

RECORD OF DECISIONS

67th ANNUAL GENERAL MEETING

AIR CADET LEAGUE OF CANADA



19 -21 JUNE 2008

QUEBEC CITY

Record of Decisions

67th ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA

HOTEL CLARION

QUEBEC CITY, QUEBEC

19-21 JUNE, 2008

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

II BUSINESS ARISING

All Business Arising from the 2006 AGM in Winnipeg, MB has been attended to.

III RECEIVING REPORTS

- 3.1 National President
- 3.2 Executive Director
- 3.3 Director of Cadets
- LISC MOU Signing / Coffee Break
- 3.4 Board of Governors
- 3.5 Advisory Board
- 3.6 Member Registration and Screening Committee
- 3.7 National Honours and Awards Committee
- 3.8 National Resource Development and Fund Raising Committee
- 3.9 National Flying Committee
- 3.10 Public Relations and Image Committee
- 3.11 Nominating Committee
- 3.12 National Selections Committee
- 3.13 Employee Compensation and Benefits Committee
- 3.14 Education Credits and Training Committee
- 3.15 Recruiting and Retention Committee
- 3.16 Provincial Chairpersons Committee
- 3.17 National Effective Speaking Competition Committee
- 3.18 National Finance Committee
- 3.19 Report of the Audited Financial Statements for 2007/08
- 3.20 Approval of the Financial Statements for 2007/08
- 3.21 Approval of the Budget for 2008/09
- 3.22 Approval of the Auditors for Fiscal Year 2008/09

IV NEW BUSINESS

- 4.1 SPU Presentation
- 4.2 Locations of next Annual General Meetings:
2009 St. John's NFLD

2010 Regina, Saskatchewan
2011 New Brunswick
2012 Ontario

V CONCLUSION

- 5.1 Good and Welfare of the Air Cadet League of Canada
- 5.2 Date and Time of next Meeting: SAM Nov. 21-22 2008 Ottawa
- 5.3 Adjournment

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 - Meeting Board of Governors, June 21, 2008

2008 Annual General Meeting – 21 June 2008

ATTENDEES

Chairperson	Michel Cataford	National President
Parliamentarian	Joe Johnson	Vice President
Executive Committee	Craig Hawkins Jan Reidulff Grant Fabes Bob Robert	Past President First Vice President Vice President Vice President
Governors	Robert Burchinshaw Roger Dionne Ken Higgins Keith Mann Maurice Murphy William Paisley Marlene Conway Ralph Thistle Thomas White Chuck Verge	Governor, BC Governor, QC Governor, BC Governor, AB Governor, NL (absent) Governor, ON Governor, ON Governor, ON Governor, NB Governor, ON
Advisory Board	Irene R. Doty Harold Fowler Max Goldack Bob Goudie David Hayden Len Jenks James McKeachie Robert Parsons Brent Wolfe Gilles Cuerrier Guy Albert Don Gladney Ron Ilko	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	Eric Murray John Walker Denis Dunne Dennis MacNeil Marc Lacroix Jerry Elias Joan Cameron Terry Lewis Jim Spencer Fred Johnsen Tom Holland Roland Gagnon	NL NS PE NB QC ON NW ON MB SK AB BC YK representative
Members/Delegates	Ed Mroz Dave Vokey Michel Côté Michel Hébert Llyod MacIntyre	Yvon Soucy Jacques Vallée Don Berill Bill Cumming Jim Gale

2008 Annual General Meeting – 21 June 2008

Marc Laroque
Thomas Tabarowski
Rick Mortensen
Marc Brickwood
Gary Winkleman
Darlene Laroche
Eric Steffensen
Carol Cox
Gladys Jarvie
Geoffrey
Johnston
Tina Kirkpatrick

Norman Lovitt
Roland Gagnon
Robert Drummond
Ed Statham
John Stewart
George Evans
Stan Horton
Ron Patton
Frank Stapleton
Theresa Slater
Patricia MacDonald

Provincial Committee Offices

Pierre Barabey	Executive Director, QC
Richard Petrowski	Executive Director, SK
David S. Brown	Executive Director, ON
Ilona Turra	Chief Administrative Officer, BC

Military

LCol François Gaboury	SSO Air Cadets, DCdts, Ottawa, ON
Maj John Cooper	National Technical Advisor, Ottawa, ON
Maj Bill Fox	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-Marc Lanoue	Executive Director
Sarah Matresky	Executive Assistant
Joan Gray	Administrative Assistant

Effective Speaking Cadets

PROVINCE	NAME
Newfoundland & Labrador	Elizabeth Button
Prince Edward Island	Ryan Courtney
Nova Scotia	Arthur Melanson
New Brunswick	Raynes Stubbs
Quebec and Ottawa Valley	David Chouinard
Ontario	Peter Charbonneau
North Western Ontario	Joline Beauregard
Manitoba	Gurkmal Dhillon
Saskatchewan	Jordan Kopp
Alberta	Courtney Andruzsko
British Columbia	Claudia Wong

I ADMINISTRATION

1.1 WELCOME BY THE NATIONAL PRESIDENT

National President Michel Cataford welcomed everyone to the 67th Annual General Meeting of the ACLC.

1.2 INTRODUCTION OF GUESTS AND DELEGATES

LCol. Edward Lee, Representative of the Civil Air Patrol (CAP), DCdts staff, Advisory Board Members, Board of Governors, Michael Fedele of CAE, Dominic Richard from the Navy League of Canada. 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:

- Sgt. Cristos Karigiani, PPCLI & Instructor 690 Squadron
- Cpl. Michael Starker, former Air Cadet
- Victor Houghton, Past President ACL
- Paul Craig, Air Cadet Volunteer NWT
- Don McClure ACL Member, Instructor Moncton Flying Club
- David Gaboury, son of LCol. Gaboury

1.4 CONFIRM NOTICE OF MEETING

The Executive Director Jean-Marc Lanoue confirmed that the Notice of Meeting was duly circulated in April 2008, 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 67th Annual General Meeting to order. The Agenda was reviewed.

1.6 REPORT OF THE PARLIAMENTARIAN

Vice President Joe Johnson reported that there are 65 voting delegates which includes 37 Provincial Members, 14 members of the Board of Governors, 13 members of the Advisory Board and two proxies.

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 Craig Hawkins / 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 2007 AGM in Winnipeg Manitoba 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 M. Cataford commented on the growing opposition to the presence of cadets in certain parts of Canada (due to the growing opposition to the military). He is looking to the Strategic Planning committee to look at how we present ourselves to the public.

3.2 EXECUTIVE DIRECTOR

ED Jean-Marc Lanoue reported that he has enjoyed his first three months with the League and looks forward to working with everyone. He is impressed by the level of commitment from the members and the staff and will be working diligently to implement the Strategic Plan.

3.3 DIRECTOR OF CADETS REPORT – COL. CRAIG FLETCHER

Presented by LCol. François Gaboury.

This report highlighted:

- Fiscal Year 07/08
- Grant Renewal
- Cadet Program Update
- Regulations and Personnel
- Air Cadet Program
- Way Ahead
- Questions

The PowerPoint Presentation by LCol. Gaboury has been included at **Appendix A**

The following is a summary of the major points made by LCol. Gaboury in his presentation (questions at the end):

- There were some increases in operating costs because of the food that had to be purchased to replace the IMPs. Another surprise that will show up next year is the renewal of the lease in Penhold that has doubled due to the situation in AB.
- The cadet population has gone down six percent, however, based on the current youth population in Canada, it is not too bad. The decrease was worse in Atlantic, Prairie and Pacific. They are working at getting the spending in line with the population – they are within one percent.
- Grant Renewal: Cmdr. Mullaly is working on a justification for a modest-moderate increase, but it will not include the aspects of the Dery initiative. They are recommending approx. 15% increase the first year and then 2.5% for the remaining four years.
- Cadet Program Update: Year 1 of the CPU is being implemented Sept. 2008 followed by Year 1 CSTC program in summer 2009. The CHAP program is being delayed until early 2009. CATOs 13-02 (promotions) and 51-01 (program outline) are coming out for 30 day review and will be implemented 1 Sept. 2008.
- CSTC: they are looking at 10,000 billets and a new three week advanced aviation course in the aviation stream. They will also be introducing a three week

basic aviation technology and aerospace course that will feed into the other six week courses. Basic survival will increase from two weeks to three.

- QR Cadets/Ministerial Directives: QR Cadets is very outdated and not in line with the CATOs. LCol. Gaboury clarified that there will be no issue with Leagues, and Ministerial Directives will provide more flexibility.
- CATO 23-05 has been completely revised; CIs are encouraged to join CIC. CIs when not being paid will be covered by the League. A simplified administration process has been agreed upon and CIs may be issued League ID cards. The October 30 2007 deadline for the Adult Screening process has not been extended.
- IACE – 75 billets were secured and when the Netherlands cancelled, Maj. Giroux was able to re-locate the few cadets to visit other countries. LCol. Gaboury is worried about keeping 75 billets for next year – they have to rely on the other countries and how many they will take.
- Flying Program – there were 3 accidents last year, but none fatal. The satellite gliding site in Bromont is doing well and the Airport Operations course started in 2007 will also be taught in French in 2008 at Georgian College, as well as the Aircraft Maintenance Course in English and French at Canadore College.
- The PPS increased from 250 to 260 (not including the additional 3 obtained by the ACL) and Introduction to Survival is being taught for the first time in Blackdown. The ACGP Strategic Review was initiated with the NFC and they are exploring the possibility of acquiring new winches and a few high end gliders.
- Way Ahead – The CPU is keeping momentum. The anniversary of powered flight in Canada will be celebrated in a few months along with the CIC Centennial in 2009. They are putting a framework in place for Rewards and Recognitions and he will make a decision about the ES pin in time for the next AGM.
- New VCDS – Vice-Admiral Rouleau will take command in July, and the former VCDS will become the CDS (a plus for the cadet program).

Question

Bob Robert asked 'will the scope of the framework only be uniform improvement, because awards and recognitions is traditionally a League function?'

Pierre Barabey asked 'what is happening with Effective Speaking in the updated program? It is an important aspect and it should be considered as part of the level 4 program'.

Craig Hawkins suggested to LCol. Gaboury that they set up some intermediate steps in consultation with the League regarding the Rewards and Recognitions committee.

Answer

LCol. Gaboury answered that they are looking a broader sense for Rewards and Recognitions, but the League will likely have input as to what they are doing.

Capt. Andrea Onchulenko answered that the CPU will not have hard lessons on ES, but in the format of communication for leadership, drill and in the classroom. ES is still there; it is just packaged and positioned differently. There is room in the complementary side of the program for squadrons to have ES competitions, and prepare for them on a parade night, and is promoted in the new CPU.

LCol. Gaboury answered that he agrees and will pass along C. Hawkins' comments to the committee.

This ended the briefing of the Director of Cadets.

Coffee Break / MOU signing

During the coffee break, a formal signing of a Memorandum of Understanding took place with CAE Inc. The MOU was signed by ACL President Michel Cataford and CAE Vice President- Pilot Provisioning Michael Fedele. This MOU means that CAE will provide directly to one cadet a Power Pilot Scholarship as well as access to material support for current Air Cadet training programmes through relevant industry learning materials, and other resources. This MOU will assist in securing the long-term health and growth of the Canadian aerospace/aviation industry.

3.4 BOARD OF GOVERNORS

Michel Cataford reported that the BOG met for a few hours on Thursday, June 19th and highlighted the following:

- B. Burchinshaw gave a presentation about the formation of an alumni association that would be internet based. He will prepare a detailed proposal for the SAM, as part of the Strategic Planning Update.
- The BOG discussed and approved a new Volunteer Screening form with a few modifications.
- The SAM will be held in Ottawa at a new downtown location – the Minto Suites Hotel.
- Discussions about the financial statements took place and the budget for 2008-09. There will be a need for replenishment of the legal defence fund by next fiscal year and a requirement for contributions from the Provincial Committees.

3.5 ADVISORY BOARD

David Hayden spoke on behalf of the Advisory Board who met periodically over the last three days with thirteen members present. He highlighted the following:

- The AB reviewed changes to the new meeting formats. The major negative from the SAM in 2007 was protocol, but that has since been corrected at this AGM.
- The outgoing and incoming presidents spoke with the AB about the past year and the year to come and the direction in which the League is headed.
- The AB also spoke with the new Executive Director to get acquainted.
- A quasi election was held to determine who would chair the Honours and Awards (C. Hawkins/B. Parsons) and Nominating Committees (L. Jenks/R. Ilko) within the AB Committee (D. Hayden/G. Albert).

3.6 PROVINCIAL CHAIRS

G. Johnson noted that the Chairs met all day Thursday, June 19th. He highlighted the following from their meeting:

- C. Verge presented his proposal on the '21st Century Structure'.
- The Chairs briefly discussed the SPU, and the new responsibilities the Provincial Committees and Sponsoring Committees are facing across the country. As well they had an energetic and lengthy conversation about the financial health of the Air Cadet League, encompassing the things they have done well (the legal defence fund), and the things that have not been done well (the reimbursement for out of pocket expenses to League members and volunteers).
- The Chairs discussed the idea of web-based training for members and the implications of providing provincial support to National to achieve some of these objectives. BC Provincial Chair T. Holland stated that BC is committed to supporting National financially, and is prepared to begin this support this training year.
- LCol. Gaboury made a presentation, including the proposed CATOs. Discussion ensued.

- Other topics included operations from coast to coast, a presentation from M. Conway & R. Jones on the PILAT project.

The resolutions from their meeting will be forwarded to the BOG which will include:

- That the Chairs be consulted before any changes are made to Selection board procedures in the future and sought for their input.
- The AGM committee reconsider having a SAM in Ottawa in view of rising transportation costs and the availability of modern communications.
- In view of the outstanding progress made in forming industry partnerships, the third objective of Air Cadet training should be changed to stimulate interest in the aerospace industry, including the Air element of the Canadian Forces.

This concluded the presentation and there were no questions.

3.7 NATIONAL REGISTRATION AND SCREENING COMMITTEE

R. Thistle reported that fifteen members were in attendance for the committee meeting, and close to 6,000 members have been screened with another 200 paid CIs still to be completed. He also added that:

- The BOG has approved a new Screening form with a few new additions made to the form. It was noted that the RCSUs are not providing the DOB to the leagues, so this will be added to the form along with the renewal for a paid CI.
- S. Matresky gave a briefing on the new database and the reason for the delays in processing the screening files. The committee members asked that the screening be made a priority with the National office so that the screening cards can be issued promptly.

This concluded the presentation and there were no questions.

3.8 NATIONAL HONOURS AND AWARDS COMMITTEE

Craig Hawkins reported on behalf of the Committee and noted that he has accepted the position of Chair and will be assisted by Bob Parsons.

- A number of sub-committees were formed to review the management of the different certificates and awards. These will be reviewed in the minutes.
- The subject of receiving a second certificate of merit was also discussed and they are prepared to recommend this provided that the second certificate is for a different project/reason than the original. These recommendations will be forwarded to the BOG and then updated in the PPM.
- Provincial Committees will be notified when they are required to select a RCL cadet of the year. They will also be required to select a back up as well.
- The H&A submissions will be streamlined so that they go first to the National Office and then to Craig Hawkins. The nominator will receive a confirmation for their submission.
- They are recommending that Financial Statements be provided annually to all donors and that donors of Scholarships are invited to present the awards.
- The H&A committee will be reviewing their SPU tasks over the summer.

C. Hawkins announced that Herb Spear presented the Air Cadet League with a cheque for \$1500 from WestJet. This award will be categorized as a PTAA. It will be presented to the top aviation cadet in the province hosting the AGM. The cadet must be pursuing a career in commercial aviation. This year the QC&OV will be asked to provide the first recipient for this award.

This concluded the presentation and there were no questions.

3.9 NOMINATING COMMITTEE

L. Jenks gave confirmation that the members on the Nominating Committee slate had

been elected by acclamation after the lunch hour.

3.10 NATIONAL RESOURCE DEVELOPMENT AND FUND RAISING COMMITTEE

Marlene Conway noted that Max Goldack has agreed to become a co-chair of this committee. She also reported that last year's efforts of the PILAT project have resulted in a number of very tangible exciting opportunities in almost all of the provinces. PILAT's main focus has been long term infrastructure and a report of the activities and the four major initiatives over the last ten months will be available in July. Rod Jones and Marlene Conway are preparing a submission that will generate over two million dollars to represent the next three years of activities for those projects.

The committee also discussed their responsibilities to the SPU and talked about the two primary directives. They focused on how funds can be distributed between all three levels and they plan to conduct a survey about level of service and value of some of the mechanisms that are already in place. The committee would like to offer, through the work with CAAHRA, is the opportunity to conduct surveys (online, tabulation of data etc.) to support some of the other areas of the Strategic Plan Update.

M. Conway added that there will be a committee teleconference / webinar held within the next few weeks and invited anyone interested to join.

R. Jones and M. Conway conducted over 28 workshops across the country with over 220 participants in the sessions.

3.11 NATIONAL FLYING COMMITTEE

William Paisley noted that the NFC Annual Report of the Committee on page 44. 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.

Some of the aspects covered during the committee meeting included:

- The flying statistics are quite normal for this year; however the number of glider instructor pilots is down this year and this is of concern.
- The health of the aviation assets are always a concern. The National Technical Authority will be completing a study this summer on the aspect of long term purchase of equipment and maintenance from Mr. Schweitzer.
- The National Technical Authority will also be undertaking a review of the options regarding the replacement of the engines in the L-19 aircraft.
- The long-range plan for the Flying Program was discussed. At the annual Flying Training conference in Winnipeg, it was agreed that a joint DND-League study should be completed. A lengthy list of items/changes were compiled and sent back to the Provincial Flying Committees asking them to collaborate with their respective RCAir Ops Officers and send the committee further input by September. The joint DND-League committee will then draft a long term plan that will be re-circulated prior to approval.

W. Paisley stressed the importance of keeping cadets engaged in the flying program through incentives, more flying opportunities, and where possible, financial assistance. He added that the ACC12B form has been changed from a training year time frame to a fiscal one. This change was approved by the BOG last winter.

W. Paisley extended his sincere appreciation to the military partners and members of the Flying committee for their outstanding contribution to the Flying Program.

Capt. A. Onchulenko added that the new program update will include making cadets aware of the summer training opportunities. In year three of the new program (mandatory portion) the cadets are made aware of the DND-League partnership and the League opportunities such as the continuation flying awards, Effective Speaking and scholarships available. They will also learn about LISC and the industry partnerships and the

opportunities available through the MOUs. Year two of the new program includes an optional training session about how to apply for a GPS or PPS.

This concluded the presentation and there were no questions.

3.12 NATIONAL SELECTIONS COMMITTEE

D. Hayden noted that the National Selections Committee met Thursday afternoon with 9 Provincial Committees represented along with DND. All the changes that were approved last year were reviewed during this meeting. Other committee items included

- A proposal was made by the National Flying committee for consideration: "The NFC recommends that the National Selections Committee consider using the RC Air Ops O assessment of the applicant's demonstrated motivation and interest to upgrade pilot qualifications following graduation from the GPS and or PPS". This proposal was rejected because it was thought to be unfair for cadets who could not be active in the Glider program because of their distance from the Gliding Centres; it would be unfair for those with height and weight restrictions and those who hold jobs etc. The committee suggests instead that the Provincial Committee members speak more with the COs about the cadet between courses, and more comments should be made on the cadets' course reports.
- A proposal was made by DCdts. to make changes to the form DND 2226 (application form for National Courses). They want a cadet to have the opportunity to apply for more courses using the form DND 2226. The cadet would be allowed to check only one choice in category containing IACE, PPS, GPS, but could also apply for SLC, Athletic Instructor, and Survival Instructor etc.
- The committee also discussed interviews at length and the issue was resolved.

3.13 EMPLOYEE COMPENSATION AND BENEFITS COMMITTEE

The National President Michel Cataford explained what the committee does and how often they meet. Details about remuneration for employees are not given out in a public matter, but he added that the salaries are determined based on inflation, and evaluation of the position. This concluded the report and there were no questions.

3.14 EDUCATION CREDITS/TRAINING COMMITTEE

T. White reported that the committee discussed the following:

- Nova has been given credits for the High School and Community College program for senior training courses.
- Alberta has received a great package of education credits. He advised people to visit the Alberta website for details.
- The Minister of Education in Quebec has now issued a letter to all of the school boards recommending that they consider education credits in their school districts and look favourably on squadrons looking to use their facilities.
- New Brunswick was told to come back in the third year of its mandate (this October).
- BC reported that extra credits will be issued for those cadets taking senior courses like GPS/PPS.
- PEI is in discussion with their education department.

T. White also advised that the video contest was on the website. The provinces have indicated that they would like to receive the applications first before sending them to the National Office. An email will be sent to all of the provinces. He added that he was pleased to hear LCol. Gaboury's comments on the Effective Speaking pin.

The committee also feels that their tasking and involvement in the SPU is reasonable and will be able to meet all of their goals on time. They are also suggesting that the 'wing badge' for flight simulator training be half a wing and be forwarded to the Flying Committee for consideration.

This concluded the report and there were no questions.

3.15 RECRUITING AND RETENTION COMMITTEE

K. Higgins welcomed a few new members to the committee: Don Berrill, Dennis Dunne and Frank Stapleton. He reported that LCol. F. Gaboury would be the committee's military liaison person. K. Higgins also reported that the air cadet population is down six percent and with the SPU's goal to increase the population three percent by next year; it will take the committee two years to return to where we were and two more years to increase by six percent. A concerted effort will be required by all. He added that:

- The committee is impressed with the work done by DCdts in improving the new program, and is committed to do their part to make it a success.
- The committee reviewed their Communications Tool Chest, including the four new documents which are now at the penultimate stage. It will be put through to the EC for consideration as guidelines. The documents focus on the three 'C's: Clear, Correct and Concise.
- Items nine and ten of the ten principles for SSCs were reviewed. K. Higgins summarized the guidelines and highlighted the importance of each item. He enforces the importance of recruiting and referred to the PowerPoint presentations that were given during the committee meeting.
- K. Higgins stressed the importance of maximizing squadron activity in the community to generate publicity and interest among parents and youth so that the squadron develops a profile in the local area. The magnitude of 'word of mouth advertising' and how it can be utilized was also brought up.
- The committee discussed having parent groups request the assistance of Service Clubs and actively seek the skill set the League now needs and not just recruit the assistance of other parents. Everyone needs to go after progress in small increments and follow the three 'E's: Explore (methods to help the SSCs), Enable (the SSCs to perform the tasks necessary), and Encourage members and volunteers at all levels of the organization.

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

3.16 PUBLIC RELATIONS AND IMAGE COMMITTEE

Ed Statham reported that there were ten members present at the meeting and he was pleased with the turnout compared to previous years. He noted that he has now taken over as Chair of the committee and gave an overview of what was discussed:

- Members of the media are reporting that the cadet program is used as a method of recruiting into the military, and this has had a negative impact on the public. E. Statham suggests referring them to our website for more accurate information.
- He advises that all provinces strongly encourage the SSCs to forward stories and photos to their local newspapers for publicity and would like to see better relations and communications with our Partners.
- An outline of the Adopt a Soldier project and Wounded Warriors was explained.

Comment

C. Hawkins wanted to recognize and give credit L. MacIntyre for circulating the information about the 'Adopt a Soldier' project.

Question

Member from NL (*speaker did not identify himself*) commented on the 'Cadets Caring for Canada Project' and the positive publicity it generated at a time when they do not generally receive exposure. Why was the project cancelled?

Answer

E. Statham was not aware as to why 'Cadets Caring for Canada' was cancelled, but knows that some squadrons still participate on their own initiative.

Discussion ensued about the cadet image and other members shared their experiences and activities in their Provinces.

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

3.17 NATIONAL EFFECTIVE SPEAKING COMPETITION COMMITTEE

Gladys Jarvie reported that the committee did something different this year and held the competition on the Thursday evening, which worked out very well and received very positive feedback. She hopes that this format will continue for future AGMs. Items discussed at the meeting were as follows:

- Permission for videotaping Effective Speaking Competitors. G. Jarvie was told that the committee did not need to obtain permission to videotape, but the cadets are still asked if they are comfortable with it.
- G. Jarvie thanked WestJet once again for their continued support. Not all provinces were familiar with the MOU signed with WestJet so copies were distributed.
- The registration form will be modified and updated for next year with the assistance of Bob Drummond and Joan Gray.
- BC and MB have been using an Excel scoring sheet designed by the QC&OV and she sees it as a positive thing because of the time it saves.
- The committee asks that everyone forward the necessary information as soon as possible to the National Office who will then send it to the committee. A few lines of communication were crossed this year, but they feel confident that it will get sorted out for next time.
- There are eight topics for the 2009 Competition (to be approved by the BOG).
- G. Jarvie added that the committee hopes that the ES pins will come to pass and that the cost will be covered by the Provincial Committees.
- The two minute timing sign will be removed from competition as it is distracting to cadets and most suffer a time penalty because of it.
- The ACC54 form will be tweaked to say "the competition is open to all Air Cadets legally enrolled until June 30th" for next year.
- The committee is looking for some history of the competition and a list of previous winners. Anyone with information is asked to forward it to the committee.

Question

Keith Mann wondered if there is information about when the ES pin will be available for the cadets to wear.

Jerry Elias asked if the cadet who won the Ontario competition in April should not have been allowed to participate due to the age restriction and should the second place cadet not have been sent to Nationals in his place.

Answer

G. Jarvie said that all the pins and badges are being reviewed by the military. M. Cataford added that the committee should receive an answer in the fall.

G. Jarvie asked if it was fair to the other cadets behind him. **L. MacIntyre** added that there should be enough advance notice for the cadet to be aware that they cannot compete Nationally and not hold up other competitors in the meantime.

Comments

B. Goudie added that members should not look to have the ES competition inserted in the mandatory portion of Cadet Training as it has always been a League supported activity and should remain conducted by the League. The League needs to encourage the provinces to continue to conduct this activity and be careful that it remains that way so as not to lose control. Discussion ensued.

Capt. Onchulenko supported these comments and confirmed that it has always been a League competition. DND feels that their role is on the training side of things, and they agree to leave the competition in the League's control. They feel that the new training program ties nicely into the competition.

Eric Murray addressed how the ES competition in NL comes into conflict with the NL Tri-Service speak-off that is also held annually and does not believe that the Tri-Service competition should take place because it comes into conflict with the ES competition.

Dennis MacNeil: it upsets him to think that they are teaching cadets to compete in these competitions for the money only.

Tom Holland believes that the age out date for the National Competition should be the day after the competition and that Provincial Committees are responsible to run their own program. Cadets should be able to compete if they do not age out before the Provincial Competition. BC allows the runner up to attend should the winner not be able to.

Stan Harry stated that all cadets compete in uniform and if the cadet is too old to wear the uniform, they should not be able to compete.

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

3.18 NATIONAL FINANCE COMMITTEE

B. Robert noted that the Finance Committee Report was included on pages 30-31 of the Meeting Book. He noted that five of the committee members attended the Committee Meeting on Thursday June 19th, 2008 plus eight additional guests. The committee noted the updated memberships for the Finance Committee Advisory Group, which includes a representative from all PCs (financial control officers) – B. Robert thanked all of them. The meeting highlighted how well the collection and review of ACC9s has come along over the past few years; many are using the new tweaked forms. The remaining challenge is to get the remaining FCOs to use the new form, which is now compulsory. Word was spread that the PPM is the go-to manual for financial practices.

The committee noted that the Resource Fundraising & Development committee did not reach the forecasted corporate donation goal and also noted that the latest DND grant request included a proportional increase given the larger Air Cadet population.

The remainder of the meeting was devoted to the audited financial statements; the budgets; the auditor for next year; the reporting and control of finances at the National level- goal A-11 of the SPU. Members of the committee will look at their TORs because they were not entirely sure where their responsibilities and powers start and end.

Three new members joined the Finance Committee and one left due to scheduling conflicts with the Chairs meeting. The new members are: Greg Boudreau (NB), Carol Cox (AB), and Don Berrill (ON).

Question

Jim McKeachie wondered why Public Relations, usually listed separately, was listed amongst travel. Was this something the auditors wanted?

Answer

B. Robert said that this would be addressed in the second portion of the presentation.

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

3.19 REPORT ON THE AUDITED FINANCIAL STATEMENTS FOR 2007/08

B. Robert reported that he went to Ottawa as the League's National Chief Financial Officer on the 20th of May to meet with the auditor and receive the financial statements, as in the year before, because of the updated By-Laws in effect. Previously, the auditor made her report to the Executive Director. The financial statements were advanced but not ready because they were missing some of the external cheques that the office had to generate. The 20th of May was chosen because the By-Laws state that the financial statements need to be forwarded to the BOG thirty days before the AGM. The auditor announced to B. Robert that seventeen thousand dollars (\$17,000) of 2006/07 expenditures had been entered by the office staff, unknown, after the audit had taken place and were not declared to the auditor (this was the fiscal year that ended on the 31st of March 2007, which is the 2007 column on the 2008 financial statements). B. Robert directed the auditor to restate the 2006/07 financial statement, and as a result the financial statements were late again (arrived 12th of June).

B. Robert directed his remarks to the General Funds for the 2006/07 financial statements. They had been issued and approved a year ago at a bottom line deficit of \$35,036 against a budgeted deficit of \$24,435. The restated deficit is \$17,000 greater at \$52,351. The main parts of this greater deficit was three months rent not paid or declared (\$9500) for that year, but had been entered. Another \$1500 was spent on travel and public relations; \$2000 for office expenditures and translation; \$2000 for the SAM; and \$1000 for postage and courier services.

Remarks for the General Funds and audited statements 2007/08 is as follows: the deficit was disappointingly, \$40,027 (than the budgeted deficit of \$25,502) – much bigger than anticipated at the SAM. They had been lead to believe that they were on the way to a good year, but the deficit was in fact bigger than budgeted. The overall picture is that the League came in \$26,000 below budget, but revenues were \$41,000 under budget. B. Robert went on to highlight a few items on the statement and listed what was deemed acceptable/not acceptable. He added that he is very disappointed that the previous Executive Director did not even come close to managing the finances as he said he would. In General Funds – the net Liquid asset value of the ACL HQ is \$132,000. In two years of deficits there has been a 41% decline.

Measures have been taken in the office to better the control of the expenditures. Cheques have been mailed to the treasurer (B. Robert) for signature and oversight. The budget categories will be aligned with the statements they get. The auditor will provide comments on how to improve financial reporting and checks. Financial reports need to be timelier. The auditor will come in at the six month and nine month mark to do an advanced audit and rectify anything before the end of the year; this way the budget can be adjusted accordingly. In short the League needs to vigorously control expenditures and increase revenues. There are a lot of balls in the air with the SPU; some will take a number of years. B. Robert thanked the Chairs and their Chair for taking a direct interest in the financial health of the National Level. He also thanked BC for offering a direct contribution to the operation of the National Level of the League.

Questions / Comments	Answers
Marc Lacroix said that for the PC chairs to be able to sell the idea to the SSCs of contributing financially to the National Level, they need to know what's in it for them and what they will get back in return in terms of services. The provinces were able to justify their lotteries and the same thing needs to be done at the National Level. Perhaps the squadrons could have a one day fundraising initiative where all money raised would benefit the National Level directly.	B. Robert said that he thinks the SPU (goal D-6) will address that and that is where the answer will be developed and where it will come from. He does not want to take any steps that will be ill advised in the longer run.

<p>Questions / Comments Ron Ilko asked about the net of \$13 000 versus two the year before during the Exchange Visits for 2008 on the Financial Statements.</p>	<p>Answers B. Robert In terms of the Budget coming up, there will be more of an actual figure, but he cannot give specifics. He thinks that when the invoices came in, they were added to the wrong year.</p>
<p>Ron Ilko remarked that the ACL only turns its inventory once every two years and suggests that they get rid of the kit shop because the money tied up could be used to pay off the line of credit. He recommends that this is looked at quickly.</p>	<p>B. Robert refers to a goal in the SPU that looks the inventory.</p>
<p>Ron Ilko asked about the Trust Funds and the interest return. The rate of return seems quite low for the amount of money the ACL has invested, is the ACL still consulting an investment counsellor? Is the ACL happy with its rate of return?</p>	<p>B. Robert replied that yes, they are getting a good rate of return, but why it has been reflected as a one percent bottom line in the financial statements is not known. They will look into it.</p>
<p>Stan Harry stated that is was the right move to have B. Robert chair the Finance Committee. He doesn't understand the need for a line of credit (it should be taken from term deposits) and he feels that the bank charges are too high. The Trusts funds should not be borrowed from, nor should we pay service charges on them.</p> <p>How will the Effective speaking be paid for and how will the 75th anniversary be paid for? Funds should be set aside.</p>	<p>B. Robert said that the answer to that lies partly in the fact that the procedures were changed for the grant money we get from DND and the money came in later than usual. To cope with that, the line of credit was used and money was borrowed between the trust funds and the general account (not legal). They were reluctant to cash in GICs when they had such a great interest rate.</p>
<p>Eric Murray stated that as a former police officer, he feels that a formal investigation should be done on some of the activities and the finances at the National Office. If nothing is done about this then he feels that it is time to redesign a new Volunteer Registration and Screening form.</p>	<p>B. Robert Thank you.</p>

3.20 APPROVAL OF THE FINANCIAL STATEMENTS FOR 2007/08

MOTION: Moved/Seconded B. Robert / C. Hawkins that the restated 2006/07 Audited Financial Statements and the 2007 column of the 2008 Audited Financial Statements be accepted as presented. **Carried**

MOTION: Moved/Seconded B. Robert / M. Conway that in the 2007/08 Audited Financial Statements, the 2008 column be accepted as presented. **Carried**

3.21 APPROVAL OF THE BUDGET FOR 2008/09

B. Robert presented the 2008/09 Operating Budget for fiscal year 2008/09. This is the first year that the insurance charges to the PCs are shown, so it changes the bottom line a little more. There were no changes to the DND grant. Fundraising can only generate approximately 60K a year vice the previously budgeted 85K. There was a net gain of \$35,300 in catalogue sales, about the same as last year. There is a small reduction in the 2008 AGM deficit as well as the SAM 2008 deficit. The IACE sub-budget has been refined and the deficit reduced. The HQ staff costs have been reduced by about 19K (one less employee). With every month that goes by with one less staff member the office is saving approximately \$3600 with benefits. Office expenses, accommodations and administration are more or less unchanged from last year. Bottom line, there is a projected surplus of \$2849.

Questions / Comments	Answers
Ron Ilko remarked that the format of the budget has no relationship to the financial statements, and is glad that that will be restated next year. He does not understand how the inventory can go from 80K to 110K in a year and how it can go from a 20% margin to a 30% margin in a year. There could be a deficit in the budget of 15k without doing anything. These things need to be addressed for next year.	B. Robert said that a lot of things have happened since the budget was provisionally approved, including getting the audited financial statements. They decided that instead of going through a new exercise with the new ED, they could live with it and be in control of expenditures. Restating the budget would have been a very late exercise, but he is confident that the overall bottom line will be achieved.

MOTION: Moved/Seconded B. Robert / B. Wolfe that the 2008/09 Budget is accepted as prepared and submitted.

Carried

3.22 APPROVAL OF THE AUDITORS FOR 2008/09

B. Robert was not thinking of hiring Boyer and Boyer Chartered Accountants as the League's Auditors for the new fiscal year, but considering what the League has been through, he has reconsidered.

MOTION: Moved/Seconded B. Robert / B. Goudie that the firm of Boyer and Boyer be reappointed auditors for the Air Cadet League of Canada for fiscal year 2008/09.

Carried

IV NEW BUSINESS

4.1 STRATEGIC PLAN UPDATE

J. Reidulff stated that he was very excited about the SPU and looks forward to achieving its goals. First the Vision and Mission statements were revised so that they reflect the League's business.

The plan for 2000-2005 was reviewed and B. Robert was appointed chair of the SPU update committee with L. Jenks and G. Johnston for 2008-2012. All of the objectives within the SPU have their own timelines and approval processes. It identifies four strategic themes, 35 goals and 94 objectives.

The themes are as follows:

- Enhance the Health, Growth & Image of the Air Cadet League of Canada
- Enhance the National League level support to the provincial committees & squadron sponsoring committees

- Promote the Health and Growth of the Air Cadet population and & Air Cadet Program.
- Develop longer term resources plans and programs.

Health, Growth & Image

- Internal ACLHQ and ACHQ/Pres/EC/BOG communications and control
- Communications and control between the NLL and PC's
- Enhance partnership with DND through improved communication and understanding
- Enhance the image of the ACL and the Air Cadet Program by highlighting to Canadian parents and the public the values of the program
- Ensure the PPM and its contents are up to date and widely and intimately known and understood by the membership at all levels.
- Sustain and grow direct tangible support to Air Cadets by implementing a program to recognize major supporters such as governments and service clubs.
- Evaluate and make recommendations regarding our Committee Structure
- Develop a greater awareness and focus on risk management in procedural policy, program activities and insurance protection
- Develop a virtual community of ex-cadets and supporters of Air Cadets through the creation of a web based League Air Cadet Association of Canada (LACAC)
- Validate the League's Registration and Screening policies, procedures and compliance
- Review and assess the National Level of the League's financial management, control and internal reporting
- Plan the celebrations for the 75th Anniversary of the League and the Air Cadet Movement in 2016

Support to PC & SSC

- Determine required support services
- Logistical support and structures required for and by PC's
- Initial distance training for members at all levels of the League
- Inventory of best available material and documentation from all PC's and SSC's across the ACM and make them available to all concerned
- More and better recognition tools
- Web host for all or any PC's
- Guidance for SSC's facing or expecting to face a need for quarters

Health and Growth of the Air Cadet Population and Program

- Increase the Air Cadet population
- Optional activities and programs
- Plans for the Air Cadet Gliding Program
- Enhance & highlight the Air Cadet music and band programs
- Emphasize first aid qualification training
- Evaluate progress and plan expansion for partnerships with aviation and aerospace industry
- Provide enhanced cadet recognition tools
- Double the number of squadrons/cadets participating in effective speaking
- Encourage graduating air cadets to remain as volunteer staff
- Improve the ACL's interface with parents

Longer Term Resources, Plans and Programs

- Improve the budgeting exercise
- Confirm revenue source fields as exclusive or shared
- Rationalize and/or change the catalogue service
- Develop a business case for requesting a bigger or additional DND grant
- Establish an ACL Foundation
- Secure and improved guaranteed revenue stream

J. Reidulff then went on to explain the function of the Scorecard and how the progress will be measured. Next he explained how the workload will be distributed between the committees and the next steps that will be taken. The process was approved by the BOG on 22 May 2008. The goals and objectives are subject to review and recommendations by the assigned task committees. The tasked Committee Chair will be responsible for the delivery (Scorecard). He asked for active participation from League members at all Levels.

Questions / Comments	Answers
Craig Hawkins gave compliments to B. Robert and his committee for developing the SPU. He asked if they would see the specific committee assignments broken out in a very clear format.	J. Reidulff replied that the spreadsheet extends further to the right and does just that.
Will all of the Chairs receive a copy of the spreadsheet?	Yes, absolutely! It will be updated on a regular basis.

4.2 LOCATIONS OF NEXT ANNUAL GENERAL MEETINGS:

- 2009 St-John's, Newfoundland and Labrador
- 2010 Regina, Saskatchewan
- 2011 New Brunswick
- 2012 Ontario
- 2013 Yellowknife (to be confirmed)

V CONCLUSION

5.1 Good and Welfare of the Air Cadet League of Canada – Robert Parsons played a tourism video about Newfoundland and Labrador and distributed information about St-John's in anticipation of the 2009 AGM.

5.2 Date and Time of next Meeting – Minto Suites, Ottawa, Ontario (Nov. 21 - 22, 2008).

5.3 Adjournment – There being no other business, the meeting was adjourned.

APPENDIX A – Report, Director of Cadets and CPU Update

See attached

APPENDIX B – Report, National Finance Committee

Finance Committee

RECORD OF PROCEEDINGS

19 June 2008 - 0830 hrs

In Attendance:

Bob Robert (Chair & Secretary)
Ralph Thistle (Vice Chair)
Joe Johnson (Member)
Stan Harry (Member)
Marlene Conway (Member)
Jean-Marc Lanoue (Member)

Absent:

Jerry Elias (Member)
Chantal Fauvelle-Erdogan (Member)

Michel Cataford (Visitor, President ACL)
Jan Reidulff (Visitor, 1st VP ACL)
Roger Dionne (Visitor, Governor)
Carol Cox (Visitor, AB PC Finance Director)
Don Berrill (Visitor, OPC 1st Vice Chair)
Ilona Turra (Visitor, BC PC CAO)
Frank Stapleton (Visitor, TERR PC)
Greg Boudreau (Visitor, NB PC)

1. Administration

- 1.1 The Chair welcomed Finance Committee members and visitors alike, with a special welcome to Jean-Marc Lanoue, our new ED. He mentioned that Chantal F-E could not be at the AGM.

He reminded everyone that our MANDATE as the Finance Committee, in short, is to protect and make appropriate use of the cadet and League financial assets, by making sure Policies, Procedures and Guidelines are in place, and making sure the right people are on the job doing the implementing & monitoring.

- 1.2 The Chair stated he was quite happy to act as secretary still and was confirmed.
- 1.3 Noting that the meeting was to end at 10 AM, the Chair stated he wanted to be done earlier to allow himself and others to join the RD&FR meeting. For Ground Rules, only members of the Finance Committee would vote. Visitors were welcome to join the discussion within the time constraint.
- 1.4 A call for additions to the Agenda yielded none.
- 1.5 Approval of the Agenda as published in the AGM Book was called for.
Motion: to adopt the Agenda as published – M. Conway / R. Thistle **Carried**

2. Approval of Minutes, Business Arising and Updates

- 2.1 Approval of 2007 SAM Finance Committee ROP of 23 Nov 07 found on page 30 of the SAM Meeting Book.
The ROP had been e-mailed to the members to save time. No Errors or omissions were reported. The electronic vote results were:

Motion to adopt the 2007 SAM Finance Committee ROP as published -
J. Johnson / C. Fauvelle-Erdogan **Carried**

- 2.2 Business Arising and Updates from the 2007 SAM Finance Committee ROP.
- a) The Chair provided the names of the current members of the **Finance Committee Advisory Group**. They are:

D. Dunne (PE PC Chair & FCO)	P. Barabey (QOV PC ED& FCO)
M. Dean (SK PC FCO)*	V. Ellis (NS PC FCO)
J. Emond ((OPC FCO)	C. Cox (AB PC Treas. & Dir. of Finance)
N. Macfie (NL PC FCO)*	J. Henwood (BC PC FCO)
E. Statham (NB PC FCO)	J. Ash (NOW PC Treas. & FCO)
R. Brown (MB PC FCO)	F. Stapleton (TERR PC)*

(* denotes new members)

Info all

The Chair stated he very much appreciated the work these FCO members of the Advisory Group have done in getting their SSCs to convert to the **new Tweaked ACC9 Form(s)**, in collecting the ACC9s, in raising the quality of the ACC9 returns and in schooling their SSC treasurers in proper procedures in accounting and reporting. Well done!

Info FCOs

The use of the new Tweaked ACC9 Forms is now REQUIRED starting with the current FY. Destroy the old forms (at PC offices AND at SSCs) & remove old forms from PC Web Sites!

All

- b) The Chair asked to spread the word that the Policy and Procedures Manual, found on the ACL Web Site, is the source & reference for current Policies, Procedures & Practices for ACL Financial (& other) matters. **All**
- c) Before he departed, ED Jean Mignault prepared the DND Grant Request for the five years starting in 2009-10. It was later finalized by our new ED. There is a request built in for 'proportionality' of granting to recognize the larger ACL compared to the Army & Navy Leagues. More info in item 3.4. **Info**
- d) With Reference to item 3.2 of the SAM ROP, the hope of receiving corporate donations via the Resources Development & Fund Raising Committee (RD&FR) has not materialized, unfortunately. The impact on the finances will be seen below. **Info**
- e) Marlene Conway mentioned that the Industry Partners have the ability to support ACL surveys at no cost. Contact her for engaging. **Info All**
- f) There were no further comments or questions arising from the SAM 2007 ROP.

3. New Business

- 3.1 Presentation & Review of Audited YE 31 Mar 08 ACL Financial Statements (available to the attendees).

The Chair explained that as ACL 'chief financial officer' (per by-laws), he went to Ottawa on 20 May to meet with the auditor and receive the 2007-08 Financial Statements. They were advanced but not yet ready, missing some key external checks that the office had to generate. There were several subsequent phone calls involving the Auditor, the ED, himself and Chantal F-Erdogan, including a phone call during which the auditor announced to him that about \$17K of 2006-07 General Funds expenditures had been posted after the audit had taken place and not made known to the auditor. (There were no such entries regarding the Trust Accounts.) The Chair directed the auditor to 'restate' the 2006-07

2008 Annual General Meeting – 21 June 2008

Financial Statements. This created an additional delay and as a result of all this, the Audited Financial Statements were too late again this year, being received on 12 June 2008; too late because they need to be presented to the BOG 30 days prior to the AGM. With diligence this is quite doable.

In the end, the **General Funds 2006-07 Financial Statements** which had been issued and approved a year ago at a bottom line deficit of \$35,036 against a budgeted deficit of \$24,435 (due to the 'one time' hosting of the IACEA Conference), now were 'Restated' at a deficit of \$52,351 (This is shown in the 2007 column of the 2008 Financial Statements - i.e. that 2007 column contains the 'restated' figures.)

The Chair highlighted the main items causing the newly larger deficit as (rounded figures):

- \$9.5K for 3 months rent
- \$1.5K for Travel & PR
- \$2K for Ofc Exp & Translation
- \$2K for SAM
- \$1K for Postage & Courier

As for the **General Funds 2007-08 Financial Statements**, the Chair pointed out that there is a deficit that is disappointingly bigger at \$40,027 than the budgeted deficit of \$25,502 and much bigger than anticipated at around the SAM and in the months following, since the original reason for the deficit, translating the PPM, had already cost significantly less.

Giving an overview, the Chair pointed out that EXPENDITURES, came in at about \$26K below budget. Pretty Good! However, REVENUES were a whopping \$41K under Budget, resulting in the \$40,027 deficit vice the budgeted \$25,502.

He pointed out the significant variances from budget, in rounded figures, as:

UNFAVOURABLE RESULTS:

- \$10K (net) on FR & Donations
- \$17K (net) on Catalogue Sales/Costs
- \$3K on Earned Interest
- \$3K (only) on Salaries & Benefits
- \$1K (net) for IACE
- \$1.5K on Telecommunications

Total Unfavourable: \$35.5K

FAVOURABLE RESULTS:

- \$8K on Office Supplies & Translation
- \$4.5K on AGM
- \$5K on SAM
- \$2K on Equipment & Leasing
- \$3K on Postage & Courier

Total Favourable: \$20.5K

The Chair said he was not pleased that our previous ED had not managed finances as he had said he would & said he was doing (the costs of translating the PPM were much lower than budgeted). The previous ED had even said he was cautiously optimistic that we would avoid a deficit all together. Instead we have -\$40K. AND, \$92K of Deficits for the last two exercises. The fact was that expenditures were not controlled in relation to the lower revenues,

The Chair went on to paint the current General Funds LIQUID ASSETS Situation (that is assets other than catalogue inventory, furniture and such) in round numbers:

2008 Annual General Meeting – 21 June 2008

Total Current Assets / Cash Avail:	- Investments:	\$143K
	- Accounts Receivables:	\$179K
	- Receivables from Trusts:	<u>\$ 16K</u>
		TOTAL: \$ 338K

Less Liabilities:	- Line of Credit:	\$ 53K
	- Accounts Payable:	\$105K
	- Payable to Trusts:	<u>\$ 48K</u>
		TOTAL: \$ 206K

LIQUID ASSETS: \$338K - \$206K = \$ 132K

(Liquid Assets have gone DOWN from \$225K to \$132K in the last 2 Fiscal Years = 41%)

We need to get back on track RIGHT AWAY. How do we do that? We CAN'T anticipate Revenues to cooperate at will. So, we need to be sure to control expenditures – There is room to cut & control there – as you'll hear and see in the Budget. We have taken measures in the office that will immensely better control expenditures and that will not only help, but bring thing under control.

- Cheques have started to be mailed to the Treasurer so he can exercise oversight by causing a second signature to be from outside the office.
- We will align the Budget Items & Categories with the Financial Reports and Statements to allow meaningful comparison and track against the budget.
- We will implement changes to get meaningful, transparent and timely financial reports and returns on demand as well as per schedule.
- The auditor has been asked and has agreed to come twice during the year to check books & rectify any errors early.
- The Auditor will submit recommendations to improve the operation and control.
- In the medium term the results of SPU Goal A11 should/will provide improved methods and control in and regarding financial matters.

In short, we NEED to vigorously CONTROL Expenditures until we increase Revenues (and there are initiatives in the SPU to do that). The revised by-laws have caused some required structural changes that are now being felt. The new ED is to be congratulated for his significant contributions in these matters.

Action: Chair Finance Committee
Chief financial officer
Treasurer
ED and Office Staff

In discussion, various reinforcing points of view and ideas were put forth. Among them:

- The Finance Committee needs to be allowed more inputs.
- Fund raising can't be relied on.
- More transparency is required in the layout of financial statements.
- Budget a yearly sum (\$1,000?) for the next hosting of the IACEA Conference.
- There's a need to reduce bank charges and probably get better interest.
- (From the ED) The proliferate Trust Funds bank accounts will be reduced to one consolidated account with tracking through the accounting system.
- Cease borrowing funds from Trust Accounts as soon as feasible.
- (From ED) Must determine which Trust Funds have legal agreements if any.

Action: Chair Finance Committee
Treasurer
ED and Office Staff

There was consensus that the measures taken and to come will address the financial situation properly. Vigilance is paramount.

With regards to Revenues, there are several initiatives related to the SPU that are developing and should bring results in the short, medium and longer range. But the SPU will also bring new demands on the budget.

3.2 Auditors for FY 2008-09

The Chair explained that in spite of the lateness of Financial Statements by the current Auditors (Boyer & Boyer), they know our operation very well and will be contributing to the required solutions. He recommended engaging Boyer & Boyer again as auditors for the current Fiscal Year.

Motion to recommend to the BOG & AGM the firm of Boyer & Boyer to produce Audited Financial Statements for FY 2008-09 - Stan Harry / Joe Johnson

**Carried
Action: Chair**

3.3 Presentation & Review of 2008-09 ACL Budget

The Chair explained that the budget being presented had been PROVISIONALLY approved by the EC (19 Feb 08) and the BOG (8 Mar 08). This procedure is to allow some approval for the start of the FY on 1 April and before final approval by the AGM three months into the year. The main features of the proposed 2008-09 Budget are:

- The 'flowthroughs' for insurance policy premiums charged to PCs are shown for the first time. This adds \$357,000 to both Rev & Exp bottom lines.
- No change in DND grants (\$330K + \$50K)
- Accepting the reality that FR can only bring in \$65,000/yr (vice previously budgeted \$85,000) with a lowering of FR expenditures of \$3,200 (\$16,000 - \$12,800). This net reduction \$16,800 necessitated tightening a lot of other categories.
- A net gain of \$38,500 of Catalogue Sales (\$110,000 - \$71,500) over Inventory Expenditures – about same as last year. (This will need to be watched closely.)
- A small reduction in AGM 08 deficit over AGM 07
- Likewise a small reduction of SAM 08 deficit over SAM 07
- IACE sub-budget has been refined and the deficit reduced by (\$7,325) from (\$11,900) in 2007 to (\$4,575) in 2008.
- HQ Staff costs have been reduced by about \$19K based on 5 employees, four of whom are new or repositioned.
- The remainder, such as accommodation and administration/office expenses is more or less unchanged.
- Bottom Line: A contingency amount of \$5,500 with a projected surplus of \$2,849.

The committee was in agreement to recommend the budget as presented to the BOG and the AGM.

Action: Chair

3.4 Review of latest DND Grant Request

Jean-Marc Lanoue covered the process & content of the DND Granting. The 2009-10 Fiscal Year will mark the beginning of a new 5-year granting period. The procedures are changing largely as a result of the Gomery Report. Once approved there is a yearly process of requesting and justifying by proving expenditures in support of the Cadet Movement and Program. Full yearly approval and disbursement do await the results of the audited financial statements. The next five-year approval process appears on track to provide an initial 15% increase with inflation factored in for subsequent years. The request to grant 'proportionally' does not appear to be gaining favour.

3.5 The Finance Committee and the Strategic Plan Update (SPU)

The Chair expressed the sincere hope that members had read and become familiar with the SPU. He outlined the important work in the SPU on Finances and for the Finance Committee. The Finance related Goals are:

A11 – “Review & assess the National Level of the League’s (NLL) financial management, control & internal reporting.” He said he will count on inputs and contribution from members and would soon contact them by e-mail. The first objective is tasking this committee to develop a Work Plan for BOG approval by SAM 08. Then activate & implement the Plan between SAM 08 & AGM 09. By the nature of the GOAL, the Treasurer & ED will have most up front knowledge of the NLL situation, but many on the committee & the Finance Committee Advisors will have plenty of contributions to make.

D1 – “Develop a process to lengthen the NLL Budgeting to 3 rolling years, with yearly updates. Base the Process on Plans & Objectives stated yearly.” This has to go for final BOG approval at SAM 08 to be implemented for Budget 2009-10. Inputs are invited. The Chair intends to send a draft as a starting point.

Other Finances impacting GOALS handled outside the Fin Committee are:

D5 – “Establish an ACL Foundation”. The Chair has this one personally, with Bill Paisley, Marlene Conway & Ralph Thistle (plus Geoffrey Johnston) as helpers.

D6 – “Secure an improved revenue stream to meet the enhanced support services & ACP elements.” The EC has this one.

B2 – “Determine the appropriate logistical support & structures that are required for & by the PCs.” By Chuck Verge & his Select Committee. It’s underway.

3.6 Role and Responsibilities of the Finance Committee

Based on the discussion and comments at item 3.1 It was decided to review the Terms of Reference published in the by-laws and PPM. The Chair will initiate a review with the committee. **Action: Chair & members**

4 Conclusion

4.1 Good and Welfare of the Air Cadet League of Canada

The Chair invited new members to the committee. Joining are: Carol Cox, Greg Boudreau and Don Berrill. Jerry Elias, as OPC Chair, is no longer able to participate due to meetings coinciding. Welcome to the new members.

4.2 Closing Remarks (Chair)

The Chair thanked the members and visitors and asked that they be willing to help with the SPU and Finance Committee work in the coming months.

4.3 Date of Next Meeting

At the SAM – likely Thursday AM, 20 Nov 2008

4.4 Adjournment

At 10:30 AM

Respectfully submitted,

Bob Robert
Chairperson, National Finance Committee

2008 Annual General Meeting – 21 June 2008

APPENDIX C - Report, National Selections Committee

No Committee Report was received from the Chairperson for inclusion in the AGM 2008 ROD.

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

APPENDIX E – Report, National Public Relations and Image Committee

Public Relations & Image Committee

RECORD OF PROCEEDINGS

19 June 2008

Chairperson: Ed Statham for Lionel Bourgeois

I. ADMINISTRATION

- 1.1 Welcome and Opening Remarks by Chairperson and introductions
Attendees – Dave Vokey, Carol Cox, Marc Larocgue, Bob Drummond, George Evans
Yvon Soucy, Terri Slater, Gladys Jarvie Guest Dominic Richard Navy League.
- 1.2 Call for new Agenda Items
- 1.3 Approval of Agenda

II. NEW BUSINESS

- 2.1 Adopt a soldier, project was discussed there are a few squadrons that have done this, and forming new friends with our soldiers a few newspaper stories resulted.
- 2.2 We are getting very good coverage from our local newsletter, chronicles and community papers. The larger Daily Newspaper is harder to get to publish; they will print a contributed photo with a few lines under willingly. We must keep encouraging our sponsoring committees to keep up the good work. There has been some negative publicity with some press regarding Cadets as the recruiting arm of the Canadian Armed Forces we will ask them to refer to our website and get more information. The Strategic plan update will also address this issue.
- 2.3 Centennial of Powered Flight: An Idea was to have the top cadet from Power and Glider from each region attends, and also has cadets from NB, PEI, NS make a presence. The C of F committee is applying for funding; we will have to liaise with our partners.
- 2.4 Vancouver 2010 all volunteers have been chosen and some cadet units will be losing their quarters for the Olympics there was no input on this subject.
- 2.5 DND League PR relations are in sad shape the MOU as IT reads is not being followed most Provinces are not receiving co-operation from the Regional Public Affairs Office, We will endeavour to correct this and engage our partners more.
- 2.6 The League website is going to be redesigned and more good news stories sent to Sarah.
- 2.7 We would like to support the wounded warrior's campaign and a project to help our legions. This would involve a pledged March in October and the funds raised by each units and the funds raised shared by the Legion and wounded warriors please go to www.woundedwarriors.com for information on this subject.

IV. CONCLUSION

- 4.1 Closing Remarks. E. Statham noted e-mail address for communications purposes. He wants everyone to keep in touch and make these projects happen. He thanked everyone for their input especially Sarah for her help considering her full schedule.
- 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

RECORD OF PROCEEDINGS

19 June 2008

I. ADMINISTRATION

- 1.1 Opening Remarks by Chairperson
- 1.1.1 Introductions - Bob Drummond, Keith Mann, Pat McDonald, Lloyd MacIntyre, Tony Goodwin, Gladys Jarvie, Jim Gale, Michel Hebert, Terri Slater, Richard Petrowsky, Harold Fowler, Tom White
- 1.2 Call for New Agenda Items
- 1.3 Approval of Agenda
- 1.4 Other Administrative matters

II. BUSINESS ARISING

- 2.1 Business Arising from Previous Meeting
- 2.2 Provincial Representatives - contact name - please ensure the contact's name and email is given to Gladys

III. NEW BUSINESS

- 3.1 National Competition June 2008 - Quebec City - Thursday night is being tried for the first time this year (will get feedback from the Cadets). Cadets will be given certificates, watches and conference binder.

Re permission to video record competitions - Gladys spoke to PAC Region, Major Deck who said it was okay to video tape the cadets. He reminded her that the cadets sign a permission form when they join cadets that allow pictures/videos. Gladys suggested we ask each competitor if they will allow their speech to be videotaped. Each speaker should be given a copy of the DVD for learning purposes.

Special thanks to WestJet for their continued support. A copy of the MOU with WestJet will be given to each provincial coordinator (MOU in effect until 2011). Reminder to tell parents they are not to contact WestJet directly. The National coordinator will be the only contact with WestJet. A gift will be sent to Liz, this year's WestJet contact. Liz will write up suggestions for National to help improve communications. Reminder - the cadet parent should be given the first escort opportunity for the WestJet flight.

Registration forms for the National Competition will be modified to say "Attach copy of Speaker Application Form (ACC54)". This form will be faxed to provincial coordinator who will forward it to national coordinator.

The crest used on the printed program for the National Competition should be the Air Cadet League of Canada Crest (Bilingual). The league is responsible for this activity.

- 3.2 Use of 'Excel Scoring Worksheet' from Quebec- Michel Hebert demonstrated the program that has been in use in PQ for the last three years. It was tried in MB and BC this spring. It is available on the PQ PC website and is available for all provinces to use. It was suggested a link be placed on the National website. Michel will make any up dates that the committee requests. The other provinces will try the program before more changes are made.
- 3.3 Communication Lines for National Competitions - forward everything to one place (Joan Gray) at the National Office who will then forward the information to the AGM effective

speaking coordinator and the National effective speaking coordinator, Gladys Jarvie. This will ensure everyone will get the information.

3.3 Topics for Prepared Speech -

It was agreed that the number of topics would be increased, Also this year's competitors will be asked for suggested new topics.

New topics

- How has (is) Technology influenced (influencing) my life.
- Environmental Stewardship in my community (or region or province)
- 2009 the International year of Astronomy
- A Canadian I consider to be a Hero
- Canada's contribution to Aerospace
- 100 years of Powered Flight in Canada
- A successful Canadian who was an Air Cadet
- My favourite Aircraft

3.5 Pin for Cadets – Report from Tom White - Updating for all badging on the Cadet uniform is being done as per the new CPU. We may know by the end of the AGM whether it has been approved. There will be three pins. Bronze for regional participants, Silver for Provincial, and Gold for National. The pin will be worn below the Duke of Edinburgh pin. It will be retroactive to active cadets only. The cost will be? \$2-3 each.

3.6 Review of current Rules & Regulations -

Timing signs: after discussion, the committee agreed to remove the 2 minute sign as it is too distracting for the cadets. As well, the stop sign will be changed to 'Time Expired'. This sign will be used at 6 minutes in the prepared speech and at 3 minutes in the impromptu.

It was recommended that the "Rules & Regulations" be reviewed and updated – Gladys would appreciate help with this from anyone wishing to assist.

It was agreed to change the wording of the Application Form (ACC54) to read - "Speaker must be legally enrolled Cadet as of June 30 of the current training year".

As well, "Competitions at the Local, Region and Provincial levels will be held prior to April 30".

3.7 Program History - Gladys has gathered some information on the history of the program which will be placed on the National website. Any additional information is most welcome.

A short discussion of best practices was shared by each coordinator.

IV. CONCLUSION

4.1 Good and Welfare of the Air Cadet League of Canada

4.2 Closing Remarks

4.3 Date and Time of Next Meeting – "SAM" November 2008

4.4 Adjournment

Respectfully submitted,

Gladys Jarvie

Committee Chairperson

National Effective Speaking Competition Committee Chairperson

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

Scholarship Awards Committee

RECORD OF PROCEEDINGS

19 June 2008

Irene Doty

This year we had 69 applications from across Canada; this is an increase over 48 last year—all regions represented other than north: SK 8; QC&OV 9; PEI 2; ON 18; NS 1; NFLD 4; NB 3; MB 3; BC 15; AB 6. To be noted as an item of interest, scholarship applications for 2005 numbered 94, for 2006 numbered 61 and 2007 numbered 48.

The Scholarship Committee met on June 19, 2008 in Quebec City to determine the winners of the two scholarships.

Again, we are pleased that the two scholarships will amount to \$2500.00 and \$8000.00

The League is indeed proud to be able to offer these two scholarships and we are grateful for the generous donations that have been made both by Mr & Mrs. Dale and the late Air Commodore Leonard J. and Mrs. Kathleen Birchall.

The air cadets applying for these scholarships are the “cream of the crop”. It is absolutely amazing how involved and dedicated and hardworking these young people are. They are achievers and have some tremendous hopes, dreams and plans for a bright and successful future in many various professions.

Every cadet was proud to have been part of our youth program for the past 6 years and expressed thanks to the Air Cadet League of Canada for helping them to become the kind of person they are today.

My sincere thanks to the members of the scholarship committee, Ron Ilko, Gilles Cuerrier, Harold Fowler and Guy Albert for all your work and commitment.

The announcement of the winners was made at the president’s dinner in Quebec City.

The recipient of the Dale scholarship was Sophia Nahachewsky of #38, ANAVETS squadron in Prince Albert, Saskatchewan and the scholarship was presented to her by Irene Doty at the Saskatchewan Provincial Committee Awards Banquet, October 25, 2008.

The recipient of the Birchall Scholarship is
Geoffrey Plint of #676 Kitty Hawk squadron of Sidney, British Columbia and he will be presented with the scholarship in Ottawa at the SAM by Mrs. Kay Birchall.

Respectfully submitted by
Irene R. Doty,
Chair of the scholarship committee

2008 Annual General Meeting – 21 June 2008

APPENDIX H – Report, Member Registration and Screening Committee

No Committee Report was received from the Chairperson for inclusion in the AGM 2008 ROD.

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

Meeting 8 **20 June 08**
 1830 Hours
 ACL Annual General Meeting
 Quebec City, QC

Attendees:

**ACLC: Grant Fabes (Chair), Marlene Conway, Geoffrey Johnston,
Tom White**

ATAC: Wayne Gouveia
CAE: Michael Fedele
CAMC: Theresa Davis-Woodhouse
CAAHRA: Rod Jones
DND: Andrea Onchulenko

**Guests: Denis Dunne, Craig Hawkins, Darlene LaRoche, Marc Lacroix,
Keith Mann, Bob Robert, Yvon Soucy, Ed Statham.**

Absent: Glenn Priestley, CBAA

ADMINISTRATION

1.1 Opening Remarks by the Chairperson

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

1.2 New Items for the Agenda

3.2 BC and PEI PCs MOUs with Provincial Industry

1.3 Approval of Agenda

Agenda, with addition of 3.2, was approved as distributed.

1.4 Adoption of 2007-11-23 meeting minutes.

Moved by Theresa Davis-Woodhouse and seconded by Capt Andrea Onchulenko.
Carried.

BUSINESS ARISING

CAMC (Theresa/Grant)

- CAMC has had several requests from various air cadet squadrons for career awareness materials to use at career fairs and similar events.
- Frequent visits continue to be made to the CAMC bilingual Web site (www.camc.ca) - "Youth Pages" with a sub-section "Air Cadet League." A new addition to the Air Cadet League sub section is a sub menu which allows cadets to access a Photo Gallery and a Video Clips section on aircraft, as well as one on Plane Parts. Cadet access (a Password and a User name have been supplied to each squadron) is also provided to the Interactive Multimedia Learning Tool (IMLT). This tool is designed to introduce cadets to the basic concepts of aircraft operation and maintenance.
- 20 Cadets are invited to attend our Youth Career Forum, which is part of CAMC's Annual AGM and Forum. This year it is in Calgary at the Westin Hotel. As a member of the CAMC Youth Advisory Council (YIAC), Grant has been invited to attend the entire AGM and Youth Forum, from October 22-24, 2008.
- Theresa was very pleased to announce that the CAMC Board of Directors had approved an annual \$500 bursary to be presented to a cadet attending the new Advanced Aviation Technology - Aircraft Maintenance Course, being offered in North Bay (Canadore College), this July.

Cadet Training - DND (Andrea/Tom)

1. CPU Status Report

- Most recently held boards were Sep 07 to Dec 07 to update three of the three-week summer training courses: Basic Survival, Basic Aviation, and Basic Aviation Technology and Aerospace and Jan 08 to May 08 to update the three-week summer training course Basic Leadership and Proficiency Level Three.
- The summer months will be spent preparing for upcoming boards next year: Sep 08 to Dec 08 - Advanced Aviation, and Advanced Aerospace and Jan 09 to May 09 - Survival Instructor Course and Proficiency Level Four.
- Updated Year One programming will be implemented commencing Sep 08. All cadets enrolling at or after that date will receive all their training as part of the CPU.

2. Updated Program Content

- The Basic Survival Course shifts from two-weeks duration to three-weeks duration and this will allow for more time to focus on developing and practicing survival skills.
- The Basic Aviation Course draws from some of the current Introduction to Aviation Course and will continue to interest cadets to pursue aviation (knowledge) and allow for them to practice certain skills using 'Round the Pole.
- The Basic Aviation Technology and Aerospace Course is a new program that will be the gateway to Advanced Aviation and both new technical training courses. The content and activities will centre on aerospace, airport operations and aircraft manufacturing and maintenance.

3. Next Steps

- The outreach work that LISC is doing continues to be important and will help ensure the successful implementation of the updated programming. I am continuing to advocate the LISC and now the PILAT steering committees use the updated training documents as a basis for developing plans to attract industry support. I have shared with the PILAT project chairs all updated programming and have identified aspects of the training they can use as a basis of the work for the action teams and for creating opportunities for PILAT mobile. I am interested in being part of an ad-hoc or sub-committee that uses the training requirements to generate industry collaboration.

4. Miscellaneous

- I came with a query from a colleague about industry-youth collaboration opportunities in Canada's Far North. I have recommended to this colleague, a program development staff officer for the Junior Canadian Rangers, to attend CAMC meetings if possible. He is looking to find out what the interest level of Northern industry is toward youth and how the Junior Canadian Ranger program might be included.
- Thank you for a successful LISC meeting and I strongly reiterate my own recommendation that (a) the LISC meeting needs more time; and (b) a necessary component of future LISC meetings (or an opportunity scheduled this summer between LISC meetings) is to brainstorm on future initiatives and learn where we can collaborate more. During this LISC meeting it was evident that LISC is a good opportunity to report on initiatives recently undertaken and the status thereof but without more meeting time/strategic planning, it will become more challenging to set out new goals and sub-projects.

CAAHRA MOU Implementation (Rod and Marlene)

Please see Agenda item 2.2.

ATAC MOU Implementation (Wayne/Grant)

- The MOU with ATAC provides for two annual continuation flying bursaries and for access for selected cadets to attend both its AGM, Convention & Trade Show, and the Ottawa Spring Meeting. On May 13, at the ATAC Flight Training meeting, Jean-Marc Lanoue, on behalf of the League and the selected cadet, FSgt Danielle Forget of 524 Squadron (Edmonton, AB), accepted the Spring Meeting bursary from Mr. Wayne Gouveia, ATAC Vice President - Commercial General Aviation. Danielle will be receiving her flight training at Wetaskiwin Air Service in Wetaskiwin Alberta. The cadet selected for the continuation flying awarded at the May meeting is selected from across Canada. The ATAC bursary awarded at our AGM in November is selected from the province that the AGM is visiting in that calendar year.
- It was noted that several of the most recent Cadets who have received flying scholarships and awards from industry have been females. The professional pilot occupation consists of approximately 5% females and 95% males. As industry struggles to fill the gaps for pilots and technicians there may be an opportunity for the Cadets to nurture its female population towards careers in aviation.
- DND has responded to the shortage of pilot candidates and has increased the number of Powered Pilot Scholarships to 260 for the 2008 program. ATAC schools are hosting 203 of the cadets who will receive their private pilot licenses.
- ATAC's AGM 2008, which will be held in Calgary from November 10-12. Six cadets per day have been invited to attend as participants in the Flight Training Committee meetings over the 3 days of the conference. ATAC has invited attending Cadets and a CF chaplain to participate in a formal Remembrance Day ceremony to be held during the AGM on November 11, 2008. Typically flight training meets on the day before the conference with a seminar in the afternoon and six cadets are welcome to attend that session, this year held on November 9, 2008.
- ATAC will add the electronic flight training newsletter for distribution to the Air Cadets. ACLC will be invited to submit information for the newsletter. Point of contact at the league for squadron distribution to be determined.
- ATAC has had to delay the delivery of the Flight Safety brochure, due to technical difficulties and will be seeking alternate means to complete this project. The brochure will be provided for distribution to all squadrons for the 2008-2009 training year and will include information on what is a safety management system.
- On its web site (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."
- Flight Instructor shortages – The industry is currently experiencing critical shortages for new Class IV instructors. The Air Cadet Scholarship Program is producing approximately 260 new private pilot licenses each year. We need to discuss a mechanism which will allow the PPL holders to achieve their commercial pilot licenses and then progress to become instructors.
 - ATAC has agreed to solicit a list of member flight training units that would be interested in providing a subsidized Instructor rating for successful cadets with commercial pilots licenses.
 - The challenge remains in identifying the bridge mechanism to fund the commercial license. One suggestion is to identify a pilot selection tool that students could take to banks for funding.
 - ATAC will be hosting EPST, Electronic Pilot Selection Tool which is based in the Netherlands at our Annual General Meeting in Calgary November 2008. EPST has supported its technology by offering reimbursements for training to students who have been identified as possible successful commercial pilot candidates but have not succeeded. They have also established a relationship with the banking industry in the Netherlands to finance professional pilot training.
 - Mike Fedele, VP Pilot Provisioning Innovation, Civil Training and Services, has indicated that CAE also has a pilot selection tool and will follow up that conversation with ATAC.

CBAA MOU Implementation (Glenn/Jan)

As the CBAA representative was not able to attend due to CBAA's AGM taking place during the same week, Grant provided the following report:

- The MOU with CBAA provides for one annual flying scholarship and for opportunities for selected cadets/League members/military personnel to attend the CBAA AGM, and all CBAA sponsored workshops and seminars throughout the year (www.cbba.ca).
- CBAA has renewed its scholarship commitment and this year's recipient, FSgt Alexander Lebrun of 283 Squadron (Toronto, ON), was invited attend CBAA's 47th Annual Convention, Trade Show and Static Display in Toronto, on June 16, where the cadet, his parents and CO will be guests of honour at the Awards Luncheon.
- The National Air Cadet League's Executive Director was invited to attend the May 27-28 CBAA Auditing Workshop, which was held in Ottawa.
- On June 16, CBAA will sponsor 6 cadets to attend its Professional Development day, which will be focused on several aspects of aviation security.

CAE MOU Implementation (Mike and Grant)

- The Chair formally introduced and welcomed to LISC, Michael Fedele, CAE VP - Pilot Provisioning, as the representative of the newest industry member. M. Fedele then proceeded to provide an overview of both the nature and global reach of CAE services to both civilian and military customers worldwide, with particular emphasis on pilot training and CAE Global Academies.
- He reviewed the main elements of the MOU, signed last January, in which CAE has agreed to provide resources to cadets. These include an annual PPS; access to material support for current Air cadet training programmes through relevant industry learning materials and other resources; access to CAE Training Centres in Montreal, Toronto and Vancouver with provision of simulator time for selected cadets at these Centres, as available; and supplying 8 Simulator Flight Certificates (2 per Q/OV PC, OPC, BCPC and National level) per year for promotional purposes.
- In his conclusion, M. Fedele denoted how pleased CAE was to be associated with the Air Cadet League and how pleased he was to be present and participate as a member of the LISC. He also indicated that, after having listened to the presentations from the other industry members, he was very supportive of the LISC and its objectives, as an effective way to further League/Industry partnerships.

Update - PILAT

- A detailed PowerPoint presentation was given by Rod and Marlene.
- Particular emphasis was placed on the work and results of the second round of provincial/regional workshops, and the integration of both CARHSD and PILAT initiatives.
- An overview was given of the draft end of project report, with emphasis on the key strategic directions being proposed.

NEW BUSINESS

2008 National Air Cadet League Strategic Plan Update

The Chair informed the committee members that, as part of the League's 2008 Strategic Plan Update (SPU) process, he had been mandated to establish a League Select Committee to take stock of the progress this far, in the development of League/Industry partnerships, and to formulate long range projections for consolidation and further expansion into new partnerships. This committee is to submit its report to the League's Board of Governors prior to AGM 2009.

2008 Annual General Meeting – 21 June 2008

BC and PEI PCs MOUs with Provincial Industry.

- Denis Dunne, PEI PC Chair, reported on the MOU, which had been signed on 2008-02-27, with the PEI Aerospace Human Resource Sector Council. At the signing, Mark Booth, Sector Council President, stated, "This provincial partnership is part of a larger national understanding between the Air Cadet League and the Aerospace and Defence associations from across the country, which is aimed at promoting and encouraging careers in our industry."
- Geoffrey Johnson, BC PC Past-Chair, reported on the MOU, which had been signed on 2008-06-11, with the Aerospace Industry Association of British Columbia (AIABC). At the signing, Tom Holland, AB PC Chair, stated, "Working together with the AIABC and BC's Aerospace Training Institutes, the Air Cadet League wants to provide cadets with a greater understanding of, and exposure to, the broad range of exciting and rewarding career opportunities available in BC's aerospace and aviation industry."
- In both of these MOUs, the Provincial Leagues and Industry agree to work together in partnership and cooperation to:
 - assure the long-term value and sustainability of the Air Cadet League of Canada
 - secure the long-term health and growth of the Canadian aerospace/aviation industry
 - support current Air Cadet training programs, through the provision of relevant industry learning materials, instructors, equipment, services, and other resources as may be appropriate and agreed to by the parties to this agreement
 - contribute to the definition and development of agreed future training and development programs for Air Cadets, in full cooperation with other relevant organizations, as may be appropriate and agreed to by the parties to this agreement
 - jointly support the delivery of agreed future training and development programs for Air Cadets, in full cooperation with other relevant organizations, as may be appropriate and agreed to by the parties to this agreement
 - jointly determine and source the resources required to carry out the work of this partnership, including but not limited to; funding, contributions of services, training equipment and materials, and facilities for squadron or league use
 - strive to cultivate the highest calibre of youth with respect to leadership, citizenship, and relevant industry knowledge and skills

CONCLUSION

Closing Remarks

The Chair requested, in keeping with past practice, that industry partners submit, to him, notes on/summaries of their presentations, for inclusion in the Minutes.

Date of Next Meeting

SAM Fall 2008

Adjournment

Time: 1200 hours



APPENDIX J, Report National Flying Committee Report

National Flying Committee

20 June 2008

Chairperson: William G Paisley

Secretary: Eric Steffensen

Members:

Members:	Jacques Vallée	QC
	Pierre Barabey	QC Directeur Executif
	Jerry Elias	OPC Chair
	John Walker	NS Chair
	Jim Spencer	SK Chair
	Terry Lewis	MB
	George Evans	MB
	Dave Vokey	PEI
	Dennis MacNeil	NB
	Bob Drummond	NL
	Thomas Taborowski	ON
	Ron Patton	ON
	Tom Holland	BC
	Norm Lovitt	BC
	Stan Harry	BC Honorary Director
	Chuck Verge	National Governor
	Rick Mortensen	NWO
	Joe Johnson	VP/ACL
	LCol F. Gaboury	SSO AIR
	Maj John Cooper	DND/NTA
	Maj Bill Fox	DND/NCA Ops O
	Maj Pierre Giroux	D CDTs 4-5

I. GENERAL

1.1 Welcome

The Chairman opened the meeting at 0830 hrs and welcomed everyone to the meeting.

1.2 Call for New Agenda Items

BC asked to have the Wilga update and Cessna 182 trial added and NB the flight safety issues at Gander PPS location. These items will be covered under agenda 3.4.

1.3 Approval of Agenda

Jacques Vallee moved and seconded by Pierre Barabey that the agenda be adopted.

Carried

1.4 Approval of the Minutes of the Previous Meeting

The Chairman asked for approval of the minutes of the flying meetings held at the SAM in Ottawa 23 November 2007. Acceptance moved by Joe Johnston and seconded by Norm Lovitt.

Carried

1.5 NCA Ops O Report

Maj Bill Fox presented the National Cadet Air Operations Officer's (NCA Ops O) report which addressed Flying Statistics, ACGP Fleet, Flight Safety, Scholarship Quotas, Power Scholarship Training, Advanced Soaring Award and NCA Ops O issues.

- a. Flying Statistics for the calendar 2007 was 47,517 glider flights compared to the ten-year average of 53,512. He noted that Glider Famil flights are down from the ten-year average, however the decrease in numbers are not of a great concern when the overall objective of the program is considered.
- b. The ACGP fleet consist of 75 2-33 gliders, 15 L-19s, 16 Scouts and 15 winches. In addition BC has one Wilga general purpose aircraft.
- I. c. Flight Safety Summary for the year 2007 recorded three major glider accidents (one A and two B Cat); and 121 incidents. The B Cat included premature release on a winch launch, which resulted in a hard landing, and the other was a two glider collision on landing. The A Cat was a glider being tossed into a fence after becoming loose from its tie down during a strong wind conditions. The Flight Safety factors and trends are constantly under review for accident prevention and it was noted that the number of incidents reported do not necessarily relate to the number of accidents. The highest accident rate occurred in 2003.

II.

- III. c. The 2008 Provincial and Territorial Selection Quotas for the Flying and Glider Scholarships were reviewed. There are 260 Power and 320 Glider Scholarships allocated.

IV.

- V. d. Advanced Soaring Awards (Gliding/Soaring at the Gatineau Soaring Club) to the top GPS were rewarding and beneficial to the program. Three Cadets received their Soaring Association "C" badge.

VI.

- e. NCA Ops O Issues included:
 - Glider Pilot/Instructor Pilot Retention;
 - Winch purchase for fall 2008 included 3 high end winches and plan to have them operational next season;
 - FS analysis, reporting and recommendations;
 - The PPS contract which is negotiated annually and this year the cost was \$2.3 M for 260 cadets or \$8,705 each, a cost increase of 5% over last year;
 - Responsibility and the management of the ACGP manual (242) is now under CAD SET (Standardization and Evaluation Team);
 - Glider Launch vehicles (Tow aircraft, Winches and Auto);
 - Additional or Advanced Gliders;
 - GPS and PPS quotas; and
 - DND owned assets and maintenance standards.

VII.

VIII.

1.6 NTA Report

IX. Maj John Cooper presented the National Technical Authority's (NTA) briefing which addressed NTA Staff and Organization, SIRP, Aircraft Modifications/Issues Update and System changes. Some of the main briefing points were:

- a. Structural Inspection and Repair Program (SIRP) is funded for 9 aircraft for FY 08/096. The tow aircraft remain at a ten-year SIRP cycle and the gliders at a 12-year cycle. Funding is \$8,500 per aircraft plus NDT costs.
- b. The glider canopy latch gusset modification to prevent inadvertent canopy opening in flight will be implemented and the gliders will be modified when they are on the SIRP program (11-year process).
- c. Ballast box modifications are on going; 50% of the fleet completed last spring and the remainder should be completed by November 2008. The main purpose for the modification is to ensure the ballast stays in it holder in case of an accident and not allowed to cause injury to the occupant.
- d. Schweizer support program is ongoing and now K & L own the Type Certificates. Eastern region coordinated the National parts procurement and major 2-33A parts were delivered in March 2008.
- e. The 2-33A wing jig requirement/proposal is under reviewed as to in-house capability and cost of doing these repairs. Les Schweizer has the original OEM jig and proposes to do our repairs. NTA is waiting for a cost estimate and would prefer to have K and L repair the bent wings.
- f. The Pac Region has four gliders modified with a radio boom mic /PTT design and are working well. Prairie Region working on a standard design and both Eastern and Prairie Regions are interested in the boom mic/PTT.
- g. Prairie Region is trialing a glider telemetry system and has been successful on air tow. The winch trail is ongoing.
- h. Fabric covering process that has less toxic chemicals is under trial and will be considered once the data and cost are captured. Decision likely by next fall.
- i. The glider seat harness and spacer are being reviewed and will undergo a trial in the Central Region this summer using a five point harness. The review is to prevent the cockpit occupant from sliding under the lap belt. Additionally, DRDC will do an anthropometric study.
- j. The glider 2-33A approach speeds are being reviewed with the support from aerodynamics engineer from DTAES.
- k. The Scout Hoffman prop trials have been completed and 4 Central Region Scouts have been modified and funded by DND.
- l. The Scout 100 Hr inspection checklist has been amended and issued.
- m. Project to reduce Scout tail spring failures by installing a tundra tail wheel is ongoing and a kit has being purchased and installed on a Central Region Scout for trial.
- n. Scout Fuel Tank Access panel proposal to replace the fabric cover with aluminum access cover has TC approval.
- o. The L-19 oil cooler failures are being resolved by purchasing new coolers of the original design.
- p. The present 121.5 MHz ELTs for Tow aircraft will have to be replaced by February 2009 at a cost of approximately \$2000 per aircraft. In February 2008 NTA decided to standardize the equipment and selected the Artex

ME406 and was funded by DCdts. All tow aircraft should have the new ELTs installed by Spring 2009.

- q. The L19 engine obsolescence and/or tow aircraft replacement is being reviewed to better define the costs and options. The Pac Region is considering a replacement for the Wilga and L19 and have conducted a Cessna 182 trial during last April and May. As part of the L19 re-engine study, the Eastern Region will conduct a trial with a L19 equipped with a 0-540 engine. Of note, there are sufficient L19 engine parts available for the foreseeable future.
- r. Winch refurbishment or replacement is ongoing. Prairie Region hopes to have all winch only gliding sites equipped with refurbished or new winches by spring 2009.
- s. The issue of ACL vehicle driver qualification required to tow DND licensed trailers was left as an open item.
- t. The checklist and process for “new” aircraft purchase continues to be defined and it is hoped to have a document completed by the Spring 2009. DND funds the pre-purchase inspection. The respective ACL/RCA Ops O are to coordinate transportation cost.

II. BUSINESS ARISING

2.1 Update on Glider Procurement

New Brunswick requires a glider and has the first priority for the next 2-33 available.

2.2 Four Bladed Propeller Trials

See NTA report.

2.3 ACL Insurance Coverage for Civilian Volunteers

The ACL insurance policy covers civilian volunteers for \$2M liability.

III. NEW BUSINESS

3.1 GPS and PPS Scholarship Graduates Continued Participation in the ACGP

All the graduates should be encouraged to continue and participate in the ACGP. The Regional ACL Provincial Committees should continue to seek ways and means to provide incentives such as travel assistance through bursaries.

3.2 Strategic Plan

Regions/PC Aviation Committees are reminded that as part of our Air Cadet Flying Strategic/Long Range Plan, the ACGP items forwarded by Email are worthy of closer examination to determine the long range (10-15 years) changes to the ACGP, if any, in terms of the overall program content, equipment, personnel and funding. ACL members are asked to collaborate with your respective RAC Air Ops O to prepare their detailed views on each item and submit ASAP but not later than 30 Sep 2008.

3.3 Anniversary 100 Years Power Flight in Canada

All Regions/PC Aviation Committees are ask to fully promote and keep the message of the 100th Year Anniversary of Power Flight in Canada front and centre at all cadet activities and functions. A banner has been produced for the STCs to promote the Air Cadet League and CAMC recognition of this important Anniversary.

3.4 PC ACC 12 Form B

The ACGP program effectiveness report period will be changed to the calendar year to coincide with the NCA Ops O report period. Flying Committee members are requested to submit any changes to aircraft inventory that have not been noted in Annex A to the Contract for Goods and Services to the NFC Chair.

3.5 Comments/Reports from PC Representatives

- BC member gave an update on their ACGP. The Wilga Tow aircraft is for sale and for a L19 replacement they have conducted a Cessna 182 trial last April and May. BC also expressed an interest in purchasing a winch for Glider Familiarization Flying. SSO Air suggested that the winch procurement be further discussed and likely DND could provide a winch for next spring. BC stated their present goal is to have four (4) tow aircraft and two (2) winches as launch vehicles. BC conducted an Instructor work-up prior to the spring Familiarization session, which was successful, and this summer they have a surplus of available instructors for the RGS GPS staffing. BC also suggested that as a means to retain Instructors and Scholarship Cadets, an advance gliding program should be offered. This spring they deployed two gliders and a tow aircraft to the gliding site at Hope BC with ten staff for advanced gliding as a trial and it proved to be very successful.
- NB member expressed concern over safety issues that occurred at the PPS training in Gander last year. NCA Ops O will investigate the concerns through the regional RCA Ops O.

IV. NEXT MEETING

4.1 Date and Time of Next Meeting

The next meeting of the National Flying Committee will take place in Ottawa at the SAM 20-23 November 2008. Telephone calls and e-mails will keep everyone informed in the meantime.

- 4.2** The Chairman announced that this was his last meeting as chair and Eric Steffensen will be his replacement. The outgoing Chair, Bill Paisley, MGen (Ret'd) was thanked for his dedication, leadership and accomplishments during his tenure. He also pointed out that he will remain active in the ACGP and continues to provide his expertise to the OPC.

4.3 Adjournment

There being no other business, the meeting was adjourned at 1145 hrs.

Respectfully submitted

William G Paisley
November 14, 2008

APPENDIX K – Report, Provincial Chairpersons Committee

Provincial Chairs Committee

20 June 2008

Chairperson: Geoffrey Johnston

The morning session began at 8:40 am, with an introduction by the Chair, and self-introduction of the attendees. All Provincial Committees were represented together with a number of Vice-Chairs and CF personnel; a total of 24 attendees were present.

A special welcome was extended to Mr. Roland Gagnon, Chair of the Northern Territories, who was attending the national AGM for the first time.

BUSINESS ARISING FROM THE 2007 AGM AND SAM

- 2.1 The Strategic Plan Update (SPU), a copy of which has now been distributed to all members, was briefly discussed. In particular, it was noted that none of the items in the SPU have yet to be decided. The Board of Governors have only approved the process outlined in the SPU; the Chairs and all national members will have the opportunity of providing input on the four major goals and 94 timed objectives over the next two years.
- 2.2 The proposal to change the name of the Provincial Chairs Committee to “Provincial Chairs” (in order to recognize the stature of this group within the structure of the ACL) met with general approval from the Executive Committee; however, the proposal was not adopted at this time since it will require a change in our By-Laws. The proposal will be raised again when bylaw amendments are placed on the national agenda.

NEW BUSINESS

- 3.1 Governor Chuck Verge presented the report from the Organizational Assessment Committee (entitled Support Structures for the 21st Century). The Chairs had not yet received a hard copy of this report, but Chuck was able to have copies made for each Chair by the end of his presentation. A lengthy discussion ensued on the topics contained in Chuck’s report, including business structure, support structure, liability, and storage of records, co-location, funding and timing.
- 3.1.2 L/Col F Gaboury presented a report on current issues from D Cadets standpoint: in particular, the results of a study on declining cadet retention; CATOs regarding promotion policies and changes in selection board requirements; difference in regional reporting; grant renewal; the provision of winches; and the process for adopting new uniform items. A lengthy discussion followed; a later resolution was moved by BC and seconded NWO: *“That the Provincial Chairs be consulted before any changes are made to Selection Board procedures.”*
Carried
- 3.2 British Columbia made a presentation on tackling modern problems and, in particular, the role of the Provincial Committees on the overall health of the League.
- 3.3 L/Col Gaboury replied to a question raised by Saskatchewan on the confiscation of Anschutz rifles from SSCs in the late 1990s. L/Col Gaboury reported that the DND department responsible would not authorize the return of these weapons to SSCs. It appears that any further progress on this item can only come from political overtures.
- 3.4 Saskatchewan also raised the issue of faltering rural squadrons and a discussion of the steps which could be taken to assist these units ensued, including the recruitment of CIC officers and the potential for combining small army/air/sea in some areas.

2008 Annual General Meeting – 21 June 2008

- 3.5 Changes this year to the formats for the Annual General Meeting and Semi Annual Meeting were discussed. In general, the Chairs approved of the changes which had been made to date and the resulting savings to both the League and the membership. The following resolution was moved by Saskatchewan, seconded by Manitoba:

“That the AGM committee re-consider the necessity of having an SAM in Ottawa, in view of rising transportation costs against the advancement of electronic meeting technology.”

Carried

- 3.6 Screening procedures were discussed; in particular those which involve CIs who wish to volunteer their time.
- 3.7 Three calls were made for nominations from the floor for the position of Chair of the Provincial Chairs: none were received, and Geoffrey Johnston was elected by acclamation for the upcoming year.

The Afternoon Session began at 1:30 pm.

- 4.1 There was a short discussion on the benefits of incorporation for SSCs. General Information on incorporation will be forwarded to all Chairs.
- 4.2 GST rebates have recently been affected by the use of subsidiary charity numbers which originated from NLL many years ago. Procedures are now underway to have new numbers issued to incorporated PCs and SSCs.
- 4.3 British Columbia presented a report on the successful Registration Fee program which has been in use in that province over the past five years. Inherent in this program was an approval by their provincial membership to institute permanent financial support to the NLL, and Tom Holland announced that BC is prepared to begin such support in this training year.
- 4.4 The Chairs discussed the letter from the Burnaby Teachers Association, and the responses (if any) which would be appropriate from the Provincial Committees.
- 4.5 Governor Marlene Conway and Mr. Rod Jones presented the final report of the PILAT group, including a summary of the progress made in each region and the proposals for future support and enhancement of the Air Cadet Program.
- 4.6 Québec and the Ottawa Valley initiated a discussion on the degree of progress which has been made with the aerospace/aviation industry across the country. The following resolution was moved by Q&OV, seconded by BC:

“In view of the excellent progress made in forming relationships with industry, the wording of the third objective of air cadet training should be changed to: ‘To stimulate interest in the aerospace/ aviation industry including the air element of the Canadian Forces.’”

Carried

- 5.1 The next meeting of the Provincial Chairs will take place via teleconference at a date and time to be arranged. The next Semi Annual Meeting is scheduled for November 20 to 22, 2008, in Ottawa.

Respectfully submitted,

Geoffrey L. Johnston
Chair
Provincial Chairs Committee

APPENDIX L – Report, National Honours and Awards Committee

Honours and Awards Committee

Thursday, 19 June 2008

0830 – 11:30 hours

Bourgeois Room

Chairperson: Craig Hawkins

In Attendance

C. Hawkins (Chair)

G. Albert

I. Doty

H. Fowler

D. Gladney

M. Goldack

R. Goudie

L. Jenks

D. Hayden

R. Ilko

J. McKeachie

R. Parsons

B. Wolfe

4. Administration

4.1 Welcome and Opening Remarks by the Chairperson

The Acting Chair thanks the members of the Advisory Board for accommodating the meeting in order to accommodate other meetings in the morning.

4.2 Appointment of Committee Chair, Vice-Chair and Secretary

The members in attendance selected C. Hawkins as the Chair and R. Parsons as the Vice-Chair. The Chair also agreed to take minutes of the meeting.

4.3 Additions to the Agenda

There were no additions to the agenda.

4.4 Approval of the agenda

The agenda was approved as circulated.

5. Business Arising

5.1 Business Arising from the 2007 SAM

Royal Canadian Legion Cadet of the Year Award

The description of the RCL Cadet of the Year in the Policy and Procedures Manual is correct, but the selection procedure does not correspond with the new method that was recommended at the SAM. IAW the scheduled agreed to at the SAM by the BOG and the Provincial Chairs, the RCL Cadet of the Year will be selected from a different provincial committee each year according to the following schedule:

2008	New Brunswick	2009	Northern Region
2010	Alberta	2011	Quebec and Ottawa Valley
2012	Nova Scotia	2013	Saskatchewan
2014	Manitoba	2015	Newfoundland and Labrador
2016	Prince Edward Island	2017	British Columbia
2018	North-Western Ontario	2019	Ontario

The PC responsible for the selection will also be required to select a back up candidate. The names of both the candidate and the backup will be announced at the AGM. Still to be determined: what happens if a PC is unable to select a candidate?

Action: Chair will rewrite the selection procedure for the PPM to reflect the agreed to procedures.

6. New Business

6.1 Committee Membership from Advisory Board

6.1.1 Provincial Contacts

Action: The Chair will contact the provincial committees to identify a provincial contact for Honours and Awards and to gather information on the award programs that are available at the provincial level.

6.1.2 Sub Committees to Handle Various Awards

The following members of the Advisory Board agreed to chair sub-committees to coordinate the approval of the various awards:

Certificate of Merit / Certificate of Honour: Bob Goudie

Officer of the Year / Certificate of Merit: Don Gladney

Presidential Citations: C. Hawkins, Bob Goudie, Bob Parsons, Jim McKeachie , in consultation with the National President

Medal of Honour: Chair of Honours and Awards, National President, First Vice-President and past recipients of the Medal of Honour (as prescribed in the PPM).

6.1.3 Sub Committee to Selection Scholarship Recipients

Irene Doty will continue to coordinate the screening and selection of the Birchall and Dale Scholarships.

6.2 Creation of a "Bar" for the Certificate of Merit / Certificate of Honour

Following discussion it was recommended that a second Certificate of Merit could be awarded where the member was being nominated for a new project or new work. This will require some additional tracking of previous citations.

It was not recommended that a member could be nominated for a second Certificate of Honour. It was felt that this award should be granted to an individual only once and then only for significant contributions to the League. Awarding a second certificate would reduce the prestige of the award.

Action: Chair will draft up an additional statement for the PPM.

6.3 Announcing Recipients of Awards

In accordance with the recommendations of the ad-hoc committee looking at both the AGM and SAM, it was recommended that only the following awards be announced at the AGM President's Banquet: Presidential Citations, Officer of the Year, Medal of Honour, Director of the Year and the winner of the Birchall and Dale Scholarships. All other awards will be presented during the business meeting.

6.4 New National Awards:

6.4.1 CAMC Award: the Canadian Aviation Maintenance Council has agreed to fund a \$500 award, to be presented to the top cadet on the new Aviation Maintenance Course. This merit-based award will be selected by the staff of the course and presentation will normally take place at the graduation parade. Terms of reference are still being developed. It will not be listed in the PPM but will be included in the listing of other merit-based awards at the SAM.

- 6.4.2 WestJet Pilot's Association Award: Herb Spears confirmed that the WestJet Pilot's Association had raised \$1500 for this year to go towards a cadet who is planning to pursue a career in commercial aviation. Terms of reference will need to be developed. Action: Chair to work with H. Spears to come up with suitable Terms of Reference and make sure that these are publicized before the end of the summer.

6.5 Presidential Citations

In the past, some national presidents have taken the liberty of awarding Presidential Citations without going through the formal process as outlined in the PPM. Following a discussion, it was decided not to recommend any changes to the process as outlined in the PPM. It was noted that the president always has the ability to request that a recognition plaque be produced to recognize an individual or organization without having to go through the Honours and Awards Committee.

6.6 Confirmation of Applications

There are a number of different instructions in the PPM as to how nominations should be made. Following a discussion on the matter it was recommended that:

- i) All nominations for national awards should be sent to the National Office, rather than to the Chair of the Honours and Awards Committee.
- ii) When the national office staff forwards the nomination to the Chair of the Honours and Awards Committee, the individual that submitted the nomination will be 'cc'd on the message so that the nominator is aware that the completed nomination has been sent on.
- iii) In the event that the Chair of the Honours and Awards is nominated, the nomination would be forwarded to the Vice-Chair of the Honours and Awards Committee

Action: Chair will work with the national office staff to coordinate procedures and to update the PPM.

6.7 Other Items

- 6.7.1 Scholarship Funds: It was recommended that Mrs. Birchall and Mr. and Mrs. Dale both be given a financial statement on the current status of the funds that they have donated.
Action: Chair will request Executive Director or Chair of the Finance Committee to prepare and send out a statement.

- 6.7.2 It was recommended that Mrs. Birchall and Mr. and Mrs. Dale be given the opportunity to make the formal presentation of their scholarship to the award winner at a suitable occasion. While they may choose not to do so for any number of reasons (travel cost, conflicts in schedule etc.), they should be given the opportunity.

Action: Chair will request that the Provincial Chair of the cadets who won the bursaries send a formal request outlining the date, time and location of the presentation to Mrs. Birchall or Mr. and Mrs Dale and extend an invitation for them to attend to present the award. Irene Doty will continue to work with Mrs. Birchall and the Dales to coordinate this activity

7. Conclusion

4.5 Good and Welfare of the Air Cadet League of Canada

There are a number of items in the Strategic Plan that relate directly to the Honours and Awards Committee. These items are described below:

Objective A6-1: Develop a plan to recognize, during the 2009 centennial Year of Powered Flight in Canada, from the National level, all Provincial Governments that support in a significant way the Air Cadet Program at the ACL local and Provincial level. (To be completed by the SAM 2008)

Further develop the plan to also recognize during the 2009 Centennial Year of Powered Flight in Canada, from the national Level, The Royal Canadian Legion, The Lions clubs of Canada, The Rotary Club of Canada and other such significant supports of the Air Cadet Program at the ACL local and provincial level. (Follow up from SAM 2008 onwards)

Objective B5-1: Consult, survey, identify and obtain existing computer generated certificates of Recognition to be made available on the ACL website. Consult, explore and identify modern, inexpensive, yet attractive recognition mementoes and wearable items that can be stocked and listed in the ACL Catalogue and they bulk-procured by SSCs. Find or devise other worthy means of recognition to make available to SSCs.

These items will have to be discussed between now and the SAM so that firm recommendations can be made. A late-summer or early fall teleconference might be in order.

4.6 Closing Remarks

The Chair thanked the members present for the input.

4.7 Date of Next Meeting: 20-23 November in Ottawa at the SAM

4.8 Adjournment

APPENDIX M - Report, National Education Credits and Training Committee

TRAINING & EDUCATION CREDITS COMMITTEE

19 June 2008, Winnipeg MN

Tom White, Chair

The meeting was called to order at 09:00 with Tom White in the Chair. Ten (10) persons were present for the meeting.

The Chair outlined the previous year's activities which included the design for the Effective Speaking pin which has been approved by the BOG and has now gone to DCdts for their approval as a design and for wear on the Cadet Uniform. It was noted that there is only room for two (2) pins on the breast pocket where the pin would be worn so if the pin is approved for wear the Cadet would choose which two of the three pins they would wear. The other pins are Marksman and Biathlon.

Before the call for agenda items it was noted that the committee would only be dealing with items other than training and that we would join the LISC meeting for that portion of the meeting immediately following the break. Capt Andrea Onchulenko will do the presentation. The agenda was approved with the CPU being the last item and QC and AL credits being added as New Business.

NB reported that they have to go back in the fall to the Education Dept to represent their pan for approval; Nova Scotia reported that their credit system was approved but the package was not available in print at this time, fine details were still being worked on. QC and BC have been able to update their systems of credits and the changes are already on the web sites. Alberta quietly waited until the end to spring the fact that they have received approval of their credit application. Darlene LaRoche passed around copies of the AL program and gave a briefing. This program is up on their web site and is well worth the read for anyone looking to improve on their system of credits or institute a program of credits.

The 100th Anniversary of Powered Flight in Canada video contest was outlined and it is on the web site. Applications are due to the Provincial Committees not later than 01 Nov 2008 in order to have final selections done at the SAM.

The Effective Speaking Pins status was noted and it is now in the hands of DCdts.

The tasking of the Strategic Plan Update as it refers to this committee was outlined. We see no difficulty in meeting the objectives as listed.

The Simulator Wing was discussed and it as agreed that the wing should stay as a local wear item on flight suits while training on the Simulators.

The meeting adjourned at 10:00 to reconvene with LISC following the break.

APPENDIX N – Report, Recruiting and Retention Committee

Recruiting and Retention Committee

20 June 2008

Chairperson: Ken Higgins

Committee Members 07-08

Lloyd MacIntyre
Jan Reidulff

Gary Winkleman
Ken Higgins, Chair

In attendance

L/Col Gaboury,	SSO Air D Cadets
Gary Winkleman,	1 st Vice Chair, Sask PC
Dennis Dunne,	PEI PC
Greg Boudreau.	New Brunswick PC
Roger Dionne,	Governor
Lloyd MacIntyre,	Quebec Ottawa Valley PC
Gladys Jarvie,	BC Committee
Frank Stapleton	Pan Territorial Committee
Pat McDonald	Manitoba PC
Carol Cox	Alberta PC
Don Berrill	ON 1 st Vice Chair
Bob Robert	National Vice President
Chair Ken Higgins	Governor

I ADMINISTRATION

The meeting started with a welcome from the Chair and the adoption of the agenda

II BUSINESS ARISING

2.2 Liaison with D Cadets:

Lt. Col. Gaboury spoke on related developments at D Cadets. The overall decline in the Air Cadet population was not welcome news to the group but did serve as a motivator for agreement on the need for a concerted recruiting effort for cadets and adult participants in 08/09.

The many changes to the training program together with new criteria for promotions (CATO 13-02) were seen as very beneficial to the retention of cadets.

2.3 Communications Tool Chest

The agenda then focused on four documents that had been prepared by the committee members and were now being readied for submission to the BOG for the P & P Manual under "Guidelines".

A power point presentation by Lloyd MacIntyre and Gary Winkleman guided participants through the four documents section by section. The rationale and hoped for outcomes were discussed.

The four subjects covered were:

- Writing a Business Letter on behalf of your Squadron.
- Making a (Recruiting) Presentation about Your Squadron
- Strategy for an Open House
- Orientation of New Volunteers

III NEW BUSINESS

3.1 Strategic Plan 2008

The discussion on the revised Strategic Plan 08 was assisted by the presence of the Chair of the SP08 team, Bob Robert. The Recruiting and Retention Committee has a number of Strategic Plan assignments to work on in the months ahead. To assist with that workload by the conclusion of the AGM the Chair was pleased to welcome new members;

- Dennis Dunne, PEI
- Don Berrill, ON
- Carol Cox, Alberta
- Frank Stapleton, Pan Territorial Committee

Their interest and support for the work of this committee is very much appreciated.

3.2 Word of Mouth Advertising

This was the subject of general discussion about the benefits of this method of promoting a squadron in the local community. Deliberately scheduling squadron activities that generate free publicity in advance of a recruiting drive or Open House to get people talking was seen as a useful strategy while not forgetting to notify community cable TV and radio about the event.

CONCLUSION

4.1 Good and Welfare

The Chair spoke briefly of an incident whereby an activist group of teachers attempted to block an Air Cadet Squadron being housed on school premises alleging the air cadet program was merely an extension of CF recruiting. Their argument was based on a misuse of appeal to emotion and was without any supporting data. It was unsuccessful in blocking the squadron's move to new school accommodation. SSC's should be on the alert for any similar activity in their community.

4.2 Closing remarks

The Chair thanked everyone for attending and made special mention of the excellent work by Lloyd MacIntyre and Gary Winkleman during the past year.

Respectfully Submitted,

Ken Higgins
Chair
Recruiting & Retention Committee

APPENDIX O – Report, Board of Governors

Board of Governors

19 June 2008

Attendees:	Chairperson:	M. Cataford	President
		C. Hawkins	Past President
		J. Reidulff	First Vice-President
		J. Johnson	Vice-President
		G. Fabes	Vice-President
		B. Robert	Vice-President
		K. Higgins	Vice-President
		K. Mann	Governor
		M. Conway	Governor
		M. Murphy	Governor, Absent
		R. Dionne	Governor
		B. Burkinshaw	Governor
		T. White	Governor
		R. Thistle	Governor
		C. Verge	Governor
		W. Paisley	Governor
	Ex officio	F. Gaboury	DCdts – SSO Air, Absent
	Staff:	Jean-Marc Lanoue	Executive Director
		Sarah Matresky	Executive Assistant

ITEM

I ADMINISTRATION

1.1 President's Remarks

M. Cataford welcomed everyone to the meeting.

1.2 New Items for Agenda

M. Conway added 'Pilote Update' to the agenda.

Info

1.3 Approval of the Agenda

Moved by G. Fabes/B. Robert

1.4 Approval of the ROP BOG Teleconference 3 May 08

Moved by C. Hawkins/K. Mann

1.5 Strategic Plan Update ROP 22 May 08

G. Fabes/M. Conway

1.6 Ratify Acts of the EC

Will wait until next meeting to approve.

II Business Arising

2.1 Presentation by B. Burchinshaw – Proposal Update: Air Cadet Association.

2.2 Items/Issues for DCdts.

Discussion ensued about issues to bring up with LCol. Gaboury. The BOG prepared to react to upcoming CATO Re: decrease from 4-3 committees for Selections.

- 2.3 Approval in principle of the concept of 'League Air Cadet Association of Canada (LACAC). M. Conway said a lot is already contemplated in the PILAT project. She will work directly w/Bob.
- 2.4 F. Gaboury reported that the cadet stats are down 6%. He also talked about the new CATO 13-02: rank promotion. There will be no quota for F/Sgt. and below, it only applies to WO through merit boards. CATO 51-01: the Air Cadet program outline limits interview boards for courses to 4 main (including GPS and PPS). DCdts rational is to reduce the burden of the interviews.
- G. Fabes commented that League involvement in the process is essential. Interviews are a great opportunity to learn the process of applying. The interview provides a chance to identify the true desires of the cadet and to train for life experience.
- F. Gaboury was agreeable to change the board requirement to include all courses as long as ACL agrees to ensure that all PC's hold to this commitment.
- 2.5 The National Flying Committee and DCdts are looking at the possible purchase of high end gliders to keep cadets interested in the program, but the purchase is not eminent.
- 2.6 R. Thistle proposed a new Registration and Screening Form. This form would indicate if the applicant is renewing or is a paid CI. The date of birth for CIs on the form is becoming an issue. The form was accepted by the BOG with the changes.
- 2.7 The SAM will take place at the Minto Suites hotel in Ottawa November 21-22 2008.

III Action Items

3.1 Financial Statements 2006/07, 2007/08

a) **Motion:** Confirmation/receipt of the financial statements.

T.White / R.Thistle

Carried

b) **Motion:** to appoint Boyer & Boyer as the auditors for the fiscal year 2008-2009.

B. Robert / B. Paisley

Carried

Measures

1. Control spending in line with the revenues
2. Cheques will be signed by the Treasurer
3. Line items will be aligned with the statements
4. Audits will be done quarterly
5. Audit recommendations to be submitted

Action Item: BOG to review the IACE fund.

3.2 Legal Defence Fund

The BOG noted that the legal defence fund is at 89K. As per PP the PC agreed to bring the fund to 100K when it reaches 80K. National level will write to Provincial Chairs in advance to note the requirement of a payment of \$1.00 per cadet.

4.1 Good and Welfare

B. Burchinshaw commented on the need to resolve the issue of updates to the PPM.

A comment was made to move on with the SPU.

Being no further business the meeting was adjourned.

APPENDIX P – Report, Nominating Committee and Advisory Board

Nominating Committee

Leonard G. Jenks

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. Following a further exchange of e-mail correspondence, the following slate of nominees for 2008-2009 was agreed.

BOARD of GOVERNORS (16)

EXECUTIVE (6)

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

GOVERNORS (10)

Governor	Bob Burchinshaw
Governor	Marlene Conway
Governor	Gladys Jarvie
Governor	Keith Mann
Governor	Maurice Murphy
Governor	Eric Steffensen
Governor	Ralph Thistle
Governor	John Walker
Governor	Thomas White
Governor	Charles Verge

HONOURARY OFFICERS (4)

Honourary President	Robert G. Dale, DSO, DFC, CD
Honourary Secretary	André O. Dumas CD
Honourary Treasurer	James G. McKeachie
Honourary Solicitor	J. Stuart 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 E. 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

Nominating Committee, cont.

Leonard G. Jenks

NATIONAL MEMBERS – AGM 2008

DELEGATES (41) (PC ELECTION OR APPOINTMENT)
Quotas: Based Upon Average Cadet Strength 2006-2007

Newfoundland and Labrador **2** **(952)**
Eric Murray, Gary Pinsent

Nova Scotia **3** **(1653)**
John Walker, Jim Mullins, Ed Mroz

New Brunswick **2** **(1145)**
Dennis McNeill, John Stewart

Prince Edward Island **2** **(153)**
Denis Dunne, Dave Vokey

Quebec and Ottawa Valley **6** **(5786)**
Marc Lacroix, Michel Côté, Michel Hébert,
Lloyd MacIntyre, Yvon Soucy, Jacques Vallée

Ontario **7** **(8008)**
Jerry Elias, Don Berrill, Bill Cumming, Dick Donaldson,
Jim Gale, Marc Larocque, Thomas Taborowski

Northwestern Ontario **2** **(246)**
Joan Cameron, Rick Mortensen

Manitoba **3** **(1299)**
Terry Lewis, Mark Brickwood, Pat McDonald

Saskatchewan **3** **(1298)**
Jim Spencer, Garry Winkleman, Martin Schultz

Alberta **4** **(2350)**
Fred Johnsen, Darlene Laroche, Eric Steffensen, Carol Cox

British Columbia **5** **(3499)**
Thomas Holland, Gladys Jarvie, Geoffrey Johnston,
Tina Kirkpatrick, Norm Lovitt

Yukon, Northwest Territory, Nunavut **2** **(133)**
Roland Gagnon, vacant

Respectfully submitted,

Leonard G. Jenks
Nominating Committee Chairperson

Advisory Board

David D. Hayden

In Attendance

D. Hayden (Chair), G. Albert, I. Doty, H. Fowler, D. Gladney, M. Goldack,
R. Goudie, C. Hawkins, L. Jenks, R. Ilko, J. McKeachie, R. Parsons, B. Wolfe

1. Administration

- 1.1 Welcome and Opening Remarks by Chairperson.
The Chairperson thanks the members of the Advisory Board for delaying the meeting in order to allow Chair to attend other meetings in the morning.
- 1.2 The appointment of Advisory Board Committee Chair and Vice-Chair for the coming year of 2008-2009 took place. David Hayden was re-confirmed Chair and Guy Albert was confirmed as Vice-Chair.
- 1.3 The Advisory Board was advised that Craig Hawkins was confirmed Chair of the Honours and Awards for 2008-2009 with Bob Parsons Vice-Chair.
- 1.4 The Advisory Board was advised that Len Jenks was confirmed Chair of the Honours and Awards Committee for the coming year of 2008-2009 with Ron Ilko as Vice-Chair.
- 1.5 Additions to the Agenda
The Advisory Board asked both the current President and the Senior Vice-President to meet together with the Advisory Board for informal discussions. We also asked the new Executive Director to an informal get together so that we could all meet him and get to know him a little better.
- 1.6 Approval of the agenda:
The agenda was approved as presented.

2. Conclusion

- 2.1 Both meetings were held and the consensus was that the Air Cadet League is going forward and with the incoming President and our new Executive Director the future looks very positive.
- 2.2 Closing Remarks:
The Chair thanked the members in attendance for their participation.
- 2.3 Date of Next meeting:
November 21-22 Semi Annual Meeting in Ottawa.

APPENDIX Q – Honours and Citations

2008 Honours & Awards Citations

Citations 2008

Officer of the Year

Capt Andrea Onchulenko

Capt Onchulenko was a key leader of the re-write of the air cadet summer training program conducting multiple writing boards across the country throughout 2002 and 2003 to redevelop 11 of 15 summer courses. Over the last few years there has been a push by the Air Cadet League to establish closer ties with a variety of aviation and aerospace industry groups. Capt Onchulenko has been a willing and active member of various Air Cadet League Steering Committees. Second, she has pushed to reshape the air cadet program, through the CPU project presently underway, to include better ground-based aviation subject matter both in the Squadron Proficiency Level Program and the CSTC program courses. Capt Onchulenko has been active in reaching out to a variety of industry groups to draw off of their programs and materials for possible inclusion in the air cadet program. Canadian Aviation Maintenance Council (CAMC) is one group that she has been significantly involved with. Her efforts to seize the open door opportunity presented by the CPU project to infuse more and better aviation and aerospace subject matter into the air cadet program have been most noteworthy. The air cadet program of today is, and that of tomorrow will be, much stronger as a result of her direct contribution in reshaping it for the better. Her dedicated work is recognized by the Air Cadet League in awarding her its Officer of the Year designation.

Presidents Citation

Bev Burke (AB) has dedicated 23 continuous years of faithful service to the Air Cadet League of Canada. Since her last award of the Certificate of Honor in 1995, Bev has worked tirelessly as the Zone Director of two zones in Alberta overseeing approximately twelve squadrons and sponsors within that zone. As a Zone Director she was a member of the Provincial Executive Committee and participated on all matters concerning the province. She kept all Sponsor Chairman and League Representatives well informed of events and issues so that each squadron could excel. Bev's current assignment is the Membership Coordinator for Alberta and has done so since its inception. All depend on Bev to provide up to date lists of screened volunteers for the safety of the Air Cadets. Beverly Ann Burke has never had a personal agenda with respect to her service to the Air Cadet League and she has a large heart for the youth who participate in the program. She has given freely of her skills, talents, time and energy continuously for over 23 years for which the League is pleased to award her this PRESIDENTS CITATION.

Certificates of Honour

The Sask. Provincial Committee wishes to recognize the contribution made by Mr **John Kutarna** to the Air Cadet League during his time as a director in the 1980's and 1990's. John's hard work as Chair of the Car Raffle Committee and later as Chairperson of the Provincial Committee helped lay the strong foundation on which our committee now stands. The provincial committee would like to commend and thank John for his efforts by award of the ACL Certificate of Honour.

Ernie Callow has dedicated many years to the Air Cadet program. He began his work as a local sponsoring committee chairperson, later becoming a Sask. Provincial Committee League Director. In addition to his regular duties as a provincial director, Ernie has served on the Volunteer Screening and Executive Committee-currently as past provincial chair. Nationally, Ernie served for two years as a member of the Provincial Chairperson's Committee and another as Chair of that committee. He has given of his time generously to his provincial committee and worked hard over the years for the Air Cadet Program. The Sask Provincial Committee wishes to commend and thank Ernie for his ongoing effort by award of the ACL Certificate of Honour.

Gary Winkleman (SASK) has made a life long commitment to the Air Cadet Program. His service began as an Air Cadet in Edmonton during the 1960's. He served as CO for #605 Squadron (Swift Current) in the 1980's and 90's and has served as a Director with the SK Provincial Committee ACLC for the last 5 years. In addition to regular director duties, Gary has worked diligently as chair of the provincial Aviation and the newly formed PILAT Committees. Nationally, he is a valued member of the Recruitment and Retention Committee. He has given of his time generously and is an excellent example of dedication and leadership to the members of his provincial committee. The Sask. Provincial Committee wishes to commend and thank Gary for his ongoing effort and congratulates him on selection for the ACL Certificate of Honour.

Ron Clement (Man) has been active with the Air Cadet Program since his time as an Air Cadet. He has served as an officer with 677 RCACS and subsequently as the Commanding Officer. He has been a strong supporter of the squadron and became a Provincial Director in 1999. He has been responsible for the Northwestern Manitoba area since that time and has willingly and admirably conducted these tasks which have required significant time and travel. He is awarded the ACL Certificate of Honour in recognition of his dedicated and strong support to the Royal Canadian Air Cadets.

Ruth & Richard Marcotte (SASK) since 1977 have worn numerous hats of service and dedication and have never shirked their responsibilities to the Air Cadets. Whether it was to plan an Exchange Trip, an Outdoor Weekend or plan and prepare meals of every description they were in the "Front Line" making sure it was done right. When cars were needed for transportation they would be the first to volunteer and go as chaperones. Many events such as celebrating the squadron 50th and 60th anniversary were wonderful examples of being well organized. We have never known another couple to give so willingly and think nothing of the time and work that was involved. This one Certificate of Honour is awarded to Ruth & Richard Marcotte in recognition of their continued dedicated support to Air Cadets.

Mr. Ken Higgins (BC) has proven himself to be a consummate volunteer who has demonstrated outstanding dedication and commitment to the Air Cadet Movement. His record of 36 years of service at all levels of the Air Cadet Movement has earned him a reputation as one who can be relied upon to perform in an extraordinarily effective manner. Additionally, Mr. Higgins served for many years with the Duke of Edinburgh's BC and Yukon Division, including the position of President from 2000 to 2002. In recognition of his strong commitment to youth development and his long history of his meritorious effort on behalf of Air Cadets, the Air Cadet League of Canada takes great pleasure in awarding him its Certificate of Honour.

Ross Hamilton (AB). Since the inception of the Gliding facilities in Alberta some 12 years ago, Ross has taken the facilities under his control and guidance and developed the facility into one of the Premier Gliding facilities in the country. His pride and care is evident in the immaculate condition in which the facility is kept. His greatest source of pride is always when he has a chance to showcase our facility in such events as our Annual Volunteer Appreciation Gliding Day. Safety of the cadets and officers using our facility is always foremost on Ross's mind. One visit to the location would be proof of the personal care and attention Ross has put into this site. For his many years of hard work and dedication to the Air Cadet Flying program, the Alberta Provincial Committee proudly nominates Mr. Ross Hamilton for this National Certificate of Honor.

Roberta Foisy (Ontario) joined the Sponsoring Committee of 27 (City of London) Squadron in 2003, as the parent of a Level 2 Cadet, and became Chair in 2005. Under her leadership the Committee has undergone a remarkable transformation, earning recognition as the Top SSC in the OPC in 2007. She encouraged and led the SSC by personal example to: undertake successful recruiting drives; add energetic new members to the SSC; pursue opportunities for the Squadron to be represented at public events; provide equipment for Power Point capability for the Training Cell; raise \$6,000 towards formation of a pipe & drum band; reform SSC administration to submit reports and assessments in a timely manner; encourage attendance at OPC workshops; and host a successful exchange visit with a Squadron from LePas, MB. Under her leadership, Roberta Foisy has been the catalyst and co-driving force (together with the CO)

behind a dramatic turn-around in the fortunes of 27 Squadron and deserves recognition by award of this ACL Certificate of Merit.

For a span of some 15 years, **Fred Johnsen** (AB) has been an active participant in the air Cadet program in Alberta. His career has seen him as CIC Officer, Squadron Commanding Officer, Sponsor Chair, League Representative and member of the Alberta Executive Committee. In all positions Fred has been a strong proponent of the program and constantly has the best interests of the Air Cadets at his forefront. He faces all challenges with vigor and determination to come up with planned and timely solutions. This is even more evident with his recent acceptance of the Provincial Chairs position in Alberta. He justly deserved award of the ACL Certificate of Merit.

Following a 33-year career in the Canadian Forces as a navigator and staff officer, **Chuck Verge** transferred to the CIC and began a “second career” with the Air Cadet Program. He commanded the NOGC from 1994-99 and, following his CIC retirement (continuing to fly tow planes until 2004), joined the Air Cadet League. He served as a Director (since 1999) and Deputy Area Vice-Chair for Northern Ontario (2001-03), and on the OPC Board of Governors since 2003 as Area Vice-Chair, 1st Vice-Chair, and OPC Chairperson, 2005-07. Chuck continues to serve on the OPC Board as Immediate Past Chairperson and acting AVC for Northern Ontario, in addition to having been elected a National Governor in June 2007. **Chuck Verge** is a tireless worker on behalf of the League, who combines technical knowledge, perspective, and dedicated service to our organization, with an obvious sense of fulfillment and personal enjoyment. He has been a great asset to the Ontario Provincial Committee, particularly during his two-year term as Chairperson. He richly deserves an ACL Certificate of Honour

Certificates of Merit.

R.W.J. (Rod) Seyffert (Ont) has been associated with the Air Cadet Program for almost 50 years. He began his involvement as an Air Cadet with 180 Squadron in North Toronto, from 1960-64, earning his Cadet Pilot Wings at Toronto Island Airport. He subsequently served as a CI and Officer with 180 Squadron, from 1964-81, including appointment as Commanding Officer. Afterwards, he was a member of the Squadron Sponsoring Committee, from 1981-89. Rod is the Toronto Managing Partner of Gowlings, Lafleur, Henderon LLP (Barristers & Solicitors) and the OPC is one of numerous community organizations in which he takes an active role. Rod Seyffert has been the Honorary Counsel of the Ontario Provincial Committee since 1991 and has made invaluable contributions to the Air Cadet League through the pro bono work donated by him and his colleagues. For his dedicated legal services to the OPC the ACL is pleased to award him its Certificate of Merit.

Lee Ann Jennings (Ontario) is currently the longest-serving member of the OPC Board of Governors, having been Area Vice-Chair for the Peel / Halton area since 1994. A one-time RCAF Communications / Radar Technician, she joined the Air Cadet Program in 1988 as the Parent Committee Chair for 845 Squadron in Mississauga and was subsequently Sponsoring Committee Chair for 845, and for 800 Squadron, also in Mississauga. In addition, she has been the OPC Effective Speaking Chair since 1993 and, in March 2007, took on the role of Provincial Registration & Screening Coordinator. She is also an active member of the OPC Annual Conference Committee. Lee Ann has been recognized as OPC Area Vice-Chair of the Year, received a Board of Governors Certificate of Recognition and, in 2007, was one of the first OPC members to receive an Ontario Volunteer Service Award from the Ministry of Citizenship & Immigration. She is the OPC's embodiment of the phrase, “if you want something done: ask a busy person.” For her continued excellent service the ACL is pleased to award her its Certificate of Merit.

Tommy Thomas (Ontario) must have “air force blue” blood flowing through his veins. After an outstanding 37-year career as an airframe technician in the RCAF / Canadian Forces (selected as RCAFA Airman of the Year in 1989), he retired as a MWO and was promptly commissioned into the CIC, with 704 Squadron in Trenton, in 1991. He served as Commanding Officer of the

2008 Annual General Meeting – 21 June 2008

Squadron, in 1994-97. He was recruited as an OPC Director in 1998 and assigned to Squadrons in Picton and Port Hope. Tommy was elected to the OPC Board of Governors in 2002 as Area Vice-Chair for Eastern Ontario – with responsibility at one time for no less than 18 Squadrons – and continues to serve in that office, in addition to extensive volunteer work with other community organizations, including as a recent president of his AFAC Wing. A previous recipient of an OPC Board of Governors Certificate of Recognition, Tommy Thomas is especially deserving of recognition at the National level for his many years of invaluable service to the International Air Cadet Exchange hosting program in Trenton and justly deserves this ACL Certificate of Merit

The Sask. Provincial Committee wishes to recognize the contribution made by Mr **Martin Schultz**. Since Martin has joined the Provincial Committee he has acted as League Representative to several of our northern squadrons -some a considerable distance from his home. He has given of his time generously and offered sound and sage advice to the sponsoring committees of these squadrons. Martin serves on the Executive Committee and has also worked hard to recruit new directors for the Provincial Committee. The Sask Provincial Committee wishes to commend and thank Martin for his ongoing effort by award of the ACL Certificate of Merit.

Mrs. Joyce Howard has been the Chairperson of the Parents' Committee of 6 RCACS in Winnipeg since 2005. She has been responsible for developing this committee into an effect fund raiser and supporter of the squadrons programs. A dedicated supporter of the Air Cadet Program she has added her energies to the Squadron's Lion's Club Sponsors to permit 6 Squadron to grow with an excellent program for the cadets. This award of the ACL Certificate of Merit acknowledges the dedicated leadership provided to the Royal Canadian Air Cadets

Mr. **Don Raleigh** assumed the Chair of the 6 Squadron Sponsoring Committee in 1998. The support that he has obtained from the Winnipeg Lion's Club has assured 6 RCACS the necessary support to permit this squadron to function at a high level of activity. He has encouraged the involvement of cadet's parents in assisting to achieve this high level and his leadership has afforded the partnership to function at a successful level of cohesiveness.

This award of the ACL Certificate of Merit recognizes the dedication and leadership provided to the Royal Canadian Air Cadets.

Mr. **Rick Wilson** assumed the role of Chairman of 82 Squadron Sponsoring Committee when the Brandon Rotary Club became the Squadron's Sponsor in 2003. Since that date he has ensured that activities and support have been available for this very active squadron and his relationship with the community has gendered excellent relationships with civic officials.

This award of the ACL Certificate of Merit recognizes the dedicated leadership provided to the Royal Canadian Air Cadets.

Bruce Loughheed has been the Chairman of the 263 RCACS Sponsoring Committee for the past ten years. This very small group has provided excellent support for this active squadron that has ensured 263 RCACS cadets have been able to participate in all activities. Bruce's leadership has ensured a very homogeneous and successful organization.

This award of the ACL Certificate of Merit acknowledges his excellent leadership and dedication to the Royal Canadian Air Cadets.

Terry Harris took over as Chairman of a Sponsoring Committee undergoing much internal conflict and with financial difficulties. He has resolutely turned the organization around so that it now has a significant bank account and a membership that confidently understands the goals and assignments required. His leadership has produced a well running organization.

He is awarded the ACL Certificate of Merit in recognition of his dedication and support to the Royal Canadian Air Cadets.

M. Gilles Filteau

M. Filteau (PQ) a débuté dans le mouvement des Cadets de l'Air comme membre du comité répondant de l'escadron 821 Victoriaville comme directeur en 1992. Il a occupé différents postes et a été élu président en 1996. Il est devenu conseiller aux escadrons de 1996 à 2000 et occupe le poste de coordonnateur régional de la Région Estrie-Bois-Francs depuis 2000. M. Filteau est discret, sachant écouter, il est généreux, engagé, tenace et a toujours le souci des jeunes et de leur bien-être. Il mérite bien le certificat de mérite de la Ligue des Cadets de L'Air du Canada.

Mr. Filteau (QC&AV) began his involvement with the cadet movement in 1992 as a member of the sponsoring committee for 821 Victoriaville squadron. He occupied different positions within the committee and was elected president in 1996. He became squadron consultant in 1996 and continued in that role until 2000 when he took on the role of regional coordinator of Estrie-Bois-Francs. A position he continues to hold today. Mr. Filteau is discreet, a good listener, generous, engaged, tenacious and focuses on the concern and well-being of young people. He justly deserves this ACL Certificate of Merit.

M. Pierre Doyle

M. Pierre Doyle (PQ) fait partie du mouvement des cadets de l'air depuis 1984 alors qu'il s'inscrit comme cadet à l'escadron 784. Six ans après avoir quitté le mouvement comme officier en 1998, il s'est réinséré en 2004 au niveau de la Ligue comme conseiller aux escadrons. Il s'est impliqué au niveau provincial à partir de 2005 avec entre autres, le Trophée du président. Il a aussi participé à l'élaboration du programme de formation des bénévoles en format participatif pour les membres de la région Laval Rive-nord à partir de 1998. Ce programme est maintenant diffusé à travers toutes les régions du Québec et de la Vallée de l'Outaouais. Seul depuis 2 ans, comme coordonnateur dans sa région, il a su faire appel à l'implication des présidents d'escadron afin de maintenir un bon dynamisme dans les activités régionales. Il a été très actif dans l'organisation de l'art oratoire pendant plusieurs années et son leadership mobilisateur crée une synergie importante au sein des présidents d'escadron de sa région. Il mérite bien le certificat de mérite de la Ligue des Cadets de L'Air du Canada.

Mr. Pierre Doyle (QC&OV) has been part of the movement ever since he joined the 784 squadron as a cadet in 1984. Six years after leaving the movement as an officer he joined the Air Cadet League as a sponsor member and then worked at the provincial level. He also participated in the elaboration of the league training program for volunteers. This program is now used in all the regions of the Quebec and Ottawa Valley. For the past two years, he has been the sole coordinator in his region. By seeking an active participation from all sponsor presidents, Mr. Doyle has encouraged active participation by squadrons in regional activities. He also has been an active supporter of the Effective Speaking competition and his leadership created an important synergy within the sponsor presidents of squadrons in his region. He justly deserves this ACL Certificate of Merit.

Michel Côté

M. Michel Côté (PQ) fait partie du mouvement des cadets de l'air depuis 1997 alors qu'il est directeur du comité répondant de l'escadron 901 Kiwanis Val Bélair. L'année suivante, il est élu président de l'escadron et a occupé cette fonction jusqu'en août 2003. Durant toute cette période, soit du mois de septembre 1998 à août 2003, il a été responsable de la loterie l'Auto-Cadet au niveau local et régional. Durant l'année 2003 et 2004, il a occupé la fonction de conseiller aux escadrons ainsi que responsable de la loterie au niveau régional.

Il a occupé le poste de coordonnateur régional pour la région de Québec d'août 2004 jusqu'en mars 2007. Il a été élu administrateur du conseil d'administration et il a été nommé Vice-président de la Région Est du comité provincial du Québec et de la vallée de l'Outaouais depuis le 20 octobre 2007. Il a démontré un leadership mobilisateur au sein des équipes de la Ligue des

Cadets de L'air. Il est en mesure de travailler en équipe avec brio au sein des comités où il s'est impliqué. Il est très dévoué envers le mouvement des cadets et est à l'écoute des besoins des présidents d'escadron. Il mérite bien le certificat de mérite de la Ligue des Cadets de L'Air du Canada.

Mr. Michel Côté began his involvement with the air cadet movement as sponsoring committee member for the 901 Kiwanis Valley Bélair squadron in 1997. The following year, he accepted the role of president of the sponsoring committee and continued in that role until August 2003. During this period, he was responsible for the lottery "l'Auto-Cadet" at the local and regional level. During the year 2003 and 2004, he was squadron counselor as well as responsible for the lottery at the regional level. Mr. Côté occupied the post of regional coordinator for the region of Quebec from August 2004 to March 2007. He was elected administrator of the board of directors and was named vice President of the East Region on the provincial committee since October 20, 2007. He has demonstrated great leadership in motivating his teams. He is very dedicated to the Air Cadet movement and is sensitive to the needs of squadron presidents and justly deserves this ACL Certificate of Merit.

Mrs Hille Viita

Mrs Viita (QC&OV) has been involved with the Air Cadet League since 2001, and has been the Regional Coordinator for the Ottawa Valley since 2003. She, with the help of a full slate of directors and advisors, support the region's nine squadrons. Mrs Viita helped to establish the Air Cadet League's newest squadron, 5 Cyclone in Russell Ontario in September 2005. The Squadron is thriving in its community with over 75 cadets on parade. She has been a strong promoter of the Chairman's Award and Effective Speaking competition in the Ottawa Valley Squadrons, which has led to several strong candidates and winners over the past few years.

Thanks to her leadership, the Ottawa Valley region is vibrant, well organized and well managed. Mrs Viita is a team player, devoted to the cadet movement and justly deserves this ACL Certificate of Merit.

Certificates of Recognition

Since 1986, **Captain Bruce Clift** has contributed invaluablely to the ongoing operational effectiveness and viability of 183 (Typhoon) Squadron in Kincardine. He first became involved with the Air Cadet Program in 1986, as a member of the community group that was responsible for establishing an Air Cadet unit in the town. He has since gone on to devote more than sixteen years of service to the Squadron, as both a Civilian Instructor and a CIC Officer. In 1989 and, again, in 1998, he was appointed Commanding Officer of the Squadron, serving a combined total of eleven years in command.

Captain Bruce Clift is hereby awarded an Air Cadet League Certificate of Recognition, to acknowledge his extraordinary dedication and commitment to 183 Squadron and the Air Cadet League over the past twenty-two years.

Major Paul Tambeau began his involvement with the Air Cadet Program as a Cadet in 80 Squadron, Kitchener, from which he retired in 1961 as a WO2, having earned his Cadet Pilot Wings. He has twice been appointed Commanding Officer of 822 Squadron, Breslau, and completed a four-year assignment as a Regional Cadet Advisor in Western Ontario. He assumed command of 27 (City of London) Squadron in 2005 and will retire from the CIC at the end of this Training Year. He has also spent numerous summers at Trenton ACSTC, in a variety of positions. Major Tambeau, in partnership with his SSC Chair, has led a remarkable turn-around in the fortunes of 27 Squadron. He has been praised by the Sponsor, SSC, and OPC Director alike for his professionalism, enthusiasm, commitment to fairness, team-building, and leadership.

Major Tambeau represents the very best qualities of a CIC Officer and is particularly commended for his dedication to the ideals of the partnership between DND and the Air Cadet League. His methods and accomplishments should be a model for future CIC Officers. He is therefore awarded the ACL Certificate of Recognition

Major David Forster (Ontario) has completed two highly successful terms as a Commanding Officer, with 150 Squadron, in Hamilton and 713 Squadron, in Stoney Creek; which are only two highlights in an extensive and accomplished CIC career. Whether at the Squadron or regional level, at Summer Training Centres, or special events such as tattoos and field exercises, he is renowned for his talent in developing leadership skills in Cadets and junior CIC Officers, as well as his organizational abilities.

Beyond his Squadron responsibilities, Major Forster has earned the respect and cooperation of League and DND participants alike, in rejuvenating and coordinating the Hamilton Air Group (of seven Squadrons) and, for the past two years, organizing its Hamilton Tiger Cat Flag Presentation Project, in which a group of 125 Air Cadets carry the largest Canadian flag onto the field before each Home Game. As an outstanding leader and mentor in the Air Cadet Program, as well as a CIC Officer whose collaboration with the local and provincial League partners is unrivalled, Major Forster is deserving of the ACL Certificate of Recognition.

For some 10 years **Suncor Energy** Foundation, via its Employee program, has been a loyal and trusted friend of the air Cadet program in Alberta. Year after year Suncor can be counted on for their continued financial contributions to the Air Cadet program. Suncor is also a loyal supporter in other parts providing financial assistance to many Air Cadet squadrons in locations all across this country. For their long and dedicated support for the Air Cadet program in Canada, the Alberta Provincial Committee is proud to Nominate Suncor Energy Foundation with this ACL Certificate of Recognition.

2Lt Audrey Fortune (MAN) has been the Administrative Officer with 317 RCACS in Strathclair, MB since 1997. As such she has been the cohesive anchor for the squadron as other officers are required by their employment to frequently be away from the community. Audrey has maintained a genial and efficient attitude which has permitted excellent relationships with other staff and parents. Her participation has been the core of this excellent Squadron's operation.

This award of the ACL Certificate of Recognition acknowledges the dedicated support provided by her to the Royal Canadian Air Cadets.

2Lt Gary Metcalf (MAN) has been Commanding Officer of 575 RCACS since 2000. This squadron has been through significant turmoil for the past few years due to the change of sponsorship and the loss of their parade location. 2Lt Metcalf's high level of leadership and determination has been the guiding light in keeping the squadron not only functioning but at a high level. This award of the ACL Certificate of recognition recognizes his leadership and dedicated support to the Royal Canadian Air Cadets.

2Lt Elva Martin (NB) joined 855 Baie St Anne Squadron in 1990 as a CIC Officer and held all Squadron positions before being appointed Commanding Officer. In the past two years, the Sqn was on probation. With an aggressive recruiting campaign by Lt Martin the Sqn increased from 10 to 22 Cadets with 100% attendance. Active in the community, she operates her own business, coaches hockey, baseball, soccer and basketball. Her hard work and community involvement were major factors in saving the Squadron from closing. She justly deserves this ACL Certificate of Recognition.

Capt Raymond Chaisson is presently Commanding Officer of 866 Squadron Dalhousie, NB. Additionally, for the past 15 years he has been on the staff of the Greenwood Summer Camp. A conscientious and dedicated Officer he has one of the best run Squadrons in the Atlantic Region. He justly deserves award of the ACL Certificate of Recognition.

Capt Paul Dowling has worked in the NB/PEI Cadet Detachment in Camp Gagetown for the past six years and has been a positive asset to the League. He is always ready and able to assist with problems and has achieved an excellent rapport with League members. Always an excellent source of information he goes out of his way to assist. He has done an excellent job as Area Cadet Officer and justly deserves this ACL certificate of Recognition.

2008 Annual General Meeting – 21 June 2008

APPENDIX R – Report, Board of Governors Meeting

SUBJECT: RECORD OF PROCEEDINGS (ROP)
BOG MEETING 21 JUNE, 2008

Attendees:	Chairperson:	J. Reidulff	President
		M. Cataford	Past President
		J. Johnson	First Vice-President
		G. Fabes	Vice-President
		B. Robert	Vice-President
		K. Higgins	Vice-President
		K. Mann	Governor
		M. Conway	Governor
		M. Murphy	Governor, Absent
		G. Jarvie	Governor
		B. Burkinshaw	Governor
		T. White	Governor
		R. Thistle	Governor
		E. Steffensen	Governor
		C. Verge	Governor
		J. Walker	Governor
		Ex officio	F. Gaboury
Staff:	Jean-Marc Lanoue	Executive Director	

ITEM		ACTION	STATUS
I	ADMINISTRATION		
1.1	President's Remarks		
	J. Reidulff welcomed all to the first meeting of the new BOG. The first order of business is the confirmation of the meeting schedule for the BOG and EC meetings.	Info	Closed
	The schedule for BOG/EC Conference calls during 2008/09, barring unforeseen circumstances and commitments, will be on 2nd Wednesday of each month at 1900 Eastern time:		
	July 9, 2008	Executive	
	August 13, 2008	Board of Governors	
	September 10, 2008	Executive	
	October 8, 2008	Board of Governors	
	November 12, 2008	Executive	
	November 21, 2008	Board of Governors at the SAM	
	December 10, 2008	Executive	
	January 14, 2009	Board of Governors	
	February 11, 2009	Executive	
	March 11, 2009	Board of Governors	
	April 8, 2009	Executive	
	May 13, 2009	Board of Governors	
	June 10, 2009	Executive	
	June XX, 2009	Board of Governors at AGM	
1.2	New Business		
1.2.1	Committee assignments		
	Jan will forward the committee structure and requests that members		

2008 Annual General Meeting – 21 June 2008

review and provide Jan with the details of committee membership.

1.2.2 Effective Speaking Topics

G. Jarvie proposed and R Thistle that the following topics for the 2009 Effective Speaking Competition be accepted:

- How has (or is) technology influence (influencing) my life
- Environmental stewardship in my community (or region or province)
- 2009 the international year of astronomy
- A Canadian I consider to be a hero
- Canada's contribution to aerospace
- 100 years of powered flight in Canada
- A successful Canadian who was an Air Cadet
- My favourite aircraft

Carried

Closed

1.2.3 G. Jarvie moves seconded by K. Mann that form ACC54 application to the Effective Speaking Competition be amended to read: "open to all cadets who have not aged out up to and including the day of return to unit from the National Effective Speaking Competition."

Carried

Closed

1.2.4 G. Jarvie propose seconded by G. Fabes that form ACC54 be amended by removing the January 1 requirement for holding Provincial Competitions

Carried

Closed

Next meeting as per schedule.