

**RECORD OF DECISIONS**

**66<sup>th</sup> ANNUAL GENERAL MEETING**

**AIR CADET LEAGUE OF CANADA**



**14 -16 JUNE 2007**

**WINNIPEG, MANITOBA**

## Record of Decisions

**66<sup>th</sup> ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA  
HELD AT THE CANAD INNS POLO PARK INN  
WINNIPEG, MANITOBA  
14 – 16 JUNE, 2007**

### TABLE OF CONTENTS INDEX

#### ITEM

#### **I ADMINISTRATION**

- 1.1 Welcome by the National President
- 1.2 Introduction of guests and delegates
- 1.3 Moment of Silence
- 1.4 Confirm Notice of Meeting
- 1.5 Call to Order – Review Agenda
- 1.6 Report of the Parliamentarian
- 1.7 New items for the Agenda
- 1.8 Approval of the Agenda
- 1.9 Approval of the Record of Decisions for the Previous Annual General Meeting
- 1.10 Approval of the Acts of the Executive Committee

#### **II BUSINESS ARISING**

All Business Arising from the 2006 AGM in Richmond, BC has been attended to.

#### **III RECEIVING REPORTS**

- 3.1 National President
- 3.2 Executive Director
- 3.3 Director of Cadets
- 3.4 Cadet Program Update
- 3.5 Policies and Procedures Presentation
- 3.6 Board of Governors
- 3.7 Advisory Board
- 3.8 Member Registration and Screening Committee
- 3.9 National Honours and Awards Committee
- 3.10 National Resource Development and Fund Raising Committee
- 3.11 National Flying Committee
- 3.12 Public Relations and Image Committee
- 3.13 Nominating Committee
- 3.14 National Selections Committee
- 3.15 Employee Compensation and Benefits Committee
- 3.16 Education Credits and Training Committee
- 3.17 Recruiting and Retention Committee
- 3.18 Provincial Chairpersons Committee
- 3.19 National Effective Speaking Competition Committee
- 3.20 International Air Cadet Exchange Committee
- 3.21 National Finance Committee
- 3.22 Joint League/Industry Steering Committee
- 3.23 Approval of the Financial Statements for 2006/07
- 3.24 Approval of the Budget for 2007/08
- 3.25 Approval of the Auditors for Fiscal Year 2007/08
- 3.26 Report of the Open Forum
- 3.27 Elections

**IV NEW BUSINESS**

- 4.1 No new business items have been received.
- 4.2 Locations of next Annual General Meetings:
  - 2008 Quebec City, Quebec
  - 2009 St-John's, Newfoundland and Labrador
  - 2010 Regina, Saskatchewan
  - 2011 New Brunswick (to be confirmed)
  - 2012 Ontario (to be confirmed)

**V CONCLUSION**

- 5.1 Presentation/Comments – Air Force Association of Canada – N/A, no one in attendance.
- 5.2 Date and Time of next Meeting
- 5.3 Good and Welfare of the Air Cadet League of Canada
- 5.4 Reminder – No Host Reception and President's Dinner
- 5.5 Adjournment
- 5.6 Special Presentations

**VI COMMITTEE MEETING MINUTES/RECORDS OF DECISION**

APPENDIX A – Report, Director of Cadets and CPU Update  
APPENDIX B - Report, National Finance Committee  
APPENDIX C - Report, National Selections Committee  
APPENDIX D - Report, Resource Development/Fund Raising Committee  
APPENDIX E - Report, National Public Relations and Image Committee  
APPENDIX F - Report, Effective Speaking Committee  
APPENDIX G - Report, National Honours and Awards Committee (Scholarships)  
APPENDIX H - Report, Member Registration and Screening Committee  
APPENDIX I - Report, League/Industry Steering Committee  
APPENDIX J - Report, National Flying Committee  
APPENDIX K - Report, Provincial Chairpersons Committee  
APPENDIX L - Report, National Honours and Awards Committee  
APPENDIX M - Report, Education Credits and Training Committee  
APPENDIX N - Report, Recruiting and Retention Committee  
APPENDIX O - Report, Board of Governors  
APPENDIX P - Report, Advisory Board and Nominating Committee  
APPENDIX Q - Report, Honours and Citations  
APPENDIX R - Awards Luncheon and President's Dinner  
APPENDIX S - Meeting Board of Governors, June 16, 2007

## 2007 Annual General Meeting – 16 June 2007

---

### ATTENDEES

Chairperson	Craig Hawkins	National President
Parliamentarian	Joe Johnson	Vice President
Executive Committee	Lionel Bourgeois Michel Cataford Grant Fabes Jan Reidulff	Past President First Vice President Vice President Vice President
Governors	Robert Burchinshaw Roger Dionne Ken Higgins Rhodie Mercer Maurice Murphy William Paisley Bob Robert Ralph Thistle Thomas White	Governor, BC Governor, QC Governor, BC Governor, NL (absent) Governor, NL (absent) Governor, ON Governor, ON Governor, ON Governor, NB
Advisory Board	Bill Beattie Robert G. Dale Irene R. Doty Harold Fowler Max Goldack Bob Goudie David Hayden Len Jenks James McKeachie Walter Mildren Robert Parsons Peter Prescott Brent Wolfe	Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board Advisory Board
Provincial Chairpersons	Terry Nelson John Walker Danny Gosse Dennis MacNeil Carole Bédard Chuck Verge Joan Cameron Terry Lewis Jim Spencer Keith Mann Doug Sutherland	NL (absent) NS PE NB QC ON NW ON MB SK AB BC (absent)
National Members	Don Berrill Ernie Callow Marlene Conway Ed deCaux Dick Donaldson Jerry Elias George Evans	ON SK ON MB ON ON MB

## 2007 Annual General Meeting – 16 June 2007

---

### National Members – continued

Stan Horton	BC
Geoffrey Johnston	BC
Darlene Laroche	AB
James Mullins	NS
Eric Steffensen	AB
Thomas Tabarowski	ON
Jacques Vallée	QC
Garry Winkleman	SK

### Provincial Delegates

Ron Aumonier	BC
Carol Cox	AB
Stan Harry	BC
Gladys Jarvie	BC
Tina Kirkpatrick	BC
Marc Lacroix	QC
Norman Lovitt	BC
Gordon Moore	BC
Eric Murray	NL
Ron Patton	ON
Linda Spouler	BC
John Stewart	NB

### Provincial Committee Offices

Pierre Barabey	Executive Director, QC
Helen Brand	Executive Director, BC
David S. Brown	Executive Director, ON

### Military

Col Robert Perron	Director Cadets, Ottawa, ON
LCol Michael Milligan	RCSU CO, Prairie
Cmdr Al Turner	RCSU SO, Atlantic
Maj John Cooper	National Technical Advisor, Ottawa, ON
Maj Al Wardle	National Air Operations Officer, Ottawa, ON
Maj Bill Fox	Incoming National Air Operations Officer, Ottawa, ON
Maj Pierre Giroux	Air Cadet Coordinator, DCdts, Ottawa, ON
Cap Andrea Onchulenko	Program Development, Air, DCdts, Ottawa, ON

### National Headquarters Staff

Jean Mignault	Executive Director
Chantal Fauvelle	Officer, Finance and Marketing
Kim Banaszkiewicz	Officer Special Projects, Assistant to the ED
Laureen Nickerson	Administrative Assistant

## 2007 Annual General Meeting – 16 June 2007

---

### Effective Speaking Cadets

SQUADRON/PROVINCE	NAME
NL – 510 Lions	LAC Annie Hui Wen
PE – 53 C.E. Monty DFC	SGT Scott Nantes
NS – 374 F/LT Chisholm	WOI Robbie Stalker
NB – 527 Simonds	FSGT Holly Anna Burns
QC - 697 Rotary Rimouski	WOI Julie Gagnon
ON - 756 Wild Goose	CPL Melanie Bechard
NWON -66 Challenger	CPL Shari Sekhon
MB - 170 St. James	CPL William Halabiski
SK - 542 Foam Lake	CPL Ryan Heise
AB - 604 Moose	SGT Courtney Andruszko
BC - 204 Black Maria	SGT Fraser Neave
NWT - 825 Yellowknife Elks	LAC Troy Leonardis
USAF CAP - 119 <sup>th</sup> CAP Cadet Sqn. Fargo, ND	CADET CHIEF MASTER SGT Justin McDowell

**Note:** This was the first year since the Effective Speaking Competition began in 1991 that an Air Cadet from Northern Region participated. In addition, the ACL of Canada invited a Cadet from the USAF Civil Air Patrol (CAP) to speak. The cadet spoke in the competition but was not in competition against the Canadian ES Competition participants. Cadet Chief Master Sergeant Justin McDowell truly enjoyed his visit and the experience. He was accompanied by his father a USAF Reservist, Master Sergeant Tim McDowell and his brother CAP Cadet Lt. Trevor McDowell.

**I ADMINISTRATION**

**1.1 WELCOME BY THE NATIONAL PRESIDENT**

National President Craig Hawkins welcomed everyone to the 656<sup>th</sup> Annual General Meeting of the ACLC.

**1.2 INTRODUCTION OF GUESTS AND DELEGATES**

Members of the Head Table, Board of Governors, Advisory Board and Special Guests – BGen Amy Courter, Vice Commander USAF Civil Air Patrol (CAP), Mrs. Lynn Hawkeye VP Navy League of Canada, were introduced. Each Provincial Committees Chairperson introduced their delegations.

**1.3 MOMENT OF SILENCE**

A moment of silence was observed in honor of all Air Cadets, Air Cadet League volunteers, Canadian Forces Members and friends of Air Cadets who had passed away since our last meeting, including:

- Capt Shawn McCaughey, Snowbird #2;
- Mrs. Cuerrier, mother of Past President Gilles Cuerrier;
- WO Frank Mellish, Killed in Action in Afghanistan, former Air Cadet from PEI; and
- Mr. Art Perry, former BC Chair of the BC Aviation Council.

**1.4 CONFIRM NOTICE OF MEETING**

The Executive Director Jean Mignault confirmed that the Notice of Meeting was duly circulated in April 2007, that there was a Quorum, and this gathering was a properly constituted meeting of the Air Cadet League of Canada.

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

The President called the 66<sup>th</sup> Annual General Meeting to order. The Agenda was reviewed.

**1.6 REPORT OF THE PARLIAMENTARIAN**

Vice President Joe Johnson reported that 52 National Members, five (5) proxies, for a total of 57 Voting Cards. This number did not include Advisory Board Members in attendance – i.e. 15 members who were also each issued with a Voting card.

**1.7 NEW ITEMS FOR THE AGENDA**

No new items were added to the Agenda.

**1.8 APPROVAL OF THE AGENDA**

**MOTION:** Moved/Seconded Grant Fabes / Bob Robert, that the Agenda be approved as presented. **Carried**

**1.9 APPROVAL OF THE RECORD OF DECISIONS OF THE PREVIOUS ANNUAL GENERAL MEETING**

**MOTION:** Moved/Seconded Lionel Bourgeois / Bob Goudie, that the Record of Decisions for the previous Annual General Meeting be approved as circulated. **Carried**

**II BUSINESS ARISING**

**2.1 BUSINESS ARISING**

The Chairman of the meeting noted that all Business Arising from the 2006 AGM in Richmond, BC had been attended to.

**III RECEIVING REPORTS**

**3.1 NATIONAL PRESIDENT**

The full report of the National President has been included in the Annual General Meeting (AGM) Meeting Book.

President C. Hawkins noted that his report was in the Book and solicited questions from the members in attendance. There were none.

**3.2 EXECUTIVE DIRECTOR**

ED Jean Mignault noted that his report was on page 34 of the Meeting Book and that he had other comments on League Finances in the Finance Committee Report on page 53.

J. Mignault noted his report was self-explanatory and solicited questions from the members in attendance. There were none.

**3.3 DIRECTOR OF CADETS – COL. ROBERT PERRON**

Presented by Col. Robert Perron. Col Perron was presenting his report to the AGM for the last time as he has been posted to a new job.

This report highlighted:

- The Partnership
- Fiscal Year Spending
- Cadet Program Update
- Local Support Allocation to Corps and Squadrons
- The Cadet Instructor Cadre (CIC) and impact of the new “Deemed on Duty” Policy
- Air Cadet Program – news about the future
- Way Ahead
- Questions

The PowerPoint Presentation by Col. Perron has been included at **Appendix A**

**The following is a summary of the major points made by Col. Perron in his presentation:**

- Col Perron presented a slide on the partnership and noted that he was happy with the DND/ACL partnership. He also noted that most complaints related to issues surrounding accommodations. He reiterated that the leagues are responsible to provide accommodations while DND delivers the training.
- The second slide highlighted the money spent by DND on the Cadet program. The slide highlighted dollars spent on salaries, Operations and Maintenance (O&M), League Grants and Capital. He noted that for the last fiscal year corporate envelope spending was \$185.7M. He noted that while Air Cadets represented 45.7% of the total cadet population their share of the amount of the budget spending was only 44.7%. He noted that they spend proportionately more for Sea Cadets and this requires a future adjustment. He noted that the Sea Cadet population was declining mainly in NL.
- The 3<sup>rd</sup> slide illustrated that with the advent of the new Fortress system, it is now possible to measure more accurately the cadet population, which is increasing. While the % of Canadian youth in the cadet age bracket, the cadet population showed an increase, i.e. we’re attracting more youth in the program.
- The fourth slide showed Return to Units (RTU’s) for summer camps. This is expensive and worst with Army cadets. Air Cadets seem to be doing well with the least number of RTU’s.



- The fifth slide showed the number of camp billets, which is at 10,000 for Air Cadets and will be increased by 100 in 2008.
- The next slide showed the cost of Summer Training, local training and so on. The slide illustrated that they are successful at redirecting more money for local training. He also noted that a large increase due to paying the \$17/day for daily incidentals to all the staff at CSTC's – i.e. a \$2.5M unforecast expense.
- The next slide showed the distribution of funds in support of the cadets properly versus the administrative overhead (HQ, Gilding Centres, Region Quarters, etc.). He noted that spending on CIC training last year was \$9.5M.
- The next slides were taken from the DCdts end-of-year report. It showed the number of units, the number of cadets per training night, monthly and yearly averages and so on. All data from Fortress.
- The next slide showed the number of units with an average of less than 30 Cadets (several having less than 30 cadets consistently), these are corps/squadrons that are in "the danger zone". There are 64 Air Cadet Squadrons in this list and 95 Army Cadet Corps. Overall 17% of the 1156 units are averaging less than 30 cadets every month.
- The next slide illustrated the average number of cadets by Region. It showed that there are no Navy League Corps in the North.
- The next slide showed one page of the Fortress showing average number of cadets on parade every month. One Squadron # 528 in AB averaged 22 – 28 cadets on parade weekly and per month for several months. Col. Perron hinted that this is one Squadron where recruiting efforts may be a priority. The slide showed that only six units have not provided data in Fortress.
- The next slide showed information on Inter-Provincial Exchanges. A total of 4,723 cadets participated in these exchanges. Col. Perron is evaluating this program from a value for money perspective (\$2.6M). He noted that the same could be achieved at a lower cost by sending cadets to camps outside their home Regions. He commented on the fact that he was facing a \$4.0M cost pressure in the fall of 2006. The Vice Chief addressed this, but Col Perron noted that this was one area that would have been cut if the funding had not been authorized.
- The next slides (2) addressed the Cadet Program Update (CPU), which was subsequently briefed separately by Cap Andrea Onchulenko. Col. Perron noted that the CPU implementation was delayed to Sept. 2008, due to operational requirements of the Afghanistan mission, i.e. publications issue.
- The next slide addressed some of the issues surrounding the new "Deemed on Duty" policy. He noted that the plan for the CPU was for 30 sessions and 10 days for training. The issue is with optional program which are unlimited in nature and type, but for which the issue being that a paid staff member must supervise each activity.
- The next slide showed that the new program will have local training, summer training, national and regional directed activities.
- The next slide introduced the local support allocations (LSA), which replaces the \$8 per cadet contingency grant and the Band grant, which the Col called "illegal". The CATO on this has been issued. The new systems will allow \$15 per cadet + \$600 per corps/squadron, which must all be supported by receipts for services/products reimbursed **to the Sponsoring Committee**. Receipts must be for eligible expenditures and excludes fees charged by the Leagues whatever the reason. Eligible expenditures include accommodations costs (with receipts).

**Question**

**Don Berrill** asked if the repayment of the cheque would be made in the name of the commanding Officer?

**Bob Goudie** asked if indeed the reimbursement for the claim submitted by the CO on behalf of the SC would be deposited to the CO's personal bank account?

**Don Berrill** asked if the CO or SC would now have to obtain special dispensation to prevent these refunds from going to his/her account.

**Eric Murray** asked if this new process would replace the Band grant and if it would be based on the number of cadets from the previous year?

**Keith Mann** asked if the number of cadets on final parade thus had no bearing on the basis for the calculation of the amount received?

**Keith Mann** then asked if there was a need to stagger the LSA into two different parts, i.e. to accommodate for the staggering of the DND fiscal year funding and the cadet training year.

**Lionel Bourgeois** noted that the \$8 used to go to the Chair of the SC, and used to pay insurance to the Provincial Committees through National. This is thus not possible any more right?

**L. Bourgeois** then added that the National office could add cadet insurance in the next application for an increase. He also noted that the three Leagues should thus not necessarily have the same base funding but rather more money for the larger League.

**Answer**

**Col. Perron** answered that the cheques would be made to the unit's name and number of the Squadron, which is going to be "cashable" by the Sponsoring Committee.

**Col. Perron** answered that arrangements would be made to ensure that the refund goes to the Squadron for deposit to the bank account for the Sponsoring Committee.

This process will begin in Sept. 2007.

**Col Perron** noted that each RCSU are preparing procedures to ensure that these refunds are not automatically redirected to the CO's personal bank account. The intent is to place the money in the hands of the SC.

**Col. Perron** confirmed that this was indeed the case, i.e. the average number of cadets from Fortress.

**Col Perron** confirmed that this was true and only the average number of cadets for the year would be used.

**Col Perron** responded that indeed the CATO will only allow for 70% of the fun ding to be used for the period Sept. – March, and the other 30% from April to June (i.e. the end of the cadet training year).

**Col Perron** noted that this was illegal and that the Grant was supposed to cover the insurance (not the case for the Air Cadet League of Canada). Col. Perron noted that the National office can include the insurance for the cadets in their Grant increase. Col Perron noted that by giving more money to the corps, this frees other money to pay the insurance.

**Col. Perron** noted that he did not want to go into a full discussion on the payment of cadet insurance and reiterated that in his opinion each of the three Leagues should get the exact same Grant amount.

- The next slide addressed the new Deemed on Duty policy. Col Perron noted that this applies to all branches of the Reserves however in order for the Crown to insure reservists only when they are in uniform and working. Thus now for activity there must be at least one person on paid duty in order for the Government to assume responsibility for an activity. Corps and Squadrons will now have to closely manage their paid days for all of the activities. In order to provide protection to reservists who are working but not paid, DCdts have purchased an accidental death and dismemberment insurance group policy.

**Question**

**Bob Goudie** noted that this in effect remove the concept that CIC or paid CI are never going to act as volunteers.

**Chuck Verge** asked for confirmation that when a CI is not being paid, in order to be covered by insurance; he/she must sign the volunteer agreement.

**William Paisley** noted a quote from CATO 23-05 that stated "as per Paragraph 4 CI's who pilot an aircraft while not being paid, are not eligible for any benefits or coverage from the CF, if the member is not being paid then he or she has no status as a CI, these individuals are civilian volunteers and should be registered by the League in order to qualify for League Insurance coverage. Hence they must be registered by the ACL.

**Bill Paisley** then noted that signing the volunteer agreement does not automatically grant them status or register them as a League member.

**Geoffrey Johnston** noted that in BC the above noted had occurred several times and that the change from a paid CI covered by DND to League volunteer could result in a reduction in

**Answer**

**Col Perron** answered that there are no problems with the CIC officers as they are covered by this new insurance. As for CI's, when they do run out of paid days, they are indeed deemed to be volunteers and should thus be covered by the League's insurance policies. The CI has been screened by DND and need only be accepted/recognized and registered as a volunteer by the League. **C. Hawkins** noted that the CI in this case, needs to sign the volunteer agreement in Annex A of CATO 23-07.

**Col. Perron** noted that this was in effect the case.

**Col Perron** noted that this was in effect the case and that they do view these people as volunteers.

**DCdts Col Perron** noted that there is a need to fix this issue at the earliest opportunity. **C. Hawkins** requested that **R. Thistle** Chairperson of the Registration and Screening Committee arrange to have these names added to the League Registration database and for the issuance of a League member ID cards.

**Col Perron** noted that indeed there was a need to obtain insurance for these individuals even if their status is that of an actively flying pilot! The DCdts policy does indeed cover the pilots (AD & D Policy).

coverage. This needs to be addressed so that CI's understand the available coverages.

**Tom White** noted that because these applicants and the CO signed the volunteer forms, the Provincial Screening coordinators need only obtain the information from the Volunteer Agreement and the League's Renewal form to enter the volunteer in the screening database.

**Terry Lewis** asked if the CI pilots flying cadets who have exceeded their 20 paid days need to be screened by the League?

**Eric Murray** asked that for unpaid CI's, would the ID cards be issued by the National offices or by the Provinces.

**Don Berrill** asked a hypothetical question where an exercise is being held where there is a Major, a Captain and a paid CI on site (the CI is the only paid person there) and something goes wrong with the exercise, who will be "left to hang"? He noted that while the CI is the paid person, the exercise is under the command and control of the Major.

**Bob Goudie** went on to expand on the question – assume the CO Major is not present, he does have a Captain on site that is not paid, but the CI (also present) is being paid – the question is what is the Capt. Responsibility and who is responsible?

**Col Perron** noted that the issue is only with CI's who have run out of paid days. CIC officers are recognized when they are paid and are covered by the Crown, when not paid, they are covered by the new DND insurance.

**C. Hawkins** noted that since the DND and League screening process are similar in that both require the PRC and the VSS, they do not need to be screened again by the League. The League Screening Committee needs only to design/obtain a form to enter the details of the CI into our screening database for the issuance of an ID card. For now it is OK to record the date that DND screened the CI. **Col Perron** noted they trusted the League's screening process. **C. Hawkins** noted that it is important to note original screening dates in order to keep track of the five (5) year renewal date. He requested that the League Screening forms be modified to include the date of Screening by DND.

**C. Hawkins** noted that the ID cards would continue to be issued by the provinces but that the National would need to ensure that the Provinces are uploading the personal information for the CI's, i.e. those for which they have issued cards, i.e. for the National database.

**Col Perron** noted that first of all there would be a summary investigation. The investigation would identify who did something wrong, and who is ultimately responsible. The investigation will determine if he/she had done due diligence to ensure everything is/was safe. The person who has failed in his/her duties will be held liable and responsible.

**Col Perron** noted that this is not easy to answer because the Major has a responsibility to brief his team and issue directions on how the activity will be done. He has to explain what is the role of each supervisory participant and only then can the Major not be held liable if he has actually ensured that the activity was properly run. Every activity has to be approved by the Region and the CO. **C.**

**Hawkins** noted that in a serious incident where there is a claim, all adults present would likely be named in a suit irrespective. He noted that the Crown will protect those who were not negligent and who exercised due diligence. **Col. Perron** noted that the Cadence article illustrates (distributed in the meeting books) how the resources in a squadron with three officers, can be used to effectively conduct up to 100 and more training days of activities. With up to 90 paid days, this could cover up to 180 - ½ days of local training.

**C. Hawkins** asked about training outside of the regular Sept. – June training period, can it be done?

**Col Perron** noted that first of all, this must be approved by the Region, and there must be paid days available to that squadron for at least one person in order for the activity to proceed. Col Perron explained that it would be permissible to carry paid days into July and August – this is not a problem.

**Bob Goudie** asked as a point of clarification – CIC members are always covered, right? He noted that the chart in the article could be clarified by changing the V for volunteer to U for Unpaid.

**Col Perron** confirmed that this was indeed the case and that he agreed to have the slide changed as suggested.

- **Col Perron** then commented on the next two (2) slides, which illustrates the situation, as it exists today. He noted that that the solution proposed was not the optimal one but that they were continuing to work on it. Col Perron noted that he had approval from the Deputy Minister, for the Dept. to accept responsibility and liability for an activity whether the CIC officers in charge are paid or not. The next step is to determine why someone (CIC officers in particular) has to be paid in order for the Dept. to accept/assume liability for an event? He hopes that the idea of a paid CIC is required can be eliminated. The Col hopes that he can convince officials, that the Crown can accept liability for an activity as long as a CIC is present (whether he/she is paid or not), he noted that he was not there yet but was trying hard to have this approved. He noted that if he is not successful in having this approved prior to his departure as DCdts, he was hopeful that his successor could continue on with this issue.
- After coffee break **Col. Perron** showed a few more slides on cadet summer training. He noted that vacancies for the 2007 CSTC training period were increased by 100 to 10,100. IACE for the summer of 2007 were also shown along with the Oshkosh Exchange. In addition the Col noted that there would be three extra positions for the IACE in 2008, providing other countries could absorb the 3 extra positions. He noted that it had been a very good year for the flying program with only three (3) accidents.
- On the next slide **Col Perron** announced the opening of a new satellite-gliding site in Bromont, Quebec. This will add a second gliding center in Eastern Region and will allow for training Anglophone glider pilots from eastern Region in their home region. He also noted that the Airport Operations Course (formerly the Air Traffic Control Course) would be given at the Georgian College in Ontario. For 2007 the Technical Courses will still be given at Borden in 2007, but this is being contracted out for the

2008 year (a Request for Proposal has been issued on the Government of Canada MERXX contracting site). He also noted the distribution of the new Air Cadet Badges and Crests poster. He also has announced the approval of an additional 66 summer training positions for 2008, 10 Power Pilot Scholarships, 3 extra IACE positions as noted above, 17 for Introduction to Aviation courses, 12 for music courses, another 12 for three week courses and 12 for six week courses. He noted that if the spending on one program is more than 1.5% off the cadet population, a correction will be made, this is what happened in this case and the summer training for sea cadets were reduced accordingly as their population has declined.

- Col Perron also noted that he (Col. Perron) had introduced a physical fitness test and award/trophy and had given this trophy for the first time to a Sea Cadet in Quebec. The fitness Award is equivalent to the one done at the Royal Military College and is designed to increase fitness in the cadet program. The trophy goes to the cadet with the highest score.
- The next slide showed the Way Ahead – **Col Perron** noted that the Cadet Program Update (CPU) was proceeding ahead as planned and that Cap. Andrea Onchulenko would give a short update later. He noted that they were not rewriting the whole cadet program, but rather were fine tuning it and bringing it up to date. He noted that they were also continuing to work with the Deemed on Duty Policy and also that the PC's do a good job in selling the new Local Unit Allocation to ensure all corps and squadrons are submitting the receipts for the share of the funding allocated to them. He also noted that the status of Civilian Instructors in the program still needs work and recognized that CI's are an important resource to the cadet program. He noted that the difficulty of hiring CI's is that it breaks most if not all rules for job competitions laid out by the Public Services Commission. In addition he noted that the Government Unions were also concerned with the employment of civilian employees. They are trying to get a waiver from Treasury Board for the employment of civilian instructors, and expect that it would not be an easy process. He also noted that as of April 1, 2007, terms and conditions of employment for CI's are regulated through a CATO versus a CFAO.

On the topic of Cadet Insurance, Col Perron noted that depending if you were a Sea, Army or Air Cadet, the nature and type of insurance coverage provided by the Leagues differed! He did not comment any further on this fact, which surprised the Executive Director who was not aware of significant differences in coverage between the Leagues. He noted that he is concerned with this as parents could be concerned that their kids could be better protected in one program versus another. He reiterated that at the NCC there was a need to create a Working Group to review the topic of cadet insurance.

With respect to the future of units with less than thirty (30) cadets, this requires a close look as it is very expensive to support very small units. He noted that despite all of the mechanisms and procedures in place to close small units, it is just not done! He noted that were units with as few as 8 -10 cadets, there is a natural human reaction not to shut down the unit. He noted that he needs the support of the Leagues in order to turn these units around and/or close them.

**Col Perron** then gave a few words of introduction about his replacement Col. Craig Fletcher, an Army "tank driver". He noted that the DCdts position had been held for many years by Air Force officers and noted that Col. Fletcher's last position was Director of Reserves. He is aware of the Reserves and CIC issues. Col. Fletcher did not attend the meeting. He also took a minute to introduce the replacement National Air Operations Officer, Major Bill Fox. He also thanked Major Al Wardle for his dedication and many years of service to the Cadet movement.

This ended his presentation!

National President **Craig Hawkins** took a moment to thank and recognize the hard work and support of Col. Perron and Major Wardle.

Col Perron then showed a short video that was produced to promote the cadet programs and noted that they were also working on a similar video to promote the Cadet Instructor Cadre. Five of these videos have been distributed to all of the cadet corps and squadrons. He also noted that they were trying to have the videos shown in movie theatres across Canada.

**Question**

**L. Bourgeois** asked two questions to the Director.

1) With respect to the size of a sqn/corps, before the decision to close is made, the demographics seem to indicate that these units are located in the smaller Western provinces, North West Ontario, the North and the Maritime provinces. He noted that some of these units cannot get a large number of cadets and even harder to get CIC and CI's. He noted that in certain cases, the leagues had attempted to rationalize the situation when there were two small competing elemental corps in the same area and/or by combining two different elements to increase numbers. Specifically he asked to what extent does as a very small town without the demographics not have an Air Cadet Squadron they want because the #'s of cadets are 12 – 18?

2) At the end of the scale L. Bourgeois noted that while there were several very large units, there are no issues in supporting them, but we are letting down the smaller ones! He noted that we should be supporting the kids in the smaller places!

**L. Bourgeois** noted that in the MOU there are provisions for consultation requirements for major changes. He noted that in the last year there were many changes such as the "Deemed on Duty" policies, which were railroaded into implementation without the requisite level of consultation and discussion with the leagues! He noted that many of the changes are occurring too fast and there is no time to react to many of the changes.

**Answer**

**Col Perron** answered that he had no problems supporting the smaller units per se; he noted that the point was not to make cuts but to look at corps with less than 30 cadets on a consistent basis to see what can be done to improve the viability of the corps/squadron! Is there a chance for an increase in the number of cadets or not? If not, can two competing elemental corps/units with less than 30 cadets each be combined? Economics dictate that both cannot continue to exist separately!

The leagues and DND need to work together to ensure that the hard decisions are made and how scarce resources can best be utilized in that community or town! As well, in certain cases where one neighbouring town has a very successful corps, the other one only a few KM away, has a corps that is struggling, the successful one attracts cadets that could help the struggling corps/unit thus compounding the problem. This is not an easy problem to resolve and the Leagues and DND need to work together for an optimal solution that will benefit the cadets.

**Col Perron** noted that while he could understand that the pace of changes had been rapid on certain key areas, the changes were not planned and have been imposed by higher echelons in DND and the Government of Canada.

For the most part they try to facilitate these periods of consultations. But for two policy changes, i.e. the change on the contingency grants and the deemed on duty Policy change, these were brought to the table with a great urgency

and had not been planned! He commented that he had noted the issues on the contingency grants at the SAM in Nov. 2006 but that he had no advance warning on the deemed on duty issue. He noted that he tried to communicate with the Leagues on a proactive basis, and noted that he has just given us a heads-up on the issue with the CI's for example. He noted that they try to share the information as much and as soon as they can. He noted for example that they are always subject to major changes upon a change of government and are subject to political forces beyond their control.

**Bill Paisley** commented on behalf of the National Flying Committee that there are issues in maintaining/retaining Glider Pilot Scholarship graduates to become instructors in the program. One of the reasons for this is the financial cost of getting to a gilding site (transportation and meals, etc.). W. Paisley asked if it would be possible for DND to assist with funds for meals and transportation.

Bill thanked the Col for his honest answer and noted that the League is also interested in pursuing this in order to assist with the resource issue in the Air Cadet Gliding Contract.

**Carole Bédard** noted in French that while she agreed that the trigger of 30 cadets for a "unit to be placed on probation", this requires some care and before implementing corrective measures. In some cases the low numbers are due to personnel which are not efficient or even are "part of the problem". In some cases certain units with 30 cadets or less are in a process of being "revitalized" and are simply at the bottom of a cyclical trough! In certain areas it is difficult to attract and retain 30 cadets. Thus the 30 cadet criterion needs to be interpreted carefully. She noted that the Quebec Region pilot project of combining and Air and Army Unit was not a great fit or success! She noted that while the number of units is not the total goal, maximizing the number of cadets might

**Col Perron** responded that while not impossible, this was tough to do! The answer to this question was already given late last year and was negative. He noted that this is beyond the air cadet program, whereby the army and sea cadets also have similar needs and requirements and there are simply not enough funds to do this. This requires a fair amount of preplanning and possibly additional funding. Col. Perron floated the idea that maybe if funds could be diverted to do this, the cadet recipient would have to sign a contract to stay on in the program for a while after receiving the DND support to enhance his qualifications. Such an approach requires some "vision" and processes that are not feasible right now!

**Col Perron** summarized the point in English for the audience and noted that fundamentally he could see her point. In addition he noted there are factors that raise flags to act on problems. He noted that Fortress has helped capture data on the cadets but information is lacking for the staff and administration of a unit. He noted that he was aware that many units with more than 30 cadets are actually in real trouble but as a result not on the radar screen! He noted that the number of cadets is only one several possible flags, and not necessarily the final factor in deciding on the closure of a cadet corps or squadron.



be a better measure of success. She noted that perhaps it is better to have less units but with more cadets per squadron. Demographic considerations should not be the final determining factor.

**Darcy Phillips** from the Canadian Aerospace Human Resources Association introduced himself and noted the Video just shown by Col. Perron was excellent and that perhaps it could be used to promote the program to the employees in their industry and also for an Association called Women and Science in Aviation who teach aerospace concepts in schools (grade 3 to 12). He noted that the industry and the League and DND have an interest to convince air cadets to pursue careers in aviation and aerospace, i.e. in the civilian or military and these are future resources for the industry irrespective of the chosen career path! He noted that there may be opportunities to build industry partnerships with the cadets which can benefit the cadets and the industry in attracting skilled resources.

**Geoffrey Johnston** noted that with Fortress DCdts have much more timely and reliable information about cadets and the strength of the units. He asked if DCdts had any plans to share this information with the Leagues.

Geoffrey Johnston noted that the report on cadet attendance would be very useful for the Provincial Committees.

**Col Perron** thanked Darcy for his interest and comments and noted that he would get a copy of the DVD before the coffee break. He also noted that DCdts have been working with industry and employers through the Canadian Forces Liaison Council to assist employers who have reservists working for them! This program will include the CIC and will include certificates for employers who give time off to their staff for military service.

**Col Perron** noted that they would indeed share some of the data that could of course be considered “not protected”. He noted that at the last NCC meeting the Leagues had been asked to provide the list of data elements they were interested in and also the frequency for receiving the information. He noted that they can provide information from the system (i.e. the one that can be share) when required. He noted that he would send out the information “just presented” on the cadet squadron numbers to the National office for distribution.

This ended the briefing of the Director of Cadets.

### **3.4 CADET PROGRAM UPDATE (CPU) PRESENTATION – CAPT. ANDREA ONCHULENKO**

Capt. Onchulenko noted that it had been another year since her last presentation in Richmond, BC. Since then there have been two level Writing Boards completed in Trenton for Level I and II.

She noted that her presentation would include a discussion on a quick status report, a macro framework shifts and mainly on the updated Year I Summer Training and Year II training. She noted that tow handouts were available to those in attendance with information on the CPU and also offered to email her PowerPoint Presentation to anyone

desiring a copy. There are 3 phases to the CPU, Phase I was the scope or program development phase, Phase II concerned the development of the cadet training framework or blueprint, and Phase III the designing, developing, testing and implementing the new updated training program.

The next slide illustrated the project status, it indicated that Phase II is complete and they are well into Phase III. She noted the one year delay in implementing Level I of the new program had previously been communicated (i.e. due to priorities for the war in Afghanistan). One of the major deliverables of Phase I was the release of CATO 11-03 which finalized and communicated the Cadet Program Mandate (Program Vision, Mission, Aims, modified Aims, program outcomes and so on). For Phase II, the team developed the three elemental cadet programs including local, CHAP and CSTC training. She also that they were also working on the assessment, rewards and recognition portion of the project with a specialist resource at DCdts.

The next slide described the current status of Phase III which includes for squadron programming: finalized writing, design and development of the program for year one (1) and two (2), these materials are ready to go to translation and then the printers. The updated design for the first summer training program is also now ready (the General Training Course). She noted that the Regions and the Leagues participate in consultations before the development of new writing boards begin for each new level of the program. She also noted that the development of the Leader's Guide to Learning in the Cadet Program (publication used as a cheat card which summarizes the various teaching methods and methodologies for instructing in the cadet program, it will be used in CSTC's in the summer of 2007).

The next slide highlighted that the design team was having a break in the summer but would be returning for the next set of writing boards in Trenton in Sept. 2007. In the fall, they will be working on Year II 3 week summer training courses (leadership, training, music, aviation, aerospace, technology and so on). In January 2008 the team will be working on writing the training curriculum for Year III of the local Squadron Training Program.

The next slide illustrated milestones to-date: a few CATO's will be issued in the summer 2007 describing some of the changes that are forthcoming for all three elemental training programs. They will be releasing/deploying the revised Level I curriculum documentation to the Regional trainers in the fall of 2007, i.e. one full year ahead of the actual rollout and implementation date of Sept. 2008. The new program will be conducted for Level I during the period Sept. 2008 to June 2009. In the winter of 2009, they will prepare for the deployment of the new updated CSTC courses (2 and 3 week) in the summer of 2009.

The next two slides noted the shift in the four elements of the cadet program:

- 1) The core and squadron training program at the squadron level (Sept. – June);
- 2) Regionally directed activities;
- 3) CSTC training programs; and
- 4) Nationally directed activities.

For the squadron training a presentation was handed out to those in attendance, it described and explained the training programs by period/day/weekends for: mandatory training and complementary activities. Complementary activities are at the squadron's choice (designed to meet the needs of the cadets – a bank of complementary has been developed by the project team and the training staff is free to choose those that best meet the needs or interests of the cadets at the local level.

The next slide illustrated the realignment of the cadet's summer training opportunities for cadets by level. Level I cadets will have a choice of select two week courses, level II cadets will have access to a selection of specialty three week courses and so on. Fourth and fifth year cadets will have access to a multitude of specialty courses of six weeks duration.

The next slide illustrated the program for the first year of implementation in 2008 and 2009. Emphasis will be placed on leadership, team building and sports activities. These three areas are the foundations of the revised program. The year I and II programs have added content for hands-on aviation, aerospace and airport operations content. Highlights in summer training for the first year summer camp (formerly called Basic) includes most of the past content plus some basic music appreciation content.

Year II training will include a concentration on leadership and citizenship and builds on year one training at the mandatory and complementary level. In addition, the program will include new subject areas such as aircraft maintenance and manufacturing, more aerospace and aviation content and airport operations. DND are looking at leveraging existing resources such as the Canadian Aviation Maintenance Council (CAMC) materials by incorporating a few of the CAMC lessons in the level II training plan. Additional optional training activities includes items such as: tour an aerodrome, participate in industry career information sessions, attend a local air show, attend a career information session given by a member employed in an aviation or aerospace company, etc.

The next slide highlighted the assessment, recognition and review project. The slide noted the project status to date. Capt. Onchulenko noted that this project was in the "development phase" and noted also that she was not directly involved.

**Question**

**Max Goldack** noted that he did not see anything in the revised program and/or presentation about the League, its role and the relationship with DND.

**LCol Milligan** asked if the development periods linked back to the training in years 1 to 5 (i.e. in other words are there five development periods)?

**Answer**

**Capt Onchulenko** noted that this is indeed there, i.e. they are in teaching point in PO107, 207, 307 there is information about the Leagues in these PO's also it is expanded in year III and IV.

**L. Bourgeois** noted that indeed the League has been invited to provide materials for the new program but that the onus is on the League to ensure that sufficient information is provided to DND for inclusion in the training manuals and materials. He noted that in Trenton he was pleased with the content that DND was planning to include and noted that the League members have an obligation to participate in information sessions about the League as the development and roll-out of the new program progresses.

**Capt Onchulenko** responded that in fact there are three developmental periods (age specific), not five and that these are tied to the age and the intellectual development of the cadet (this recognizes that the cognitive and physical development of an adult and an adolescent are different, i.e. teaching methods for 12 and 13 year olds are not the same as for older teenagers and adults

and changes when they are 14 and 15 and changes again when they are 16 and older). The design of the program is thus focused around the developmental, intellectual, motor skills and interests of the three age groups.

There were no further questions and this ended Capt. Onchulenko's presentation.

**3.5 POLICIES AND PROCEDURES (P&P) MANUAL PRESENTATION (JOE JOHNSON AND BOB BURCHINSHAW)**

Joe Johnson gave a brief history of the P&P Manual. He noted it was created in 1993, that updates had been sometimes sporadic, and that there were standards for the preparation and presentation of the content.

The first task undertaken by the committee appointed to rewrite the manual was the development of standards (presentation, form, content, numbering, etc.). The Committee decided that with current technologies the manual would be done in Adobe PDF and hyperlinks used to index, reference and cross reference documents, sections, paragraphs, definitions, etc. of the new manual. As much as possible the developers are looking at ensuring that forms can be completed and emailed on line in a direct and interactive manner. Forms can also be printed and mailed (user's choice). The manual is 99% complete (English only) and requires minor completion.

The committee also decided that only an electronic version would be available, paper copies will no longer be available. J. Johnson also noted that they also integrated DND documents in the Manual (i.e. Cadet Administrative Training Orders CATO's, as well as the various Memorandums of Agreement and Memorandums of Understanding).

J. Johnson noted that B. Burchinshaw and S. Putinski had spent hundreds of hours in developing and producing the new Manual. J. Johnson then proceeded to thank them for their hard work and noted that B. Burchinshaw would be presenting a six (6) minute video demonstrating the various new features and functionality incorporated in the new manual. These were for the most part described generically above. The presentation video froze about half way through. B. Burchinshaw then showed the actual manual which was self contained on a computer flash drive and commented on the integration of the CATO's, demonstrated the functionalities now integrated in the manual and commented on the update process.

B. Burchinshaw then explained that he as a member of the Policy and Procedures and Bylaws Committee is responsible for reviewing all Draft CATO's issued for comments by DCdts. He noted that while the drafts are widely circulated that very few individuals in the field bother to provide feedback or even acknowledge receipt of the Draft CATO's. He noted that the committee takes this responsibility for reviewing the CATO's very seriously and noted as well that when a reference is made to a DND CATO in the P&P Manual, the system through the use of a direct hyperlink will take you directly to the relevant [www.cadets.ca](http://www.cadets.ca) Website and to the specific CATO (i.e. for CATO's in Parts I, II and V). He encouraged all members to provide comments on the draft CATO's when they are sent out for feedback. B. Burchinshaw noted that the new manual would not be placed on the Website until the French version is fully translated and all links are functioning properly.

B. Burchinshaw then went on to explain that the "forms and references" are not an integral part of the manual but available as separate documents for easy access and retrieval. To encourage volunteers and members to access and use the new manual, B. Burchinshaw noted that there would be a contest whereby the first person to identify a deliberate significant error in the manual, (advanced notification will be given of the

contest on the Website) will win a mahogany reproduction/model of a Schweizer 2-33 glider (donated by the BC Provincial Committee).

In closing B. Burchinshaw thanked J. Johnson for his patience and support during the entire project and he also thanked S. Putinski for her knowledge, expertise, patience, hard work and commitment to the project. C. Hawkins also thanked the committee members and the staff for their work and cooperation on this project.

### **3.6 BOARD OF GOVERNORS**

**C. Hawkins** noted that the BOG met for a little over three hours on Thursday, June 14, 2007. He highlighted the following:

- An ad-hoc Committee will be established to celebrate the 100<sup>th</sup> Anniversary of Powered Flight in Canada in 2009. The Committee will be resourced by Grant Fabes, Tom White and Sarah Putinski of the National Headquarters. They will need ideas, recommendations, input from all of the members in order to ensure that the cadets participate and that the celebrations are a success;
- The BOG discussed the Royal Canadian Legion Air Cadet of the Year, especially with the process of selecting this cadet. He concluded by noting that the BOG, PC Chairs and the Honours and Awards Committee had arrived at a reasonable compromise on the process for selecting the cadet;
- He commented on concerns by the Chairperson (and the Committee's as well) of the National Flying Committee with respect to human resource issues in the Air Cadet Gliding Program;
- He then provided an update on the Cost of Doing Business, especially for business around the AGM and SAM meetings. J. Mignault prepared and presented information on the cost of holding two (2) annual meetings per year, with a recommendation of holding only an AGM (as required by Industry Canada and the Canada Business Corporations Act. The BOG agreed that at the present time there is still a need and value in holding two meetings per year. C. Hawkins noted that this can conceivably continue into the future only to the point where the League can continue to fund two meetings without incurring large operating deficits, find additional sources of revenue and support for the meetings, and/or by reducing the costs of the meeting (length, meals, etc.). C. Hawkins noted that incoming President M. Cataford would most likely strike an ad-hoc Committee to look at various options and to recommend the way ahead for meetings in the future.

There were no further questions and/or comments.

### **3.7 ADVISORY BOARD**

**D. Hayden** spoke on behalf of the Advisory Board (AB) Chairperson Guy Albert. He noted that the AB had deliberated a few issues over the course of the meeting and had had long discussions with respect to the cost of the Annual and Semi Annual meetings. The AB noted that many Past Presidents attend both meetings and receive no support from their respective Provincial Committees to attend. The AB examined the costs of the meetings and noted that indeed costs were mounting. D. Hayden noted that the duration of the AGM has over the years increased from two to four days, including mainly time for committee meetings and for the Effective Speaking Competition.

Other points brought forward by the AB included:

- He noted that some National members paid for their own expenses while attending the two meetings, while others received some support from their Provincial Committee;
- The AB noted that higher Hotels are used for meetings and meetings are held in higher tourism seasons and travel periods thereby increasing the cost. Switching meeting dates to low periods of the year could possibly save 15 – 20% for hotels

and possibly air fare as well. June, July and August are the most expensive travel months across Canada;

- The current fiscal year-end is March 31, perhaps it could be changed to facilitate scheduling the AGM (i.e. two – three months after the end of the year) in a low period of the year. He noted for example that the auditor's report was dated on May 16, 2007, therefore making it possible to schedule a meeting in late May;
- The AB noted that the national office is responsible for the AGM and its cost; it organizes and makes arrangements for the meeting while the host PC is responsible for everything else. The PC when it has agreed to host a meeting, it should form a committee to raise funds to pay for its share of the hosting costs. The host PC has several years to prepare for the meeting and they should cover such costs as buses for tours for events and tours, transportation to/from the airport, the Friday night social and hosting Effective Speaking cadets. The AB also noted that if a Province has problems generating the requisite funds, consideration should be given to moving the meeting to another committee;
- Hosting the meeting in Ottawa is also another option as hosting the meeting there means no travel for the staff, no transportation costs for meeting supplies and materials and eliminates hosting costs for Provincial Committees;
- The AB strongly believes that they should only pay for their airfare and personal hotel room. All other meeting costs should be borne by the national office and the host PC. Meals if charged should be billed at their cost and they should have the option to pay only for the meals and activities they wish to attend. There should be no surcharges built into the cost to cover other costs of the meeting. The costs of the meeting are a national League expense which should not be borne by the delegates;
- The AB feel that despite the fact the Army and Navy Leagues have only one meeting per year, the Air Cadet League is a bigger organization which should continue to have two meetings per year; i.e. the AGM for legal and statutory business and the SAM for Committee meetings;
- The AB also reviewed locations of the meetings and feel that the present system of rotating meetings in different provinces each year versus holding it in the same location each year is the best system. This allows each PC to showcase their province and is deemed beneficial;
- The AB agrees with a review of how we do business and the formation of an ad-hoc committee on the costs and process of holding meetings. They suggested that the committee include 2 - 3 Advisory Board members, 2 – 3 Provincial Chairs and 2 -3 Governors; and
- With respect to Fund Raising, the AB recommended a special campaign to all of those volunteers whose names are now included in the new Member Registration and Screening database. The AB feels that a mailing to 5,000 to 7,000 screened members would be an excellent source of contributors who are sensitized to our program.

### Question

**Eric Murray** noted that he did not agree with the recommendation to remove hosting the AGM to a Province who was having difficulty raising funds to host the meeting and give it to another better off committee. He noted as well that he was not in favour of advancing the meeting into the month of May as this could negatively impact the Effective Speaking (ES) Competition. He also noted that perhaps the meals could be scaled back

### Answer/Comments

D. Hayden responded that a move of the meeting in May, would not affect the ES competition because most students write exams in June but agreed that this would impact attendance at Annual Ceremonial Reviews. He noted that these were only ideas and he invited members to provide their ideas and feedback to the special ad-hoc committee.

and also the meetings could be held in less elaborate facilities such as Legions Halls and so on.

**Jim Spencer** noted that he could not agree with the proposal to solicit the volunteers in the member registration and screening database. He noted that he would not agree to solicit donations from information gathered on the basis that it would be “kept confidential”.

**J. R. Goudie** added contributors to United Way supporters can elect to direct their donation to the Air Cadet League of Canada.

D. Hayden noted that comments from the floor had been duly noted and would be shared with the members of the ad-hoc committee in charging of reviewing the costs of hosting annual and semi-annual meetings.

### **3.8 NATIONAL REGISTRATION AND SCREENING COMMITTEE**

**R. Thistle** noted that the work of the Committee was progressing well, that approximately 5,065 volunteers have been screened with an additional 800 in process. He noted that the League will have to screen unpaid Civilian Instructors; he also noted that the Screening Appeals process has been approved and is now available for those who are rejected and feel that they do not agree with the decision. R. Thistle also appealed to the PC Chairs to respond to emails and queries from the Committee on a timely basis. He also noted that the committee was tweaking the documents providing guidance on the criteria for rejecting candidates. He noted as well that the Registration and Screening Handbook would be reviewed by the Committee and updated if required before the SAM in November 2007.

### **3.9 National Honours and Awards Committee**

**L. Bourgeois** noted that the Past President is normally the Chair of the Honours and Awards (H&A) Committee. He thus took over from Past President Guy Albert and thanked Guy for his work the year before. He noted that he tried to get as many submissions as possible from the Provinces during the whole year. He noted that it was not an easy process and that he did not get as many submissions as he had hoped. He noted receiving 35 submissions (civilian and military) from a population of more than 8,000 volunteers, CIC and CI's. He then noted that on average 20 – 40 awards are given each year, but is sure that there are more volunteers who deserve an award but who are not nominated. He noted that in many cases submissions were not well supported and detailed and sometimes were less than two lines long. He noted spending two weeks in “fixing” these submissions, thus PC's need a good scribe to write good submissions and citations. He noted that C. Hawkins had asked him to do the job again in 2008. This year, L. Bourgeois intends to request in addition to the completed form a “draft citation” to be read upon presentation of the awards. He will ask for a one paragraph document with a minimum of 8 to 20 or more lines. He offered to send samples to anyone desiring to view one as an example. The Committee needs to ensure that the new Policy and Procedures Manual provides good descriptions of the awards and identifies the precedence of Awards, criteria, etc. He noted that the Certificate of Honour (C of H) is a very high League Award for League members only and can be given to people who have received other awards. He then noted that the Certificate of Merit (C of M) is also for League members only and is subordinate to the C of H. The Certificate of Recognition (C of R) is for military recipients and organizations. The highest League Award is the Medal of Honour which is awarded seldom and only for the highest level of service.

This year the League introduced Honorary Life Memberships to a long standing League Member. These have only been given to two former League Executive Directors. The Award will be awarded in the future for exemplary service, to a League Member who has served a very long time as a Governor but was never elected President and so on.

Honourary Life Membership can be given to a Past President and if he/she accepts the Award, he will forfeit his right to a vote as a Past President. With respect to President's Citation, the Committee has clarified the rules for this Award, it is awarded by the current serving National President and is actually of a higher order or precedence than the Certificate of Honour. It is normally for League people but could be given to an organization or someone outside the League that has accomplished and/or contributed something significant.

The Committee was not happy with the low number of names submitted by the Provinces for the Royal Canadian Legion Air Cadet of the Year. The criteria for this Award are at the discretion of the League and have not been dictated by the Legion. As of the deadline date for submissions, only two PC's had submitted names! Obviously there is a need to improve the process for next year. The Committee recommends that only nominations from the national selections list for IACEA be considered as a ``first pick`` for top Cadet (i.e. provided the selected cadet does not age out prior to Nov. 11). The PC Chair would then be able to submit another name if he or she believes another cadet is more deserving or superior cadet. In each case, the Committee will review all of the twelve names selected.

This concluded the presentation and there were no questions.

### 3.10 National Resource Development and Fund Raising Committee

**Marlene Conway** noted that she would update the members in attendance on two major projects by the committee for last year, i.e. the Strategic Development project/program and also the PILAT program. She noted that both topics had been presented at the "Open Forum" of Friday June 15, 2007. She noted that a handout was distributed to those in attendance at the Open Forum and that a copy of a detailed presentation had been included in the AGM Meeting Books. She noted that of the five steps for the development of the strategic development plan, four steps had been completed. She noted that the last stage in the process involved three steps: finalize integrated strategic initiatives that will support the 3 primary areas of activity – strategic plans, operational resources (money and/or in-kind support and other support to keep the programs and services going at the national, provincial and local levels) and support of the cadets themselves and finally on the cadet program per se.

The PILAT Program stands for Provincial Industry League Action Teams; this will be covered when G. Fabes reports on the activities of the League Industry Steering Committee. She noted that she had worked with Rod Jones and the Aerospace Associations since the signing of the MOU's in order to pursue completion of the Strategic Plan and that the project. **Darcy Phillips** of the Manitoba Canadian Aerospace Human Resource Alliance noted a correction for what he had stated in the morning, he noted that his association would not be able to assist the Squadrons with direct financial support. Instead he could see the Industry companies assist Squadrons in the long term by explaining to them (the member companies) how they can benefit from the MOU and how the companies can leverage the resources of eager young people who will embark on careers in only a few short years. In the interim, he agreed to distribute copies of the DND recruiting video to showcase what cadets are, what they do, and possibly how the companies in the CAHRA can benefit from a closer working relationship with the cadets and the League.

**Marlene Conway** then went on to explain that it had taken over two years to get sufficient resources to organize the committee on a provincial and regional basis. She noted that there were two workshops planned in the next ten months to establish: provincial action teams (in Ontario first), determine needs, available resources and opportunities in each of the Provinces and regional areas finally to identify initiatives on two levels (directly in the Provinces based on needs and resources at that level and also



opportunities with DND and the industry for the possible development of National level Programs). In closing with respect to the work at the strategic level, she noted that for the cadet program plans, that the action teams will make solid plans for concrete action. With respect to fund raising, she noted that the Committee was doing research on ensuring the self-sufficiency of the League, i.e. through the coordination of various concurrent Provincial Lotteries. She noted that there were four areas where the Committee feels there is a need for funding: 1) resources for fixed asset replacement, i.e. airplanes and gliders used in the ACGP, 2) money for non-aviation funding where for example squadrons could apply for funds to set up a new band, to improve facilities or for a trip, 3) funds to support the Provincial and National levels of the League so that they can continue to provide leadership to the Squadrons, to fund PC and National offices with money for administrative, office, facilities and other operating expenses and so on and 4) to support directly the Gliding program.

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

### 3.11 NATIONAL FLYING COMMITTEE

**William Paisley** noted that the NFC Annual Report of the Committee on page 88. The Committee members were pleased with the briefings from the DND National Air Operations Officers and National Technical Authority; these were very detailed and comprehensive and will be included with the AGM ROD. He then noted that the BC Committee's Plan to replace the L19 with the Wilga has fallen through because of the Company's desire to cancel the production of the Wilga, the NFC thus recommends that the BC Committee and DND re-open their study to identify a suitable replacement for the L19 tow airplane relative to the Statement of Operational Requirements document which was approved last year and also to assess the life cycle Operating costs of such replacement aircraft. W. Paisley noted that the shortage of human resources (i.e. Qualified Instructor Pilots) which is now having a significant negative effect of the Air Cadet Gliding Program. The Committee encourages the PC's to pursue activities designed to encourage graduates to continue to expand/upgrade their qualifications. After the SAM the Committee Chair asked the Committee Chairs for ideas to resolve this problem. These were received and incorporated in a report by the BC Committee which has created an adhoc committee/working group to explore the problem. They recommend twenty action plans and possible options to increase the qualifications of the cadets and the numbers graduating and remaining with the program. He noted that unfortunately most of the recommendations of the CF, some of which can be addressed Regionally whereas others need action at the National DND level. Some can be addressed now by the League, for instance with respect to the Cadet Pilot Training Achievement Awards (PTAA's), the criteria for qualifying for awards needs to be changed to allow for increasing the weightings in favour of "interest and motivation" by the applicant to upgrade their qualifications and also add to the application form, an area for a recommendation and signature by the RCAIR Ops Officer.

**B. Paisley** also recommended that the National Selections Committee consider notating on the <<DND 2226 Application for Summer Training>>, an area to denote an assessment the applicant's motivation and interest (in particular to pursue his/her skills development and training in the Air Cadet Flying and Gliding programs) and that some method be devised to ensure that point values be given to this in assessing and ranking the applicants for the Glider and Power Pilot Scholarships Selections. He also noted that all PC's continue to look to see what can be done to alleviate the problem of ensuring that the graduates continue to upgrade their qualifications and ensure there is/will be sufficient resources to fill the gap now and in the future. B. Paisley noted that BGen (ret.) Gaston Cloutier had been appointed by the Chief of the Air Staff to coordinate DND's activities for the 100<sup>th</sup> Anniversary of Powered Flight in Canada and that he had approached the League to participate as an integral partner in these celebrations. Bill also encouraged all PC's to convince their Squadron Sponsoring Committees to implement computerized flying simulation programs at all Squadrons as a cost effective

to interest more cadets in the business of aviation and aerospace. Since this is deemed optional training and is the purview of the Leagues, this is expected to cost about \$1,000 per squadron and can be an excellent motivational and retention tool for second and third year cadets and a great resource for those wishing to hone their knowledge and skills in the Glider and Power Pilot Scholarship programs. Bill also noted that two new items were brought up for discussion at their committee meeting: 1) the rental of tow vehicles where DND will/would not rent the vehicles of the PC's in Atlantic, this was left to the Air Operations Officer to work out; 2) the second item concerned the insurance implications of Civilian Instructors involved in the flying and gliding programs specifically as it relates to coverage when they are working but not being paid. The League is to verify with their aviation insurers if there is coverage when unpaid CI's are flying League aircraft. Bill concluded his report by thanking all of the DND personnel in the various Regions for their support and contribution to the Air Cadet Gliding Program. He also thanked Major Al Wardle for all of his hard work over the years and extended best wishes for his retirement.

This concluded his report and there were no further questions. **C. Hawkins** noted the need to reinforce in Regional Conferences and at PC Meetings, the computer simulation flying programs as an inexpensive optional program and also as a program of possible interest to our MOU Aviation and Aerospace Industry partners, i.e. which they would find attractive and easy to support.

### **3.12 PUBLIC RELATIONS AND IMAGE COMMITTEE**

**L. Bourgeois** noted that he had been late for his meeting of June 14, 2007 and as a result only three people attended the meeting. They agreed that the meeting would be held later by/through the exchange of emails. He noted the work of the Committee and the support of the DND in the last year including, the distribution of new recruiting posters, the new recruiting videos for cadets and CIC's, the PR Plan for the 2007/08 year as prepared by S. Putinski, ads on TV for recruiting and so on. He also noted the Committee would support the League in any capacity for the celebrations of the 100<sup>th</sup> Anniversary of Powered Flight in 2009.

There were no questions and this concluded the report of the Committee.

### **3.13 NOMINATING COMMITTEE REPORT**

The National President **Craig Hawkins** requested that the Chairperson of the Nominating Committee read the report of the Nominating Committee and read the slate for the election of the Board of Governors and the Honorary Directors and Members. He noted that the slate of Officers up for election had been included in the Meeting Book and this was to continue for the future. The Nominating Committee Slate is included in "Appendix P".

He noted that the list/slate would be posted in the back of the room during the lunch hour. He then explained the process for "receiving motions from the floor". He noted that any motions from the floor required that two national members submit a name for nomination in writing and that the person thus nominated had to sign the nomination note acknowledging that he/she wished to have their name stand for election. This (a new nomination from the floor) would trigger an election. If no new nominations are received during the lunch hour, the slate would be deemed elected by acclamation and noted as such after lunch. There were no questions and the President noted that the meeting would reconvene at 13:00 hours.

The meeting reconvened at 13:15 hours. **Len Jenks** announced that no nominations had been received from the floor and as such the individual names noted on the slate were declared duly elected. Len Jenks noted that the list of Provincially appointed National

Delegates members should not have been included in the Nominating Committee report, as these names stand on their own when they are appointed by their respective Provincial Committees. The number of members is calculated based on a formula based on the average number of cadets in a year as per Fortress. The formula calls for 2 members for 0 – 1,000 cadets, 3 members from 1,000 – 2,000 cadets, and so on up to a maximum of seven (7).

**Len Jenks** noted that a Provincial Committee can change names on their list of national members up to seven (7) days before an Annual General Meeting. National President Craig Hawkins closed the Election briefing by congratulating all of the new Board Members and national members as well.

### 3.14 NATIONAL SELECTIONS COMMITTEE

D. Hayden noted that the National Selections Committee Report had been included in pages 66 and 67 of the Meeting Books. He noted a few errors in the report: on page 66, paragraph #8, the last sentence was incorrect; in fact cadets can only apply for one course. The sentence should have noted that cadets can apply for one national course and as a staff cadet position at a Summer Training Centre (employment as a staff cadet is not deemed to be training in the sense of a National Course). He also noted another need to clarify the second paragraph on page 67 which notes that completed application forms are to be forwarded to the PC and the Region; this should be amplified to note that for submission to DND the forms and reports should be sent to the “Regional Air Training Officers”.

Most of the discussions of those attending the committee meeting dealt with the Access database used for Selections last summer. The database did not work well and caused problems, many Provinces had to use a combination of manual and Word and Excel files as a result. For 2008, the League will investigate the use a Web based version of the model that was demonstrated by Helen Brand of the BC Provincial Committee. This will be piloted for Selections in 2008. A workshop is scheduled for the SAM in Ottawa (November 2007) and the Committee hopes this will fix the problem for next year.

The QPC submitted a recommendation that the point value for the glider and power pilot examination be increased from 25 points to 30. The Committee accepted to trial this for GPS and PPS Scholarships in 2008. A recommendation will thus be made to the Board of Governors seeking permission to make these changes to the forms and process. The next recommendation was to change the point value allotted for the cadet **educational level** for the Airport Operations Course, i.e. that it be changed from 15 points to a higher value due to the importance of education and academic performance as key success factors for this course. The new course is expected to be academically challenging and as a result, cadets with a better scholastic ability are more likely to succeed better and get more out of the course. The Committee also agreed to move up the date for the submission of IACE files to National, to March 1, 2008. This was tried last year and for the most part this worked well for most PC's but is deemed essential for this course due to the delays in obtaining passports and visas, to allow more time for the cadets to order the civilian uniform for the Exchange and finally to assist in selecting cadets for the early Exchange to Singapore which is usually held in the last week of May and first week of June each year.

D. Hayden also noted that DCdts had introduced a new cadet uniform badge for the Oshkosh Exchange/trip; it will now be different from the IACE badge. Some cadets selected for IACE felt that the same badge downgraded its value. The badge will be available to all of those who went to Oshkosh in previous years as well. D. Hayden also noted that in 2008 the Oshkosh trip will be a Regional Course and open to all Level III cadets who meet the requirements. In the past the cadets attending this Exchange were selected from the Spares lists for Glider and Power Pilot Scholarships.

**Question**

**C. Hawkins** asked if the cadets applying for the Oshkosh Exchange have to go through the Interview Boards and Scoring process, etc.?

**Jim Mullins** asked if the course would be listed on the DND 2226 with other National Courses?

**Answer/Comments**

**D. Hayden** noted that this would not be a National course; it will be a quota course by Region with selections done at the Regional level.

**Major Pierre Giroux** responded that indeed this course would be listed on the DND 2226 applications for summer training forms because of the need to obtain passports. As for the IACE, the selections must be completed early in order for the cadets to apply for their passports.

This concluded the report of the National Selections Committee and there were no further questions.

**3.15 EMPLOYEE COMPENSATION AND BENEFITS COMMITTEE**

**C. Hawkins** noted that this Committee does most of its work in the fall at the Semi Annual Meeting. The Committee consists of the National President, the immediate Past President and also Fred Hopkinson. C. Hawkins noted that staff performance evaluations were completed, salaries and benefits were reviewed and appropriate adjustments were made based on the individual performance reviews of the staff. In addition, this year the employees all participated in a Career Coaching Exercise and have been provided with recommendations and tools designed to enhance their personal development and training.

This concluded the report of the Employee Compensation and Benefits Committee and there were no further questions.

**3.16 NATIONAL EDUCATION CREDITS AND TRAINING COMMITTEE**

**Tom White** noted that with respect to the Flight Simulator Software he noted seeing a five year old child who is very proficient with MS Flight Simulator recently flew a Moncton Flight College Cessna 172 (with an instructor) over the City of Moncton for one hour. Tom noted that the information for the Education Credits was recent and up-to-date. He noted that the information on the site caused some concerns with certain PC's whose Education Credits programs and arrangements with their Provincial Education Departments were not as proactive or advanced as others. Tom noted that this may not be a bad thing after all and in fact that this could be an inducement to those PC's who may need to work harder to implement these credits in their Provinces. Tom noted that he would like to see a link to Education Credits on all Provincial Websites. He also thanked Jan Reidulff for the information he obtained on this Program in the Northern Territories.

Tom noted that the Training Committee would take a lead on all activities, contests and programs for the 100<sup>th</sup> Anniversary of Powered Flight in Canada. He noted that the actual anniversary is the 23<sup>rd</sup> of February 2009. He invited all those in attendance to submit ideas for events and activities to the Training Committee as soon as possible.

This concluded the Committee's report and there were no further questions. C. Hawkins suggested that perhaps on the Website we could add to the Education Credits section, the links to the various Provincial Education Departments. Tom White agreed that this was a good idea.

**3.17 NATIONAL RECRUITING AND RETENTION COMMITTEE**

**Ken Higgins** noted that the report was included in the Meeting Book. He also thanked Jan Reidulff, Lloyd MacIntyre and Gary Winkleman for their assistance and support in the last year. He noted that he would update those in attendance with respect to the work accomplished last year and the plans for this year. Ken noted that the Committee had recently updated the Terms of Reference for the Committee, and that he would comment on: the work done by DND on retention, volunteer recognition, development of a checklist for squadron Open Houses, what can be done to motivate and retain longer serving cadets including ultimately future adult participation, and finally finding out more from parents about cadets.

The Committee's new Terms of Reference identify four priorities or focus areas for the upcoming year:

- Recruitment of cadets;
- Retention of cadets;
- Recruitment of adult volunteers; and
- Retention of adult volunteers.

Ken noted that in the last year, the Committee's energies had been focused mainly the activities and efforts by DND for retention of cadets. He noted that DND has indeed doing their part, i.e. DND recruiting videos, new master corporal cadet rank, support for the ACL Air Cadet Service Medal, new recruiting posters, the new Cadet Program Update and so on. He noted that the Committee has been paying attention to what DND has been doing and noted that they have indeed been working hard on this are while the League on the other hand decided that we have work to do as well particularly with:

- Retention of adult volunteers currently involved in the program with the League with a view of retaining as many as possible;
- How can we attract more adults into the program?;
- How the strong Sponsoring Committee (our most important contribution to the partnership) can be supported by providing them with the tools they need to do their jobs better? The Committee issued in the last year, several guidelines and references for new SC members, that focuses on how to recognize volunteers throughout the year and make recognition a regular part of the regimen of the local SC). These guidelines will be included in the relevant sections of the P&P Manual;
- **G. Winkleman** then presented the committee members in attendance at the committee meeting a very good presentation on how a Squadron can run a blockbuster Recruiting Campaign/Open House (joint effort by the CO, the SC and the cadets) that has proven extremely successful for 107 squadron in Saskatchewan. The results were very good and the cooperation of the staff, SC members and cadets was dynamic and a true testimony to the success of the partnership working together;
- In addition, **Jim Wilson** of SK also brought up the point of recognizing the success and tenure of long serving cadets with a tangible reward at the end of their cadet career, i.e. with a view of having them return to the movement later on once they are established in their careers;
- The Committee also mentioned the importance of developing a tool kit for the use of the SC, particularly for a new SC who is in the process of working at the community level with potential sponsors to open a new Air Cadet squadron. The committee will see if this can be developed; and
- The committee also looked at getting information from the parents of cadets whose children have quit the program. The committee does not want to reinvent the wheel but is interested in working within the parameters of the existing system to obtain the information. The Committee will seek to obtain information from a special study on this are from the Atlantic Region Region (exit interviews with departing cadets). The Committee believes that the perspective of the cadet's parent will be more enlightening or informative

than querying and/or surveying the cadets themselves. However, after discussions on the methodology and logistics involved etcetera to obtain valid data it was agreed the proposal would not proceed at this time.

This completed the report of the committee and there were no further questions from those in attendance at the meeting.

**3.18 PROVINCIAL CHAIRPERSONS COMMITTEE**

**Ernie Callow** noted that the PC Chairs Committee met on June 14, 2007, they had a busy and lively meeting! The Chairs discussed the following:

- SK brought up the issue of “satelliting” smaller squadrons with larger ones. The Chairs were interested in noting if this was the case in other Regions and reiterated that many squadrons in SK are rural and operate with only one to two officers in some cases;
- The Chairs also discussed the “Adopt a Soldier” pilot project in Quebec 690 Squadron. The Chairs were concerned that the parents/volunteers interpreted support for the project for implicit support for the war, while the goal is to support a Canadian soldier on duty overseas in Afghanistan. These projects must be done for the right reasons and focus on sending care packages for the soldiers at Christmas or whenever. The Chairs will report on this again in Nov. 2007 at the Semi Annual meeting;
- The BC Committee updated the Chairs on the status of the Wilga tow plane replacement. Basically the manufacturer has ceased production of the airplane;
- The Committee discussed the Royal Canadian Legion Air Cadet of the Year selection and agreed to provide suggestions to the Chair of the Honours and Awards Committee. E. Callow hopes that in 2008 each PC will nominate at least one cadet for this Award;
- Geoffrey Johnston updated the BC Chairs of their involvement with some of the members of the aerospace industry in BC, whereby there are concerns with the Aviation Industry Association of British Columbia (AIABC) program, in that a change in personnel at AIABC had threatened the implementation of the program in BC;
- B. Burchinshaw updated the PC Chairs on the work of the Policy and Procedures Manual, i.e. where he emphasized the need for all PC Chairs to actively participate in the review and approval process for the various sections of the manual and also to ensure all PC's respond to requests for comments and feedback on DND CATO's;
- AGM and SAM Meeting costs were discussed and the PC Chairs agreed that they could make a few recommendations to the ad-hoc committee with respect to reviewing and reducing certain cost elements of hosting the meetings. The PC Chairs reiterated their desire to continue to have **both an** Annual and a Semi Annual Meeting;
- The PC Chairs made three **MOTIONS** for changes to the Terms of Reference (TOR's) of the PC Chairs Committee (all three were passed unanimously):
  - **Moved** by D. Gosse / Seconded Chuck Verge, that item C of the TOR's be eliminated as it contravenes with Section 1.3.8.4 Item II of the Bylaws (**Carried**);
  - **Moved** by Dennis MacNeil / Seconded G. Johnston that the Chair of the PC Chairs Committee attend all BOG Meetings and BOG Conference Calls (**Carried**); and
  - **Moved** by Terry Lewis / Seconded **Joan Cameron** that the Chair of the PC Chairs Committee attend all Executive Committee (EC) Meetings and EC Conference Calls (**Carried**).

E. Callow thanked Keith Mann for acting as recording secretary for the meeting. E. Callow then announced that a new Chair of the PC Chairs Committee had been elected; the new Chair is Geoffrey of the BC Provincial Committee.

**Question**

**Capt. Andrea Onchulenko** noted with interest the QC Adopt a Soldier Project and confirmed that the CPU will include in the complementary portion of the Year I Program, a “Contact a CF Member on Deployment”. She offered to share the information in the module to those in attendance at the meeting.

**Answer/Comments**

**E. Callow** agreed to examine the information from DCdts on the Contact a CF Member on Deployment in exchange for the information on the QC Adopt a Soldier Project. All seemed in agreement that this was a good initiative.

This completed the report of the committee and there were no further questions from those in attendance at the meeting.

**3.19 NATIONAL EFFECTIVE SPEAKING COMPETITION**

**Roger Dionne** introduced the new Chair of the Effective Speaking (ES) Competition, **Gladys Jarvie** of British Columbia. Gladys thanked the Manitoba Committee for all their work in planning and executing the National Effective Speaking Competition (Jan Reidulff, Ed deCaux, Pat MacDonald, Terry Lewis), especially for Jan’s efforts in having a cadet from Northern Region attend and participate for the very first time ever. She also thanked our friends from the USAF Civil Air Patrol. She noted that the committee had discussed the topics for next year. Topics are rotated and reused on a three year basis with some minor adjustments as required. The topics for 2008 were selected and will be posted on the League’s National Website shortly after the AGM. She also thanked Bob Burchinshaw and Joe Johnson for their support in ensuring the update of the ES Competition on the Website.

She also noted that forms will be included on the Website and will include the Cadet Application Form; she noted that no cadet should arrive at the ES Competition without this form, as it is in effect a contentment form. The form denotes that the Cadet and his/her parents must agree to the rulings and decisions of the judges. The Committee deliberated the rules and will be updating the rules for a tie for 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> place participants and the policy and process for breaking a tie (i.e. by deliberation between all of the judges).

G. Jarvie then announced the topics for 2008, they are:

- A Canadian who has or is making a difference
- The heroism of Canadians at Vimy Ridge;
- How Cadets has influenced my life;
- Canada’s contribution in aerospace; and
- One hundred years of Powered Flight in Canada.

Gladys Jarvie noted that she would contact all PC Chairs in order to get all of the names of the ES Committee representatives/contact person in each Province.

**Question/Comment**

**Eric Murray** noted a point of clarification, i.e. a point brought up by a cadet, who asked if it was possible to recognize by/through a badge, pin or crest recognition for ES Committee participation.

**Answer/Comments**

**C. Hawkins** noted that badges and the like are under the purvey of DCdts and this would have to be brought to them for consideration. **A. Onchulenko** of DCdts noted that she would bring this to the attention of Capt. Oulton at DCdts. She also

noted that the CPU was also looking at all of the Badges for Cadets as part of the CPU.

**Question/Comment**

**Answer/Comments**

**G. Jarvie** agreed that the idea of a badge was a good one and that the Committee would report on this again at the SAM in Nov. 2007.

**C. Hawkins** noted that he was originally concerned that the length of the ES Competition might be extended beyond the planned 1200 hours (Noon) ending. He congratulated the MB Committee for the excellent manner in which they managed the flow of competitors and for their ability to end on time given the large number of participants.

This completed the report of the committee and there were no further questions from those in attendance at the meeting.

**3.20 INTERNATIONAL AIR CADET EXCHANGE COMMITTEE**

**Grant Fabes** noted that the Committees' Report has been included in the Meeting Book and the only addition to his report consisted of advising the members in attendance, that this was the 60<sup>th</sup> Anniversary of the Exchange, and that all outgoing cadets would be provided with special 60<sup>th</sup> Anniversary commemorative badges, pins, crests, and stickers for this year's Exchange. **M. Cataford** also commented on a tentative plan to hold a reunion (in Ottawa) of former Air Cadets who had attended the very first Exchange 60 years ago (and also all other cadets who had been on IACE since and were interested in attending as well), he noted that despite our best efforts this had to be cancelled due to a shortage of registrations. A two-day program was developed to coincide with the arrival of the Canadian cadets going on Exchange to 11 countries. M. Cataford noted that we would nevertheless ensure that the cadets (incoming and outgoing) are well informed that we are celebrating the 60<sup>th</sup> Anniversary of the Exchange in 2007.

This completed the report of the committee and there were no further questions from those in attendance at the meeting.

**3.21 NATIONAL FINANCE COMMITTEE**

**B. Robert** noted that the Finance Committee Report was included on page 52 of the Meeting Book. He noted that all seven of the committee members attended the Committee Meeting on Thursday June 14, 2007 plus ten (10) additional guests. The Committee reviewed and confirmed the Finance Committee mandate. Each PC has been asked to provide the name of one Financial Compliance Officer per Provincial Committee to ensure the protection of cadet funds and also to ensure the right persons are maintaining the accounting records of each Sponsoring Committee. The collection of ACC9's is a priority for the committee, for the year ended Aug. 31, 2005; the Committee had received 395 ACC9's out of a total of 450, i.e. 86%. This is good but the committee seeks 100% compliance. For the year ended Aug. 31, 2006, the Committee has received 355 ACC9's of a total of 455, or 78.2%. B. Robert encouraged the timely submission of ACC9's and also corrected versions when applicable. He also noted that he occasionally receives ACC9's for three or more years in arrears and felt this was a good thing with respect to compliance and accountability.

He noted that there had been a lot of work done on the "tweaked ACC9", both the manual and electronic versions (i.e. the one for SC's with one bank account and the one with multiple accounts as well) is nearly complete and will be placed on the National Website in July 2007. This new ACC9 is for SC fiscal year reports for the year beginning Sept. 1 2007 to August 31, 2008. The Committee also reviewed the 2006/07 Financial Report



and Auditor's Report and also the revised Deficit Budget for 2007/08, which it recommended for approval by the BOG. The Committee discussed procedures for the control of Expenditures at the National level as well as opportunities to increase revenues for the next fiscal year. He noted that the current year deficit of \$35,000 and the forecasted deficit for the coming year is not a trend that the Committee wishes to continue. Finally the Committee reiterated its support for proportionate funding of the National League Operating Grant versus an equal amount for the three Leagues as with the existing model. The focus of the Committee for the next few months will be to oversee League operations and program spending for a return to a balanced budget and positive financial results.

This completed the report of the committee and there were no further questions from those in attendance at the meeting.

### 3.22 JOINT LEAGUE/INDUSTRY STEERING COMMITTEE

**G. FABES** noted that the excitement of the various initiatives introduced by our partners has to be tempered with the reality that the implementation of such programs and initiatives and partnership opportunities resulting from negotiations with companies in the aviation and aerospace sectors require time, strategic development and positioning, long-range planning and potential tie-in and integration as well, into the implementation of the Cadet Program Update Project at DCdts. He noted for example the adaptation of the Canadian Aviation Maintenance Council (CAMC) technical training program into the new cadet training program/curriculum and the introduction and participation by cadets in ATAC (Air Transport Association of Canada) flight safety materials.

He then noted that CAMC now have a youth pages section with an Air Cadet League link and Air Cadet section on their Website. He noted that CAMC have circulated in the fall of 2006 a copy of their career opportunities in an aviation information/pamphlet to all Squadrons in Canada. He also noted that this brochure can be downloaded and other training can be done as well from the Internet at CAMC's Website, i.e. (The Interactive Multimedia Learning Tool (IMLT) is designed to introduce students to the basic concepts of aircraft operation and maintenance. It consists of three modules, covering Theory of Flight, Aircraft Power Plants, and Aircraft Structures. In addition to the written content, there are many animations and graphics). He noted that one of the major youth initiative programs for Air Cadets (jointly with CAAHRA and for which CAMC has applied for funding with the Department of Human Resources and Skills Development Canada) is the Canadian Aviation Aerospace Industry Air Cadet Action Plan (PILAT for short), for which there are Provincial Meetings planned for future implementation (provincially and nationally). He noted that if it is possible to obtain new sources of funding, these funds could be used for the support of the Air Cadet Gliding Program, participation and support for the 100<sup>th</sup> Anniversary of Powered Flight in Canada, for Annual and Semi Annual Meetings and possibly for the Air Cadet Computerized Flight Simulator Program.

**M. Conway** then explained how the funding proposal was prepared and submitted for the PILAT Program. She noted that CAMC had applied for funding through Human Resources Social Development Canada. CAMC who is a member of the Aviation and Aerospace Sector Council applied for funding on behalf of Canadian Aerospace Associations Human Resources Alliance (CAAHRA) for the PILAT initiative. The team leaders will be Rod Jones and M. Conway. The project is "aerospace oriented" and it is important to note that CAMC has had youth initiatives for many years and will work with the ACL to expand training opportunities for Air Cadets. **G. Fabes** continued on to explain that with respect to the ATAC MOU, ATAC (Air Transport Association of Canada) would provide two (2) \$500 Pilot Training Achievement Awards for Air Cadets. One was presented at their SAM Meeting in Ottawa in May 2007 and the other one will be presented in the fall at their AGM. For the CBAA (Canadian Business Aviation

Association) have provided spaces for air cadets and/or Air Operations Officer staff at their various training and development seminars across Canada. The CBAA funded one full Power Pilot Scholarship valued at more than \$8,500 in the summer of 2007, this is in addition to 250 PPS funded by DND and one funded by the Airline Pilots Association of Canada. G. Fabes thanked C. Hawkins for attending the LISC Meeting where he announced two presentations of Presidential Citations to each of the initial aerospace MOU partners, i.e. CAMC and CAAHRA.

This completed the report of the committee and there were no further questions from those in attendance at the meeting.

### 3.23 APPROVAL OF THE FINANCIAL STATEMENTS FOR 2006/07

**MOTION:** Moved/Seconded L. Bourgeois / B. Paisley that the 2006/07 Financial Statements and Audit Report be accepted as presented. **Carried**

**J. Mignault** explained that the date of the audit report was May 12, 2007 and that auditors date the audit report the last day of field-work in the office. He then noted that he had received the final financial statements on June 13, 2007, i.e. the day before departure for the AGM in Winnipeg.

### 3.24 APPROVAL OF THE BUDGET FOR 2007/08

**B. Robert** presented the 2007/08 revised Operating Budget for fiscal year 2007/08. He noted that the finance Committee had recommended adoption of the Budget to the BOG. He noted that the Budget forecasted a conservative operating deficit of \$25,502. He noted that despite this pessimistic forecasted deficit, that the League can cut back on expenses, reduce inventory purchases, increase other fund raising revenues and seek other donations from the aerospace sector and so on, in order to show better results at the end of the next fiscal year. He also another unexpected one time expenditure of approximately \$22,500 for the translation of the new Policies and Procedures Manual. He noted that this was an estimate and also the line item, which contributes to 95% of the projected deficit.

**C. Bédard** noted that she had difficulty in approving a deficit budget. **B. Robert** explained that this was a projection that he hoped could be improved on in actuality prior to the end of the fiscal year-end. **L. Bourgeois** also noted that he was not in favour of a deficit budget but that these were realistic estimates for which we could try our best to overcome during the year. He also noted that the projected deficit might actually assist the League in obtaining additional funding when negotiating the Operating Grant increase for the next five years with DND. **Roger Dionne** also commented that he was not in agreement with approving a deficit budget and asked if it would be possible to request additional funding from DND. **J. Mignault** noted that Deficit Budgets were not that unusual and that before providing for the translation of the P&P Manual, the Budget was indeed balanced. He went on to explain that he felt a professional obligation to present a budget which in his judgement reflects his best estimates of the true state of affairs than a gross distortion of the economic reality before us. **M. Conway** noted that the National Resource Development and Fund Raising Committee had focused on strategic planning as reported earlier and had not placed as much effort with fund raising as may have been required. She noted that the initiatives underway with the industry might provide relief in the future but not for the immediate present. **G. Johnston** noted that this was an issue of financial stewardship of the League and that we were not here to create to budget but to pass what the Finance Committee and the BOG has agreed upon for presentation to the members. He noted that the real issue here was in fact, does the League have the capacity to absorb this loss and in his opinion we clearly do. Therefore he suggested that we must understand what will come forward in the next year and again in the future. He

closed his point by noting that this was again an exception, which can possibly be managed with careful budgetary controls. Keith Mann then noted that he was in support of the Budget as submitted by the Executive Director as it is a reflection of what is truthfully expected and that the budget is just a guideline that presets approved levels of spending and also sets priorities for cost cutting and increasing revenues to achieve actual results that are much better than the Budget.

**MOTION:** Moved/Seconded C. Bédard / R. Dionne that the budget be restated to reflect a Zero deficit for fiscal year 2007/08. **Defeated**

**MOTION:** Moved/Seconded B. Robert / Danny Gosse that the 2007/08 Budget be accepted as prepared and submitted. **Carried**

### **3.25 APPROVAL OF THE AUDITORS FOR 2007/08**

**B. Robert** reported that Boyer and Boyer Chartered Accountants have been the League's Auditors for several years and are charging a reasonable fee.

**MOTION:** Moved/Seconded B. Robert / Keith Mann that the firm of Boyer and Boyer be reappointed auditors for the Air Cadet League of Canada for fiscal year 2007/08. **Carried.**

### **3.26 REPORT OF THE OPEN FORUM**

**C. Hawkins** reported that the Open Forum was conducted on Friday June 15, 2007 and was reasonably well attended. He noted that **M. Conway** gave two presentations: 1) A Strategic Planning Update session and 2) the Canadian Aviation Aerospace Industry Air Cadet Action Plan (PILAT) and also a presentation by **Don Berrill** on an aircraft restoration project in the London area, the project includes participation by CAMC, OPC and English Catholic School Board which will provide education credits to students and cadets involved with the reconstruction of a donated airplane.

### **3.27 ELECTIONS AND RATIFICATION OF THE ACTS OF THE BOARD OF GOVERNORS IN 2006/07**

C. Hawkins confirmation the members on the Nominating Committee slate had been elected by acclamation after the lunch hour.

**MOTION:** Moved / Seconded B. Goudie / Tom White that the members in attendance ratify the Acts of the Board of Governors for the 2006/07 year. **Carried.**

## **IV NEW BUSINESS**

**4.1** No new business items have been received or were brought up at the close of the meeting.

### **4.2 LOCATIONS OF NEXT ANNUAL GENERAL MEETINGS:**

- 2008 Quebec City, Quebec (June 18 – 22, 2008)
- 2009 St-John's, Newfoundland and Labrador
- 2010 Regina, Saskatchewan
- 2011 New Brunswick (to be confirmed)
- 2012 Ontario (to be confirmed)

Dates for 2011 and 2012 AGM's will be finalized at the SAM in November 2007.

## **V CONCLUSION**

## 2007 Annual General Meeting – 16 June 2007

---

- 5.1 Presentation/Comments – Air Force Association of Canada** – N/A, no one from the Air Force Association of Canada in attendance.
- 5.2 Date and Time of next Meeting** – Hampton Inn, Ottawa, Ontario (Nov. 22 - 24, 2007).
- 5.3 Good and Welfare of the Air Cadet League of Canada** – Honorary Treasurer **Jim McKeachie** spoke about the Birchall Scholarship. He noted that the winner of the \$8,000 scholarship was from BC and that they would like to see the Battle of Britain Parade. **Linda Spouler** from the BC then announced to the members the availability of the hand crafted mahogany scale model of the Schweitzer 2-33 Glider. The Glider is available through the BC Committee for \$85 including shipping. Orders can be sent to the BC Committee email address to the attention of Helen Brand. **I. Doty** then noted that it would be nice to have a picture of the cadet when a league member presents the scholarship. She noted that she had had a nice conversation with the winner of the Birchall Scholarship. She noted that the cadet was very surprised to have won this scholarship as he thought it was for \$1,000. **I. Doty** noted that it was very rewarding to have spoken to him. **M. Cataford** requested a short meeting with the new members of the Executive Committee right after the end of the AGM and a meeting of the new BOG, the next morning at 07:30 hours. **C. Bédard** thanked **C. Hawkins** for his outstanding work in the last year and also noted that all of the members of the QPC were pleased and proud of the appointment of another Quebec Committee Member, **M. Cataford** as the new President of the Air Cadet League of Canada.
- 5.4 Reminder** – **C. Hawkins** announced the President's Dinner No Host Reception and President's Dinner at 18:30 hours and Dinner at 19:00 hours.
- 5.5 Adjournment** – There being no other business, the meeting was adjourned at 16:55PM.
- 5.6 Special Presentations** – N/A there were none.

**APPENDIX A – Report, Director of Cadets and CPU Update**

See attached

**AIR CADET LEAGUE  
ANNUAL GENERAL  
MEETING**

**June 2007**

**ASSEMBLÉE GÉNÉRALE  
ANNUELLE DE LA LIGUE  
DES CADETS DE L'AIR**

**Juin 2007**

Colonel Robert Perron

Director Cadets and Junior Canadian Rangers  
Directeur – Cadets et Rangers juniors canadiens



## Briefing Outline

- **Great Partnership**
- **Fiscal Year 06/07 Statistics**
- **Cadet Program Update**
- **Local Support Allocation**
- **Cadet Instructor Cadre**
- **Air Cadet Program**
- **Way Ahead**
- **Questions**

## Plan

- **Partenariat**
- **Statistiques – Exercice financier 06/07**
- **Mise à jour du programme des cadets**
- **Allocation de soutien local**
- **Cadre des instructeurs de cadets**
- **Programme cadets de l’Air**
- **À l’horizon**
- **Questions**

# Canadian Cadet Movement

Sponsored/Supported jointly by

**Canadian Forces**

(leadership, uniforms, training)

**Cadet Leagues**

Navy League

Army Cadet League

Air Cadet League

(local sponsors, volunteers, local  
corps/squadron  
accommodation)

# Mouvement des Cadets du Canada

Parrainé/soutenu conjointement  
par les

**Forces canadiennes**

(leadership, uniformes,  
entraînement)

**Ligues des cadets**

Ligue navale

Ligue des cadets de l'Armée

Ligue des cadets de l'Air

(comités répondants locaux,  
bénévoles, accommodation  
des unités)



## End of Year Stats / Statistiques de fin d'année

	<u>05/06</u>	<u>06/07</u>
<u>Personnel</u>	102,519 (K)	106,913 (K)
<u>Operating</u>	70,132 (K)	74,399 (K)
<u>Grants</u>	1,140 (K)	1,140 (K)
<u>Capital</u>	3,485 (K)	3,344 (K)
<u>Total</u>	<u>\$177,276 (K)</u>	<u>\$185,796 (K)</u>

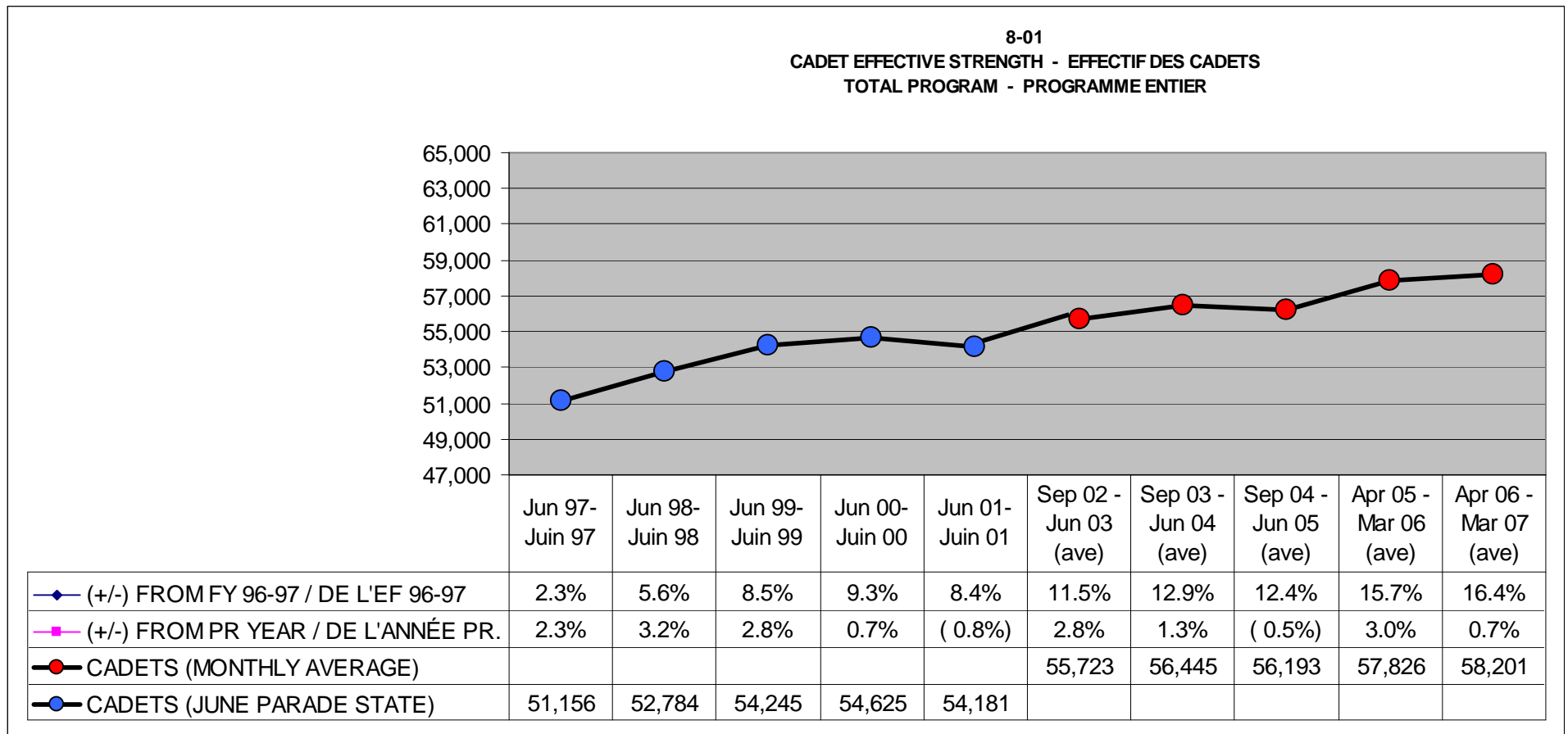
# Resource Allocation VS Cadet Population

# Allocation des ressources *f* effectifs de cadets

	\$ M 06-07	% \$ 06-07	Population (Average/moyenne)		
			06-07 %	Apr 05-Mar 06	Apr 06-Mar 07
Sea/ Marine	36.9	<u>19.9</u>	<u>17.3</u>	10,437 (-1.7%)	10,086 (-3.36%)
Army/ Armée	66.9	<u>36.0</u>	<u>37.4</u>	21,268 (+3.95%)	21,775 (+2.38%)
Air	81.9	<u>44.1</u>	<u>45.3</u>	26,121 (+4.0%)	26,340 (+0.84%)
Total	185.7		100	57,826 (+2.91%)	58,201 (+0.65%)

# Cadet Population: Total Program

# Effectifs des cadets : Programme entier

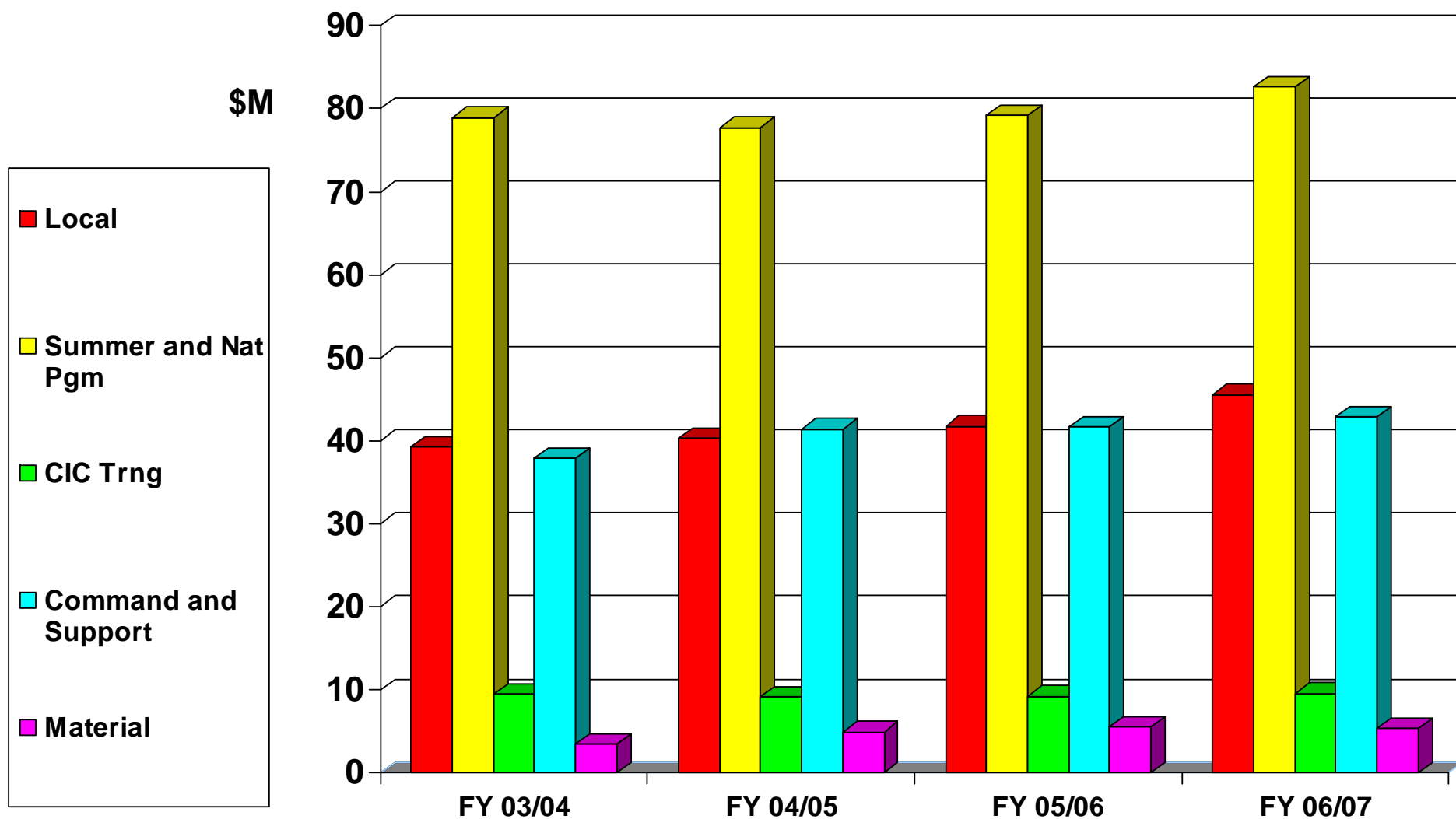


# Return to Units (RTU) / Retours à l'unité (RAU)

2005				2006			
Allocated	Started trg	RTU Total	RTU %	Allocated	Started trg	RTU Total	RTU %
Attribués	Débutés entr	RAU Total	RAU %	Attribués	Débutés entr	RAU Total	RAU %
All 22,448	21,568	790	3.7%	22,452	21,575	898	4.2%
Air 10,000	9,932	242	2.4%	10,000	9,949	243	2.4%

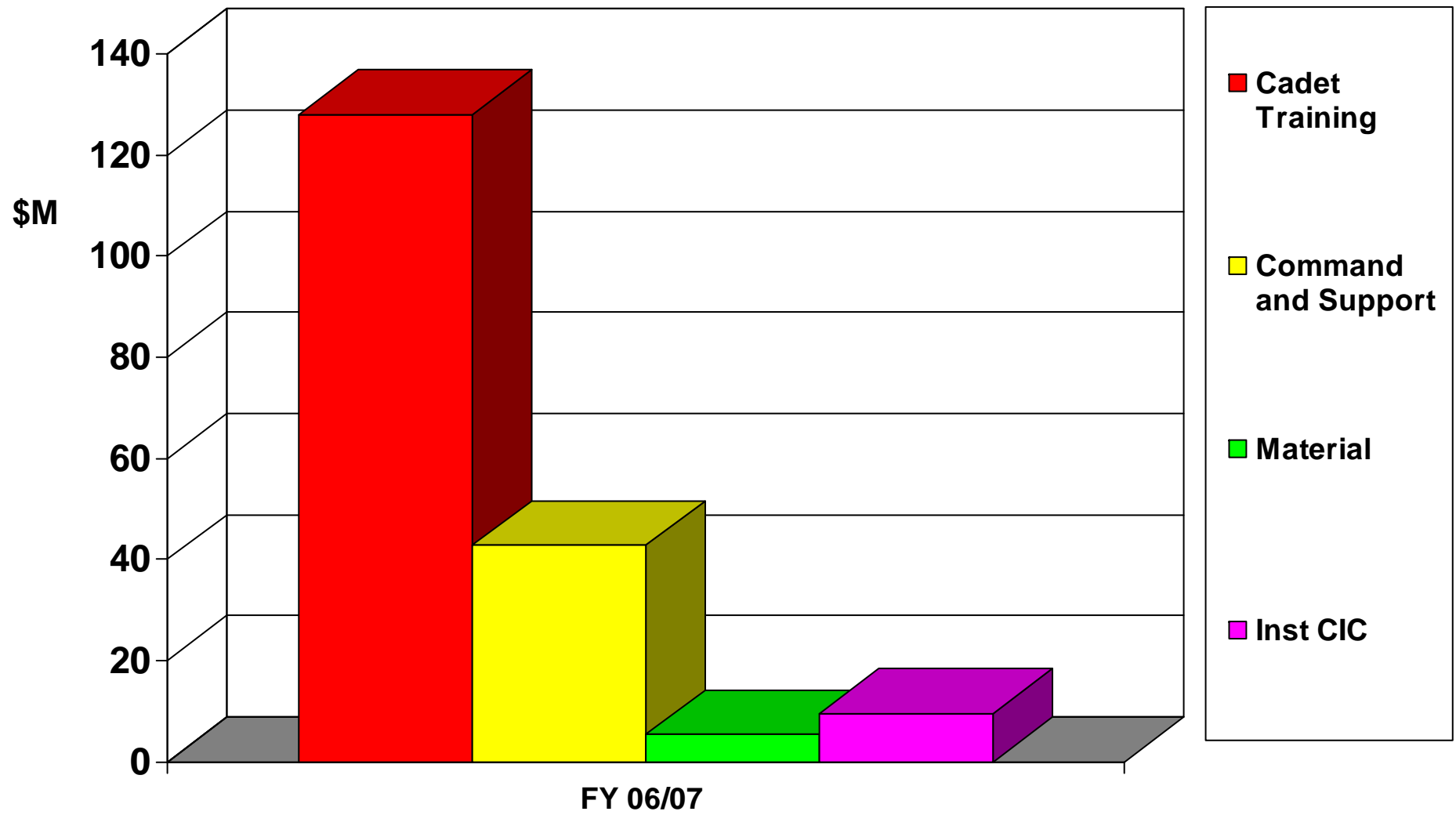
# Local and Advanced Training

# Instruction locale et avancée



## Cadet Training vs Command & Support

## Entraînement de cadets & Commandement et soutien



# Cadet Units

# Unités de cadets

NUMBER OF UNITS AS OF 31 MARCH 07				
UNITS	SEA	ARMY	AIR	TOTAL
EASTERN	44	121	96	261
CENTRAL	52	110	112	274
ATLANTIC	74	92	81	247
PRAIRIE	40	70	113	223
PACIFIC	31	50	54	135
NORTHERN	0	13	3	16
TOTAL	241	456	459	1,156
	20.85%	39.45%	39.71%	100.0%

# Cadet Units

Apr 06-Mar 07 (exc Jul & Aug 06)

UNITS WITH AN AVERAGE OF CADETS REGISTERED BELOW 30					
REGION	SEA	ARMY	AIR	TOTAL	Note 1
EASTERN	12	26	15	53	20.3%
CENTRAL	14	19	9	42	15.3%
ATLANTIC	17	28	17	62	25.1%
PRAIRIE	18	32	41	91	40.8%
PACIFIC	8	22	8	38	28.1%
NORTHERN	0	9	0	9	56.3%
TOTAL	69	136	90	295	25.5%
Note 2	28.6%	29.8%	19.6%	25.5%	

UNITS WITH LESS THAN 30 CADETS AT ALL TIME					
REGION	SEA	ARMY	AIR	TOTAL	Note 3
EASTERN	5	24	6	35	13.4%
CENTRAL	5	11	8	24	8.8%
ATLANTIC	11	20	12	43	17.4%
PRAIRIE	12	18	31	61	27.4%
PACIFIC	6	14	7	27	20.0%
NORTHERN	0	8	0	8	50.0%
TOTAL	39	95	64	198	17.1%
Note 4	16.2%	20.8%	13.9%	17.1%	

**Note 1 : Percentage of units with average of less than 30 registered cadets for each region (All elements).**

**Note 2 : Percentage of units with average of less than 30 registered cadets for each element (All regions).**

**Note 3 : Percentage of units with less than 30 cadets at all time for each region (All elements).**

**Note 4 : Percentage of units with less than 30 cadets at all time for each element (All regions).**



# Cadet Population

# Effectifs de cadets

**OFFICIAL AVERAGE REGISTERED CADET POPULATION FOR PERIOD APRIL 06 TO MARCH 07  
(EXCLUDING JUL AND AUG 06)**

NUMBER				
REGION	SEA	ARMY	AIR	TOTAL
EASTERN	1,778	5,934	5,786	13,498
CENTRAL	2,378	6,532	8,008	16,918
ATLANTIC	3,102	4,374	3,721	11,197
PRAIRIE	1,525	2,570	5,193	9,288
PACIFIC	1,303	2,034	3,499	6,836
NORTHERN	0	331	133	464
TOTAL	10,086	21,775	26,340	58,201

PERCENTAGE				
REGION	SEA	ARMY	AIR	TOTAL
EASTERN	13.17%	43.96%	42.87%	100.0%
CENTRAL	14.06%	38.61%	47.33%	100.0%
ATLANTIC	27.70%	39.06%	33.23%	100.0%
PRAIRIE	16.42%	27.67%	55.91%	100.0%
PACIFIC	19.06%	29.75%	51.18%	100.0%
NORTHERN	0.00%	71.34%	28.66%	100.0%
TOTAL	17.33%	37.41%	45.26%	100.0%

# Cadet Population

# Effectifs de cadets

CADET POPULATION - PRAIRIES - FROM APR 06 TO MAR 07 (WITHOUT JUL AND AUG 06)														
DET	ELEMENT	UNIT	UIC	Average	Apr 06	May 06	Jun 06	Sep 06	Oct 06	Nov 06	Dec 06	Jan 07	Feb 07	Mar 07
EDMON	AIR	903 RC(AIR)CS	3898	40	35	34	34	42	42	42	41	42	42	41
EDMON	AIR	88 RC(AIR)CS	3951	65	78	62	62	72	72	65	65	61	57	58
EDMON	AIR	12 RC(AIR)CS	7139	47	49	51	52	48	48	46	45	44	43	43
EDMON	AIR	395 RC(AIR)CS	7140	104	110	99	98	104	104	106	109	110	103	100
EDMON	AIR	504 RC(AIR)CS	7141	127	143	143	144	131	131	125	121	121	115	91
EDMON	AIR	42 RC(AIR)CS	7142	60	56	56	56	67	67	58	60	61	60	59
EDMON	AIR	65 RC(AIR)CS	7143	33	33	31	31	27	27	39	36	34	36	31
EDMON	AIR	124 RC(AIR)CS	7144	31	35	35	26	34	34	29	29	29	30	29
EDMON	AIR	230 RC(AIR)CS	7146	27	26	26	21	27	27	29	28	28	28	27
EDMON	AIR	341 RC(AIR)CS	7148	43	54	54	54	41	41	56	33	33	32	32
EDMON	AIR	524 RC(AIR)CS	7152	31	24	24	22	37	37	35	35	32	31	29
EDMON	AIR	526 RC(AIR)CS	7153	25	20	22	22	24	24	27	27	28	28	28
EDMON	AIR	533 RC(AIR)CS	7154	104	105	104	103	100	100	109	106	103	104	103
EDMON	AIR	539 RC(AIR)CS	7155	43	41	40	38	36	36	48	48	48	48	48
EDMON	AIR	572 RC(AIR)CS	7156	21	23	23	22	22	22	18	18	19	19	19
EDMON	AIR	577 RC(AIR)CS	7157	91	98	84	83	98	98	100	100	94	91	68
EDMON	AIR	644 RC(AIR)CS	7159	26	29	29	29	29	29	25	26	24	19	19
EDMON	AIR	699 RC(AIR)CS	7160	46	36	36	37	43	43	55	53	51	53	52
EDMON	AIR	570 RC(AIR)CS	7161	62	59	59	59	56	56	68	67	71	62	63
EDMON	AIR	721 RC(AIR)CS	7163	23	17	16	16	17	17	27	27	31	30	30
EDMON	AIR	733 RC(AIR)CS	7165	30	31	31	30	31	31	27	27	29	29	29
EDMON	AIR	755 RC(AIR)CS	7166	86	95	95	95	102	102	97	74	68	64	64
EDMON	AIR	7 RC(AIR)CS	7167	38	45	41	37	43	43	37	37	33	30	32
EDMON	AIR	24 RC(AIR)CS	7168	87	95	95	91	93	93	81	81	81	84	74
EDMON	AIR	11 RC(AIR)CS	7169	53	58	51	51	79	79	41	43	41	42	42
EDMON	AIR	15 RC(AIR)CS	7170	32	32	32	32	33	33	33	32	31	31	31
EDMON	AIR	185 RC(AIR)CS	7172	69	63	61	59	70	70	77	75	75	76	68
EDMON	AIR	187 RC(AIR)CS	7173	47	42	42	40	41	41	49	50	54	54	52
EDMON	AIR	225 RC(AIR)CS	7174	16	14	15	13	17	17	20	19	17	15	16
EDMON	AIR	52 RC(AIR)CS	7178	111	104	102	98	100	100	118	116	118	116	133

## Inter-Provincial Exchanges

## Échanges inter- provinciaux

	Atlantic	Eastern	Central	Prairie	Pacific	North	Total
Sea	234	161	234	205	120	0	954
Army	352	583	322	260	120	0	1,637
Air	390	609	588	325	180	40	2,132
Total	976	1,353	1,144	790	420	40	4,723

**Total cadet participation:**  
**Total de participation des Cadets:**  
FY/EF 06-07: 4,723  
FY/EF 05-06: 4,439  
FY/EF 04-05: 3,514

Source: End Year Report 06-07

# Cadet Program Update

Mise à jour du programme des cadets

# Cadet Program Update

- **Phase 3 – Development (Underway)**
  - Design, Develop & Deploy Cadet Program by Program Year (*1<sup>st</sup> Year Corps/Sqn, 1<sup>st</sup> Year CSTC, etc.*)
  - Writing Boards Commenced in Jan 06
- **Delayed Deployment & Conduct of CPU**
  - Need to Delay by 1 Year to Ensure Success
  - Corps/Sqn Prg – Deploy in Fall 07 for *Conduct in Fall 08*
  - CSTC Prg - *Conduct in Summer 09*
  - Approved at NCC 22 Nov 06

# Mise à jour du programme

- **Phase 3 – Développement (en cours)**
  - Concevoir, développer et déployer le programme des Cadets année par année (*1<sup>ère</sup> année à l'unité, 1<sup>ère</sup> année au CIEC, etc.*)
  - Comités de rédaction en place depuis jan 06
- **Délai du déploiement et mise en œuvre de la MJPC**
  - Devons retarder d'un an pour assurer le succès
  - Prog local – déploiement automne 07 pour *mise en œuvre automne 08*
  - Prog CIEC – *Mise en œuvre été 09*
  - Entériné au CNC du 22 nov 06

## Program Outline

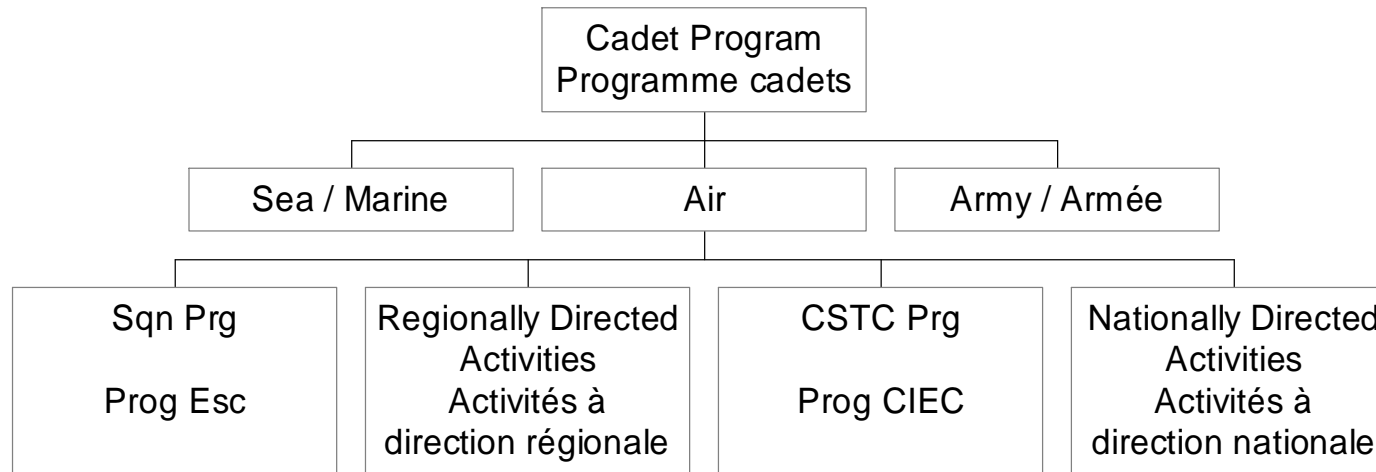
- **Corps/Squadron (30 Sessions/10 Days)**
  - **Phase/Star/Proficiency Level Program**
    - **Mandatory (20 Sessions/6 Days)**
    - **Complementary (10 Sessions/4 Days)**
  - **Optional Program**
- **Regionally Directed Activities**
- **CSTC Program**
- **Nationally Directed Activities**

## Grandes lignes du programme

- **Corps/Esc (30 sessions/10 jours)**
  - **Programme Phase/ Étoile/ Niveau de qualification**
    - **Obligatoire (20 sessions/6 jours)**
    - **Complémentaire (10 sessions/4 jours)**
  - **Programme facultatif**
- **Activités à direction régionale**
- **Programme CIEC**
- **Activités à direction nationale**

# CPU Macro-Framework

# MJPC - Encadrement



## Local Support Allocation Cadet Units

- **Rationale:** Need proof to reimburse services/goods received
- **Model:** \$600 per corps/sqn + \$15.00 per cadet
- **Eligible Expenditures:** expenses supporting the administration of the corps/sqn and approved optional training
- **Non-eligible Expenditures:** fees from provincial or national Leagues offices
- **Will actually result in more money being injected at local level**

## Allocation de soutien local – Unités de Cadet

- **Fondement :** besoin de preuve pour remboursement de biens ou services
- **Modèle :** \$600 par unité + \$15.00 par cadet
- **Dépenses admissibles :** dépenses pour l'administration de l'unité et les activités facultatives approuvées
- **Dépenses non admissibles :** frais des bureaux nationaux ou provinciaux de ligues
- **Résultera en mettant plus d'argent à la disposition des unités**



Cadet Instructors Cadre (CIC)

Cadre des instructeurs de cadets

## Deemed on Duty Cancellation

- “Deemed on Duty” provision of CFAO 49-6 cancelled
- There must be at least one CIC/CI “on service” present and responsible for each authorized activity
- Member must be paid to be considered “on service”
- Insurance plan for unpaid Reservists

## Annulation de “Considéré en devoir”

- Clause « considéré en devoir » de l’OAF 49-6 annulée
- Doit y avoir au moins un CIC/IC « en service » présent et responsable pour chaque activité approuvée
- La personne doit être payée pour être « en service »
- Police d’assurances pour réservistes non-payés

Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Activity	Drill	Free	Training	Marks-manship	Band	Glider Famil	Free
Staff Member							
CO	V	0.5	0.5		V	1	
Off 1			V	V	0.5	V	
Off 2	0.5		V	0.5		V	

Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Activity	Drill	Free	Training	Marks-manship	Band	Free	Free
Staff Member							
CO	V	V	0.5		V		
Off 1			V	0.5	0.5		
Off 2	0.5		V	V			

Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Activity	Drill	Free	Training	Marks-manship	Band	Free	Free
Staff Member							
CO	V	0.5	0.5		V		
Off 1			V	V	0.5		
Off 2	0.5		V	0.5			

3-week
totals
3.5
2
2.5

Note: The above scenario is based on:

1. Cadet unit has only 3 officers on strength (established for 5).
2. Regular training is on Wednesday.
3. Optional activities are held on Thursday, Friday, Saturday and Monday.
4. Officers are covered by insurance when volunteering.
5. The table is for demonstration purposes only. 3-week cycle repeats 10 times for the year for 80 paid days

Total paid days available: 35 (CO) + 50 (2 Off @ 25) + 5 Specialist days = 90 paid days

This Squadron is scheduled for 130 days of training activities.

Total days:	8
-------------	---

# Proposed Plan by D Cdts & JCR

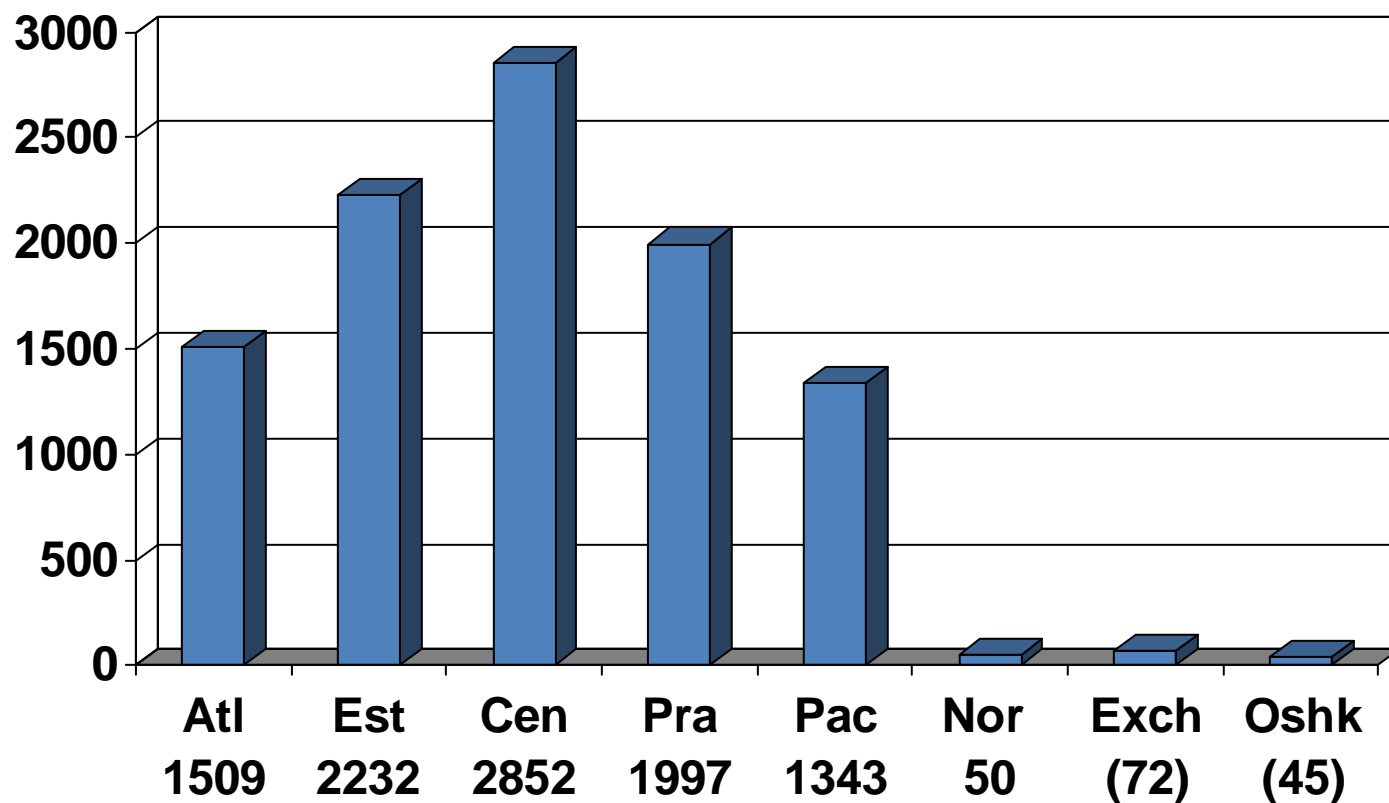
- 'Deemed on Duty' provision of CFAO 49-6 cancelled
- This translates into member delivering cadet training is not always considered on service WRT protection to the individual
- Full crown protection only available when being paid
- To resolve this situation, a personal protection package (accidental death, dismemberment and disability) has been purchased for Reservist not paid while delivering cadet program
- One issue remains: who can supervise a cadet activity?
- The answer: either a cadet instructor or a paid Civilian Instructor
- Who is a cadet instructor? Answer: a Reservist who is trained to deliver the cadet program and that has been screened to the required level.
- Again, how is the cadet instructor covered?
  - while being paid: full crown coverage
  - while not being paid: crown liability coverage + personal protection package

# Air Cadet Program

## Programme des cadets de l'Air

# Summer Training – 2007 – Entraînement d'été

**Vacancies / Positions : 10,100 Cadets**



## International Exchanges 2007

## Échanges internationaux 2007

- **Australia – 6 cadets, 1 escort**
- **Belgique – 3 cadets**
- **France – 5 cadets (+2)**
- **Hong Kong – 2 cadets (+1), 0 escort (-1)**
- **Japan – 2 cadets (+2)**
- **The Netherlands – 4 cadets**
- **New Zealand – 2 cadets, 1 escort**
- **Singapore – 4 cadets, 1 escort**
- **Sweden – 2 cadets**
- **Turkey – 5 cadets (+2)**
- **United Kingdom – 18 cadets (+2), 2 escorts**
- **United States – 18 cadets (+2), 2 escorts**
  
- **Total:**
- **Sending 72 cadets (+11), 7 escorts (-1)**
- **Receiving 72 cadets, 8 escorts (2 + 1 from Ghana)**

## Air Cadet Flying Program

## Programme de vol Cadets de l'Air

	Flights 2006	Hours 2006	10 Year Average	Accidents		
				05	06	10 Avg
<b>Glider</b>	<b>47,832</b>	<b>8,596</b>	<b>9,496</b>	<b>1</b>	<b>3</b>	<b>2</b>
<b>Tow Planes</b>	<b>40,904</b>	<b>7,299</b>	<b>7,253</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Power Pilot Scholarship</b>	<b>N/A</b>	<b>250x48</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>1</b>



## Other good news    Autres bonnes nouvelles

- **Satellite gliding site in Bromont starting in 2008**
  - **Airport Operations course – Georgian College in 2007**
  - **Technical courses: Borden 2007, ? in 2008**
  - **New Air Cadet Symbols Posters being distributed**
  - **Potential increase in air cadet quotas for 2008**
- **Centre satellite de vol à voile à Bromont en 2008**
  - **Cours des Opérations d'un Aéroport – Georgian College en 2007**
  - **Cours techniques: Borden en 2007, ? en 2008**
  - **Nouvelles affiches des symboles des cadets de l'Air en cours de distribution**
  - **Augmentation possible des positions d'entraînement pour 2008**

## Physical Fitness Award

- **Goal: Highlight/promote physical fitness in the Cadet program**
- **Sponsored by Colonel Robert Perron.**
- **National award presented annually to one cadet for excellence in physical fitness**
- **Open to cadets of all three environments**
- **Participation is voluntary**
- **Directive posted on CadetNet and cadets.ca**

## Prix pour forme physique

- **But: Souligner et encourager la forme physique dans le programme des cadets**
- **Parrainé par le Colonel Robert Perron**
- **Prix national octroyé annuellement à un(e) cadet(te) pour excellence en forme physique**
- **Ouvert aux cadets des trois éléments**
- **Participation volontaire**
- **Directive affichée sur CadetNet et cadets.ca**

## Way Ahead

- **Cadet Program Update - Keep momentum**
- **Deemed on duty cancellation for CICs**
- **Intro of Local Support Allocation**
- **Status of CIs TBD**
- **Cadet Insurance**
- **Future of units with less than 30 cadets**
- **New D Cdts & JCR: Col Craig Fletcher**
- **New NCA Ops O: Maj Bill Fox**

## À l'horizon

- **Maintenir le rythme de la mise à jour du programme des cadets**
- **Annulation de la considération en service**
- **Mise en place de l'allocation pour soutien local**
- **Statut des IC à déterminer**
- **Assurances pour cadets**
- **Avenir des unités comptant moins de 30 cadets**
- **Nouveau D Cad & RJC: Col Craig Fletcher**
- **Nouveau O OP ANC: Maj Bill Fox**

# Questions

## Vision

**A relevant, credible and proactive youth development organization, offering the program of choice for Canada's youth, preparing them to become the leaders of tomorrow through a set of fun, challenging, well-organized and safe activities.**

## Vision

**Une organisation axée sur le développement des jeunes qui se veut pertinente, crédible et proactive, en offrant un programme de choix aux jeunes du Canada, et qui les prépare à devenir les chefs de demain grâce à des activités amusantes, intéressantes, sécuritaires et bien organisées.**

**APPENDIX B – Report, National Finance Committee**

**In Attendance:**

Bob Robert (Chair & Secretary)  
Ralph Thistle (Vice Chair)  
Joe Johnson (Member)  
Stan Harry (Member)  
Jerry Elias (Member)  
Jean Mignault (Member)  
Chantal Fauvelle-Erdogan (Member)  
Craig Hawkins (Visitor, President ACL)  
Michel Cataford (Visitor, 1<sup>st</sup> VP ACL)  
Keith Mann (Visitor, Chair AB PC)  
Chuck Verge (Visitor, Chair OPC)  
Carol Cox (Visitor, AB PC Finance Director)  
Marlene Conway (Visitor, OPC Finance Committee Chair)  
Tina Kirkpatrick (Visitor, BC PC)  
Helen Brand (Visitor, BC PC CAO)  
Pierre Barabey (Visitor, Q&OV PC DG)  
Cdr Al Turner (Visitor, CO RCSU Atlantic)

**Absent:**

Doug Sutherland (Member) – Resigned 10 Jun 07

**1. Administration**

The Chair, Bob Robert, welcomed the members of the committee, noting their dedication at that early hour and their continued work and ongoing commitment to the committee. He also welcomed the many visitors to the meeting.

- 1.2 B. Robert explained that in short, the mandate of the Finance Committee is to protect the financial assets of the cadets and the League and to promote effective financial management by making sure that Policies, Procedures and Guidelines are in place, and making sure that the right people are on job implementing and monitoring these Policies, Procedures and Guidelines.

- 1.3 B. Robert undertook to be recording secretary for the meeting.

- 1.4 The Chair, noting the constraint of the short one-hour time limit for the meeting, addressed the ground rules. Only members were to vote. Visitors were welcome to join in the discussion, but may be restricted due to the time constraint.

- 1.5 Additions to the Agenda: There was none.

- 1.6 Approval of the Agenda: Moved by Joe Johnson, seconded by Ralph Thistle that the Agenda be approved as published in the meeting book. **Motion carried.**

**2. Approval of SAM 2006 ROD, and Updates/ Business Arising**

- 2.1 Approval of the SAM 2006 Finance Committee meeting ROD: Finding no errors or omissions, Joe Johnson Moved and Stan Harry seconded that the ROD of the SAM 2006 Finance Committee meeting be approved. **Motion carried.**

- 2.2 Updates/ Business Arising from the SAM 2006 ROD:

- 2.2.1 The Chair provided an update on the membership of the Finance Committee Advisory Group as being: Tony Cloutier (SK PC); Cornelia Hatcher (NS PC); Jean Emond and Marlene Conway (OPC); Carol Cox (AB PC); Jack Budgell (NL PC); Jack Henwood (BC

PC); Ed Statham (NB PC); Jim Ash (NWO PC); and the addition of Ray Brown (MB PC) and Danny Gosse (PEI PC). They are the main Financial Officers of PCs. For Info

- 2.2.2 B. Robert reiterated that PCs have been and are expected to perform the requisite Reviews before signing their SSCs' ACC9s and mailing them to the Chair of the Finance Committee, himself, at his home (and NOT to the ACL Office). He also suggested that every PC name a Financial Compliance Officer (FCO) as a number of PCs have already done. It can be the same person as the PC Treasurer, the Chair of the Finance Committee, or such, or a different person. All PCs
- 2.2.3 The currently official 2003 version of the ACC9 had been reported unavailable on the ACL web site. That situation was rectified shortly after the SAM. It is now displayed along side the newly Tweaked 2007 ACC9P ('P' for Paper) version and the newly Tweaked 2007 ACC9S ('S' for Single Account) Self-calculating version with Journals, both of which are to be used for the 2007-08 FY. The latter two are in English and French and accompanied by their own Help Guides and FAQ Sheets. A third configuration, ACC9M ('M' for SSCs having to use Multi Accounts), will be deployed in July or August. B. Robert asked for PC leaders' direct participation in switching all SSCs to the new Tweaked ACC9P or ACC9S or ACC9M for the 2007-08 FY – earlier is acceptable. All PCs  
Some concerns of the OPC about the Tweaked ACC9 were addressed. It was reiterated (and quoted from a previous ROD by the Chair AB PC) and reconfirmed that the BOG has mandated the use of the Tweaked ACC9 to begin as noted above. All PCs
- 2.2.4 B. Robert announced that with the 40 or so ACC9s received in the last day and since the AGM Book report was drafted, the YE 31 Aug 2006 ACC9 collection now stood at 357 out of 454 for 78.6%. Of course, more of the 97 still missing ACC9s are anticipated and expected. All PCs  
For the previous year (YE 31 Aug 2005), the ACC9 collection stands at 395 out of 450 for 87.8%. MB PC still has only submitted 1 (out of 22) ACC9s. B. Robert reported that Provincial Committees own Financial Statements have been received from all PCs save MB and TERR. MB and TERR PCs
- 2.3.5 B. Robert advised that the PPM (Policy & Procedures Manual) had been reviewed and updated, including the Finance portion. He had circulated the Finance Section draft to the committee members for comments. All levels of the ACL are to take action on the new Policies, Procedures and Guidelines in the new PPM as soon as posted on the web site (following translation). For All

### **3 New Business**

- 3.1 Presentation and Review of ACL YE 31 Mar 2007 Audited Financial Statements: B. Robert stated that he had gone to the ACL office in Ottawa on 18 May. At that time the Statements were substantially ready but not completed, awaiting some key external checks that the office had to generate. This dragged on and as a result the Audited Financial Statements were again received just in time for the AGM. Per the new by-laws, the Audited Financial Statements need to be presented, via the Finance Control Officer, to the BOG at least 30 days prior to the AGM. B. Robert stated that with diligence this is totally doable as proven this year. Action: ED

With regards to the Financial Statements, they had been distributed to the committee members with some copies available for the visitors. A deficit situation bigger than anticipated was the highlight feature of the Statements. The J Mignault directed the attendees to the AGM 2007 Book – Finance Committee Report - for his comments on the reasons for the deficit. The members made remarks on the net deficits for the AGM and

SAM in the Statements. These particular AGM & SAM deficits are being addressed by the President's Committee and sub-committees. Other possible sources of savings and revenues were noted.

The Chair opined that in many ways we're still gauging the 'new normal' (more staff, new office situation). It remains that a deficit in isolation is manageable, but we can't be complacent. The Audited Financial Statements will be presented to the BOG at its AGM meeting. Action: Chair

**3.2 Presentation, Review and Discussion of the proposed 2007-08 ACL Budget:**

The proposed budget was distributed to the committee members with some copies available for the visitors. It featured a deficit of \$25,502. Bob Robert mentioned that it is a 'conservative' projection. Many options for redressing the deficit projection present themselves, but until achieved it is best for transparency to budget as proposed. The Executive Director touched on some aspects of the proposed budget, indicating a one-time large expenditure for the PPM translation (\$22,500). M. Cataford mentioned that we should not be focusing on this item as cause for the deficit as this is a valid expenditure that needs to be made and translation is an ongoing requirement.

B. Robert said there is no doubt that the deficit situation must be tackled as the General Funds Liquid Assets (excluding inventory) will be down 24% over two years if the 2007-08 proposed deficit materializes fully. Future years must avoid a deficit through more in kind resources acquisition, fund raising opportunities and the management of expenses as favourably and reasonably as possible. M. Conway, as Chair of the 'Resources and Fund Raising Committee', said she needed to have items identified that the aerospace and aviation industry firms could be approached to satisfy by donations in kind, including translation. B. Robert mentioned the potential additional areas of Planned Giving, renewed Letter-writing Campaigns, Magazine Campaigns, setting up a Foundation (which he undertook to look into at the subsequent EC meeting) and an increased DND Grant. In the area of shaving expenditures, reducing the net cost of SAMs, AGMs and IACE, office operations and occupation costs came to mind.

Moved by Stan Harry, seconded by Ralph Thistle to recommend the proposed Budget, as presented, to the Board of Governors to further presentation to the membership at the General Meeting. **Motion carried.** Action: Chair

**3.3 Proportional DND Grants to the Leagues:** J. Mignault explained that he did not find it equitable that all three leagues were receiving equal DND Grants when a disproportionate cadet population and number of corps/squadrons had to be served. There was quick understanding and consensus to seek a change.

Moved by Jerry Elias, seconded by Ralph Thistle that the Finance Committee support in general terms and principles the pursuit of proportional DND Annual Grants to the Leagues. **Motion carried.** The BOG will be apprised of this motion. Action: Chair

**3.4 Are Terms of Reference required for Finance Committee members?**

With regards to the incomplete collection of ACC9s, S. Harry explained the BC PC's organizational set up for ensuring timely submissions. He also made reference to the EC members having liaison responsibilities with PCs. He wondered if Finance Committee members could likewise be assigned PCs to liaise with. The idea will be kept in mind, however at this time the Pestergrams are likely as effective as any method.

**3.5 Should each PC be represented on the Finance Committee?**

S. Harry explained that this idea was related to that in 3.4. It was noted that only 3 PCs are represented on the committee. The idea has much merit and members from other PCs are invited to join if they have a reasonable prospect of attending meeting. Meanwhile and otherwise the currently invited participation of the Finance Committee

## **2007 Annual General Meeting – 16 June 2007**

---

Advisory Group members and permanent PC office staff managers in staffing processes will have to do.

3.6 New Agenda Items: None

### **4 Conclusion**

4.1 Good and Welfare of the Air Cadet League of Canada: Marlene Conway's offer to join the committee was accepted. There were no further items.

4.2 Closing Remarks: The Chair thanked the members for their active involvement during the preceding six months and in the future.

4.3 Next Meeting: On 22 November at the 2007 Semi Annual Meeting in Ottawa.

4.4 The meeting adjourned at 8:57 AM

Respectfully submitted,

Bob Robert  
Chairperson, National Finance Committee



## **2007 Annual General Meeting – 16 June 2007**

---

### **APPENDIX C - Report, National Selections Committee**

No Committee Report was received from the Chairperson for inclusion in the AGM 2007 ROD.

**APPENDIX D – Report, National Resource Development and Fund Raising Committee**

**See attached.**

## **APPENDIX D - Report, Resource Development & Fundraising**

Meeting date - Thursday, 14 June 2007

Meeting time - 0900 – 1200 hours

**Chairperson: Marlene Conway**

**Members: Don Berrill  
Tom Taborowski  
Irene Doty  
Bob Dale  
Bob Robert**

### **1. Administration**

- 1.1 Welcome and Opening Remarks by the Chairperson
- 1.2 Appointment of Committee Chair, Vice-Chair and Secretary
  - Motion to approve Marlene as chairperson of the committee for the next year made by Don Berrill / Seconded by Tom Taborowski
  - Accepted
  - Don Berrill volunteered to act Secretary of the committee for the next year.
  - Accepted
- 1.3 Additions to the Agenda
- 1.4 Approval of the Agenda
  - Tom Taborowski motioned approval of the agenda.
  - Irene Doty seconded
  - Accepted

### **2. Business Arising**

- 2.1 Business Arising from the 2007 AGM
- 2.2 Resource Development & Fundraising Strategic Development
  - The Resource Development & Fundraising Committee reported at the June 2007 AGM of its activities on strategic development to support resource source planning to meet short to long term requirements. Currently, 80% of the strategic development process has been completed. Coordination between League Strategic Development and the League-Industry Action planning was made to align League activities with concurrent Industry Human Resource (HR) strategy development.
- 2.2 Lottery Development
  - A discussion took place of the merits and considerations regarding development of a lottery coordinated between the provinces to support:
    - 1. Asset Capital for Aircraft replacement
    - 2. Working Capital to support Cadet activities, infrastructure and administration
    - 3. New program development
  - Quebec discussed its lottery - Quebec has lottery for \$600,000 gross annually. It was stressed that the intent is to provide support and assistance o those provinces wishing to establish a lottery. The Ontario lottery development 5 year program was outlined as annexed to this report. Ontario accelerated its development and increased the value for he 2007 – 2008 Lottery from \$284,000 to \$426,000.
- 2.3 Canadian Aerospace / Aviation Industry – Air Cadet Action Planning Project (PILAT)
  - An application for funding has been prepared by CAAHRA and approved by Human Resources & Social Development (HRSDC) in cooperation with Canadian Aviation Maintenance Council (CAMC). The initial Action Team meetings/workshops have taken place across Canada and will have been conducted in all Provinces/Regions by October 31, 2007.

The PILAT project is a forum for provincial, regional, and national industry stakeholders to work together actively with corresponding ACL and Department of National Defence (DND) stakeholders to define concrete, achievable actions that will meet current and anticipated future needs of both the ACL and Industry. Implementation plans will be defined and required resources will be identified.

### Project Objectives

The objectives of the Canadian Aerospace / Aviation Industry – Air Cadet Action Planning project are:

1. To establish solid, active working relationships among: aerospace / aviation industry firms and organizations, Air Cadet squadrons and provincial ACL organizations, and local DND personnel assigned to Air Cadet responsibilities
2. To define valuable activities / initiatives in each province whereby Air Cadet Youth will engage with the aerospace / aviation industry to enrich and expand their defined Air Cadet learning experiences (consistent with the existing MoUs between the Canadian aerospace / aviation industry and the Air Cadet League of Canada).

### Project Activities

The main activities of the project are:

1. Hold comprehensive roundtable working sessions in each province with Industry, Industry Association, Air Cadet League and Department of National Defence representatives to:
  - o Define the nature of the industry, youth demographics, current activities and programs, province-specific business and technology trends
  - o Develop Youth Action Plans relevant to each province that will engage industry and Air Cadets to enrich and expand their current and future learning programs
  - o Develop Implementation Plans for defined Youth Action Plans
2. Define Integrated Strategic Youth Programs and Initiatives (based on areas of common interest by several provinces) to maximize use of resources and youth engagement.

Please see below Meeting 1 Schedule. Note Blue represents confirmed dates.

<b>Industry HR Strategy Workshop #1</b>	<b>Date</b>	<b>PILAT Industry / Air Cadet Action Team Meeting #1</b>	<b>Date</b>	<b>LOCATION</b>
A	22-Aug-07	A	23-Aug-07	ALBERTA
B	7-Sep-07	B	6-Sep-07	ATLANTIC
C	12-Sep-07	C	13-Sep-07	ONTARIO
D	18-Sep-07	D	19-Sep-07	BC
E	26-Sep-07	E	26-Sep-07	SASK
F	25-Sep-07	F	20-Sep-06	MANITOBA
G	TBD	G	31-Oct-07	QUEBEC
<b>HR Strategy St. Comm. Meeting #1</b>	<b>16-Oct-07</b>	<b>PILAT St. Comm. Meeting #1</b>	November SAM	OTTAWA
	Toronto		Ottawa	

### **3. New Business**

- 3.1 Call for new members – none came forward
- 3.2 Comments from Rod Jones – OAC Executive Director.
  - a. Cooperation in both directions – give & get.
  - b. September /October timeframe for workshops.
  - c. Most likely support in a manner of resources than straight cash.

### **4. Conclusion**

- 4.1 Good and Welfare of the Air Cadet League of Canada
- 4.2 Closing Remarks
- 4.3 Date of Next Meeting
  - SAM November 2007 Ottawa
- 4.4 Adjournment

# Aviation & Aerospace Industry - Air Cadet League

## Action Planning Project

### 'PILAT'

## Province Industry League Action Teams

June 2007

## Meeting Objectives

- Describe the Aviation & Aerospace Industry – Air Cadet League Action Planning project
- Outline planned activities & events
- Relate this project to ACL Strategic Development activities

ACL AGM – Jun 2007

Industry / ACL Action Planning

2

## Background

- Industry – ACL MoU
  - CAAHRA and CAMC Nov 2005
  - ATAC and CBAA Nov 2006
- Application for funding submitted to HRSDC
  - Human Resources & Social Development Canada
  - prepared by CAAHRA
  - in cooperation with CAMC
- **Proposal approved in principle**

ACL AGM – Jun 2007

Industry / ACL Action Planning

3

## Purpose

- Industry – ACL – DND working together
  - Provincial / Regional / National
  - Mutual benefits
- Define concrete, achievable actions
  - meet current and anticipated future needs
  - both ACL and Industry
- Identify and obtain the resources required
  - People and money

ACL AGM – Jun 2007

Industry / ACL Action Planning

4

## Objectives (1)

- Establish solid, active working relationships
  - aerospace / aviation industry firms and organizations
  - Air Cadet squadrons and provincial ACL organizations
  - local DND personnel assigned to Air Cadet responsibilities
- Define valuable activities / initiatives in each province
  - engage Air Cadet youth with the aerospace / aviation industry
  - enrich and expand defined Air Cadet learning experiences

ACL AGM – Jun 2007

Industry / ACL Action Planning

5

## Objectives (2)

- Determine how industry can make resources available to support the work of the ACL
- Examples
  - Equipment for training
  - Instructors
  - Used office equipment
  - Administrative support (e.g. printing)
  - Financial contributions for agreed activities or initiatives

ACL AGM – Jun 2007

Industry / ACL Action Planning

6

## Objectives (3)

- Communications conduit
  - web-enabled, ongoing
  - all stakeholders can share ideas, successes, opportunities, and needs
- Integrated National Youth Action Programs
  - shared by several provinces

## Objectives (4)

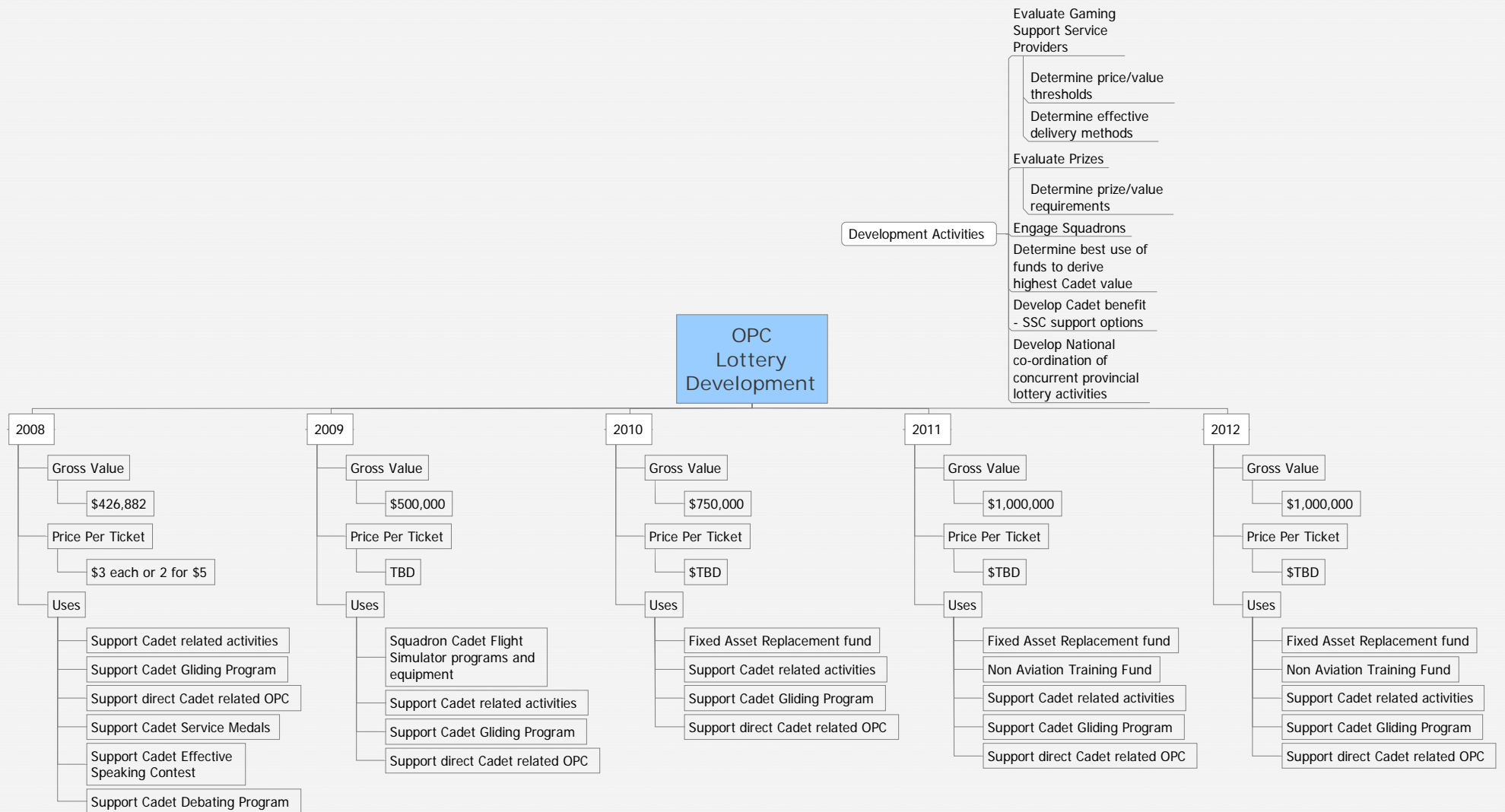
- Enhance Essential Skills among Air Cadets
- Establish industry and academic recognition
  - existing and new Air Cadet learning programs
- Define a career 'pathfinding' guide for youth
  - link aerospace / aviation positions with learning programs
  - web-enabled

## Activities

- Roundtable Workshops
  - every province / region
  - Industry, Industry Association, Air Cadet League and Department of National Defence representatives
- Develop Youth Action Plans
  - relevant to each province
  - engage industry with Air Cadets
  - enrich and expand Cadet current / future learning programs
- Share common interests / successes

## Project Timeline

Industry HR Strategy Workshop #1	Industry / Air Cadet Action Team Mtg #1	Week starting	LOCATION	Industry HR Strategy Workshop #2	Industry / Air Cadet Action Team Mtg #2	Week starting	LOCATION
A	A	27-Aug-07	ALBERTA	A	A	4-Jan-08	
B	B	3-Sep-07	ATLANTIC	B	B	14-Jan-08	
C	C	10-Sep-07	ONTARIO	C	C	21-Jan-08	
D	D	17-Sep-07	BC	D	D	28-Jan-08	
		TBD	SASK				
E	E	24-Sep-07	MANITOBA	E	E	4-Feb-08	
F	F	1-Oct-07	QUEBEC	F	F	11-Feb-08	





## **2007 Annual General Meeting – 16 June 2007**

---

### **APPENDIX E – Report, National Public Relations and Image Committee**

Thursday, 14 June 2007  
0900 – 1000 hours/1200-1220 hours  
Ambassador Room H  
**Open Meeting - ROD**

**Chairperson:** Lionel Bourgeois

#### **I. ADMINISTRATION**

- 1.1 Welcome and Opening Remarks by Chairperson and introductions
- 1.2 Attendees – Marc Lacroix – QC&OV and Stan Horton - BC
- 1.3 Appointment of Committee Chair, Vice Chair and Secretary.
- 1.4 Without a quorum, it was agreed to continue electronically by e-mail

#### **II. BUSINESS ARISING**

- 2.1 Business Arising from the 2006 SAM and 2006 AGM – later at 2007 SAM

#### **III. NEW BUSINESS**

- 3.1 2007-08 Communications Plan  
The Plan prepared by Sarah Putinski was accepted and recommended for approval by the BOG
- 3.2 Internal communications strategy  
The great work done by Sarah on improvements to the web site was applauded.
- 3.3 Helping Provincial Committees.  
The e-mail inputs by Ed Statham were most useful.  
Each PC needs to identify a PR contact/Chair and advise Lionel and Sarah by 1 Sept.
- 3.4 Agenda items from Committee members – none at this time
- 3.5 How to stay in touch and active between meetings – by e-mail and telephone  
Lionel at [lionelbou@aol.com](mailto:lionelbou@aol.com)  
Marc at [marc.lacroix@videotron.qc.ca](mailto:marc.lacroix@videotron.qc.ca)  
Stan at [stanhort@telus.net](mailto:stanhort@telus.net)  
Sarah at [sarahp@aircadetleague.com](mailto:sarahp@aircadetleague.com)

#### **IV. CONCLUSION**

- 4.1 Closing Remarks. In future the PR committee meeting time must be conducive to more attendees.
- 4.2 Date and Time of Next Meeting. Electronically if needed, otherwise at SAM.
- 4.3 Adjournment

**APPENDIX F – Report, National Effective Speaking Competition Committee**

**National Effective Speaking Committee  
June 14, 2007 AGM**

**Present:**

Roger Dionne, Chair	QC
Keith Mann	AB
Craig Hawkins	BOG
Ernie Callow	SK
Richard Petrowsky	SK
Dale Crouch	NWT
Ed De Caux	MB
Pat Macdonald	MB
Gladys Jarvie	BC

**1.1 Introduction:**

Roger welcomed everyone to the meeting, with a special welcome to Dale Crouch from NWT with a cadet for the first time at the Competition.

Roger introduced Gladys as the new Chair of the National Effective Speaking Committee.

Craig thanked Roger for his many years of service with the committee.

**2.1 Approval of Minutes from SAM.**

Minutes were not available at the time of the meeting so will be distributed later.

**3.1 Rules and Regulations:**

Need to update our Rules and Regulations on the website in particular the Over – Under time fault penalty. Gladys would be talking to Sarah and update our website in the near future.

**3.2 Application Form**

Gladys informed the committee that the form would be changing somewhat, especially removing the date so that the form could be used each year without having to change it.

It was discussed as per the need to have the Commanding Officer signature on the form. The committee felt that there was no such need.

**3.3 Topics for next year:**

1. A Canadian Who has made or making a Difference.
2. Vimy Ridge
3. How Air Cadets has Affected my Life
4. Canada's Contributions in Aerospace
5. The 100<sup>th</sup> Anniversary of Flight in Canada

The committee was asked to talk to the cadets for ideas for Effective Speaking Topics for the Prepared and Impromptu Speeches.

**3.4 Ties in Competitions:**

Clarify the rules for Ties to read....If a Tie ensues between 1<sup>st</sup>, 2<sup>nd</sup> and/or 3<sup>rd</sup> positions; the tie is to be broken by Deliberation between all the Judges.

**3.5 Host Committee:**

General discussion took place with the Host Committee to cover any last minute concerns or questions. Gladys indicated she would be around and available to help with any last minute issues.

## **2007 Annual General Meeting – 16 June 2007**

---

3.6 Cadet Speakers Registration Form:

Keith indicated that this form needs to be added to the website.

3.7 Meeting Adjourned. Next meeting at SAM in November 2007.

Effective Speaking Topics 2008

(As approved by the Board of Governors, June 2007)

- 1) A Canadian Who Has Made (is Making) a Difference
- 2) The Heroism of Canadians at Vimy Ridge
- 3) How Air Cadets Has Influenced My Life
- 4) Canada's Contribution in Aerospace
- 5) 100 Years of Powered Flight in Canada

Respectfully submitted,

Gladys Jarvie

Committee Chairperson

National Effective Speaking Competition Committee Chairperson

**APPENDIX G – Report, National Honours and Awards Committee (Dale and Birchall Scholarships)**

Committee Members: Guy Albert (Absent), Gilles Cuerrier (absent), Ron Ilko (absent), Harold Fowler and Irene Doty (Committee Chairperson) are the members of this committee.

This year there were 48 applications for the Birchall/Dale scholarships:

- 2 from Newfoundland;
- 2 from New Brunswick;
- 1 from Nova Scotia;
- 15 from Ontario;
- 4 from Manitoba;
- 7 from Saskatchewan;
- 12 from Alberta and
- 5 from British Columbia.

There were no applications from Quebec, North West Ontario, Prince Edward Island and the Yukon.

The winners were: Gabriel Fortin of Delta, B.C., 828 Hurricane Squadron for the Birchall scholarship (\$8,000.00).

Melanie Bechard of Georgetown, Ontario, 756 Wild Goose Squadron for the Dale scholarship (\$2,500.00). This was presented to the cadet at the AGM by Mr. Dale because Melanie participated in the National Effective Speaking Competition.

It is hoped that it will be possible to make arrangements to have Mr. Jim McKeachie make the Birchall presentation to Gabriel at a function in Vancouver at a later date.

Letters have been sent to all cadets acknowledging their applications. All applicants were exceptional and all winners. The cadets were top cadets and all were worthy of recognition.

One wonders how some of these young people make time to do all the things they are involved in. It was disappointing to see the numbers so much lower than previous years. In 2005, there were 94 applications and in 2006, 76 cadets applied for the scholarships.

We will make every effort to make sure all cadets in every province are aware of these scholarships.

The task of choosing the best of the best was not an easy task however the two cadets chosen are worthy of the scholarships.

Respectfully submitted,

Irene R. Doty  
Chairperson of the Scholarship Committee.

**APPENDIX H – Report, Member Registration and Screening Committee**

**Registration & Screening Committee Minutes**

Friday, November 24, 2006

1300 – 1500 hours

**Chairperson:** Ralph Thistle, Governor

**In Attendance (Members):**

Joe Johnson, Vice-President

Tom White, Governor

Helen Brand, BC

Carol Cox, AB

Richard Petrowsky, SK

Cdr Allan Turner, RCSU(A)

John Walker, NS

Kim Banaszkiwicz, National R&S Coordinator

**Secretary:** David Brown, ON – Executive Director

**1. ADMINISTRATION**

**1.1 Welcome and Opening Remarks**

Ralph Thistle called the meeting to order at 1300 hrs and welcomed the members and observers present.

**1.2 Membership Confirmation and Appointment of Secretary**

The Chair requested that the OPC Executive Director record the minutes of the meeting.

**1.3 Approval of Agenda**

A preliminary Agenda had been circulated by the Chair and there was one addition requested:

3.6 Supervision of Cadets

**It was duly moved** and seconded THAT the Agenda be approved, as amended.

**CARRIED**

**2. BUSINESS ARISING FROM PREVIOUS MEETING**

**2.1 Approval of Minutes of Last Meeting**

The Chair noted that the minutes of the meeting held Friday, November 24, 2006 in conjunction with the National Semi-Annual Meeting had been circulated. There were no errors or omissions reported.

**It was duly moved** and seconded THAT the Minutes of the previous meeting be verified.

**CARRIED**

**2.2 Review of Business Arising from Previous Meeting**

Tom White noted that the RCMP in New Brunswick was now providing Police Records Checks with Vulnerable Sector Screening for ACLC members, regardless of jurisdictional area. Other Provinces reported satisfactory relationships with local Police Services, with a variety of prices and waiting times for PRC/VSS.

John Walker reported that the Nova Scotia PC was being reimbursed by RCSU(A), for PRC/VSS fees paid by Civilian Volunteers.

**3. NEW BUSINESS**

**3.1 Appeal Process**

The Chair noted that the Board of Governors had approved the Appeal Procedures recommended by the Committee. No Appeals have been reported to the National Office.

The Chair advised that he had not yet been provided with the names and contact information for all Provincial Registration & Screening Coordinators. The National Coordinator confirmed that this information had been compiled and would be forwarded to the Chair and to the Coordinators.

**3.2 Guidelines for the Rejection of Candidates**

The Chair reported that his research confirmed that the most appropriate guidelines available for the rejection of candidates by Registration & Screening Coordinators were those annexed to CATO 23-04. There was unanimous consensus amongst Committee members that it was also appropriate for the League and DND to hold members to the same standard (Annex B is attached to these Minutes).

It was duly moved and seconded THAT Annex B to CATO 23-04 (Screening Tolerance Guidelines) be adopted by the Air Cadet League of Canada as guidelines for the National and Provincial Registration & Screening Coordinators in assessing the suitability of applicants whose PRC/VSS reveals information that calls into question their reliability and ability to be approved by the League.

**CARRIED**

**3.3 Database Uploads**

The National Registration & Screening Coordinator reported that the ACLC will be maintaining its own National database, separately from that of the Navy or Army Cadet Leagues. Information is still exchanged regularly between the three Leagues, however, with respect to Undesirable Applicants.

The Coordinator also noted that, depending upon the resolution of DND support grant issues to the Leagues, it is possible that the National Office may begin to produce ID cards similar to those provided by the Navy and Army Cadet Leagues.

In response to a question, the Coordinator noted that duplicate entries of members can be deleted; however, it was recommended that the remaining entry have an indication in the "Notes" field of the deleted name and number.

Numbers reported to the Chair now place the number of registrants in the database at approximately 5,065.

There are four Undesirable Applicants on the ACLC database and a total of 45 such individuals shared amongst the three Leagues.

### **3.4 League Policy on Protection of Personal Information**

A series of questions had been submitted to the Chair from the Alberta Registration & Screening Coordinator and were addressed at this point in the meeting:

1. (Q) How do we tell people that forms submitted several years ago had been lost? (A) Honesty is the best policy: that the forms were put into secure storage, but have not been located since the National Office move.
2. (Q) How long does a PRC/VSS remain valid for the purposes of an application? (A) The standard accepted by most Police Services is one year.
3. (Q) How does the PC communicate rejection to an unsuccessful applicant?  
(A) Development of a simple and tactful standard letter, with a League contact given for such candidates who require further information or wish to appeal the decision.
4. (Q) Will more direction be provided respecting disclosed drug offences?  
(A) See the guidelines provided in CATO 23-04.
5. (Q) How long should the PC retain Registration & Screening documents, for people who drop their League membership or cease to be a Civilian Volunteer?  
(A) Pending further advice from the National Office: indefinitely.
6. (Q) Can Registration & Screening documents be scanned and stored electronically?  
(A) The standards for electronic storage are costly and more complex than simply keeping the hard copies.
7. (Q) It would be useful to have space to record the National and Provincial ID numbers of the front page of the application form, once they are assigned.  
(A) The forms can be amended by PCs to suite their own administrative requirements.

In response to a question, the National Coordinator and several Committee members confirmed that the database had the capability to produce a list of members/volunteers whose registration would expire within a particular time period.

The Chair stated that he hoped all PCs had made arrangements to secure their Registration & Screening files in locked cabinets. Several Committee members expressed concern with the decision of DND not to reimburse increased costs for PCs to handle the increased administrative costs for Registration & Screening: noting that both hard costs and salary expenses had been incurred; significantly, in some cases.

It was suggested that if DND affirms these costs were contemplated in the grants given to the National Office, then the National level of the League should consider reimbursing PCs for their added costs. The Chair advised that he would pursue this issue with the Board of Governors.

### **3.5 Policy and Procedures Manual Update**

The Chair advised that he would undertake a revision of the first edition of the Registration & Screening Handbook over the next 3-4 months, and circulate a draft revision for comment, in advance of the Semi-Annual Meeting in November.

**3.6 Supervision of Cadets**

A lengthy discussion took place around the issue of the inability of persons registered and screened by the League to be able to supervise Cadets. Committee member John Walker noted that it 'defied common sense' for the Leagues to screen individuals a Civilian Volunteers – and to be liable under its insurance policies for their injuries or actions – yet to have no control over them (the CO assigns their duties), nor to be able to have them used to supervise programs and activities.

It was noted that the recent removal of the "Deemed on Duty" provision makes the role of Civilian Volunteers more critical to Squadrons; particularly, as Squadrons are now having to shut down activities such as range shooting, modeling, biathlon, and ground school – activities commonly administered in the recent past by volunteers.

The Chair suggested that the appropriate and more effective forum for this discussion would be the presentation by DCdts.

**4. CONCLUSION**

**4.1 Good and Welfare of the ACLC**

Cdr Turner reminded Committee members that CIC Officers and CIs are now also required to provide PRC/VSS and that the deadline is 01 Oct 2007. He noted that the level of compliance to date in Atlantic Region is only about 50 percent and expressed concern about a shortage of qualified staff in the fall, if Officers and CIs do not act promptly.

It was also noted that the information gathered for a PRC/VSS can vary significantly from Province to Province, or even amongst Police Services in a single Province, and the suggestion was made that some research should be undertaken to determine how this might effect a "national standard."

The Chair thanked those in attendance for sharing their expertise and their dedication to this key accountability of the League.

**4.2 Next Meeting**

It was agreed that the Committee would next meeting at the Semi-Annual Meeting in November, unless a teleconference meeting is called earlier by the Chair.

**4.3 Conclusion**

There being no further business, the meeting was concluded at 1410 hrs.

Respectfully submitted,

Ralph Thistle  
Committee Chairperson  
National Registration and Screening Committee



**APPENDIX I – Report, League/Aviation and Aerospace Industry Steering Committee**

**Grant S. Fabes, Chairperson**

The scope of work for the LISC, for 2006-2007, included:

- Continue to oversee implementation of the MOUs with CAMC (Canadian Aviation Maintenance Council) and CAAHRA (Canadian Aerospace Associations Human Resources Alliance);
- Signature of League/Industry “Statement of Principle” MOU;
- Finalize MOUs with ATAC (Air Transport Association of Canada) and CBAA (Canadian Business Aviation Association) with aim for signature at SAM 2006; and
- Continue to develop and expand a long term League/Industry partnership

The League’s 2006 Semi-Annual Meeting saw the formal signing of MOUs with ATAC and CBAA. The subsequent LISC meeting welcomed a new League representative, Vice-president J. Reidulff, the representatives from these two new partners, W. Gouveia (ATAC) and G. Priestley (CBAA), and established two additional sub-committees to incorporate these new organizations into the LISC structure. The League/Industry “Statement of Principle” MOU was also signed at the SAM.

**CAMC**

The CAMC bilingual Web site ([www.camc.ca](http://www.camc.ca)) now has a section “Youth Pages” and a sub-section “Air Cadet League.” This site will show thumbnails of CAMC career posters and enable squadrons to order these online, at no charge. Cadet access (a Password and a User name have been supplied to each squadron) will also be provided to the Interactive Multimedia Learning Tool (IMLT). This tool is designed to introduce students to the basic concepts of aircraft operation and maintenance. It consists of 3 modules: Theory of Flight, Aircraft Power Plants’ and Aircraft Structures. A memorandum on each of these online benefits has been forwarded to all squadrons. Additional copies of the 184-page CAMC publication, “Careers in Aviation and Aerospace”, a copy of which was sent to all squadrons in 2005 are also available.

I was invited to attend the CAMC 2006 AGM and Youth Forum, held in Winnipeg from October 10-14, 2006. Cadets from the local area participated in the day long Youth Forum section. Plans are presently being finalized for cadets to attend the 2007 Youth Forum, which will be held in Mississauga, On.

An article, entitled “Air cadets: branching out into maintenance skills” appeared in the Spring 2007 CAMC *AVINATION* magazine. This article looks at the general CAMC/League partnership, highlighting the innovative programme being offered to London area cadets in partnership with John Paul II Catholic high School. It also offers a profile of the League, including a photograph and write-up on our new headquarters.

**CAAHRA**

The CAAHRA sub-committee’s Power Point Presentation, which outlines an Action team paradigm, based on the Ontario model was forwarded in January to all Provincial Chairs and PC/Industry Liaison Representatives.

We are most pleased to report that CAMC, with the cooperation and assistance of CAAHRA, submitted a proposal, in January 2007, to Human Resources and Skills Development Canada (HRSDC) for funding to develop a forum that allows provincial, regional, and national industry stakeholders to work together. CAMC and HRSDC signed the contract for this project – the Canadian Aerospace Human Resources Strategy Development project – on April 16, 2007. CAAHRA will be the leading development partner and Rod Jones, Chair, the project lead for this exciting initiative.

The main activities for the Canadian Aerospace Human Resources Strategy Development project will be, first, to research and report on individual aerospace human resource studies, then to hold

roundtables/workshops with leading industry firms, labour organizations, associations and other relevant stakeholders, coast to coast. This project will result in a shared resources vision and integrated strategic initiatives to meet current and emerging human resources challenges for Canada's aerospace industry.

CAMC has also submitted a proposal for a new youth initiative that includes a **Canadian Aerospace/Aviation Industry - Air Cadet Action Plan**. This part of the youth initiative will also be led by CAAHRA and Rod Jones, with Theresa Davis-Woodhouse acting as the Project Manager for CAMC. The Air Cadet Action Plan will assist in establishing solid, active working relationships among Air Cadet Squadrons, provincial Air Cadet League organizations, local DND personnel assigned to Air Cadet responsibilities, and aerospace/aviation industry firms and organizations. HRSDC has asked that in anticipation of the approval of this proposal, that the Aerospace/Aviation Industry – Air Cadet Action Plan meetings take place with the HR Strategy meetings as much as possible to minimize travel and workshop expenses.

### **Provincial Committee/Industry Liaison Representatives**

Each provincial committee has designated a liaison representative to work with the corresponding provincial aviation and aerospace organization. Background information on LISC, copies of all MOUs, and a document outlining their role have been forwarded to each representative and the Provincial Chairs.

### **ATAC**

The new MOU with ATAC provides for two annual continuation flying bursaries and for access for selected cadets to attend its AGM, Convention & Trade Show and the Ottawa Spring Meeting. A procedure has been finalized, which will see one bursary presented to the selected cadet or league representative at each of these events. On behalf of the League and the selected cadet, Jean Mignault accepted the first of these bursaries on May 17 at the ATAC Flight Training meeting.

On its web site ([www.atac.ca](http://www.atac.ca)), ATAC provides access for cadets to its career awareness and educational materials, including a link to its "Professional Pilot Career Information Guide." ATAC is also committed to developing and providing safety related materials for distribution to squadrons.

### **CBA**

The MOU signed in November with CBA provides for one annual flying scholarship and for opportunities for selected cadets to attend the CBA AGM, and all CBA sponsored workshops and seminars ([www.cba.ca](http://www.cba.ca)). Procedures for cadet selection and a seminar evaluation form have been produced and are in use. To-date, cadets or military personnel have attended:

1. LCol Kip Kippel, the RCAOpsO for Pacific Region, attended the Emergency Response Planning Seminar in Vancouver, in February.
2. WO1 Dan Carter, 742 National Capital Squadron, attended the IFR Procedures Seminar in Ottawa, in February
3. WO1 Tanis Laatch, 52 City of Calgary Squadron, attended the Emergency Response Planning Seminar in Calgary, in February.
4. Capt. Bernard Champagne, Flying OpsO Eastern Region, attended the Flight Department Management Roles and Responsibilities Seminar in Ottawa, in May.

The participants rated the seminars as excellent, with the most common benefit being the excellent opportunity to interact with interesting people from all aspects of the aviation community. As one cadet participant stated in his Seminar Evaluation Form, "I would highly recommend this...provided me with great insight in planning my career and undoubtedly other cadets would benefit from the same opportunity."

Upcoming events to which cadets will also be invited include the first ever CBA Safety and Security Professional Development Day to be held in Calgary, on July 10, in conjunction with CBA's 46th Annual Convention, Trade Show and Static Display.

## **2007 Annual General Meeting – 16 June 2007**

---

CBAA has renewed its scholarship commitment and has negotiated with DND/ACLC to have this year's winner attend the CBAA Annual Convention in Calgary on July 12, where the air cadet and her parents and CO will be our guest of honour at an awards luncheon.

Sarah Putinski, the League's Administration Officer - Communications & Media, attended the Public Affairs Officer's Conference, in April, where she gave a briefing about the recent signings of Memoranda of Understanding with ATAC and CBAA, as well as an update on the developments of our partnerships with CAMC, and CAAHRA.

The PAOs agreed to explore these opportunities in greater depth and will do their best to assist us in promoting these prospects to the cadets at the Local Headquarters Level.

A LISC meeting is scheduled at the Annual General Meeting in Winnipeg.

Respectfully submitted,

Grant S. Fabes  
Chairman  
League/Aviation & Aerospace Industry Steering Committee



## **APPENDIX J, Report National Flying Committee Report**

William G Paisley  
Co-Chair Joe Johnson

### **Members:**

Jack Henwood, Eric Steffensen, Rick Fesciuc, George Evans, Rick Mortensen, Fred Hopkinson, Jacques Vallee, Edgar Allaine, John Walker, Bruce Davison, Maurice Murphy.

### **Activities to Date:**

- Committee Terms of Reference approved.
- Have attempted to acquire information on national plans to celebrate the 100<sup>th</sup> Anniversary of Powered Flight in Canada. At present there isn't a national organization willing to take the lead in overseeing the celebration although several, including the Air Force, are planning some activities.
- Prepared letter for National President to DCdts recommending training bonus for GPS and PPS graduates who upgrade their qualification. Recommendation not approved by DCdts who indicated League responsibility when not provided by DND. DCdts also suggested that league might seek funding through League/Industry partnership. Chair, League Industry Steering Committee requested to advise the feasibility of requesting Industry Partners to fund a proposal of this magnitude.
- Distributed summary of inputs from NFC members regarding initiatives implemented by PC's to increase the number of flying scholarship graduates participating in the ACGP and requested further consideration.
- Reviewing the content of PC ACC 12PC Form B with NFC representatives.
- Publicized Pacific Region's Computerized Aircraft Simulation Centre in ACL Newsletter and requested NFC members promote this optional training throughout their jurisdictions.

### **Next Steps:**

- Continue planning for celebration of the 100<sup>th</sup> Anniversary of Powered Flight in Canada.
- Review content of PC ACC 12PC Form B with NFC members.
- Continue exploring initiatives that may be implemented by PC's to increase the number of flying scholarship graduates participating in the ACGP.
- Continue promoting use of Computerized Aircraft Simulation as optional training to assist in retention of cadets and improve performance of cadets selected for GPS and PPS.

Respectfully submitted

William G Paisley  
October 16, 2007

## **2007 Annual General Meeting – 16 June 2007**

---

### **APPENDIX K – Report, Provincial Chairpersons Committee**

No Committee Report was received from the Chairperson for inclusion in the AGM 2007 ROD.

**APPENDIX L – Report, National Honours and Awards Committee**

1. Open Meeting
2. In attendance: - Chair Lionel Bourgeois  
  
Members – Len Jenks
  - Bob Parsons
  - Irene Doty
  - Peter Prescott
  - Harold Fowler
  - Ron Ilko
  - Bob Dale
  - Jim McKeachie
  - Bob Goudie
3. Approve Minutes SAM 2006
4. Confirm Chair this meeting and 2007/2008. Lionel volunteered to continue as Chair for 2007/2008 if Craig Hawkins agreed. He did.
5. Sub Committee memberships 2007:
  - **Scholarships** – Irene Doty, Gilles Cuerrier, Harold Fowler, Ron Ilko, Guy Albert
  - Irene suggested that 5 years on the Committee should be the norm and that we should find a spare to keep it at 5 if anyone leaves.
  - Cadet of the Year – Bob Parsons, Don Gladney, Lionel Bourgeois
  - Medal of Honour/Life Membership – Bob Dale, Andre Dumas, Jim McKeachie, Craig Hawkins, Lionel Bourgeois
  - Certificates of Honour/ - Certificates of Merit and Certificates of Recognition – the remainder
6. **“Presidents Citation”**. It was agreed that the citation could be awarded to League members, organizations or others as a recognition above the level of the Certificate of Honour
7. Policy on awarding **Honourary Life memberships**. Recommended that it be recognized for both Past Presidents and others who did not get the opportunity to be President to recognize significant long term support of the League. When offered to a past president he/she may decline so as to retain voting rights in the Advisory Board and on committees. Further discussion at SAM 2007.
8. **Cadet awards for Bravery**. Clarification is still needed on submissions for the Royal Canadian Humane Association national awards for bravery ([www.canadabraveryawards.com](http://www.canadabraveryawards.com)) for those that do not fall within the parameters of the DND award system.
9. Other new business. It was confirmed that:
  - The Certificate of Honour can only be received once.
  - The Certificate of Recognition is for non League personnel or organizations
  - The Certificate of Merit is for League personnel only.
  - **Cadet of the year** will in future start with a review of the files at National for IACE, selecting the top from each PC. These names will be sent to PCs by 1 May for their concurrence. If they wish to substitute that file/name with another that they deem better and meets the under 19 by 11 November requirement, then they must submit all the necessary information to allow the selection sub-committee to make a comparison with the others

10. AWARDS Approved for 2007:

- a. Hon Life Member – Don Gladney – NL
- b. Presidents Citations- Bill Paisley – ON  
Rod Jones – ON
- c. Certificates of Honour- Ed De caux – MB  
Milton Glaicar – SK  
Wayne Goldfinch – SK  
Maureen Drolet – SK  
Ed Statham – NB  
Doug Sutherland – BC  
Keith Mann – AB  
Ted Taylor – ON
- d. Certificates of Merit – Marg Bromley – ON  
Marlene Conway – ON  
Jean Emond – ON  
Michel Hebert – QC/OV  
Claude Laferriere – MB  
Roy Moir – MB  
Richard Brooks – QC/OV  
Lucy Healy – ON (approved on 14 July 2007)
- e. Certificates of Recognition- Maj Luigi Norio – ON  
Capt David Wright – ON  
Lt Donna Jaculak – NOW  
Capt Ray Gaudet – PEI  
Capt Alexis McCormick – MB  
L Col Jim Forestell – MB  
Capt Susan MacNeil – NB  
Maj Al Wardle – NDHQ  
Maj Colette Blight – ON  
Capt Al Szawara – ON  
L Col Tom Szszerki – MB  
Maj Pete Garton – SK  
Capt Rhonda Notschaele – SK  
Capt Maurice Chasse – NB  
Capt Dale Crouch – NWT
- f. Officer of the Year – Maj David Kerr – BC
- g. Cadet of the Year – WOI Lisa Davidson - ON

Approved and respectfully submitted,

Lionel Bourgeois  
Committee Chairperson

## **2007 Annual General Meeting – 16 June 2007**

---

### **APPENDIX M - Report, National Education Credits and Training Committee**

No Committee Report was received from the Chairperson for inclusion in the AGM 2007 ROD.



**APPENDIX N – Report, Recruiting and Retention Committee**

**TO:** Ken Higgins

**FROM:** Jan Reidulff  
1<sup>st</sup> Vice President

**DATE:** 25 June 2007

**SUBJECT:** MEETING NOTES  
RECRUITING AND RETENTION COMMITTEE  
ANNUAL GENERAL MEETING, JUNE 14, 2007

<b>Attendees:</b>	Chairperson:	Ken Higgins	Governor	BC
	Recorder	Jan Reidulff	National VP	MB
		Bud Stewart	1 <sup>st</sup> VP	NB
		Cdr Allan Turner	CO RCSU (Atlantic)	
		Jim Spencer	Prov Chair	SK
		Jacques Vallee	Prov Member	PQ
		Gary Winkleman	1 <sup>st</sup> VP	SK
		Eric Steffensen	Air Resources	AB
		Pierre Barabey		QC
		Carole Bedard	Prov Chair	QC
	Carol Cox		AB	

**I ADMINISTRATION**

**1.1 Chairperson's Remarks**

Ken Higgins called the meeting to order at 10:00 hrs and welcomed all to the meeting

**1.2 New Items for Agenda**

No new items were added to the Agenda

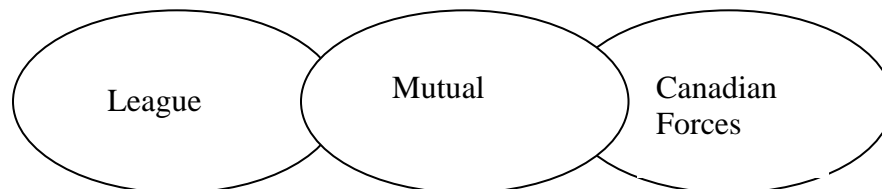
**1.3 Approval of Agenda**

**MOTION:** The agenda was approved as published

**II BUSINESS ARISING**

**2.1 Current Premise**

K. Higgins explained that current premise for the Recruiting and Retention Committee. The diagram below illustrates that recruiting and retention issues can be League, Canadian Forces or mutual responsibility.



The current priority for the Committee is the recruiting and retention of adult staff and volunteers – a League responsibility.

**Guidelines for the recognition adult volunteers**

All PC's and SSC's are encouraged to make a point of annual recognition of adult volunteers. The document, in French and English, entitled Recognition of Volunteers is appended at Appendix "A".

**2.2 New Terms of Reference for the Committee**

New Terms of Reference for the Recruiting and Retention Committee have been approved by the Board of Governors. The TOR's are appended as Appendix "B". Translation of the document into French is pending the National Office.

**2.3 Guiding Principles for Squadron Sponsoring Committees**

The Committee has prepared guiding principles for Squadron Sponsoring Committees. The document, in English and French is appended as Appendix "C".

**III NEW BUSINESS**

**3.1 Open House Recruiting Model**

Gary Winkleman provided a presentation on the philosophy and concept for an open house recruiting model used by a CO of a cadet squadron in Saskatoon. The concept is focused on overcoming the notion of air cadets being "the best kept secret by getting potential cadets and their parents in the door. Highlights of Gary's presentation are included as Appendix "D".

In the discussion following the presentation the importance of getting school support for the cadet program was emphasized. The availability of education credits for cadet service helps to get this support.

Some Newfoundland communities invite grade 6 students and their parents to annual ceremonial reviews and recognize their attendance.

**3.2 Survey of Parents of ex-Cadets**

A discussion was held on the potential of initiating a survey of parents of ex-cadets. The information that they could provide would be useful to understand what needs to be done to retain cadets, particularly since we have a problem unique to air cadets that 16 and 17 year olds are leaving.

During the discussion it was pointed out that the validity of the results may be questionable since opinions received would be second hand, and there was a reluctance to add another activity to squadron sponsoring committees

The concept of the survey was not agreed to by participants in the meeting.

**3.3 Development of a "Tool Chest" for Squadron Sponsoring Committees**

A "tool chest" will be prepared for use by squadron sponsoring committees. The tool chest will include templates for writing and presenting to prospective volunteers and cadets. An emphasis will be placed on training of adult volunteers.

It was pointed out that in each of the 12 regions in Quebec all volunteers must attend a 1 day training session, in the fall, prior to working with a squadron. CIC Officers are also invited. These training sessions are critical to ensure that volunteers understand their roles and responsibilities and the division of roles and responsibilities between the League and the Canadian Forces.

→ Other information pointed out during discussions were:  
Important sources for potential CIC officers are graduating cadets and retiring members of the Canadian Forces.

- Sources for squadron sponsoring committee volunteers include service clubs, parents of cadets, RCMP, volunteer placement agencies.
- It is important to get volunteers involve quickly
- It may be useful to meet with province wide agencies such as telephone companies and hydro companies to discuss the possibility of them providing incentives for their employees in rural communities to volunteer with the Air Cadet League

Key tools for the recruiting and retention of adult volunteers include:

- Training
- Frequent contact by the Provincial Committee
- Frequent contact with the Squadron Sponsoring Body
- Social functions at least twice a year. The key is to make working with cadets fun.
- Long service recognition

### **3.4 Development of a “Tool Chest” for Squadron Sponsoring Committees**

A discussion was held on the concept of recognizing cadets that are aging out.

- A Graduation Certificate is available in the Air Cadet League of Canada Shopping Catalogue
- Aging out cadets take the salute from the squadron after the Reviewing Officer has left the dais at the Annual Ceremonial Review.
- Career opportunities in the Air Cadet Organization should be discussed with cadets prior to aging out.
- A career management tool should be available in the toolkit
- Universities are a source of ex-cadets with summer employment opportunities an attractive benefit.
- The seed for future opportunities with cadets should be planted when the Service Medal is presented. The Service Medal should be a symbol of membership in something.

A proposal will be prepared from the Board of Governors and D Cadets regarding formal recognition of aging out.

## **IV CONCLUSION**

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

Additional members are required for the National Recruiting and Retention Committee

### **4.4 Adjournment**

The meeting adjourned at 12:00 hrs

**ANNEX “A”**

**Recognition of Volunteers**

- 1) Without volunteers many activities in a squadron would not take place. Knowing their work has been appreciated can encourage them to stay longer and perhaps do even more for the cadets. That is why it is important to say “Thank You” in a meaningful way. An earlier edition of NOTAM encouraged nominations for National and Provincial Honours and Awards and a similar message appears in the fall 2006 issue of Cadence for the recognition of CIC Officers. This bulletin, however, is about recognizing volunteers at the squadron level. It is neither policy nor a procedure, just some suggestions as to how to retain the volunteers currently helping out.
- 2) Volunteers give their time in a variety of ways, for example: running the canteen, driving cadets to and from events, publishing a newsletter, coordinating a mess dinner, helping with special events, assisting with summer course selections and promotion interviews, coordinating the Duke of Edinburgh’s Awards program, being a band master, a Web Master, a photographer or a media relations representative for the squadron and so on. They want the squadron to be successful and to be part of making that happen. Some squadron sponsoring committees recognize their volunteers on a regular basis, others do so occasionally and, sadly, some hardly ever.
- 3) Adding “Annual Volunteer Review” to a Things To Do list for a particular month can be a useful reminder. Nominations for National and Provincial recognition could also be considered at that time. Check the website ([www.aircadetleague.com](http://www.aircadetleague.com)) for those procedures. For officers in the Cadet Instructor Cadre (CIC) there is a range of Canadian honours and awards for which they can be nominated, including the Order of Military Merit. For civilians there are Provincial Orders and Volunteer Awards. In order to make this happen, however, somebody has to take time to prepare the nomination.
- 4) The criteria for squadron level recognition, however, are set by the squadron sponsoring committee in consultation with the Commanding Officer. It is decided locally and usually considers such things as; length of service, special merit or a combination of both. What form it takes is also a local decision but it does not have to be expensive. Examples from squadrons across the country have included: Crests – Certificates - Anniversary Books – Framed Letter of Appreciation – Large card signed by the cadets - Volunteer of the Year Award – Framed picture of the entire squadron members – squadron pin – pewter mug. Whatever is decided the award should convey what the volunteer has contributed to the squadron.
- 5) It then has to be decided when and where the presentation will occur. There are a number of options; a CO’s Parade night – Parent’s Night – Squadron Dinner – Annual Ceremonial Review – again this is a local decision. Arranging for a photograph to be taken will provide another memento for the volunteer being recognized and also potential for an article in the community newspaper.
- 6) A squadron sponsoring committee should also review the support received from local financial supporters and companies who also help by donating goods and services. Long-standing supporters also merit recognition.
- 7) And at the end of the training year when writing the annual report including the names of those who have been recognized, at whatever level, will provide a permanent record. Saying “Thank You. We appreciate what you have done for the cadets” can make the difference between a volunteer staying or leaving. In the words of the song: *“You don’t know what you’ve got ‘til its gone.”*

February 2007

**Reconnaissance des bénévoles**

- 1) À défaut de bénévoles, bon nombre des activités des escadrons n'auraient pas lieu. Le fait de savoir que leur travail est bien reconnu peut encourager les bénévoles à rester en fonctions plus longtemps et peut-être à en faire encore plus pour les cadettes et cadets. C'est pour cela qu'il importe de leur dire « merci » d'une façon valable. Dans des NOTAM antérieurs, il est recommandé de les mettre en candidature à des récompenses et titres honorifiques nationaux et provinciaux. Un message semblable a paru dans l'édition de l'automne 2006 de *Cadence* aux fins de la reconnaissance des officiers du CIC. Cependant, le présent bulletin vise la reconnaissance des bénévoles au palier de l'escadron. Il ne s'agit ni d'une politique, ni d'une procédure; il ne s'agit que de quelques suggestions sur les moyens de maintenir en fonctions les bénévoles qui aident actuellement les escadrons.
- 2) Les bénévoles font don de leur temps de différentes manières, comme par exemple en tenant la cantine, en conduisant les cadettes et cadets à des événements et en les ramenant, en publiant un bulletin, en coordonnant un dîner régimentaire, en aidant à la tenue d'événements spéciaux, en aidant à la sélection des participantes et participants aux cours d'été et aux entrevues de promotion, en coordonnant le programme de prix du Duc d'Édimbourg, en remplissant des fonctions de chef de musique, de webmestre, de photographe ou de représentant en relations avec les médias, et ainsi de suite. Ils veulent contribuer au succès de l'escadron. Certains comités de répondants d'escadron témoignent périodiquement leur reconnaissance à leurs bénévoles alors que d'autres la leur témoignent occasionnellement et, malheureusement, d'autres encore ne la leur témoignent jamais.
- 3) Il peut être utile d'ajouter « revue annuelle des bénévoles » à la liste des choses à faire du mois, en tant que rappel. Les candidatures à des prix nationaux et provinciaux peuvent être étudiées à cette occasion. Consultez le site Web ([www.aircadetleague.com](http://www.aircadetleague.com)) pour connaître la procédure à suivre. Les officiers du Cadre des instructeurs de cadets peuvent être mis en candidature à tout un éventail de récompenses et titres honorifiques, y compris l'Ordre du mérite militaire. Des ordres et récompenses provinciaux peuvent être attribués aux bénévoles civils. Cependant, pour que ces récompenses soient attribuées, il faut que quelqu'un prenne le temps d'établir une candidature.
- 4) Les critères de reconnaissance au palier de l'escadron sont établis par le comité de répondants de l'escadron de concert avec la commandante ou le commandant. Ils sont établis localement et comprennent habituellement des facteurs tels que la durée du service, le mérite spécial ou une combinaison des deux. La forme que prend la reconnaissance est déterminée localement et il n'est pas nécessaire qu'elle soit coûteuse. Des escadrons des différentes parties du pays ont décerné par exemple des insignes, des certificats, des livres d'anniversaire, des lettres de remerciements encadrées, de grandes cartes signées par les cadettes et cadets, des prix du bénévole de l'année, des photos encadrées de tous les membres de l'escadron, des épingles de l'escadron et des gobelets en étain. Quelque soit la récompense retenue, elle devrait indiquer la contribution du bénévole à l'escadron.
- 5) Il faut choisir la date et le lieu de l'attribution de la récompense. Les options comprennent la soirée de rassemblement de la commandante ou du commandant, la soirée des parents, le souper de l'escadron et la revue annuelle. Il s'agit d'une décision locale. Le fait de prendre les dispositions nécessaires pour qu'une photographie soit prise accroît le témoignage de la reconnaissance et peut engendrer un article dans le journal communautaire.
- 6) Le comité de répondants de l'escadron devrait examiner le soutien reçu des commanditaires locaux qui font don de biens et de services. Les bienfaiteurs de longue date méritent eux aussi une reconnaissance.
- 7) Et à la fin de l'année d'instruction, le fait d'inscrire au rapport annuel les noms des personnes ayant reçu un témoignage de reconnaissance à quelque palier que ce soit en constitue un état

permanent. Le fait de dire « merci, nous vous sommes reconnaissants de ce que vous faites pour les cadettes et cadets » peut être un facteur décisif entre le départ ou le maintien en fonctions du bénévole. Comme le disait la chanson, « *on ne réalise pas ce qu'on a tant qu'on ne l'a pas perdu* ».

février 2007

## **ANNEX B**

### **RECRUITMENT AND RETENTION COMMITTEE**

#### **TERMS OF REFERENCE**

##### **Authority**

The Recruitment and Retention Committee is a Select Committee, established by the Executive Committee pursuant to the provisions of the By-Laws of the Air Cadet League of Canada in accordance with powers vested by the Board of Governors. The Committee's role is to identify needs and opportunities for the League in the recruitment and retention of Cadets and the recruitment and retention of adults in the program.

##### **Responsibilities**

In carrying out its role the Recruitment and Retention Committee

- (a) provides a forum for the exchange of ideas related to recruiting, retention and local recognition of cadets and volunteers
- (b) works collaboratively with a participating Provincial Committee or committees to identify issues, challenges and concerns relating to recruitment and retention and to develop those into sound research projects
- (c) liaises with appointed representatives of the Directorate of Cadets on recruitment and retention;
- (d) co-ordinates a bi-annual review and report on the content of League training presentations;
- (e) reviews and reports on research and literature of relevance to League goals for recruitment and retention;
- (f) prepares written reports, for the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual Meetings of the Air Cadet League.

## **ANNEX C**

### **Guiding Principles for a Squadron Sponsoring Committee**

1. We strive for a high level of involvement from parents, guardians and supporters in collective efforts that make our squadron strong using newsletters, E-mail and telephone committees.
2. We provide awareness of the partnerships involved in the Air Cadet program by meeting the parent or guardian of a cadet at the time of enrolment.
3. We comply fully with Federal and Provincial laws regarding the privacy of personal information and maintain strict confidentiality with regard to the storage and non disclosure of related records

4. We develop fundraising activities separate and distinct from any requiring the participation of cadets while fully supporting them in their campaigns
5. We recognize our financial supporters and volunteers who have worked to make our squadron successful.
6. We maintain a record of all elections, assets and financial activities, which includes a quarterly statement of financial income and expenditures and complete all required reports in a timely manner
7. We promote community awareness of national, provincial and local organizations who generate interest and opportunities in aviation for cadets and our partnership with the Department of National Defence and their support and delivery of the Air Cadet Program
8. We uphold zero tolerance for any form of abusive behaviour and train everyone involved with the squadron accordingly
9. We proactively recruit qualified resource people from the community for all aspects of the program and ensure candidates are screened promptly and thoroughly.
10. We work to provide resources needed for optional activities to enhance the retention of serving cadets and attracting recruits to our squadron

2006 December 07

**Ligue des cadets de l'air du Canada**

**Principe directeurs du comité de répondants de l'escadron**

1. Nous nous efforçons de favoriser un degré d'implication élevé des parents, des tuteurs et des partisans dans les efforts collectifs qui rendent notre escadron fort, à l'aide de bulletins de nouvelles, du courriel et de comités d'appels téléphoniques.
2. Nous sensibilisons les gens aux partenariats que comporte le programme des cadettes et cadets de l'air en tenant une réunion avec le parent ou le tuteur de la cadette ou du cadet avant son enrôlement.
3. Nous respectons pleinement les lois fédérales et provinciales sur la protection des renseignements personnels et nous respectons rigoureusement les principes de la confidentialité dans la conservation des documents connexes et leur non-divulgaration.
4. Nous organisons des activités de collecte de fonds distinctes des activités exigeant la participation des cadettes et cadets sans discontinuer d'appuyer pleinement les campagnes de souscription des cadettes et cadets.
5. Nous reconnaissons les contributions apportées par nos bienfaiteurs financiers et nos bénévoles au succès de notre escadron.
6. Nous tenons des registres sur toutes les élections, tous les actifs et toutes les activités financières qui comprennent des états trimestriels des revenus et des dépenses et nous établissons tous les rapports nécessaires dans les délais impartis.
7. Nous favorisons la sensibilisation de la communauté aux organisations nationales, provinciales et locales qui éveillent l'intérêt des cadettes et cadets à l'égard de l'aviation, leur

donnent des possibilités dans ce domaine et font connaître notre partenariat avec le ministère de la Défense nationale et l'aide qu'il apporte à la mise en œuvre du programme des cadettes et cadets de l'air.

8. Nous ne tolérons nullement aucune forme de comportement violent et nous formons en conséquence toutes les personnes associées à l'escadron.
9. Nous recrutons activement des personnes-ressources compétentes au sein de la communauté aux fins de tous les éléments du programme et nous voyons à ce que les candidates et les candidats soient filtrés rapidement et soigneusement.
10. Nous nous efforçons de fournir les ressources nécessaires aux activités facultatives pour accroître le maintien en service des cadettes et cadets et attirer des recrues à notre escadron.

Le 7 décembre 2006

## **ANNEX D**

### **Open House Recruiting Model**

- 1) The concept is intended to overcome the notion of Air Cadets being the "best kept secret" by getting potential cadets and their parents in the door.
- 2) The focus is placed on getting in front of Grade 6 and 7 students in the schools..
- 3) An 8.5" by 11" wanted poster is prepared for each potential recruit. The poster outlines the potential rewards available in air cadets such as flying, gliding exchange visits etc.
- 4) The posters are distributed to grade 6 and 7 students at their school on the Friday prior to the open house event at the squadron. Approximately 15,000 posters were distributed with 800 showing up at the open house.
- 5) Parents and potential cadets are separated at the doors with parents provided with an overview of the air cadet program as well as volunteering opportunities. Cadets are provided with an overview of the program and potential rewards.
- 6) The recruiting campaign was capped based on the maximum number of cadets that can be accommodated in the squadron's facility. This objective was achieved. The line-up at the door on the first parade night after the open house was two blocks long.
- 7) New recruits were registered, issued a ball cap and t-shirt and assigned to a recruit flight.
- 8) Each new recruit was assigned to a Corporal "buddy".
- 9) A recruit training weekend was held, concluding with a graduation parade with their parents in attendance.
- 10) All training of the recruits was done by senior cadets under the supervision of officers. This provided an added benefit of the retention of senior cadets. All senior cadets were retained.
- 11) The squadron has a fairness policy with and establishes point system based on participation and achievement. Report cards are issued for all cadets twice a year.



**APPENDIX O – Report, Board of Governors**

**Attendees:**

Craig Hawkins – National President  
Michel Cataford – First Vice-President  
Jan Reidulff – Vice President  
Joe Johnson – Vice President  
Grant Fabes – Vice President  
Ken Higgins - Governor  
Tom White - Governor  
Bill Paisley - Governor  
Bob Robert - Governor  
Ralph Thistle – Governor  
Roger Dionne - Governor  
Bob Burchinshaw – Governor  
Lionel Bourgeois – Immediate Past President

**Staff:**

Jean Mignault  
Chantal Fauvelle  
Kim Banaszkiewicz

The Chairperson opened the meeting at 3:09 PM.

**1.4 New Agenda items:**

- |     |  |           |
|-----|--|-----------|
| 3.4 | Producing ROD's on time                | B. Robert |
| 3.5 | Effective date of the ACC 9 version 07 | B. Robert |

**Motion:** Agenda approved as amended above. Moved/ seconded B. Burchinshaw and G. Fabes  
**CARRIED**

**1.5 Motion:** Approval of Record of Decisions (ROD) Semi Annual Meeting, 2006.  
Moved/seconded by J. Johnson / K. Higgins. **CARRIED**

**Motion:** Approval of BOG ROD 28 April 2007. Moved / seconded by B. Robert / R. Thistle. **CARRIED**

**Amendments:**

**In the BOG Record of Decisions dated 28 April 2007, under 4.2 it read:**

“A competition was held in Central Region for the position of Cadet Advisor, LCol Tony Appels won the competition and will replace LCol P. VanHaastrecht”.

**Amendment is as follows and it should read:**

“A competition was held in Central Region for the position of RCAirOpsO (Regional Cadet Air Operations Officer). LCol Tony Appels won the competition and will replace LCol P. VanHaastrecht”.

**Motion:** Approval as amended. Moved/seconded by G. Fabes and R. Thistle. **CARRIED**

**Motion:** Approval of Executive Committee ROD May 24 2007. Moved/Seconded by G. Fabes and R. Thistle. **CARRIED**

**Motion:** (Procedural Motion) “That the BOG ratifies the Acts of the Executive Committee”.  
Moved/ seconded by J. Reidulff/ R. Thistle. **CARRIED**

**II. BUSINESS ARISING**

**2.1 Selections 2007**

Further information will come forward during the AGM when committee reports are presented. K. Banaszkiwicz alluded to the discussion and option of using a web based option for selections 2008. The Province of BC had one in place and it is reportedly very user friendly and can be easily programmed to be National. During the National Selections Committee meeting, Helen Brand (BC) demonstrated the web based option. All were in agreement that this would be a beneficial way to proceed for selections 2008. It was noted that this will not be approved by the current serving BOG – i.e. as reported by C. Hawkins. Electronic vote to be made for “web based option” for national selections next year since this is a pressing issue. The new BOG is the one who will make this decision. M. Cataford to bring it forward to the BOG meeting on Sunday.

**2.2 Member Registration & Screening**

To date, there have been 5,065 people screened. R. Thistle is looking for approval of the guidelines for rejection of candidates/applicants as presented by the Committee Chair. R. Thistle circulated these guidelines to all members. The need to differentiate between registration & screening and supervision of cadets was noted by R. Thistle. A question in regards to DND aiding in covering costs for screening was asked and it was reported that DND stated that they provided a grant increase to the League to cover screening costs, therefore they will not pay the cost to the PC's. The question “is national going to cover these costs” was submitted. C. Hawkins answered that we asked for \$15,000 and we were told to expect to receive at most \$7,500.

J. Johnsons was concerned that they (DND) are going to keep throwing this back at us that “it was included” in the \$80,000 Grant increase five years ago. M. Cataford noted that any costs related to screening you should be sending us to reimburse. L. Bourgeois asked if we could go back to the minutes they had completed and agreed to. He noted that we should hold them accountable to it. It was agreed by all present that we would like to take this forward and fight this.

B. Robert asked if we could make the next grant application include the cost of registration & screening. J. Mignault added that this was his intention. T. White also brought forward that postage is a serious cost issue as well. R. Thistle will go out to all of the PC Chairs and will ask them to forecast and anticipate yearly costs (break it down, provide criteria, equipment, storage) so that we can build a stronger case for the next Grant increase.

R. Thistle brought up the need to approve the guidelines as presented. All BOG members read the guidelines and the following concerns were brought forward:

G. Fabes mentioned that in the guidelines for rejection of candidates/applicants that the listing of cases is unacceptable but that each case is looked at on a case by case basis, he asked “is there anywhere that indicates who it is that reviews the files”. R. Thistle answered that it is the provincial screening coordinator. It was then asked should that be stipulated. R. Thistle answered “Yes it should be”.

B. Robert indicated that this resembles the CATO and that the CATO stipulates who is responsible. The wording “by the provincial screening coordinator” is to be added.

Discussion ensued about another point that is presented in the guidelines for rejection of candidates/applicants. There is a question that asks: “How many offences were involved”. All BOG members agreed to eliminate this one phrase as one cannot crystal ball this.

**MOTION:** That the guidelines for rejection of candidates/applicants be accepted and approved as amended. Moved/seconded by R. Thistle / J. Johnson. **CARRIED**

**2.3 IACEA Reunion**

M. Cataford reported that we put a plan together and sent it out to all those individuals that expressed interest subsequent to the April ad in the Air Force Magazine. We set a timeframe of June 1, 2007 as a registration deadline and received fewer than 10 registrations. 6 people registered in total. There were not enough people and it was cancelled.

M. Cataford reported that there was an interest. A letter was received from Mr. Ray Healey (IACE 1954) noting that he was disappointed that we did not go ahead with the reunion.

The IACEA has adopted a 60th anniversary crest that we will be offering to cadets. They were a direct ship to the National Office by IACE reps in Hong Kong. A sample was passed around the table for all to see and review. Is there a proposal that we do provide cadets with this for the 60th anniversary? The 60th anniversary crest will be placed in each cadet's folder that they receive when they are in Ottawa. Those cadets that are not in Ottawa will be given to the Escort Officer. M. Cataford mentioned that there is an IACE alumni whom are interested in events and asked how do we go about spreading and acknowledging that interest? The need to spread the word around was acknowledged. This will be discussed further in the coming year.

J. Mignault reported that R. Cleminson has been asked to talk to the IACE cadets this year. This stemmed from his full article which is to come in the next issue of the Air Force Magazine. All were asked to take a look at the article as it is an interesting read.

**2.4 AGM 2007 Winnipeg**

C. Hawkins congratulated J. Reidulff and the Manitoba Provincial Committee for pulling all the bits & pieces together for this year's AGM; despite some serious service issues with the Hotel. A job well done was extended.

**2.5 AGM 2008 Québec City**

The dates for our AGM 2008 in Quebec City are June 18 – 22, 2008 at the Hotel Clarion. It is also the 400th anniversary of the foundation of Quebec City. T. White brought forward once again that we should afford members the opportunity to take part in the spousal tours so that members can see the city that they are in. G. Fabes advised that they are looking into making the Friday afternoon shorter to allow for a tour next year.

**2.6 Policy & Procedures Manual**

J. Johnson advised that further information will be provided at the AGM on Saturday.

**2.7 Advanced Aviation Technology and Technical Courses 2007 Update  
TECHNICAL TRAINING COURSES (TTC)**

C. Hawkins presented that this course is moving forward. Georgian college will be hosting it. Accommodations are outstanding. C. Hawkins and LCol Gaboury (DCdts) will be coordinating a visit to the camp. C. Hawkins will provide a report on this visit. C. Hawkins to advise R. Thistle of the dates they plan to attend the camp as R. Thistle has expressed interest in attending as well. T. White asked about changing the name as it is lengthy. This is something the new BOG could think about and discuss.

In regards to the Technical Training Course, it was noted that that the bid was up on Merx (Government of Canada Public Tender information system). It will be interesting to see who will win the bid.

**2.8 100th Anniversary of Powered Flight**

The year 2009 will be the 100th anniversary of powered flight. The CAS (Chief of Air Staff) has established a Canadian flight secretary. We do not expect this to be in place until early 2008. They are currently hiring more people. They are preparing and proceeding to coordinate activities and events in 2009. They are focused on acting as the repository, act as a fundraising office and act in the execution of events – all with a common look & feel. There will be a centennial logo for speeches, websites and other promotional items that they intend to establish. These are initial tasks that they have been trying to liaise with internal DND personnel.

J. Mignault and W. Paisley had a meeting a few weeks back about this and it was mentioned that some volunteers provided two (2) options for the logo. A strategic Public Affairs plan will come forward shortly. We will continue to liaise with stakeholders, objectives and federal departments as required and will communicate any information.

It was suggested by W. Paisley that it would be more appropriate to have G. Fabes as our point of contact as he meets first hand with many of the stakeholder. It was noted that R. Jones (CAAHRA) has agreed to come up with large banners to be displayed at the CSTC's (cadet summer training centre's) outlining the significance of 100 years of powered flight. A poster contest was also brought forward as an idea.

C. Hawkins mentioned that we need to deem whether or not there is an interest for the poster contest and whether or not we have Effective Speaking topics related to it as well. If so, we need to advise members shortly so that squadrons have it by September.

G. Fabes, T. White and the Public Relations Committee agreed to come up with ideas. L. Bourgeois will not be in Quebec City next June. L. Bourgeois mentioned that we could have S. Putinski as a point of contact and once we come up with a plan we can then draw in some people to generate funds to help support it. C. Hawkins felt that it was a Training Committee issue.

W. Paisley mentioned once again that G. Fabes with his industry contacts may be ideal as well. G. Fabes mentioned that with this ad hoc committee we need to figure out what the "LEAGUE" wants to do and then feed it to industry. T. White will field suggestions from the Training Committee.

B. Burchinshaw brought up that there may be a tour around the world in an aircraft and he would like to see an AIR CADET on this tour! C. Hawkins said we could work through Gaston Cloutier on this and solicited ideas to formulate a plan and submit it. C. Hawkins reported that we will continue to follow this and develop this under the new Board of Governors.

**2.9 Birchall and Dale Scholarships**

J. Mignault spoke to Mrs. Birchall. She wants the scholarship to be \$8,000 and advised J. Mignault to take it out of her \$25,000 cheque. L. Bourgeois mentioned that the number of people applying is dropping and 0 were received from Quebec and this was a concern. Since DND dropped the \$1,000 cadet scholarship it does not come to mind for CO's to help their cadets apply for this one and that this should be looked at seriously. All agreed. B. Robert would like to put on the record that J. Mignault and C. Fauvelle-Erdogan will submit a report on the trusts from herein. BOG members were pleased to hear this.

**2.10 2007-2008 Communications Plan.**

The 2007-2008 communications plan has been distributed. It should have been received by all members via e-mail. L. Bourgeois deemed it as a good communications plan and asked the question "will the PC's recognize it and apply it at the squadron?" Feedback should go to L. Bourgeois.

**2.11 Fundraising appeal (Spring Mailing)**

The spring mailing has been completed and mailed. Almost 3,000 letters were sent last week. Returns are starting to come in. J. Mignault reported that we needed to do this mailing badly and offered that our mailing contacts are being depleted. J. Mignault offered his concern that we will need to seriously look at this in the future. J. Mignault is waiting to hear back from Dean Black (Air Force Association of Canada) for an insert in the Air Force Magazine mailing.

**2.12 Future AGM and SAM**

Serious concerns were raised in relation to the cost of or Semi-Annual (SAM) and Annual General Meetings (AGM). The task that was posed by C. Hawkins is to gather recommendations on how we can achieve economies on our business meetings without compromising the business and meetings that we conduct. J. Mignault recommended having only 1 meeting. C. Hawkins reported that ideas for cost cutting may be coming forward. C. Hawkins opened the floor to gather opinions from the BOG: (opinions noted below):

T. White mentioned that we could cut on costs by using video-conferencing. He offered the Selection Committee using video-conferencing to share and show the potential web-based database that we are hoping to implement for 2008 as an example. He explained that those individuals whom are involved in the selections process don't come to the SAM. It would be beneficial if we could do video-conferencing so that all individuals concerned with selections can participate in the workshop without being at the SAM. This would save on cost.

B. Robert's preference of cost cutting would be to reduce the Annual General Meeting to 2.5 days. Thursday late afternoon, Friday Effective Speaking and then cut out open forum. Cut out reports since reports will be in the book anyhow and have members on their way early Sunday morning.

Reducing by one day was an idea that was brought forward. R. Dionne asked if we could drop one day from Québec City and the Effective Speaking Committee reported that they could cut their meeting time to one hour.

J. Reidulff mentioned that the effective speaking competition at the AGM is nice but is it the best time to do it? Is there a better way to do it? Effective Speaking cadets purport that June is not the best time due to exams and proms. Effective Speaking should be at the SAM. This was brought forward as consideration.

C. Hawkins mentioned that some brought forward to move the AGM back a couple of weeks into the month of May.

B. Robert mentioned about the budgets and financial statements. He mentioned that we could change the year end but this would not be conducive with the military year end.

M. Cataford mentioned that maybe the SAM should be limited to the BOG, PC Chairs and Executive Committee only. The others should meet by other means of communication throughout the year.

M. Cataford mentioned that we could fit the cadets in on Thursday and leave on the Saturday for the Effective Speaking Competition during the AGM.

G. Fabes brought forward that we should keep the SAM and AGM but slim down on the amount of time devoted to certain items that won't detract from the business being

completed. He purported that the social aspect is important to the business of the League.

C. Hawkins mentioned that we cut cost down by getting rid of the little gifts at the table and not three bottles of wine at the table etc. It was asked if we could billet cadets with host families for the Effective Speaking competition. Atlantic region does not allow this.

C. Hawkins mentioned that we see the value in having the SAM & AGM. He mentioned that we see the value of our AGM's in different provinces and believes that it is possible to change the format by having less time and having the onus on the committee to do and complete more work within their own parameters. Members nodded in agreement.

C. Hawkins coined the term "Keep the must have's and have the 'nice have's' go". J. Mignault goes on record and stands by his paper that one meeting a year is sufficient. J. Mignault challenged members to do a cost benefit analysis. Are the ROD's worth \$30,000? If our other resources continue to decline we cannot continue on the luxury of continuing this way. It makes sense to centralize the meetings in Ottawa.

B Robert disagreed and mentioned that there is much value and benefit to traveling around the country and that there is also cultural benefits as well. Cornwall and Belleville locations were posed as options.

K. Banaszkiwicz asked as to whether or not there would be support for cutting such costs (i.e. cookies and desserts from the SAM as an example). All agreed.

K. Higgins asked if we could revisit this on Sunday morning to serve notice of revenue decreases and that we raise the "red flag" to members that some of these cost cutting measures is a distinct probability.

C. Hawkins agreed and mentioned that we need to look at the economies that we have identified. We have to work smarter, not more expensive. If we cut these costs, we could still keep the AGM in different provinces. L. Bourgeois mentioned that he would hate to lose the SAM when all the new PC chairs are coming in. J. Johnson mentioned that every second year is also an option as well.

G. Fabes mentioned that we could also look at corporate sponsors to sponsor a luncheon or a dinner or the audio-visual, etc. It is an avenue that certainly should be explored.

C. Hawkins reported that we would continue discussions on this serious issue.

## **2.13 Effective Speaking Competition**

R. Dionne reported that there are 5 themes for next year and this will be relayed at the AGM. They are the same topics as 2003:

- a. Canadian making a difference;
- b. Vimy Ridge (need to work on wording was noted);
- c. How cadets influences my life;
- d. Canada's contribution in Aerospace; and
- e. 100th anniversary of powered flight in Canada.

C. Hawkins asked if we could add another topic. R. Dionne purported that there are these 5 topics.

R. Dionne reported that there is a new chair of the committee. Mrs. Gladys Jarvie will be the next chair for the Effective Speaking Committee at the National level. She is well prepared and knows her stuff and has been on the committee for a number of years and

will work with S. Putinski to update all of the topics which will need to be placed on the website.

A sincere thank you was extended to R. Dionne with applause for all of his efforts to date with the Effective Speaking Committee. R. Dionne mentioned that the CAP cadet may Americanize his way of thinking and we will see what he will deliver tomorrow morning. He will complete the impromptu speech as well. He will participate in the last position. He will not be scored by the judges. It is hoped that having him participate in our competition here in Canada that this will facilitate them in perhaps leaving with starting the same competition in the United States. R. Dionne reported that it will NOT be an international competition. We also have 1 cadet participating from the North (Yellowknife). This was very exciting news and all are eager for tomorrow.

**2.14 Royal Canadian Legion Air Cadet of the Year**

L. Bourgeois mentioned about the problem with provinces submitting a name this year. L. Bourgeois mentioned that the final solution is to take the top files that reach Ottawa from the IACE. L. Bourgeois mentioned that we could look at these files as numbered sequentially and make sure that we have at least 1 cadet from each province in the final. Those top files would then be brought to the AGM in June. Photocopies would need to be made by National as we do not have possession of the files at this time. K. Higgins brought forward that they want to see an outstanding cadet. We have increased the difficulty level by implementing this. It was mentioned that we would need to remove those cadets that would age out by November 11th, 2007. J. Mignault reported that this is almost every IACE cadet as it is usually their last summer camp. K. Banaszkiewicz supported J. Mignault with his statement.

In the PC Chairs meeting earlier today, C. Hawkins asked the PC chairs to bring forth criteria to the Honours & Awards committee. They may come up with a set of guidelines as well.

**MOTION:** that we approve the process for the Honours and Awards Committee to make the selection for the RCL Cadet of the year by selecting from the top candidates from IACE that are put forward that year; whom do not age out before November 11 of the coming year. Moved/ Seconded by L. Bourgeois / J. Reidulff **CARRIED**

**2.15 ATAC Awards**

G. Fabes thanked J. Mignault for attending and presenting the cheque. For those that are curious, in the MOU that was signed at the SAM it was reported that ATAC would give 2 bursaries for continuation flying and they will only write the cheque to the flying school. It is part of the Pilot Training Achievement Awards but it is selected outside of those criteria as ATAC wants it presented at their annual meeting in the province that it is held (i.e. similar to us where they hold their meeting in a different province each year).

**2.16 2006/07 Financial Statements**

B. Robert proceeded to speak about our audited financial statements. B. Robert reported that it was dated 16 May 07 but were only received a couple of days ago. J. Mignault mentioned that it is the date of his last subsequent audit. Page 1, general fund the grant stayed the same. There is a deficit of \$35,036.00.

J. Mignault reported off the top of his head that the Trust Funds have a net increase of \$22, 000 and change. The deficit that had been budget originally was \$24,000. We are \$11,000 from the bad for the general funds. B. Robert mentioned that the move, IACEA resulted better than budgeted. J. Mignault reported that our catalogue sales were down. This has had an impact and \$14,000 moving expenses not budgeted plus Registration & Screening costs not budgeted also contributed. The SAM and AGM costs were higher than budgeted also.

J. Mignault reported that we are almost par with fundraising, however, still short \$20,000 on budget for fundraising. J. Mignault reported that our Grant request will be completed once we get back. This is also cause for the cash flow problem.

K. Banaszkiwicz to complete the enormous amount of paperwork to get this money once we return. No questions and or comments were brought forward.

**MOTION:** That the BOG receives and approves the Financial Statements to be presented at the AGM on Saturday. Moved/ seconded by B Robert / L. Bourgeois.  
**CARRIED**

**2.17 Review Changed budget for 2007/2008**

B. Robert acknowledged that all BOG members should have the revised budget. This is for year end 2008. B. Robert mentioned that we had significant variances and requested that the BOG look at the revised budget and salaries expenditures. The AGM and SAM are the problems that we know about, revenue that used to be counted on by member dues are now non-existent and the one item that pushes on the deficit is the revisions of the P&P manual and the translation of it. J. Mignault mentioned that our translation costs increases the deficit as well. J. Mignault will ask for an increase in the grant arrangement.

J. Mignault does much translation on his own and this was noted. B. Robert referenced that this is the honest situation and we have to pay attention to see if we can be more efficient in what we do. M. Conway and her ideas on fundraising plus the AGM/SAM discussion should be more of a focus. This is the 2nd year in a row that we show a deficit. We are losing liquid assets and need to stop this and get back onto the right track where we have a 1 year operating deficit. B. Burchinshaw asked if it is time to ask PC's for \$1.00 per cadet. It was noted to keep this in mind.

**MOTION:** That the BOG approves presenting this budget at the AGM.  
Moved/ seconded by B. Robert / W. Paisley. **CARRIED**

**2.18 Reappointment of Boyer & Boyer – auditors for 2007/2008**

B. Robert still feels that we are getting great service from Boyer & Boyer. He would like them to look at better timing, at least 30 days prior. B. Robert asked that J. Mignault and C. Fauvelle-Erdogan ensure that this is followed for next year.

**MOTION:** It is recommended that we continue with Boyer & Boyer as our auditors for 2007-2008. Moved/seconded by B. Robert / R. Thistle. **CARRIED**

**2.19 Topics for the 2007-2008 Effective Speaking Competition**

These were noted above and will be presented at the AGM and posted on the website by S. Putinski.

**III NEW BUSINESS**

**3.1 Deemed on Duty**

All agreed to wait until the presentation from Colonel Perron before they tackled on this issue. The issue of course being the question: "what are we going to do about Squadrons and cadet corps that participate in summer activities"? Squadrons and corps that participate in Canada Day festivities were provided as an example. How will these work under the new deemed on duty framework? BOG members agreed that we need to demonstrate that they will run out of paid days. The BOG will need to have a short board meeting after the presentation from Colonel Perron. L. Bourgeois is concerned that we are left with a system where League people and unpaid CI's cannot supervise cadets and there is a real problem with cadets doing activities outside of the weekly training night. R.



Dionne mentioned that this is political and that we should react to politicians. L. Bourgeois and B. Robert mentioned that this is a legal issue. All agreed that we need to hear what is presented by Colonel Perron and prepare to respond later.

**3.2 Participation of GPS & PPS graduates in ACGP.**

B. Paisley reported that it has been a couple of years that we have had a problem keeping our graduates in the gliding program. He reported that the reality right now at least for 3 gliding centers; is that they closed due to lack of staff. He also reported that there is a great possibility that prairie region will not be able to train quota this year due to lack of staff as well. This is a serious concern.

Action must be initiated to attempt to motivate and encourage these graduates so that they eventually become instructors. After the SAM; W. Paisley asked for suggestions to accomplish this aim. Many comments from PC's were received. The initial response from BC was that they were in the process of surveying cadets to try and explore a way of rectifying this very problem. We received in the last couple of weeks a number of good recommendations, short, medium and long term, many of them require major input from our military partners.

There are however several recommendations that are within our reach of taking action on, some of these are:

a. Review the PTAA awards and review the form.

The gliding centre should place comments on the form as well as having the CO and SC chair put comments. There is also a marking guide and it is the National Flying Committees recommendation that they review those criteria to ensure adequate weight to those cadets that properly display motivation and interest.

b. Possible changes in the selection process for GPS & PPS.

At the moment these two (2) national courses do not get a weighting factor from the CO – motivation/interest is assessed at the interview boards. We feel that the best person to see and recognize their motivation is that of their unit CO. It was proposed to have unit CO's write a letter of recommendation as they do for the International Air Cadet Exchange candidates. Others offered disagreement to this proposal as the CO does rank their power and glider cadets in order before the boards. Some feel that CO's are taking their motivation/interest into consideration when they are ranking these cadets. Those cadets that have the highest flying scholarship mark or higher weighting at the unit would be a good indication that those cadets are the ones whom are most interested/motivated. These are some items that the League can do.

Compliments were made to the personnel in BC who took the initiative to run a special one week upgrading course for potential instructors during spring break. For this reason Pacific region is fine for Instructors. They also came up with money to provide bursaries when a cadet reaches front seat familiarization status: \$150, \$200 and \$250 when they reach instructor status. They have done much work. W. Paisley would like the National Selection Committee to look at the selection process and see who is assessing motivation. W. Paisley would like us to review the application form for the PTAA and marking guide. The form for the Pilot Training Achievement Awards will be modified to include the above suggestions. W. Paisley will forward the new form suggestions to K. Banaszkiewicz once agreements on the changes have been reconciled. All members agreed.

5:05pm – joint dinner with PC Chairs. Adjourned

**3.3 Proportionate Funding Formula for League Grants**

J. Mignault mentioned that the suggestion and proposal for a proportionate funding formula was included in the meeting book and supporting materials. J. Mignault explained that there was little point in bypassing the other two Leagues' to get "buy-in" from them. J. Mignault advised the BOG that he would approach the Executive Director for the Army League and Navy League respectively to discuss this topic further. L. Bourgeois asked what was wrong with our paperwork that does not allow us to receive more than the other two Leagues'. This question was answered by J. Mignault where he indicated that there was nothing wrong with the paperwork. He advised the BOG that this is what DCdts deemed and decided four years ago and they treated all three (3) Leagues the same. The finance committee has supported the pursuit for proportionate funding. The Chair of the Finance Committee, B. Robert, added that the BOG should motion this and provide direction to the Executive Director. All BOG members agreed that the current situation was unacceptable.

**MOTION:** That our National President, M. Cataford along with the Executive Director, J. Mignault is to meet with the other League President's and Executive Director's to explore proportionate funding. Moved /seconded by B. Robert / W. Paisley. **CARRIED**

Direction was given to J. Mignault to coordinate a time between all 3 Presidents's.

**3.4 ROD's on time.**

A reminder was made to staff that ROD's are used as a record for archives and confirm tasks that are assigned at a meeting. It was noted that ROD's need to be produced as soon as possible. A suggestion was made that ROD's could be disseminated via e-mail, go through corrections that may be necessary and then they may also be approved by e-mail to save time at meetings. This suggestion was proposed by B. Robert. L. Bourgeois suggests that we make condensed minutes. A strong recommendation that minutes and ROD's be produced within two weeks was brought forward.

**3.5 Effective date of the ACC 9 version 07**

B. Robert reported that Ontario refused to begin using the new ACC 9 version 07. B. Robert also reported that Ontario felt that the beginning date of September 1, 2007 was never approved. B. Robert feels that this start date was well understood and that the deadline date was indeed approved. B. Robert likened to make another motion so that the exact date is followed and agreed to by all.

**MOTION:** The BOG reiterates that the effective date of the new ACC 9 version 07 is that of September 1, 2007. Moved /seconded by B. Robert /L. Bourgeois. **CARRIED**

All BOG members re-approved the ACC 9 (07) for Sept 1, 2007.

**Meeting adjourned at 8:43pm.**

**APPENDIX P – Report, Advisory Board and Nominating Committee**

**1) Nominating Committee**

The Nominating Committee met at the Semi-Annual Meeting, and it conferred with as many potential Executive Committee and Board of Governors candidates as possible. Subsequently, and after a substantial exchange of e-mail correspondence, the following slate of nominees was agreed, and is submitted for consideration/approval of the members :

*BOARD of GOVERNORS (16)*

*EXECUTIVE (6)*

President	Michel Cataford
First Vice-President	Jan Reidulff
Vice-President	Joe Johnson
Vice-President	Grant Fabes
Vice-President	Bob Robert
Immediate Past-President	Craig Hawkins

*GOVERNORS (10)*

Governor	Bob Burchinshaw
Governor	Marlene Conway
Governor	Roger Dionne
Governor	Ken Higgins
Governor	Keith Mann
Governor	Maurice Murphy
Governor	William Paisley
Governor	Ralph Thistle
Governor	Thomas White
Governor	Charles Verge

*HONOURARY OFFICERS (4)*

Honourary President	Robert G. Dale, DSO, DFC, CD
Honourary Treasurer	James G. McKeachie
Honourary Secretary	André O. Dumas CD
Honourary Solicitor	Stewart Clyne, QC

*HONOURARY MEMBERS (9)*

The Honourable	Lincoln Alexander, OC, CC, K St. J, O Ont, QC
Mrs.	Kathleen Birchall
Brigadier General (Ret.)	William Buckham, CD
Brigadier General (Ret.)	Ronald Button, CD
Lieutenant General (Ret.)	David N. Kinsman, CMM, CD
Mr.	Rhodie Mercer, QC
Major General (Ret.)	Robert L. Mortimer, CD
Flight Lieutenant (Ret)	Herbert H. Spear, CD
Major General (Ret.)	John A. Stewart, CD

*MEMBERS-AT-LARGE (Maximum of 3)*

Nil

**2) Advisory Board**

No Committee Report was received from the Chairperson for inclusion in the AGM 2007 ROD.

**APPENDIX Q – Honours and Citations**

**2007 Honours & Awards Citations**

**CERTIFICATE OF HONOUR**

**Edward deCaux (MB)**. Ed has been a dedicated League member for the past eight years since his retirement as Deputy RCO for the Prairie Region. His dedication resulted in immediate appointment as a Manitoba Provincial Committee Director and member of the executive. He was elected to Chair the MPC from 2001-2006 and has been a National member since 2000. He continues to provide exceptional service to the League. For his dedicated support and hard work Ed deCaux is awarded the Air Cadet League of Canada's Certificate of Honour.

**MAUREEN DROLET (SK)**

Maureen is a long time director with the ACLC – Sask. Provincial Committee. She has worked tirelessly as League Representative with #34 Sqn and more recently with # 703 Sqn in Regina. Her dedication as a League Rep. has helped these squadrons flourish. Over the years, Maureen has helped the Saskatchewan Provincial Committee fundraise a large amount of money as Car Draw Chairperson and as the clothing sales coordinator. Maureen has (and continues to be) a primary organizer of the annual ACLC –SK Annual General Meeting. Maureen also chairs the Awards and Honours Committee for Saskatchewan. For her dedicated support and hard work Maureen Drolet is awarded the Air Cadet League of Canada's Certificate of Honour.

**MILTON GLAICAR (SK)**

Milt has worked tirelessly as a Director with the ACLC – Saskatchewan Provincial Committee for many years. During this time, Milt has acted as a League Representative to six Air Cadet Squadrons that operate in the Eastern part of Saskatchewan. He has given of his time generously and offered sound and sage advice to the Sponsoring Committees of these squadrons over the years. The Saskatchewan Provincial Committee wishes to comment and thank Milt for his ongoing efforts. For his supervision of six (6) Squadrons, the ACL is pleased to award its Certificate of Honour to Milton Glaicar.

**WAYNE GOLDFINCH (SK)**

Wayne has been a dedicated Provincial director for over a decade. He has been a dedicated League Rep for # 568 Squadron and has chaired Provincial Committees including Curling and the especially demanding Camp Saskadet. Wayne has chaired numerous League Area and Training Meetings and has generously offered his advice and help in training new directors for the Provincial Committee. For his efforts in support of League Training in Saskatchewan, the ACL is pleased to award its Certificate of Honour to Wayne Goldfinch.

**KEITH MANN (AB)**

Keith Mann has been highly involved in business, community, and athletic affairs for many years. This has included dedicated leadership and support of Royal Canadian Air Cadets in Alberta for more than 17 years, where he has served at all levels from his initial involvement as a member of a Parents Committee, to Squadron Sponsor Chair, League Representative, Area Director, Provincial Executive, and, for the past four years, as Chair of the Alberta Provincial Committee. Keith Mann has continuously exhibited great pride in belonging to the Air Cadet Movement, and he has continuously sought to educate people about how great our youth can be. In recognition of his enthusiasm and effort, the Air Cadet League of Canada is pleased to present Keith Mann with its Certificate of Honour.

**ED STATHAM (NB)**

Ed is a dedicated supporter of Air Cadets. He has taken on various support roles at great cost of time and effort. Ed is always ready to spend the time and energy required to actively support Air Cadets. He has been a very positive asset to the New Brunswick Provincial Committee. His

positive attitude and willingness to participate in all cadet activities is commendable. For his continued support to the New Brunswick Air Cadets, Ed Statham is awarded the Certificate of Honour.

### **DOUGLASS G. SUTHERLAND (BC)**

Douglass Sutherland began his association with the Air Cadet League of Canada more than 50 years ago when he served as a cadet in the Red River Squadron in Manitoba. His active support of the Air Cadet Movement commenced when his two sons joined 655 Richmond Squadron in British Columbia. After serving in a number of positions within the 655 Squadron Sponsoring Committee, he was invited to join the BC Provincial Committee in 1997. Since then, he has held many executive portfolios, including that of Treasurer, Vice-President (Corporate Affairs) and he is currently the Provincial President. He is also a National Member, and he serves on the National Finance Committee.

Mr Sutherland's contributions have been exceptional in all respects, and they have clearly demonstrated his dedication and commitment to the Air Cadet Movement. Well-known for his dependable and efficient contributions at both Provincial and National levels in the fields of administration, incorporation, finance, insurance, course selection, and privacy issues, he has proven himself to be the consummate volunteer. Accordingly the Air Cadet League of Canada takes great pleasure in awarding its Certificate of Honour to Douglass Sutherland.

**COL (RET) TED TAYLOR (ONT)**. Ted Taylor was Executive Director of the Ontario Provincial Committee from 1995-97. As ED, he established sound practices, coordinated the move of the three League Offices from CFB Downsview to 4900 Yonge Street, and established the OPC on the Internet, amongst other accomplishments. After relinquishing the ED position, he became an OPC Director and served as a strong Deputy Area Vice-Chair for York-Durham-Scarborough, from 1998-2003. He coordinated the National Course interview Boards at 4900 Yonge Street (25-30 GTA Squadrons), for five years and, seeing the need, Ted also took on the self-appointed task of refurbishing, engraving and set-up of the tremendous number of trophies and awards handed out at the OPC Annual Conference, from 1997-2004. He continues his stalwart support in support of the League and is most deserving of a Certificate of Honour.

### **President's Citation**

#### **ROD JONES, ONT.**

Rod Jones is Executive Director of the Ontario Aerospace Council and serves as Chairman of the Canadian Aerospace Associations Human Resources Alliance. He is a former Air Cadet who earned his Power Pilot Wings and participated in the Air Cadet International Exchange. Along with several Air Cadet League members, he was one of the first to realize the potential mutual value of a relationship between the Air Cadet Movement and the Aviation and Aerospace community. Over the past several years he has been the industry catalyst for bringing the parties together – initially to sign a Memorandum of Understanding – and since then, to identify the needs and contributions of each side of this new partnership. CAAHRA, with the leadership of Rod Jones and the participation of other aviation and aerospace groups, has the capacity to significantly raise awareness and introduce Air Cadets to fulfilling educational and career opportunities, while generating material, personnel and financial support to sustain and enhance the Air Cadet Program, together with the League and DND. His dedication and persistence warrants a rare award of the Presidents Citation to a non ACL person.

#### **MGEN WILLIAM G. (BILL) PAISLEY, CMM, CD (RET'D), (ONT.)**

Bill Paisley is a respected member of the Air Cadet League of Canada and has served in many capacities, both provincially and nationally, over almost two decades. He has served as a National and Provincial Governor, Provincial Chairman, Chair of the National Flying Committee,

and as a Director and Treasurer at the local level. He is still the Assigned Director for two Squadrons in Eastern Ontario. Bill has always encouraged the growth and betterment of the Air Cadet Movement, by chairing such committees as Aviation Review and Growth & Retention. As Co-Chair of the Aviation Review Committee, he conducted a year-long review of all aspects of the Air Cadet Flying Program, which will shape the outcome of our support to that program for years to come. In the growth and retention area, Bill has donated an annual award for those units that excel in the recruiting of Cadets. For his many years of competent and dedicated service and support, he is awarded a President's Citation.

### **Life Member Air Cadet League of Canada**

#### **Don Gladney (NL):**

Don Gladney was born and educated in St. John's Newfoundland. He has now been continually involved with the Air Cadet Movement since 1949.

His involvement started when he enrolled in 508 Squadron as a Cadet. Following his cadet career he was enrolled in the RCAF Primary Reserve as a Flight Cadet. He served with 508 Squadron as a Supply Officer. In 1955 he was commissioned and continued with 508 Squadron as Adjutant.

He then served with 10 Wing as Adjutant, with 514 Squadron as Adjutant and Commanding Officer. His last "uniformed position" was as CIL Officer (Air) Newfoundland and he was promoted to Lt. Colonel, a position that he held for three years.

He became very involved with the Newfoundland Provincial Committee in 1972. He served as Provincial Vice Chairman for two years and was then for three years Provincial Chairman.

He was also an Honorary Aide de Camp to the Lieutenant Governor of the Province for seven years.

He was elected Director of the Air Cadet League of Canada in 1973. In 1984 he was elected to the National Executive Committee. Was elected Vice President in 1989 and then at the 50<sup>th</sup> Anniversary meeting in 1991 he was elected First Vice President. In June 1992 he was elected National President of the Air Cadet League of Canada and served in this position until June 1993.

At present, he is a member of the Advisory Board of the Air Cadet League of Canada.

He has been awarded the Canadian Forces Decoration with Clasp, Queen Elizabeth II Jubilee Medal, the Canada 125<sup>th</sup> Anniversary Medal and the Queen's Diamond Jubilee Medal.

**For his 59 years of dedicated service to the Air Cadet League of Canada and the Royal Canadian Air Cadets, Don Gladney is awarded Life Membership in the ACLC.**

### **OFFICER OF THE YEAR**

**MAJOR DAVID KERR (BC)** became involved with the Air Cadet movement as an air cadet then volunteered as a civilian instructor and served in this capacity from 1978 to 1987. In 1988, he enrolled in the Cadet Instructors List and served initially as Training Officer then became the Commanding Officer of 259 Squadron.

In 1992, he was asked to start a satellite squadron in Summerland, B.C., which he successfully accomplished while remaining Commanding Officer of 259 Squadron until 1995. Because of military staffing shortages, Captain Kerr was appointed the interim, then substantive Commanding Officer of 902 Summerland Squadron.

## **2007 Annual General Meeting – 16 June 2007**

---

Captain Kerr's consistently strong and exemplary support for youth and cadet activities in Penticton earned him a nomination in 2001 for JAYCEE's Man of the Year. In 2003, his outstanding service record was recognized by the BC Committee and he was awarded a Provincial Presidential Citation.

In 2003, Captain Kerr was promoted to Major and appointed Area Cadet Instructor Cadre Officer (ACICO) for the Okanagan Wing. As the ACICO, he is frequently called upon to resolve squadron staffing, administrative and operational problems.

In 2003, he assisted with the startup of 909 Peregrine Squadron in Westbank, B.C. and in 2004, he assisted with the startup and organization of 841 Boundary Squadron in Grand Forks. He was acknowledged by the ACL's Okanagan and Kootenay Wing Chairs as being a critical factor in the success of these new squadrons.

Again, Major Kerr was called upon in 2004/2005 to act as the Commanding Officer of 902 Squadron in Summerland and in 2005/2006 he was required to do the same for 243 Squadron, Kelowna, while still carrying out his ACICO duties. During the 2005/2006 training year, he was also required to provide mentoring to a young designated Commanding Officer at 223 Red Lion Squadron in Vernon, B.C.

The Air Cadet League is proud to have an Officer of the caliber and dedication of Major David Kerr to select for its 2007 Officer of the year.

### **ACL Certificate of MERIT- 2007**

#### **MARGARET (MARG) BROMLEY, ONT.**

Marg Bromley began her association with the Air Cadet Movement in Ontario in 1978 and, since that time, she has continuously served in a variety of Cadet Instructor Cadre and Ontario Provincial Committee positions, including Squadron Admin O, Squadron CO, SSC member, OPC Director and Area Vice-Chair. Throughout these years Marg has worked closely with Air Cadet Squadrons in three different OPC Regions, and she has amassed an impressive record of unbroken service that attests to her remarkable dedication and selfless commitment toward the Air Cadet Movement. In recognition of her long-standing contributions, she was named a Life Member of the OPC in 2002. Notwithstanding recent ill health, and despite her decreased mobility, Marg remains committed to working with her Assigned Squadron in Orillia for as long as she can visit the Squadron on a regular basis. This determination clearly reflects Marg's exceptional devotion to the Air Cadet Movement that she has repeatedly demonstrated throughout the past 29 years and deserves ACL recognition by the award of a Certificate of Merit.

**MR RICHARD BROOKS – QC.** When 5 Cyclone Squadron was being formed in Russell, Ont, many parents came forward to help the unit, but they needed a Chair person. Mr Brooks was approached to fill in for six months while the Squadron was organized and a new chair could be found. He did an excellent job, on accommodation, funding and recruiting cadets. With a Squadron of 50 Cadets, they raised \$10, 000 in their first tag day. His first Annual Review included the Minister of National Defence and the League President to great reviews. For his exceptional abilities and hard work, Richard Brooks is awarded the ACL Certificate of Merit.

#### **MARLENE CONWAY, ONT.**

Marlene Conway has brought her innovative business skills and tremendous energy, which were recognized by a Premier's Award from the Association of Colleges of Applied Arts and Technology of Ontario, to the service of the Air Cadet League. She was a successful Sponsoring Committee Chair with 611 Squadron in Dunnville and helped the Commanding Officer to revitalize that Squadron. After serving as the Assigned Director for two Squadrons in the Niagara

Area, Marlene joined the OPC Board of Governors as Finance Committee Chair, and later as Treasurer, and has worked to increase the sophistication of the OPC's financial management and information provided to stakeholders. Most importantly, Marlene was one of the first to seize upon the potential mutual value of a relationship between the Air Cadet Movement and the Aviation and Aerospace community; and became a key player in developing the Memoranda of Understanding with CAAHRA and CAMC. She continues to forge the alliance and was part of the team that recently obtained government funding to establish dialogues between the parties across the country in order to realize the full benefits of the MOUs. Her successful work in this critical area warrants an ACL Certificate of Merit.

### **JEAN ÉMOND (ONT.)**

Jean Emond has given over a decade of service to the Air Cadet League of Canada. He was the Treasurer of 330 Squadron in Toronto for seven years and returned to that role last year on special assignment by the OPC Chairman. His principal contribution as OPC Treasurer and member of the Board of Governors for four years, and in the period since, has been his pioneering work on the Annual Financial Reporting form, known as the ACC-9. Jean not only developed an Excel-based bookkeeping application that generates an ACC-9 and Canada Revenue T3010, he also created an OPC Sponsoring Committee Treasurer's Handbook and a Help Guide for the electronic ACC-9 package to assist Squadron Treasurers. As OPC Treasurer and in his new role as OPC Financial Compliance Officer, Jean has donated thousands of hours and travelled to all corners of Ontario to assist Squadron Sponsoring Committees in compiling and correcting their financial records. His expertise and hard work in financial administration warrants the ACL certificate of Merit.

**MICHEL HÉBERT – QC.** In addition to his role as Provincial Committee Coordinator for the Monteregie Region and responsibility for the production of database software for National Selection Courses and provincial office routines, this year Michel has devoted countless hours to the creation, development and implementation of a new Quebec and Ottawa Valley Provincial committee web site – launched in March 2007. For his services and dedication in starting up the new website he is awarded the ACL Certificate of Merit.

**CLAUDE LAFERRIÈRE-MB.** Claude was a member of the parents Association 170 (St. James) RCACS Winnipeg 1998-2000, Chair 170 Parents Assn 2001-2006. As such he has been the mainstay and driving force behind the strong support for the St. James Squadron. He has been a powerful leader in one of Manitoba's most efficient Squadrons and has inspired the development of one of the leading Air Cadet programmes in Manitoba. For his dedication and leadership Claude Laferriere is awarded the ACL Certificate of Merit.

**ROY MOIR – MB.** Roy was a member of the 249 Sqn Parents Association 1999-2000. Then Chair 2000-2003. A member of the MB PC BOG 2003-2005 and Chair 249 Squadron 2005 to present. Through his dedicated leadership 249 Beausejour Squadron has grown into a leading youth programme in the area. For his dedicated and successful services he is awarded the ACL Certificate of Merit.

**MR DOUG ROGERS. MB.** Doug was a member of the Parents Association 176 (Boeing of Canada) RCACS Winnipeg 1998-2001, Chair 176 Parents Assn 2001-2003, Chair 176/199 RCACS Parents Assn 2003-2005 and Chair 199 (St Vital) RCACS 2005 to present. He has been the mainstay and driving force behind the strong support from Boeing of Canada and the St Vital Squadrons in Winnipeg. His organizational and Leadership skills made the start up of 199 Sqn from the split of 176 Sqn a complete success. For being a powerful leader in Manitoba he is awarded the ACL Certificate of Merit.



### **Citations 2007 Certificates of Recognition**

**MAJ COLLETTE BLIGHT. (ONT.)** Major Blight has had two extended terms as Commanding Officer of Squadrons in the Greater Toronto Area, both of which have been recognized by the OPC with its CIC Award of Excellence. Most recently, with 856 Squadron in Pickering, the unit grew under her command from 80 to over 130 Cadets, and attracted an active staff of 20 Officers, civilian instructors, and volunteers. The Squadron has been consistently recognized for its proficiency, receiving the trophy for Top Squadron in the OPC in 2006, as well as 3rd place honours in 2004, 4th place in 2005, and Top Squadron in Central Ontario for 2002. The Squadron has received provincial awards for community service and excellence in training, and boasts an enviable record in local, regional and provincial competitions in sports, drill, and band. Equally importantly, the Squadron has been recognized with citations from many local organizations and government, and has promoted a positive image of Air Cadets throughout the Pickering and Ajax communities. The Sponsoring Committee and Squadron staff and Cadets attribute their success, in no small part, to the leadership and encouragement of Major Blight. For her superior accomplishments in Training Cadets the ACL awards Maj Blight a Certificate of Recognition.

**CAPT MAURICE CHASSÉ – (NB)** Capt Chasse has been involved in the Air Cadet Programme for some 17 years and has been CO of 773 Richibucto Squadron for the past 3 ½ years. Previously he served as CO of 314 Cataract Squadron for 5 years. Then on transfer to Moncton as CO of 101 he proceeded to develop the Range Team and introduced Biathlon. On League request, he accepted the challenge of rebuilding the Richibucto Squadron which has since won Provincial Band and Drill competitions and is one of the best in the Province. In addition to working at Greenwood CSTC he is an Aide de Camp to the Lieutenant Governor. He is truly deserving of League recognition and is hereby awarded a Certificate of Recognition.

#### **CAPT DALE CROUCH (YUKON)**

Captain Crouch became the Commanding Officer of 825 RCACS in May 2005 and since that time he has taken on this task with a level of commitment and skill rarely seen in someone new to a command position. In only 18 months he has been able to totally regroup, retain and train a staff which is highly functional and effective at all levels.

Captain Crouch has taken the cadets' experiences to an entirely whole new level compared to what they have experienced over the past few years. He is a tireless worker who has recruited many subject matter experts to assist with programs and take the squadron to new heights. He is also very attentive to his staff, cadets and people working with his command.

Captain Crouch has a gift for working with people from many age and client groups. In the short time he has been the Commanding Officer of 825 RCACS he has rebuilt the relationships with the sponsoring committee, Elk's Lodge 314, revitalize the connection with their affiliate unit 440(T) squadron and develop a parent's committee that would be the envy of most units. He is an effective communicator and has embraced new technologies and uses the squadron website and newsletters to keep everyone in the loop.

In less than a year he has taken the squadron from 15 to 20 cadets on an average night to 45. He has successfully filled every summer training billet with well-qualified cadets and has also filled the gliding and power scholarships from members from his squadron. People are excited to be working with such a mover and shaker. As a testament to his leadership and meeting the needs of his cadets 825 RCACS had a 100% retention rate of cadets returning in September and has enjoyed a significantly higher rate of retention of cadets at all levels. For his great work in building up this Northern Squadron, the ACL awards Capt Crouch its Certificate of Recognition.

**L COL JIM FORESTELL (MB)**. ACL Certificate of Recognition is presented to Lieutenant-Colonel Jim **Forestell** in recognition of his dedicated support of the Air Cadet Program in Manitoba and the Prairie Region. He has served the community of Winnipeg and the Air Cadet

Program with enthusiasm and distinction. He has been an enthusiastic supporter of the Air Cadet Program in Manitoba. His more than thirty years experience in the Regular Forces has enabled him to mentor the development of many young CIC members and cadets. His organizational skills were directly responsible for the growth of 176 RCACS to over 200 cadets and resulted in the formation of 199 RCACS to bring cadet numbers to a manageable level for the facilities available. His Performance as an ACSTC CO at both Gimli and Cold Lake was outstanding and worthy of an ACL Certificate of recognition.

**MAJ PETE GARTON & CAPT RHONDA NOTSCHAELE (SK)** Camp Saskadet is a cadet camp owned and operated by the ACLC – Sask Provincial Committee. This camp is an excellent place for cadet outdoor training in our province. The camp, however is very expensive to operate and maintenance is an ongoing burden. Major Garton and Captain Notschael have provided strong support for this camp and have encouraged cadet units within our province to use the camp. Financial and supply support has been most generously provided from their Detachment. In addition, Major Garton and Captain Notschaele have developed a significant fundraising program for the camp. Through the sales of memorial “stones” for the camp parade square a great deal of money has been raised to help maintain Camp Saskadet. All this fundraising effort has been organized and instituted by Major Garton and Captain Notschael. The Sask Provincial Committee of the ACLC is most grateful for the generosity and effort of these two officers. For their work the ACL is pleased to grant its Certificate of Recognition to both Pete and Rhonda.

**CAPT RAY GAUDET (PEI)**

Prior to his affiliation with the Air Cadets in September 1998, Captain Gaudet had 24 years of service with the Canadian Armed Forces. While Det. Commander of CFB Detachment Charlottetown, Captain Gaudet was the Senior Cadet Liaison Officer for all Squadrons and Corps in PEI for a period of 5 years. Under Captain Gaudet's leadership, # 60 Squadron has received the Top Island Squadron Award each year, the Top Island Drill Team Award each year, second place at the NB/PEI Regional Drill Team Competition on two occasions, and for two years, two of it's cadets have won the Top PEI Air Cadet Awards. Besides Awards, the Squadron is very active with specific citizenship activities such as participation in the Battle of Britain Parade, Remembrance Services, Food Drives, Santa Clause Parade, Adopt a Highway Program and on a number of occasions they offer help and assistance to a number of local charitable organizations.

It is his overall enthusiasm, commitment, dedication and initiative, demonstrated on a daily basis, that has lead to this nomination. Since being appointed Commanding Officer, Captain Gaudet has had an excellent relationship with “his” cadets, squadron staff and volunteers, the squadron sponsoring committee, parents of cadets and the members of the Air Cadet League Provincial Committee. Captain Gaudet's excellent interpersonal skills and his personal contacts have helped the squadron obtain, without cost, needed supplies and equipment for its operation. Besides his squadron's own operation, Captain Gaudet is keenly interested and is frequently requested to provide suggestions and recommendations concerning the operations of the other provincial squadrons. Excellent communications exist between the parents, sponsoring committee, provincial committee and Captain Gaudet. For his success with Air Cadets Capt Ray Gaudet is awarded the ACL Certificate of Recognition.

**LT DONNA JACULAK. (NWO)** Donna was a cadet from 1988-1992 and became a CIC Officer in 97. She was promoted to 2Lt March 98 and served 600 Squadron as Training Officer. She also served as Unit Human Rights Advisor and CHAP instructor. Donna became air rifle range safety officer in 2006, She was coordinator for music training (lining up cadets for Music Concentrations and level testing) and supervising cadets who just wanted to get together to play. She was the main organizer for fundraising – contacting suppliers, running campaigns, and gathering up the funds taken in. She has been a great asset to her Squadron and is deserving of an ACL Certificate of Recognition.

**CAPT SUSAN MACNEIL – (NB)** Capt MacNeil has served as a CIC officer at the local Squadron Level for the past 17 years. Her dedication and interest in cadets has been an example to staff and cadets. Susan is a staunch supporter of the League and has attended over 90% of the

League meetings. She has shown interest in joining the League when her tenure as CO terminates. For her great work, dedication and interest in cadets Capt MacNeil is awarded the ACL certificate of Recognition.

**CAPT ALEXIS MCCORMICK – (MB)** Capt McCormick is the inveterate volunteer. Whatever the cadet event, she will be there. She has instilled into her CIC staff and cadets this admirable spirit and accordingly 177 Squadron is a key player in all cadet activities in Manitoba. She has served the Winnipeg community and the Air Cadet programme with dedication, enthusiasm and distinction. The ACL therefore awards her a Certificate of Recognition.

**MAJOR LUIGI NORIO, CD**

Major Norio is a professional and dedicated officer who has led his Gliding Center in an exceptional manner for just over a decade. He is consistently ranked among the “best of the best” Center Commanders. Through his outstanding leadership he has provided well- motivated pilots to conduct an effective and safe Cadet Familiarization Flying Program, as well as participating as a staff member at Central Region Gliding School during the summer months. Major Norio is well qualified and very worthy of being awarded an ACL Certificate of Recognition for his long and dedicated service to the Air Cadet Program.

**L COL TOM SZCZERSKI.**

Lieutenant Colonel Szczerski's leadership and contribution within the many roles he has filled in the Cadet Programs of Prairie Region has been outstanding. His imaginative approach, dedication and dynamic support for the Air Cadet Program, in particular, has been an exceptional example for cadets and others throughout his more than 30 years of involvement.

He has truly been a mainstay of the Air Cadet Program in Manitoba and Prairie Region. Indeed his experience has made him the corporate source of knowledge in Prairie Region and his advice is regularly sought by all levels of command. While he spent some time working with Sea Cadets this was only done after no CIL (Sea) officers in region could match his sailing experience. He quickly reverted to CIL (Air) in his new assignments and has been responsible for the many staffing successes at Prairie Region Air Cadet Training Centres. . He is most deserving of the ACL Certificate of Recognition.

**CAPTAIN ALBERT S. SZAWARA, CD**

As the much-respected Area Cadet Officer (Air) for the Western Ontario Area of Central Region who always has the interests of the Air Cadets at heart, Capt Szawara has been proactive and instrumental in helping OPC Directors and Sponsoring Committee members understand how the Detachments work in relation to their member Air Cadet Squadrons. His assistance and guidance has impacted all stakeholders in the Air Cadet Program, not only in Western Ontario but throughout the Province. Capt Szawara's dedication to all levels of the Air Cadet League has been greatly appreciated and highly valued. He is therefore awarded the ACL Certificate of recognition with our thanks.

**MAJOR AL WARDLE.**

For 20 years Major Wardle has been dedicated to ensuring the efficacy of training provided to Royal Canadian Air Cadets, first on the staff of a squadron, then as Commanding Officer, followed by staff positions in NDHQ/DCadets as National Air Cadet Coordinator and finally as National Air Cadet Operations Officer (NCAirOpsO). As NCAirOpsO he has coordinating responsibility for the Air Cadet Gliding Program (ACGP) and annually arranging contract for the Air Cadet Power Pilot Scholarships with civilian flying training organizations. Major Wardle's vast knowledge and broad experience of flying operations has enabled him to propose exceedingly valuable changes to the ACGP and corrective action to practices and/or procedures as result of his accurate analysis of accident reports. His contribution to the success of the ACGP was greatly enhanced by his demonstrated exceptional ability to work harmoniously and effectively with staff officers in 1 Canadian Air Division, the Regional Air Operations Officers, the National Technical

## **2007 Annual General Meeting – 16 June 2007**

---

Authority and the Air Cadet League. In addition he has been equally successful in liaising with the Directorate of Flight Safety, Transport Canada, the Soaring Association of Canada, Nav Canada, the National Transportation Safety Board, Association Quebecoise des Transporteurs Aériens and the Air Transport Association of Canada. For his outstanding support of the Air Cadet Flying programme the ACL awards Maj Wardle a Certificate of Recognition.

### **CAPTAIN DAVID A WRIGHT, CD**

Over the past four years, as Staff Officer for Air Training at the Regional Cadet Support Unit (Central), a significant and productive relationship has been established between Capt Wright and the administrative staff of the Ontario Provincial Committee. In particular, he has become an integral part of the process in the annual exercise of merit listing and selecting Central Region Air Cadets for National Summer Courses. Capt Wright's innovative application of computerized score-keeping and his commitment to fairness, transparency and integrity in the process has earned the admiration and appreciation of the OPC and has earned him a Certificate of Recognition.

**APPENDIX R – Awards Luncheon and President's Dinner**

The **National Awards Luncheon** was held Friday, June 15, 2007.

The following Awards and Presentations were made at this luncheon:

1. Introduced the National Effective Speaking Competition Winner, WOI Julie Gagnon, #697 Rotary, Rimouski, QC. First Runner up – WOII Holly Anna Burnes, 527 Simonds Sqn, Saint John, NB. Second Runner up – FSgt Scott Nantes, 53 C.E. Monty Sqn, Summerside, PE. First USAF CAP Cadet – Cadet Chief Master Sgt Justin McDowell – USAF CAP – 119<sup>th</sup> Wing, Fargo, ND, USA. The winner was presented with a keeper plaque and a \$200 cheque.
2. Presentations to the judges, time keepers, tellers and Cadet Escorts for the National Effective Speaking Competition.
3. Presentation to Jan Reidulff, host committee coordinators Pat MacDonald, PC Chair Terry Nelson, Heather Shonoski and Matthew Grabau and all of the MB PC members who volunteered for this event.
4. Conferring of Certificates of Merit:
  - a. Margaret (Marg) Bromley, Ont.
  - b. Richard Brooks, Ont.
  - c. Marlene Conway, Ont.
  - d. Jean Emond, Ont.
  - e. Michel Hébert, Quebec and Ottawa Valley
  - f. Claude Laferrière, MB
  - g. Roy Moir, MB
  - h. Doug Rogers, MB
5. Certificates of Recognition:
  - a. Maj. Collette Blight, Ont.
  - b. Capt. Maurice Chassé, NB
  - c. Capt. Dale Crouch, YK
  - d. Lcol Jim Forrestell, MB
  - e. Maj. Pete Garton, SK
  - f. Capt. Rhonda Notschaele, SK
  - g. Capt. Ray Gaudet, PE
  - h. Lt. Donna Jaculak, NW Ont.
  - i. Capt. Susan MacNeil, NB
  - j. Capt. Alexis McCormick, MB
  - k. Maj. Luigi Norio, Ont.
  - l. LCol Tom Sczerski
  - m. Capt. Albert S. Szawara
  - n. Maj. Al Wardle, Ont.
  - o. Capt. David A. Wright, Ont.
6. Presidential Citations:
  - a. Rod Jones, Ont. – Ont. Aerospace Council and Canadian Aviation and Aerospace Human Resource Alliance
  - b. MGen. William Paisley, Ont.
7. Conferring of the Officer of the Year – announced at the President's Dinner of June 16, 2007

## **2007 Annual General Meeting – 16 June 2007**

---

8. Recognition of retiring Governors – announced at the President's Dinner of June 16, 2007
9. Announcement of the Royal Canadian Legion Air Cadet of the Year, WO1 Lisa Davidson, 826 Gryphon Sqn, Hamilton, Ont.
10. Announcement of the Robert and Mary Dale Scholarship, WOI Gabriel Fortin, 828 Hurricane Sqn, Delta, BC.
11. Announcement of the Air Commodore Len and Kathleen Birchall Scholarship, WOII Melanie Bechard, 756 Georgetown Sqn, Georgetown, Ont.

The **National President's Dinner** was held Saturday, June 16, 2007.

The National President's Annual Dinner was held on Saturday, June 16, 2007 at 1900 hours in the Ambassador Ballroom of the Canad Inn Polo Park, Winnipeg, MB.

Highlights of the Dinner included:

1. Address by the Guest of Honour MGen Charlie Bouchard, CMM, CD. He is the Commander of 1 Canadian Air Division in Winnipeg, MB and spoke on behalf of the Chief of the Air Staff. The Air Cadet League extended a warm welcome and presented a gift in sincere appreciation (a Helicopter model).
2. Presentation of the Director of the Year scroll to Governor Bob Burchinshaw of the BC Provincial Committee.
3. Presentation of a Life Membership in the Air Cadet League of Canada to Past President Donald Gladney of St. John's, Newfoundland.
4. Presentation of the ACL Certificate for the Officer of the Year presented to: Major David Kerr of British Columbia.
5. Presentation of the ACL Certificates of Honour:
  - a. Edward de Caux, MB Provincial Committee
  - b. Maureen Drolet, SK Provincial Committee
  - c. Milton Glaicar, SK Provincial Committee
  - d. Wayne Godfinch, SK Provincial Committee
  - e. Keith Mann, AB Provincial Committee
  - f. Ed Statham, NB Provincial Committee
  - g. Douglass G. Sutherland, BC Provincial Committee
  - h. Col. (retired) Ted Taylor, ON Provincial Committee
6. Presentation by BGen Amy Courter – Deputy Commander of the USAF Civil Air Patrol, to outgoing President Craig Hawkins.
7. Presentation to BGen Amy Courter on behalf of the Air Cadet League of Canada. BGen Courter in her address noted the first ever participation of a USAF CAP in our Annual National Effective Speaking Competition, the close relationship of the two organizations and hopefully more opportunities to work together in the future.
8. The Air Cadet League of Canada presented thank you plaques to retiring governors:
  - a. Rhodie Mercer, 2006/07, Newfoundland and Labrador; and

## **2007 Annual General Meeting – 16 June 2007**

---

- b. Bob Bondarevich, 2006/07, Alberta.
- 9. Presentation of two special plaques to Mr. Bob Dale and Mrs. Kathleen Birchall as a special thank you for their generous donations to their Post Secondary Education Scholarship Trust Funds.
- 10. The dinner ended with the introduction of the new President for 2007/08 Mr. Michel Cataford of St. Bruno, QC. A special thank you was also extended to WestJet for their support of the Effective Speaking Competition and for the provision of air fare reductions to members of the League attending the AGM.

## **2007 Annual General Meeting – 16 June 2007**

---

### **APPENDIX S – Report, Board of Governors Meeting, Sunday, June 16, 2007-10-15**

No Committee Report was received from the Chairperson for inclusion in the AGM 2007 ROD.