was agreed that the rules should be tidied up, but each region could decide on a case by case basis.

4. Conclusion

4.1 Good and Welfare of the Air Cadet League of Canada

Discussion of recognition of Cadets – pins, medals, certificates or gifts.

4.2 Closing Remarks

4.3 Date and Time of Next Meeting: AGM June 2016

4.4 Adjournment



ANNEX O

COMMUNICATIONS COMMITTEE RODs



Communications Committee Record of Decisions

Chairperson: T. Taborowski

Attendees:

| | | | |
|-------------|------------|-------------------------|-----------------|
| Dave Vokey | Sue Madden | Joan Irvine | Stan Monkman |
| Howard Marr | Dan Kehoe | Sitraka Raoelimanohisoa | Darlene LaRoche |
| Wendy Hough | | | |

1. ADMINISTRATION

1.1 Welcome and Opening Remarks

The Chair welcomed everyone to the Communications Committee meeting.

1.2 Appointment of Note Taker

W. Hough agreed to take notes.

1.3 Additions to the Agenda

No additions.

1.4 Approval of the Agenda

Moved by XXX, seconded by XXX to accept the Agenda as presented.

Carried.

1.5 Approval of the SAM 2015 Committee Report

Moved by XXX, seconded by XXX to accept the report as presented.

Carried.

1.6 Approval of the AGM 2015 ROD

Moved by XXX, seconded by XXX to accept the minutes as presented.

Carried.

2. REVIEW OF MINUTES (Business Arising & Updates from AGM 2015 ROD)

2.3.1 Information received from Governor H. Viita

2.3.2 Process of Future Newsletters

2.3.2.1 Timeliness to review newsletters

2.3.2.2 Contributions by PCs

T. Taborowski noted that he would like to see more input from the provinces in the National Newsletter but noted that this would require the effective flow of communication between the various levels.

T. Taborowski reviewed the results of the recent Communications Survey which was to assess the state of the partnership between the SSCs, PCs and National. Overall, the survey revealed that the weakness is not in perception of support but in communications. It was felt that communication coming down from National to the PCs and SSCs was fairly good. However, there is need for more direct lines of communications to the SSCs. S. Monkman commented that he felt that the flow of information seems appropriate but that it would be nice to know that communication was being received. Discussion regarding e-mail read reports followed. It was also queried whether the use of a common e-mail address would facilitate the flow of information and it was questioned whether there is a national form that is updated.

Action Item:

- T. Taborowski to contact PCs to solicit stories and information for the newsletter.

2.3.2.3 Frequency of production

S. Raoelimanohisoa reported that at present the schedule of production is quarterly; approximately January, March, September and November with a natural break during the summer months.

2.3.2.4 Distribution of the newsletter

At present, it is distributed to the membership and our partners via e-mail from the National Office. T. Taborowski brought forth the idea of broadening the distribution list to include Fortress or other possibilities through DCadets. He also mentioned that we should continue to encourage stepwise distribution of the newsletter whenever possible (e.g., NO to PCs to SSCs).

The issue of platform of the newsletter was also raised – the platform we are currently using does not support mobile access. In order to have mobile access with our provider, we would have to increase two product levels for a cost of approximately \$80/month.

Action Item:

- T. Taborowski to raise the issue of budget with the board before exploring mobile access options.

3. NEW BUSINESS

3.1 Standardization of email signature blocks

T. Taborowski called for the development of a consistent signature block that could be modified and used by members for conducting Air Cadet League business. W. Hough mentioned that she had recently been tasked with updating the National Office staff signature block and offered to prepare a general template for membership.

Action Item:

- W. Hough to prepare signature block for distribution.

3.2 Action items on Record of Decisions

Canadian Forces Public Affairs Manual

Communications Calendar

3.3 Value of YOUR participation on this Committee

T. Taborowski commented that one of the greatest roles of the committee members was to get more communications content into National Office so that it can be distributed more broadly and posted in our social media and newsletter communications. He also made a call for people's assistance in this regard and asked if anyone would like to take a more active role.

3.4 What are we doing about Facebook?

T. Taborowski questioned if the membership would like National to do more to help out with their Facebook efforts. He asked if they need help at the provincial level and what we could do to facilitate their social media efforts.

3.5 Templates for Officers and SSC Chairs

T. Taborowski pointed out that there are a number of different levels of communications expertise at the squadron level. One important resource available on the National website is the Public Relations Tool Kit which has a number of sample templates for elements such as press releases for awards as well as writing tips. It was suggested that notice should be sent every September to the squadrons every fall to draw attention to this section of the website. The documents are dated but still relevant; ideally, they should be reviewed and translated. Elements such as media advisories need to be added to the compliment available.

3.6 Communications Handbook

T. Taborowski commented that we need to develop a communications handbook that would include elements relevant for all three levels of the League.

3.7 Emergency Protocol

Although there is no specific policy related to emergency communications protocol the strategy at present is to defer any request for media comment to the Executive Director at National Office as she is best positioned to coordinate an informed response with DND for any issues being raised in the media. It would be helpful to know what policies and procedures the provinces have in place in this regard and it is important to disseminate information pertaining to emergency communications protocol throughout the organization.

3.8 National Office Support and Lines of Communication

Basically, the President speaks as the voice of the Board of Governors and the Vice-Presidents speak for the various committees that fall within their portfolio.

4 . CONCLUSION

4.1 Good and Welfare

T. Taborowski asked the question of who we are as a committee – he noted that we play a governance role in terms of setting policy and that we are working groups for projects as well as the feeders of information. Given that, he asked the members of the committee to consider what they want and need from National to facilitate their role and work (e.g., webinars on various communications issues).

4.2 Closing Remarks

The Chair thanked everyone for their participation.

4.3 Date of Next Meeting: To be announced.



ANNEX 1

**DND GROUP ADDRESS
POWERPOINT**

Air Cadet League of Canada
Semi-Annual General Meeting

20 November 2015




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




Agenda

- Intro
- Current initiatives
- Current issues for Air cadets
- Renewal SITREP




Current initiatives

- Institutionalizing and refining the new Governance Model
- Adopting the J Model for organization and establishment of the National Cadet and Junior Canadian Rangers Support Group (Natl CJCR Sp Gp) HQ
- Re-introduction of National Cadet Marksmanship and Biathlon Championships
- Information Management /Information Technology (IM/IT)
- Uniform Update – new PT Shorts for CTCs
- Refugee support and CTC delivery




Current issues for Air Cadets

- Gov't direction to continue with the Gliding Program
- International exchanges
 - Hosting moving to the Maritimes 2016 & 17 with shift to regional delivery
- ACGP Op Pause in Atl Region
 - Risk Management Plan in progress
- ACGP TCCA Audit
 - Concern is regulatory compliance
 - Working in conjunction with TCCA to resolve concerns
- Staffing of Key ACGP Positions
 - Maintenance/TAA staffing
- PPS Contract
 - Current limit is \$3M, including ACL charges (for insurance).
 - We have reached that limit
 - Any increase in Cost per Cadet will mean a reduction in billets




Current issues for Air Cadets

- CTC Billets
 - Billet Allocation Review made significant housing adjustments in several CTCs
 - Significant changes in Northwest, Pacific and Atlantic
 - Next step will be an analysis in Central Region
- Contract - Advanced Aviation Technology Courses
 - 1st Option year is being exercised
 - 60 Cadets on each course
- 75th Anniversary
 - RCSUs are engaged to support where required
 - 4 Cadets to the UK
- Refugees Relocation on CAF Infrastructures and CTCs
 - Impact on Corps/Sqn and CTC training



Cadet and JCR Renewal

- Overall – at the 2-year mark, still making progress and achieving milestones/results
- Things we have achieved:
 - **Governance** Model in full use and being refined
 - **Natl CJCR Sp Gp** – in full swing – J Staff conversion
 - An adult staff and volunteers training package on **Youth Development and Program Outreach** – required trg by End March 2016
 - 19,000 sets of **Army Cadet FTU** in use & life cycle adds
 - **Fitness & sports funding** - \$30/cadet – better usage
 - **Staffing reduced** - 50 full-time & 23 full-time equivalents



Cadet and JCR Renewal

- Things we are progressing:
 - Organization & Establishment Review – Implementation
 - **Outreach** Strategy
 - National **Public Affairs** Strategy
 - Cadet and JCR **Growth** Plans
 - Program **Support** Models & Program **Costing**
 - Review of **Program Administration**
 - Review of Internal **Communications** Approach
 - Review of Cadet **Rewards & Recognition**
 - Review of **Program Flexibility**
 - **Program Alignment** with GoC and DND/CAF Objectives



7

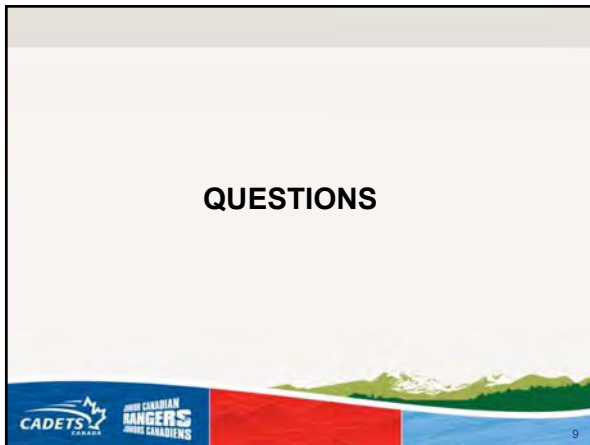
Cadet and JCR Renewal

- Things we are starting during 2016:
 - Update of the DND/CAF and League **MOU**
 - **Uniform** Modernization Review
 - **Organization & Establishment**
 - HQ completion
 - RCSU start
 - Cadet Training Centres
 - Civilian Staff at RCSUs and Natl HQ
 - **Program Sustainability** Study
 - Cyclical **Program Guidance** (short, mid & long range plans)



8

QUESTIONS



9



ANNEX 2

Charter Night Celebration Gala

Air Cadet League of Canada



Charter Night Celebration Gala

Official Programme

November 21, 2015

Canadian Aviation & Space Museum

Ottawa, Ontario



Greetings from the President

Tonight we will be commemorating the signing of the charter that brought the Air Cadet movement to life. We will be celebrating the achievements of some of our exceptional Cadets, both past and present, in this very special evening here at the Canadian Aviation and Space Museum. All proceeds from tonight's event will support Air Cadet programming. Over the course of the coming year, a variety of commemorative events will be taking place across the country to celebrate the past and shape the future of Air Cadets.



Cadets from across Canada have joined us for a three day Air Cadet Leadership Symposium to share their insights and ideas on ***"The Next 75 Years of Air Cadets"***. These Cadets have demonstrated their excellence, leadership and commitment to the ideals of the Air Cadet Program. We are very excited to have had the opportunity to learn from these incredible young people and we are pleased that they are here to join us for the Gala.

A warm welcome to you, our friends, colleagues and partners, as we mark a significant milestone in the history of Air Cadets. Thank you for being a part of this special occasion.

Message du président

Ce soir, nous commémorerons la signature de la charte qui a donné naissance au mouvement des cadettes et cadets de l'Air. Nous célébrerons les réalisations de certains de nos cadets et cadettes anciens et actuels les plus exceptionnels au cours de cette soirée très spéciale au Musée de l'aviation et de l'espace du Canada.

Au cours de la prochaine année, des événements commémoratifs auront lieu dans les différentes parties du pays pour célébrer le passé et façonner l'avenir des cadettes et cadets de l'Air.

Des cadettes et cadets des différentes parties du Canada ont participé à un symposium de trois jours sur le leadership afin de partager leurs idées sur « **Les 75 prochaines années des cadettes et cadets de l'air** ». Ces cadettes et cadets ont montré leur excellence, leurs capacités de chef et leur engagement à l'égard des idéaux du Programme des cadets de l'air. Nous sommes emballés de les avoir parmi nous lors de cette soirée gala.

Je tiens à vous accueillir chaleureusement ainsi que nos amis, collègues et partenaires à cette soirée qui célèbre une date très importante pour l'histoire des cadets de l'Air. Merci de vous joindre à nous pour cette occasion spéciale.

Donald W. Doern, CD



Message from His Royal Highness

The Prince Philip Duke of Edinburgh



BUCKINGHAM PALACE.

I am delighted to have this opportunity to offer my warmest congratulations to everyone associated with the Air Cadet League of Canada on the 75th anniversary of its foundation. It is often quite easy to start an organisation, it is keeping it going, and ensuring that its aims remain relevant, that is the true measure of success. What started out as a worthy response to the challenges of World War II turned out to be a most valuable contribution to the development of many thousands of young Canadians.

Over the course of the last 75 years, the Air Cadet League has influenced the lives of more than 1.2 million young men and women. This remarkable record could only have been achieved thanks to the dedicated commitment of many thousands of volunteers. They have not just kept it going, they have ensured that its activities have continued to be relevant to young Canadians through all the changes which have taken place since its foundation. I am pleased to be able to wish it even greater success in the years to come.

A handwritten signature in cursive script, reading "Philip".

Recognition and Appreciation / Reconnaissance et appréciation

There are many individuals who have contributed to the planning and implementation of the initiatives undertaken for the 75th Anniversary of the League. The following are individuals who have served in various roles for this special year and deserve our appreciation, with further acknowledgement to all of the Provincial Committees and the Department of National Defence.

Plusieurs personnes ont contribué à la planification et à la réalisation d'initiatives entourant le 75^e anniversaire de la Ligue. Les personnes suivantes ont occupé plusieurs rôles pour cette année spéciale et méritent notre appréciation, en plus de nos comités provinciaux et du ministère de la Défense nationale.

National Board of Governors / Conseil national des gouverneurs

| | | |
|--------------------------------|-------------|--------------------|
| Don Doern (<i>President</i>) | Keith Mann | Don Berrill |
| Marcel Bineau | Merv Ozirny | Robert Burchinshaw |
| Jerry Elias | Jim Hunter | Geoffrey Johnston |
| Darlene LaRoche | John Scott | Thomas Taborowski |
| Ken Todd | Hille Viita | Ernest Wiesner |

75th Anniversary Committee / Comité du 75^e anniversaire

| | | |
|-----------------------------|---------------|----------------|
| Keith Mann (<i>Chair</i>) | Don Berrill | Marcel Bineau |
| Penny Doern | Craig Hawkins | Howard Mar |
| Stan Monkman | Merv Ozirny | Michael Symons |
| Thomas Taborowski | Ilona Turra | Hille Viita |

National Resource Generation Committee / Comité de développement des ressources

| | | |
|---------------------------------|--------------|------------|
| Ernest Wiesner (<i>Chair</i>) | Stan Monkman | John Scott |
| Sarah Matresky | Wendy Hough | |

Cadet Leadership Symposium Committee / Comité du Colloque pour les jeunes

| | | |
|--------------------------------|----------------------------------|--------------|
| Craig Hawkins (<i>Chair</i>) | Howard Mar | Stan Monkman |
| Hille Viita | Maj Simon Caron (DND) | |
| Josée Woodford | Capt Nathan Daley (DND) | |
| Capt Adriana Oulton (DND) | Capt Paul-Martin Bousigard (DND) | |

Charter Night Celebration Gala Committee / Comité de la soirée gala de la Charte

| | | |
|------------------------------|----------------|------------------------|
| Don Berrill (<i>Chair</i>) | Ernest Wiesner | CWO Sherman Neil (DND) |
| Sarah Matresky | Josée Woodford | Wendy Hough |
| Scott Lawson | | |

National Office / Siège national

| | |
|---|--|
| Sarah Matresky (<i>Executive Director</i>) | Josée Woodford (<i>Executive Assistant</i>) |
| Joan Gray (<i>Admin. Assistant</i>) | Ray McAndrew (<i>Finance Officer</i>) |
| Sitraka Raelimanohisoa (<i>Admin. Officer</i>) | Wendy Hough (<i>Sponsorship & Fundraising</i>) |
| Scott Lawson (<i>Special Projects & Events</i>) | |

The Air Cadet League of Canada is grateful for the partnership and support of the Government of Canada, Department of National Defence.

La ligue des cadets de l'Air du Canada est reconnaissante du partenariat et du soutien du ministère de la Défense nationale du gouvernement du Canada.



Invited Guests of Honour / Invités d'honneur

Catherine Clark



Our Master of Ceremony, Catherine Clark, is a nationally respected broadcaster, public speaker, emcee and writer. A long-time fixture on Canadian television, Catherine was the founding host of Beyond Politics on CPAC, where she interviewed Canada's most influential people to reveal the personal, human side of public life, as well as The Residences, offering an unprecedented look behind the scenes at the homes of Canada's leaders at Rideau Hall and 24 Sussex Drive.

Fluently bilingual, Catherine has produced pieces for CTV's Canada AM, is a daily election panelist on 580 CFRA News Talk Radio in Ottawa, appears as a Straight Talk panelist on Direct with Sandie Rinaldo on CTV News Channel, and has hosted her own talk show with Rogers TV.

In addition to her television work, Catherine is the Giving Back columnist for Ottawa at Home Magazine, where she profiles people who are improving the lives of their fellow citizens. She has also written for the Toronto Star and The Ottawa Citizen, and has been published in The Globe and Mail, Canadian Living and Magazine FORCES.

Catherine runs Catherine Clark Communications Inc., which provides media and presentation training, as well as thought leadership, to help individuals and businesses grow and manage their profiles. Catherine is married with two young children.

Major-General Jean-Robert Bernier

MGen Bernier is a graduate of the Canadian Army Command and Staff College, the Advanced Military Studies Program, and Queen's University's Public Executive Program. He received the Royal Military College History Prize, the US Army Medical Department Center and School Commanding General's Award, an Honorary Doctor of Science from Queen's University.



Originally from Sarnia, MGen Bernier graduated from the Royal Military College in 1982 and served in Princess Patricia's Canadian Light Infantry before studying medicine at McMaster University and in Toronto. He commanded MacPherson Hospital as Base Surgeon in Calgary, trained in medical nuclear, biological, and chemical defence with US research institutes. He expanded Canadian defensive capabilities against operational threats as Head of Operational Medicine, chaired the CAN-UK-US Medical Countermeasures Coordinating Committee and the AUS-CAN-UK-US Medical Intelligence Analysts' Working Group, and was vice-chair of NATO's Biological Medical Defence Advisory Committee. He chaired the multi-national steering group coordinating NATO health resources in southern Afghanistan and was responsible for support to all Canadian missions.

As Deputy Surgeon General, he chaired the Health, Medicine, and Protection research committee of NATO's Science and Technology Organization, the world's largest research network. He was appointed Surgeon General, Honorary Physician to Her Majesty the Queen, Head of the Royal Canadian Medical Service, and Commander of Canadian Forces Health Services Group in 2012. MGen Bernier is the first person from outside continental Europe elected to chair the committee of Surgeons General of NATO and partner nations.

Lieutenant-General (ret'd) J.J. Charles Bouchard



LGen Charles Bouchard is a retired RCAF general, leaving the force in 2012 where he had served since joining in 1974. His lengthy service took him world-wide as a key member of the Canadian Forces, having served as Commander of Canadian Air Division, Deputy Commander of

NORAD, and Deputy Commander of Allied Joint Force Command Naples. In 2011 he was named Commander of NATO military mission in Libya.

A helicopter pilot, LGen Bouchard had a long career in Tactical Aviation with the Canadian Forces Air Command. He commanded 444 Tactical Helicopter Squadron in Lahr Germany and 1 Wing Kingston. He served in the USA as Deputy Commander for continental NORAD, later becoming Norad CO and receiving promotion to his LGen rank.

He was born in Chicoutimi, Quebec, and is a graduate of many schools and courses including: CF Staff School; Canadian Land Forces Command; National Strategic Studies; Combined Forces Commander; Senior Executives National & International Security program at Harvard. He holds a Bachelor of Arts degree in Political Science from University of Manitoba. In 2013, Lockheed Martin appointed LGen Bouchard as the head of operations for the company in Canada.

Lieutenant-Colonel (ret'd) Maryse Carmichael

An accomplished pilot, LCol Carmichael was the first woman in Canadian history selected to fly with the famous Snowbirds Aerobatic Team, assuming #3 position in 2000. She joined the Canadian Forces in 1990 and received her wings in 1994 in Moose Jaw. Serving as flying instructor at Greenwood, Nova Scotia, she was with the 434 Combat Support Squadron, flying numerous aircraft including her role as VIP



transport with 412 Squadron in Ottawa where she would fly Prime Ministers and Governors General around the world.

She was promoted to the rank of Major and became the Executive Officer of the Snowbirds, working at 3 Wing Bagotville. In 2010, she was named as the Commander of the Snowbirds, setting another historical mark as the first female pilot to lead the aerobatic squadron. Born in Quebec City, her interest in flying began as an Air Cadet from 1984 to 1988. Now employed by CAE as a Military Flight Instructor Specialist, she recently retired from the CF after 22 years. LGen Carmichael is married with 2 young daughters.

Senator Joseph Day

Born and raised in New Brunswick, Senator Day arrived at Collège Militaire Royal de Saint-Jean in 1963 and went on to graduate from the Royal Military College of Canada in 1968 as Best All-Round Graduate and an Outstanding College Athlete. He holds a Bachelor of Electrical Engineering from the Royal Military College of Canada, a Juris Doctorate from Queen's University, and a Masters of Laws from Osgoode Hall Law School. He is a member of the bars of Ontario, Quebec and New Brunswick. Previous membership as the Co-Chair of Canada-China Legislative Association, and Defence & Security at NATO Parliamentary Assembly.



Senator Day was called to the Senate upon the recommendation of the Rt. Honourable Jean Chrétien and represents the province of New Brunswick. Currently a member of numerous Senate Committees such as National Security & Defence, Sub-committee on Veterans Affairs, Anti-terrorism and Chair of National Finance. As a lawyer and engineer, he has had a successful career as a private practice attorney, with special interest in Patent & Trademark law and intellectual property where he has been recognized as a specialist by the Law Society of Upper Canada. He has served on numerous boards, currently serving on Board of Provincial Archives of N.B., Canadian Battlefields Foundation, and is on the Board and legal counsel for the Duke of Edinburgh's International Award for Canada.

Brigadier-General Phil Garbutt



BGen Garbutt graduated from Royal Roads Military College and was commissioned as a 2nd Lieutenant in the Canadian Armed Forces in 1988. He served various posting from 1989 onward, including Captain of software development Squadron for the CF18 Hornet. Promoted to Major in 1998, he was Wing Operations Officer at 16 Wing Borden, served on 1 Canadian Air Division and exercised under NATO/Partnership for Peace in German and Slovakia.

Posted to Canadian Forces College in Toronto in the Combine/Joint Command course, he was promoted to rank of Colonel and posted to Director General Aerospace Equipment Program Management, eventually leading back to Borden to take command of 16 Wing in 2009.

In 2011, he was deployed to Afghanistan for one year as the Senior Advisor to the Commander of the Afghan Border Police under the Afghan Ministry of the Interior. He returned to Canada in July 2012 to take part in the year-long National Security Program at the Canadian Forces College. Upon graduation in June 2013, he was appointed as the Director Air Requirements in the RCAF Headquarters, Ottawa. One year later, he was promoted to his present rank and appointed to his present position as the Director-General Air Force Development. He has a Bachelor Degree in Physics and Computer Science and Masters in Defence Studies from RMC and is a member of the 58th List of the Order of Military Merit. He is married with 2 children.

Lieutenant-Colonel Jeremy Hansen

LCol Hansen spent his childhood on a farm in West McGillivray, Ontario, near London. During his high school years, he became involved with the Air Cadet program at 614 London where he rose to W02 and then took off into his current careers as a pilot and astronaut.



A Captain in the RCAF, LCol Hansen piloted the CF-18 fighter plane out of Cold Lake, where he eventually was promoted to his current rank. LCol Mr. Hansen holds a Bachelor of Science in Space Science and a Masters in Physics from RMC Kingston.

He was one of two new recruits selected by the Canadian Space Agency in 2009 to the Canadian Astronaut Recruiting Campaign. NASA selected him for their underwater laboratory for their NEEMO 19 undersea mission in 2014.

He has had expeditions in the High Arctic as well as living underground for 6 days with European Space Agency CAVE program. Earning both his glider and pilot licence by age 17, he was given the Air Cadet League award in 1999 for being the top Air Force graduate from RMC. As he awaits flight assignment, he works at NASA's Mission Control Center and continues to fly the CF-18 with RCAF.

The Honourable Mr. Justice Murray Sinclair

Justice Murray Sinclair is a Judge, First Nations Lawyer and the current Chair of the Indian Residential Schools Truth and Reconciliation Commission. Born and raised near Winnipeg, he was an Air Cadet with 6 Jim Whitecross Squadron. After serving as Special Assistant to the Attorney General of Manitoba, he continued his academic career, eventually graduating from the Faculty of Law at University of Manitoba.



Called to the Manitoba Bar in 1980, he practiced in the fields of civil and criminal litigation, human rights and Aboriginal law. After his appointment as Associate Chief Judge of Provincial Court in 1998, he was appointed co-commissioner of Manitoba's Aboriginal Justice Inquiry. He has served as legal counsel for Manitoba Human Rights Commission and was appointed to Queen's Bench of Manitoba in 2001. In 2009, his appointment as Chair of the Truth and Reconciliation Commission began and he continues in this role. He was awarded a National Aboriginal Achievement award in 1994, and has also been awarded eight honorary degrees for his work in the field of Aboriginal justice.

Justice Sinclair has also been adjunct professor of law in Faculty of Graduate Studies at University of Manitoba. He has served on numerous community boards including John Howard Society, Air Cadets, Boy Scouts, Native Law Students Association, Social Planning of Winnipeg and Board of Regents at Manitoba University. He is married and has 4 children.

Lieutenant-Colonel (ret'd) Brad White



The third generation of his family to serve in the military, LCol White joined the Canadian Forces in 1975 under the Officer Cadet Training Program. He was posted to the 8th Canadian Hussars in Petawawa, Ontario, upon completion of the Armour Officer training. He served in Canada, Germany and on a United Nations tour in Cyprus. Intermixed with his regimental duty, he served as an instructor at the Armour School of the Combat Arms Centre in Gagetown, New Brunswick. He obtained his university degree from the University of Manitoba and completed the Canadian Forces Command and Staff College. He

was subsequently posted to the National Defence Headquarters in Ottawa where he served on the National Joint Plans staff for three years, completed one year as the Armour Officer Career Manager and nearly two years in the Directorate of Defence Analysis.

LCol White retired from the Canadian Armed Forces in 1998 at the rank of LCol when he joined Dominion Command of The Royal Canadian Legion as an Administrative Officer. Five years later, he became the Director, Administration. He was part of the organizing committee for the Tomb of the Unknown Soldier, Director of the National Remembrance Day Ceremony and organized the Dominion Conventions. He was appointed to his current position as the Dominion Secretary in August 2009. He is married with two children.

Brigadier-General K.L. Woiden

BGen Woiden spent five years as an Army Cadet before joining the Canadian Forces Army Reserve as an Armoured Reconnaissance Crewman with the British Columbia Dragoons in 1975. He was posted to the Royal Canadian Dragoons in Germany for a flyover task in 1978 and in 1981 was commissioned as an officer.

In 2004, BGen Woiden was promoted to Colonel and appointed Commander of 38 Canadian Brigade Group. In 2008, he was promoted to his current rank and appointed Deputy Commander of Land Force Western Area (LFWA) and Joint Task Force West (JTFW).



In 2011, he deployed as the Assistant Commanding General – Afghanistan National Army Development for NATO Training Mission – Afghanistan for ten months. He was responsible for Coalition efforts in developing the Afghan Ministry of Defence and the General Staff. Upon his return he was appointed Director General Land Reserve and Chief of Staff Army Reserve.

BGen Woiden was employed at Bristol Aerospace Ltd in Winnipeg, Manitoba for 14 years where he held various engineering, flight test, program management and business development positions. In October 2015, he was appointed Commander of the National Cadet and Junior Canadian Rangers Support Group.

Lieutenant-General (ret'd) Lloyd Campbell

LGen (ret'd) Lloyd Campbell concluded a distinguished 37-year military career in 2003 as Commander of the Canadian Air Force. A former fighter pilot, he had previously commanded 1 Canadian Air Division and the Canadian



NORAD Region (part of the bi-national North American Aerospace Defense Command); Canadian Forces Base Baden - Soellingen and 4 (Fighter) Wing in Germany; and 419 Tactical Fighter (Training) Squadron in Cold Lake, Alberta. In addition to command appointments, LGen Campbell held numerous key staff positions in Canada and abroad.

Within National Defence Headquarters, he served successively as J3 Operations; Director General Force Development; Director General Strategic Planning; and, for an interim period, Vice Chief of the Defence Staff. He also spent three years in NATO, serving as Assistant Chief of Staff (Plans and Policy) at Headquarters Allied Air Forces Central Europe.

LGen Campbell is a graduate of the Canadian Forces Command and Staff College as well as the National Defence College. He holds the degree of Commander in both the Canadian Order of Military Merit as well as the United States Legion of Merit. LGen Campbell is married with children and a proud grandparent.

Special Video Messages /

Messages vidéo spéciaux

We thank the Governor General and all of our special guests who were not able to attend but provided their wonderful video contribution to the evening, most of whom are former Air Cadets.

Nous aimerions remercier le gouverneur général du Canada ainsi que nos invités spéciaux qui n'ont pas pu se joindre à nous, mais qui nous envoient leur contribution par un message vidéo. Certains d'entre eux sont même d'anciens cadets de l'Air.



His Excellency The Right Honourable
David Johnston
Governor General

*Son Excellence le très honorable
David Johnston
Gouverneur général du Canada*



**Col (ret'd)
Chris Hadfield**

Canadian Astronaut, Author & Musician
Air Cadet at 820 Sqn

*Astronaute canadien, auteur et musicien
Ancien cadet de l'Air de l'escadron 820*



Marc Parent
President & CEO of CAE
Air Cadet at 51 & 783 Sqns

*Président directeur général de CAE
Ancien cadet de l'Air des
escadrons 51 et 783*



Johanna Wagstaffe
CBC Meteorologist
Air Cadet at 151 Sqn

*Météorologue à CBC
Ancienne cadette de l'Air à
l'escadron 151*

Musical Performers / Musiciens

The Central Band of the Canadian Armed Forces

Headquartered in Ottawa, Ontario, the band has gained an international reputation as one of Canada's leading military musical organizations representing the Air Force and supporting all elements of Canada's military. In over seventy years of service, the Central Band has performed at concerts, parades and festivals around the world in countries such as the Netherlands, Germany, France, United Kingdom, Italy, Cyprus and the United States. The band has also performed for royalty, world heads of state, popes, prime ministers and governors general. The band maintains specialized ensembles, each having repertoire suitable for varied and specific engagements, including tonight's ensemble, Central Band of the CAF Jazz Quintet.

Avec leur siège à Ottawa, en Ontario, la fanfare s'est créée une réputation internationale. Connue comme une des organisations musicales militaires les plus importantes au Canada, elle représente les forces aériennes, mais appuie tous les éléments militaires canadiens. Depuis plus de 70 ans, la Musique centrale des Forces armées canadiennes a joué dans des concerts, des parades, et des festivals dans plusieurs pays à travers le monde, tels que Hollande, Allemagne, France, Grande-Bretagne, Italie, Chypre et les États-Unis. La fanfare a également joué devant des membres de la royauté, des chefs d'État, des papes, des premiers ministres et des gouverneurs généraux. La fanfare comprend des ensembles variés, chacun ayant un répertoire musical pour diverses occasions. Ce soir, l'ensemble de la fanfare centrale du quintette de jazz des Forces armées canadiennes (FAC) jouera pour nous.

The CAF Jazz Quintet is providing the cocktail hour music and playing a number of tunes to officially end the Gala evening. They are represented tonight by the following musicians // Le quintette de jazz des FAC jouera pendant l'heure de la réception cocktail et nous offrira également plusieurs morceaux pour terminer la soirée. Voici les musiciens ce soir :

Sandy Gordon - *Saxophone*

Fred Paci - *Trumpet/Trompette*

Scott Latham - *Piano*

Sylvain Berubé - *Drums/Tambours*

Simon Paré - *Bass/Contrebasse*

The NCR Tri-Element Cadet Band /

Cadets musiciens de la région de la capitale nationale

Under the guidance of Captain Jean-Francois Lambert, the NCR Tri-Element Cadet Band is comprised of Cadets from all three elements from the Ottawa region. Our appreciation is extended to all of the Cadets who will be performing tonight, with thanks also to Major Lyle Brennan for his assistance. // Sous la supervision du capitaine Jean-François Lambert, les cadets musiciens de la région de la capitale nationale comprennent des cadets venant des trois éléments. Nous apprécions grandement les cadets qui joueront ce soir et nous remercions le Maj Lyle Brennan pour son aide.

Air Cadet Leadership Symposium / Colloque des jeunes leaders des cadets de l'Air

The Air Cadet League is pleased to have with us this evening 40 exceptional Air Cadets from across Canada who have participated in our 75th Leadership Symposium. Appreciation is extended to all the Provincial Committees for their support in selecting and providing sponsorship for the Cadets. Congratulations to all of our participating Air Cadets! Thank you to the Escort Officers: Maj Simon Caron, Capt Nathan Daley, Capt Adriana Oulton, Capt Paul-Martin Bousigard.

La Ligue des cadets de l'Air est heureuse d'accueillir parmi nous 40 cadettes et cadets exceptionnels qui ont participé au Colloque des jeunes leaders du 75e anniversaire. Nous tenons à remercier tous les comités provinciaux pour leur appui dans la sélection et pour leur soutien financier. Félicitations à tous les cadets de l'Air participants! Merci aux officiers qui ont escorté les cadets : Maj Simon Caron, Capt Nathan Daley, Capt Adriana Oulton, Capt Paul-Martin Bousigard.

| | |
|--|--|
| WO1 Geneviève Dumais - 4 Sqn QCOV | FSgt Lauren Froats - 27 Sqn ON |
| WO1 Brandon Hanna - 29 Sqn NS | FSgt Noah Gregory - 107 Sqn SK |
| WO1 Harrison Latham - 510 Sqn NL | FSgt Taylor Hemmings - 810 Sqn AB |
| WO1 Ines Lopez-Espinosa - 872 Sqn QCOV | FSgt Brandon Huzil - 703 Sqn SK |
| WO1 Liam Rozon - 832 Sqn QCOV | FSgt Bailey Perigo - 147 Sqn BC |
| WO1 Paul Samayoa - 540 Sqn ON | Sgt Jina Bae - 38 Sqn SK |
| WO2 Kyle Canning - 512 Sqn NL | Sgt Jasmine (Yui Hyme) Chan - 59 Sqn BC |
| WO2 Alexa (Lexi) Katelyn Ilag - 170 Sqn MB | Sgt Brendan Curtenau - 551 Sqn PAN |
| WO2 William Ross Murray - 856 Sqn ON | Sgt Amelie Marguerite Devarenne - 650 Sqn NB |
| WO2 Taran Nasedkin - 577 Sqn AB | Sgt Marika Dwar-Norosky - 317 Sqn MB |
| WO2 Nicolas Ouellette - 746 Sqn BC | Sgt Adam Gislason - 199 Sqn MB |
| WO2 Ashley Pierog - 577 Sqn AB | Sgt Patrick Harper - 580 Sqn NB |
| WO2 Nicholas Piotrowski - 908 Sqn NWON | Sgt Andrew Lawrence Spicer - 161 Sqn NB |
| WO2 Léandre Poirier-Poulin - 626 Sqn QCOV | Sgt Elizabeth Stairs - 617 Sqn NL |
| WO2 Christian Samson - 250 Sqn NS | Sgt Flora Tse - 351 Sqn ON |
| WO2 Fernando Sanchez Ramos - 796 Sqn QCOV | FCpl Arianne Caissie - 763 Sqn NB |
| WO2 Janice Tai - 8 Sqn ON | FCpl Benjamin Fisher - 155 Sqn ON |
| WO2 Alicia Tam - 395 Sqn AB | FCpl Elizabeth Graham - 292 Sqn NS |
| WO2 Louis-Félix Taschereau - 814 Sqn QCOV | FCpl Madelyn Stoney - 222 Sqn BC |
| WO2 Chris Zhou - 60 Sqn PEI | Cpl Sébastien Gravelle - 832 Sqn QCOV |

Cadets Awards / Récompenses pour cadets

PILOT TRAINING ACHIEVEMENT AWARDS LES RÉCOMPENSES DE FORMATION EN PILOTAGE

Established by the generosity of individual persons or organizations

Créées grâce à la générosité des individus ou des organisations

Récompense Virginia Mitchell Award \$1,000*

Martina Leader - 542 Sqn SK

Récompense Irvin Erb Award \$1,000*

Samuel Tremblay - 728 Sqn QCOV

Récompense Sabre Pilots Association (SPAADS) Award \$500

Grégoire Carlesimo - 1 Sqn QCOV

Paawan Miglani - 768 Sqn BC

Récompense Captain Jim (J.T.) Goodhand Award \$300

Sean Bounger - 637 Sqn BC

Récompense 426 Thunderbirds Award \$300

Nicolas Aminot - 70 Sqn ON

Récompense 99's Canadian Award in Aviation \$300

In memory of /En mémoire d'Isabel Pepler and Beryl Scudellari

Isabelle Buczkowski - 573 Sqn MB

Monique Coffey - 50 Sqn MB

Kathryn White - 511 Sqn NL

Récompense Bomber Harris Award \$300

Brandon Hanna - 29 Sqn NS

Étienne Duclos - 629 Sqn QCOV

Zachary Zalaas - 690 Sqn QCOV

James Clarke - 250 Sqn NS

Récompense Terry Angus Memorial Award \$300

Chris Zhou - 60 Sqn PE

Nigel Sood - 334 Sqn NB

Récompense Canadian Fighter Pilots Award \$300

Maximilian Bindas - 822 Sqn ON

Récompense Frank Kobe Award \$300

Andrew Skerlan - 883 Sqn ON

Kahina Gagnon - 725 Sqn QCOV

William Irvine - 615 Sqn NS

* Prize also includes an aviator watch supplied by Hamilton Watch.

Les lauréats reçoivent chacun également une montre aviateur de Hamilton Watch.

Récompense Frank Kobe Award \$300 (continued)

Joshua Hung - 819 Sqn BC
Razvan Iuonas - 626 Sqn QCOV
Amish Manchanda - 632 Sqn QCOV
Jennifer Tan - 89 Sqn BC
Ryan Greenwood - 89 Sqn BC
Laurens Bosman - 147 Sqn BC

Récompense Rockwell Collins Award \$300

Grayden J.F. Kruk - 88 Sqn AB
Luke Towers - 703 Sqn SK
Foster Bennett - 287 Sqn AB
Evan Dewe - 742 Sqn QCOV
Kevin Broadley - 690 Sqn QCOV
Javier Rivera - 135 Sqn BC
Sajith Rajapaksa - 107 Sqn SK
Arjun Sihota - 819 Sqn BC
Ismail Khan - 767 Sqn BC
Dylan Oakes - 690 Sqn QCOV
Jason Zalaas - 690 Sqn QCOV
Mark Zalaas - 690 Sqn QCOV
Ryan Petrie - 330 Sqn ON
Ceidith Monk - 250 Sqn NS
Tristan Fleming - 638 Sqn ON
Arek Froundjian - 803 Sqn QCOV

Récompense Bud Crandell Award \$250

Madeleine Landreville - 51 Sqn QCOV
Nathan D'Souza - 800 Sqn ON

SCHOLARSHIP / BOURSES

Young Citizens Foundation Scholarship \$5,000

Alicia Lambert - 706 Sqn QCOV

Birchall Scholarship \$3,000

Robyn Currie - 18 Sqn NS

Dale Scholarship \$1,000

Arjun Gill - 861 Sqn BC

COMPETITION / COMPÉTITION

National Effective Speaking Competition \$200*

Compétition national d'art oratoire

Jarred Allison - 101 Sqn NB

* Travel for all national finalists from across Canada was provided by WestJet. // Le déplacement de tous les finalistes nationaux de partout au Canada a été offert grâce à la générosité de WestJet.

POWER PILOT FAMIL SCHOLARSHIPS / BOURSES FAMIL

Air Canada Pilots Association (ACPA)

Martina Leader - 542 Sqn SK

Oscar Morrison - 259 Sqn BC

Royal Canadian Air Force Association (RCAFA)

Stephen Walters - 746 Sqn BC

Raj Mody - 132 Sqn ON

Patrick Cajvan - 803 Sqn QCOV

Air Line Pilot's Association of Canada (ALPA)

Emile Madore - 629 Sqn QCOV

Bianca Cristakos - 11 Sqn AB

William Ross Murray - 756 Sqn ON

Saige Mukherdee - 540 Sqn ON

CAE Limited

Amber Donnelly - 82 Sqn MB

Zuo Rui Miin - 1 Sqn QCOV

Robert Maronowsky - 758 Sqn ON

Andrew Fraser - 342 Sqn NS

Canadian Business Aviation Association (CBAA)

Brandon Moore - 741 Sqn ON

Jazz

Ion Buzdugan - 188 Sqn ON

Air Cadet League of Canada

Paul Tremblay - 527 Sqn NB

Etienne Durocher - 622 Sqn QCOV

Aidan Heaman - 82 Sqn MB

Jonathan Wolter - 676 Sqn BC

LONG & MCQUADE MUSIC AWARDS FOR EXCELLENCE PRIX ANNUEL D'EXCELLENCE EN MUSIQUE

Band Music Award \$350

Récompense pour musicien de fanfare

Michaela DeMong - 702 Sqn SK

RCAFA Pipe Band Music Award \$350*

Récompense RCAFA pour cornemusier

Bailey Samms - 334 Sqn NB

* In addition to the Long & McQuade Award, recipient receives a watch from the RCAFA. // En plus de se remporter le prix Long & McQuade, la lauréate reçoit une montre de RCAFA.

CANADORE
AIRCRAFT MAINTENANCE / ENTRETIEN D'AÉRONEF

CCAA \$500

Top academic - Nicholas Wach - 227 Sqn NWO

Air Transat \$500

Most improved - Kirbee Wallis - 249 Sqn MB

CANADORE
AIRPORT OPERATIONS / OPÉRATIONS AÉROPORTUAIRES

CAC \$500

Top academic - Austin Bastarache - 2 Sqn ON

CAC \$500

Most improved - Tristan Sutherland - 315 Sqn NB

CANADORE
NAVIGATION & ATC / CONTRÔLE TRAFFIC AÉRIEN

NAV Canada \$500

Top academic (Navigation) - Ashley Cameron - 147 Sqn BC

NAV Canada \$500

Top academic (Air Traffic Control & Service) - Joshua Allen - 676 Sqn BC

CONTINUATION FLYING AWARD / FORMATION CONTINUE PILOTAGE

CASARA Award / Prix ACRSA

Allison Cole - 530 Sqn ON

WestJet's Pilot Association / Association des pilotes de WestJet

Nicolas Aminot - 176 Sqn MB

*The Air Cadet League of Canada is pleased to announce
2 new scholarships partners for 2016:*

*College of Professional Pilots of Canada (CPPC)
Canadian Air Traffic Control Association (CATCA)*

A Brief History of Air Cadets

The history of the Air Cadet League of Canada traces back to World War II. There was a critical need for planes – and for trained young men to fly them. It was against this backdrop that the idea of preparing select corps of teen-aged boys to take their places as aircrew in the Royal Canadian Air Force (RCAF) grew. In 1941, the League was established to train young men for service overseas. Canada's national flying ace, Air Marshal Billy Bishop, was among its founders.

By September 1944, the cadet movement reached its peak war strength of 374 squadrons, over 29,000 cadets, 1750 officers and instructors and another 2,000 civilians who supplied financial and other support. Within three years, the League had built a successful war effort air-training program through an outstanding collaboration between military and civilian community partners.

During its formative war years, the League's primary purpose was military. However, service clubs, educators, boards of trade and veterans groups quickly saw the League's long-term role as a future civilian organization that could encourage Canadian youth to become good citizens and strong leaders. These remain pivotal goals for Air Cadets today.

One popular innovation was the introduction of the Power Flying Scholarship Program in 1946. Power flying courses continue to be offered during summer camps where cadets are trained on powered light aircraft through civilian flying clubs. Since its inception, more than 18,000 air cadets (2014 data) have completed the program.

The unification of the Canadian Armed Forces (CAF) in the mid-1960s marked another significant shift for the Air Cadets. Unification resulted in the closing or amalgamation of many air bases. Air cadets were no longer being provided with sufficient flight opportunities. In response to this reality, a gliding program was launched by the League in 1965. Since that time, gliding has become an integral part of the cadet experience; on average, more than 50,000 glider familiarization flights are conducted each year making it the largest glider program in the world. To date, more than 15,000 cadets (2014 data) have completed the course with approximately 90% graduating with the designation of Glider Pilot.

Recent statistics reveal that one out of every five private pilots in Canada at the present time was a former air cadet and 67% of the commercial/airline pilots flying today got their start in Air Cadets. It is estimated that 28% of the flying, technical and administrative members in the RCAF today had some form of air cadet training.

Bref historique des cadets de l'Air

L'histoire de la Ligue des cadets de l'Air du Canada (Ligue) remonte à l'époque de la Seconde Guerre mondiale. Il y avait un besoin critique d'avions et de jeunes hommes formés pour les piloter. C'est dans ce contexte qu'est venue l'idée de préparer un corps élite des garçons adolescents à prendre leur place parmi les équipages de l'Aviation royale canadienne (ARC). En 1941, la Ligue a été créée pour former les jeunes hommes pour le service outre-mer. L'as de l'aviation nationale du Canada, Air Marshal Billy Bishop, était parmi ses fondateurs.

En septembre 1944, le mouvement des cadets était au sommet de sa force de guerre avec 374 escadrons, comprenant plus de 29.000 cadets, 1750 officiers et instructeurs et 2000 autres civils qui ont fourni entre autres un soutien financier. En trois ans, la Ligue avait bâti un programme de formation de l'air réussi pour l'effort de guerre grâce à une collaboration exceptionnelle entre les partenaires de la communauté militaire et civil.

Au cours de ses années de formation de la guerre, l'objectif principal de la Ligue était militaire. Cependant, les clubs de services, les éducateurs, les conseils de groupes de commerce et d'anciens combattants ont rapidement vu le rôle à long terme de la Ligue comme une organisation civile future qui pourrait encourager les jeunes Canadiens à devenir de bons citoyens et de grands leaders. Ces objectifs restent décisifs pour les cadets de l'air aujourd'hui.

Une innovation populaire était l'introduction du Programme de bourses de vol d'avion motorisé en 1946. Les cours de pilotage d'avion motorisé continuent d'être offerts au cours des camps d'été où les cadets sont formés à bord des avions par l'entremise d'aéroclubs civils. Depuis sa création, plus de 18.000 cadets de l'air (données datant de 2014) ont complété le programme.

L'unification des Forces armées canadiennes (FAC) dans le milieu des années 1960 a marqué un autre changement important pour les cadets de l'Air. L'unification a abouti à la fermeture ou à la fusion de nombreuses bases aériennes. Les cadets de l'Air n'avaient plus suffisamment d'opportunités de voler. En réponse à cette réalité, un programme de vol à voile a été lancé par la Ligue en 1965. Depuis ce temps, les vols en planeur sont devenus une partie intégrante de l'expérience des cadets. Plus de 50 000 vols de familiarisation d'avion planeur sont menées en moyenne chaque année ce qui en fait le plus grand programme de planeur au monde. À ce jour, plus de 15 000 cadets (données datant de 2014) ont terminé le cours avec environ 90 % graduant avec la désignation de pilote de planeur.

Des statistiques récentes révèlent qu'un sur cinq des pilotes privés au Canada à l'heure actuelle a été un cadet de l'Air et que 67 % des pilotes commerciaux desservant aujourd'hui ont fait leurs débuts dans les cadets de l'Air. Il est estimé que 28 % des pilotes, du personnel technique et administratif à l'ARC aujourd'hui ont reçu une certaine forme de formation des cadets de l'air.

Thank you / The League would like to thank our 75th Anniversary sponsors, partners, contributors and silent auction donors.

Merci

La Ligue souhaite remercier tous les commanditaires, partenaires et contributeurs du 75 anniversaire, ainsi que les donateurs pour l'encan.

**75th Anniversary Sponsors /
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| | | | |
|---------|--|----|---|
| 1 | Signed Toronto Maple Leaf jersey | 15 | ACL collector poster |
| 2 | VIA Rail tickets for 2 | 16 | WESTJET tickets for 2 + 1 night stay at the Lord Elgin Ottawa |
| 3 to 9 | Autograph prints from space signed by Chris Hadfield | 17 | Signed Calgary Flames cap |
| 10 | Signed Ottawa Senator cap | 18 | Signed Blue Jays baseball |
| 11 & 12 | Handcrafted pens made by Doug Slowski | 19 | Mounted artwork from Alberta artist Rui Liandro |
| 13 | Bomber Command memorial book | 20 | 4 Ottawa 67's tickets |
| 14 | Framed print - AWAC | 21 | Sealskin purse from Iqaluit artist Rannva Simonsen |



Air Cadet League of Canada
Ligue des cadets de l'Air du Canada

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