

**82^{ÈME} Assemblée
générale
annuelle**



BRIANA EAR, ESC. 188 SQN



SOPHIA HERSEY, ESC. 27 SQN

TO LEARN

--

TO SERVE

--

TO ADVANCE



APPRENDRE

--

SERVIR

--

PROGRESSER

**82nd Annual
General
Meeting**



WILLIAM QIAN, ESC. 746 SQN



ÉLOI GIGUÈRE, ESC. 643 SQN



TABLE OF CONTENTS

AGM ATTENDEES	4
NATIONAL MEMBERSHIP	6
PRESIDENT'S YEAR END REPORT	7
EXECUTIVE DIRECTOR'S REPORT	10
MEETING AGENDAS.....	14
ADVISORY COUNCIL COMMITTEE MEETING AGENDA.....	15
AVIATION COMMITTEE MEETING AGENDA.....	16
FINANCE COMMITTEE MEETING AGENDA.....	17
ANNUAL GENERAL MEETING AGENDA.....	18
STRATEGIC PLANNING WORKSHOP AGENDA.....	19
TRAINING WORKSHOP AGENDA.....	20
COMMITTEE REPORTS.....	21
AD HOC GOVERNANCE COMMITTEE REPORT.....	22
NATIONAL ADVISORY COUNCIL REPORT.....	23
NATIONAL AVIATION COMMITTEE REPORT.....	24
COMMUNICATIONS COMMITTEE REPORT	25
CADETS AWARDS AND SCHOLARSHIPS COMMITTEE REPORT.....	28
EFFECTIVE SPEAKING COMMITTEE REPORT.....	30
FINANCE COMMITTEE REPORT.....	32
HONOURS AND AWARDS COMMITTEE REPORT	35
INTERNATIONAL AIR CADET EXCHANGE COMMITTEE REPORT (IACE).....	36
MEMBERS COMMITTEE REPORT	37
NATIONAL AIR CADET COMMITTEE REPORT	38
NATIONAL RESOURCE GENERATION & L.I.P. COMMITTEE REPORT	39
NATIONAL SCREENING & REGISTRATION COMMITTEE REPORT	40
NOMINATING COMMITTEE REPORT	42
NOMINATION SLATE 2023-2024	43
POLICY, PROCEDURE & BY-LAWS COMMITTEE REPORT.....	44
PROVINCIAL/TERRITORIAL CHAIRS COMMITTEE REPORT.....	45
RISK MANAGEMENT COMMITTEE REPORT	46
NATIONAL STRATEGIC PLANNING COMMITTEE REPORT	47
81st ANNUAL GENERAL MEETING	
RECORD OF DECISIONS (DRAFT)	48
FLOOR PLANS.....	49
ROOM SCHEDULE	(inside back cover)



AGM ATTENDEES (cont'd)

Spouses & Guests

Laurie Anderson
Lynn Berrill
Jelena Bosanac
Carolyn Boudreau
Richard Burke
Peter Davis
Penny Doern
Debbie Dowling
Paul Dowling
Janet Elias
Aurella Gallant
Kevin Guild
Kathryn Hawkins
Lynne Hopkinson
Joyce Howard
Janice Ilko
Judy Jeans
Ralph Jeans
Larry Journal
Dan Kehoe
Michelle Laycock
Brian Lewis
Nancy Lewis
Heather Morse
Alice Mumm
Sheila Philips
Ina Reidulff
Heather Slowski
Kathy Stokes
Derek Weir
Heather White
Karen Wiesner
Shirley Wolfe

Observers

Edgar Allain
Rhonda Barraclough
Lydia Ting

National Office Staff

Pierre Forgues, Executive Director
Krystal Blanchard, Administrative Officer
Laura Weinrauch, Administrative Assistant
Josée Woodford, Deputy Executive Director

Revised list as of May 29, 2023. We apologize for any errors or omissions.



**2023 ANNUAL GENERAL MEETING OF GOVERNORS AND COMMITTEES
ASSEMBLÉE GÉNÉRALE ANNUELLE DES GOUVERNEURS ET COMITÉS 2023**



NATIONAL MEMBERSHIP

PC/T DELEGATES - PC/T ELECTION OR APPOINTMENT
Quotas: Based Upon Cadet Statistics 2021

**NEWFOUNDLAND & LABRADOR (2)
541 CADETS**

SMITH, Jackie
DILLON, Dennis

**MANITOBA (3)
1452 CADETS**

CROUCH, Dale
BELL, Jim
BRICKWOOD, Mark

**NOVA SCOTIA (2)
885 CADETS**

WILSON, Dave
MOORE, Timothy

**SASKATCHEWAN (3)
1031 CADETS**

BOUSFIELD, Curtis
GEHRING, Gary
TADGELL, Lisa

**PRINCE EDWARD ISLAND (2)
155 CADETS**

MELLISH, Kendra
HARRIS, Susan

**ALBERTA (4)
2965 CADETS**

MERCIER, Dawna
BLATCHFORD, Derek
LEWIS, Anna
MULLINS, Angèle

**NEW BRUNSWICK (2)
660 CADETS**

BOUDREAU, Greg
NICOLLE, Chuck

**BRITISH COLUMBIA (5)
3876 CADETS**

SCOTT, Norm
CLAVEAU, Michelle
HOLLIS, James
GRATRIX, Gary
POWELL, Tom

**QUEBEC & OTTAWA VALLEY (6)
5289 CADETS**

LALONDE, Marie
Christine
BOUCHARD, Raynald
LÉVESQUE, Marc
MORISSET, Véronique
GUILBAULT, André
TZEMENAKIS,
Gregory

**PAN TERRITORIAL (2)
97 CADETS**

FRADSHAM, Rona
TODD, Ken

**ONTARIO (9)
7517 CADETS**

CHAIT, Stephen,
BOYLE, William
"Mike"
FRANKLIN, Barry
HUTT, Dan
JARDINE, Nishika
MACMILLAN,
Joseph
MADSEN, Toller
MCCOURT, Colleen
MERRILL, Greg

1-999	CADETS	2 MEMBERS
1000-1999	CADETS	3 MEMBERS
2000-2999	CADETS	4 MEMBERS
3000-3999	CADETS	5 MEMBERS
4000-6000	CADETS	6 MEMBERS
Over 6000	CADETS	7 MEMBERS*

***OPC will have 2 additional votes carrying over from NWO bringing the total to 9 Delegates**



PRESIDENT'S YEAR END REPORT

We last met face to face at the National level in Saskatoon in June 2022. We were just starting to emerge from pandemic restrictions. Cadet and volunteer numbers were down. Things looked a little challenging.

Fast forward a year and the news is encouraging! Word from cross the country is that the cadet numbers are returning and trending up, and squadrons are getting back to new normal levels of activity. Sponsoring Committees and League members have been busy working rebuilding and supporting their squadrons, including working with their squadrons to organize the Effective Speaking Contests. By the time we arrive in Halifax we will have the 2023 winner announced!

Cadets and Sponsoring Committees are back in their communities which is great to see and hear. In the news we had in the Ottawa area the 75 and 742 Air Cadet Squadrons combined band return to playing at the 67's Hockey Game which has become an annual event. Meanwhile the **7 Orville Hand** Bradford Air Cadets Squadron Sponsoring Committee recently received a "shout out" in the local Bradford newspaper for their dedication and hard work to support their squadron. These are just a few of the good stories and happenings from across the country.

Amongst our past members, some milestones of note to highlight, and I know there are other.

- We remember Kathleen Birchall who passed on at the age of 102 in February. A long-time supporter of the Air Cadet League and sponsor of the coveted Birchall Scholarship Award. We are so very thankful for her years of dedication.
- We celebrate Ran Clerihue, past ACL President from 1987-1988, who is celebrating his 100th birthday in June 2023. Ran served on provincial committees in Vancouver (BC) and Montreal (QC), on the National Board, and continued to serve after his presidency on the Advisory Council for several years.
- We recognize the accomplishments of Jeremy Hansen who was an air cadet at 614 Squadron in London, Ontario. Jeremy earned his air cadet glider pilot wings in 1992, became an CF-18 pilot in 2003, was selected as an astronaut in 2009, and in 2023 he has been named to the Artemis II mission. Looking forward to Jeremy's continued success.

Support the Execution of the CAF Management Action Plan (MAP)

The ACL along with the Navy and Army Leagues continue to support the CAF in executing the various action plans, with League nexus, arising from the ADM(RS) evaluation. These items include:

- *1.11 Cadet League Support to Corps and Squadrons = November 2023*
- *1.10 Cadet League Organizational Capability Requirements = April 2024*
- *1.6 Local Support Allocation (LSA) Policy Update = April 2024*
- *2.3 Updated Policies, Procedures and Directives = November 2024*
- *2.4 Cadet League Financial Management / Cadet Fundraising = November 2024*
- *2.5 Corporate Submission to TBS (League Grant) = November 2024*
- *5.1 Performance Measurement Framework = November 2024*



These action plans are to be completed by the dates shown. Our members are currently working on several and it will require continued, active, and coordinated participation by the League and our members at all levels.

The Issues Management Action Team (IMATS) that have been underway and we have had League Members involved in this year are here below and you will hear more about these at the AGM:

- League Support Working Group - Sue Madden and Marc Lacroix are participating.
- League Support Allocation - Terri Hinton and Kendra Mellish are participating.
- Fundraising – Sue Madden and Don Berrill participated.
- Program Rescope – Jacquie Pepper-Journal and Craig Hawkins are participating.

In the 2023-2024 year we should also see the Air Elemental IMAT, considering everything related to the future of the “air” program.

National Priorities

We have been working on three main National Priorities to move the League forward:

- **Strategic Plan:** Our current Strategic Plan is for 2020-2023, and so the team have been working to lay the groundwork for the next plan. We have been looking at the work accomplished and lessons learned, and looking forward to where we need to be aiming for the future. The AGM will be the opportunity for us to reflect on some of the work to date and to collaborate developing the Strategic Plan together.
- **Volunteer Training:** To strengthen the organization, we continue to review how the ACL manages and trains its volunteers. There is a need for an integrated training strategy, and an approach that would standardize and provide the necessary training to all volunteers. This year the focus has been on outlining and developing the Harassment Awareness Training, to support the new ACL Harassment Policy. There has been good collaboration on this across the various committees and leveraged our subject matter experts. This awareness training will be rollout out in the second half of the year to all League volunteers.
- **ACGP Contract** - The team has been working to prepare for the Air Cadet Gliding Program Request for Proposal (RFP). The work to date has been on ensuring the appropriate leasing contracts are in place, establishing the ownership of the aircraft, and aligning with the contact at Transport Canada for the exemption that will be needed. Thanks to Pierre Forgues, Mark Brickwood and others that have been involved on this file.

Some other important initiatives

- **Development of ACL Dress Guideline** – The Advisory Council has drafted the ACL Dress Guidelines. This is a long-awaited document which is now out for review and input by



members. The plan is to have the guideline in place in the fall of 2023. Thanks to the Advisory Council for their work on this.

- **ACL Cost Minimization Efforts** – In the effort to maintain focus on the ACL costs, in addition to the normal budgeting and planning, two areas that were in focus for 2022-2023 were the AGM format and costs, and the ACL National Office lease.
 - A cross functional team comprised of national and provincial/territorial members lead by Doug Slowski studied and made recommendations regarding AGM cost minimization. The proposal was to move to a biennial in-person AGM, with virtual meetings in intervening years; this would start with the in-person meeting in Halifax in 2023, and then Toronto in 2025. The duration of the in-person AGM would remain at 3 days and be held in prime regional locations. This recommendation was accepted by the Board of Governors.
 - The ACL National Office lease costs have been a substantial part of our budget. The Executive Director working with the other leagues, came forward with a proposal to relocate the offices, which not only saves money, but also allows the Leagues to be housed in spaces where other non profits are located, are situated closer to the CJCR offices and parking is not an issue! The successful ACL office move took place late April 2023, and the team is back in action. Thanks to Pierre and the National Office team.

In Summary

We are certainly ending the 2022-2023 year on a positive note, with good progress and collaboration across the various teams and members at all levels. We have faced various challenges over the last 2-3 years, but there is no doubt that the ACL will continue to rise to the challenges and continue to help support one of the best youth programs in the country.

Thank you to all our ACL volunteers and supporters across the country for your hard work, dedication, and determination to support the cadets. A special thank you to Pierre and the National Office Staff for their professionalism and tireless efforts to advance and support our various League initiatives and activities. They are always ready, willing, and available to assist, and we are so very fortunate to have them. Lastly a big thank you to the entire 2023 Halifax AGM team for hosting and your warm hospitality.

I am looking forward to seeing everyone and our time together at the AGM in Halifax!

Respectfully submitted,

Hille Viita, CD
President



EXECUTIVE DIRECTOR'S REPORT

This report highlights the support provided by the National Office since AGM 2022 and is organized as follows:

- Operational Management
- CAF Partnership
- Special Projects

OPERATIONAL MANAGEMENT

Insurance Claims: The following claims/potential claims are open:

- Claimant: Philip Petrik vs Defendants (ACL, 204 Sqn, DND, individuals):
 - Claim filed with Supreme Court of BC 4 Jan 21
 - Claim received at National Office 12 Jan 22 (one year later)
 - Insurance broker informed 12 Jan 22
 - Lawyer retained – response filed to the court on 26 Jan 22
- Claimant: Hilary and Melissa Lockhart vs Attorney General of Canada
 - Class action filed with Ontario Supreme Court of Justice 1 Mar 22
 - Class defined as all current and former female cadets from 2000 to present
 - ACL not named in the lawsuit
 - Insurance broker informed 5 April 2022
- Claimant: SKPC – aircraft accident
 - GBAZ Scout damaged on 20 June 2022
 - Claims adjuster appointed on 24 June 2022
 - Damage estimate received on 6 September 2022 (\$65K)
 - Adjuster has accepted the estimate – advance of \$30K processed

National Office Move: Move to the new office at 815 St Laurent Blvd, Room 223, has been completed. Staff at the National Office can be reached at 613-729-1941 through an auto-attendant that will provide a choice of extensions. Email addresses for the staff remain unchanged.

National Spares: Two gliders, which were donated to the ACL in 2019 and are stored in Mountain View, were registered with Transport Canada and require a Certificate of Airworthiness (C of A). The BOG passed a motion (Sep 2022 meeting) to spend up to \$7500 to pay the costs associated with obtaining a C of A. Support from CJC/R/Mountain View is required and should be available at the end of the summer.

Insurance Policies Renewal: The annual renewal process was completed for aviation policies on 1 April and for all other policies on 1 July. Aviation insurance premiums increased by 5% and other policies increased by 2.4%.

Howard Mar Award GoFundMe: A GoFundMe campaign was initiated by Darren Fung who apparently was a friend of Howard Mar. The purpose of the fundraiser is for a “Major Howard Mar Scholarship Fund” to “benefit the Air Cadet League of Canada”: see [GoFundMe Campaign - Howard](#)



Mar. According to the GoFundMe website, \$3,020 has been raised. Darren Fung will be contacted to determine intent with the raised funds.

Annual Audit: The ACL auditor, Lyle Tilley Davidson, audited the ACL week of April 24. The results of the audit will be briefed at the AGM.

Automobile Insurance: The Alberta fleet of vehicles and one NB truck will no longer be used in support of the air cadet glider program. Consequently, the national insurance policies will not include automobile insurance to AB and NB starting 1 July 2023. Both have been advised.

Denis Ringuette: The company that operated our online kit shop has gone out of business. We are in touch with the trustee to recover our inventory. Going forward, a new distributor will need to be identified for kit shop items.

RMC Prizes and Awards: An award has been presented annually to the top aerospace operations officer candidate from the graduating class of RMC, presented in alternating years by the RCAF Association and the Air Cadet League of Canada. The award included a watch, and a complementary 1-year membership in the RCAF Association. RCAFA believes this idea was offered to our two organizations by the Commander Air Command more than a few decades ago.

RCAFA indicated that “the Air Cadet League and the RCAF Association agreed to do this, not as something we do together, but something we do at the request of the Commander Air Command (years ago). It is my understanding, the Commander Air Command “directed” our two organizations to collaborate on presenting this award, each in alternate years ... this has been the way we have shared costs for more than twenty years.”

The cost to the League is approximately \$150 for the watch, plus the cost of travel to Kingston every two years to attend the presentation. However, since the issue of an award to an RMC graduate does not fall within League purposes, RCAFA has been advised that ACL support for this award will cease in 2024.

National Drone Insurance: A proposal has been received from our broker for a national drone insurance policy for 70 drones from BC, QOV, and PEI. The policy is provided thru our aviation insurance underwriter and provides drone liability insurance only. The cost is approximately \$250 per drone for 70 drones “operating at any point in time” and would be paid by the SSC. The broker indicated that the normal cost for a drone liability policy is approximately \$800. P/TCs to confirm whether they wish to pursue further.

CAF PARTNERSHIP

Air Cadet Gliding Program (ACGP) Contract: The current ACGP Contract is dated 1 October 2006. The contract was reviewed by DND contracting specialists and was found to be non-compliant with current Treasury Board (TB) regulations. In June 2021, the CJCR advised the ACL that the current contract will be terminated with 12 months’ notice and an RFP for a new contract will be issued.

On 6 September 2022, CAF advised that an RFP will not be required. ADM(Mat) has determined that the CJCR and the ACL can negotiate a new contract that will be compliant with TB



regulations. The term of the new contract will be 3 years, with the options of renewing for an additional 2 years (i.e., one year at a time). CJCR has not yet initiated the process of negotiating a new contract. Mark Birckwood, Arlo Speer, and Edgar Allain will represent the League in the negotiations.

In addition to the negotiation of a new contract with CJCR, the following needs to be completed:

- “head leases” need to be put in place between National and each of the provinces
- Provinces need to register liens in Ontario (national will provide legal support)
- National needs to secure new Transport Canada exemption

Assessment Fees Working Group: At the October 2022 NCB meeting, the Comd CJCR identified the requirement for a clear action plan that will eliminate fees, while still ensuring that leagues are able to conduct business. In a subsequent email (10 Feb 23), the DComd indicated that “as each League is unique, I believe it would be most fruitful if we engaged in bilateral discussions on this topic ... to confirm if the elimination of cadet membership fees is possible before September 2023 and discuss what issues/items need to be worked on ...”.

To this end, ACL ED met with the DComd on 27 Feb 23. There was agreement that the ACL is not asking for mandatory fees, but rather voluntary donations or contributions. The idea of changing terminology in ACL policy from “Assessment Fees” to “Contributions” was put forward by the ACL and has tentatively been endorsed by the CJCR.

A proposed amendment to PPM 5.18.7.2 has been reviewed and endorsed by the PPBLC and is currently being reviewed secretarially by the PTC Chairs Committee.

The following milestones are planned:

- Review draft amendment
 - BOG meeting 17 May
 - PTC Chairs meeting 30 May
- Approval of PPM policy change
 - BOG meeting September 2023

Air Element IMAT: At the October 2022 NCB meeting, the Comd CJCR explained that new studies will be conducted for each element beginning in 2023 with the Air Cadet Program. The goal is to assess the current state of training and find ways to enhance the elemental components of our programs. The DComd has indicated that this IMAT will begin work end-summer 2023.

At Risk Squadrons: The current CATO defines a squadron/corps with less than 30 cadets, and a minimum number of staff, as being at risk. Using the CATO criteria, over half of the squadron/corps are at risk. The RCSU COs have been tasked to examine the issue with a view of improving the definition of at-risk squadrons/corps and identifying problems and solutions. The Leagues are to be engaged in the problem-solving process.

ADM (RS) Report – Evaluation of the Cadets and Junior Canadian Rangers: The report was officially distributed to the three Leagues and circulated to the BOG, Advisory Council and PTC Chairs end-January 2021. A Management Action Plan (MAP) identifies several action items (AIs) that are to be completed to address the ADM(RS) recommendations. Action plans with League



nexus, which are primarily addressed through CJCR/League Issues Management Actions Teams (IMATs).

2022 DND Cadet Statistical Report: The CJCR finally released the annual cadet statistical report on 5 May 23:

Year - Année	2019	2020	2021	2022	COVID Impact	
					Trend since 2019	
					%	#
Total	54325	54135	46372	42887	-21.1%	-11438
Sea - Marine	7973	7867	6695	5720	-28.3%	-2253
Army - Armée	17961	17618	15209	13898	-22.6%	-4063
Air - Air	28391	28650	24468	23269	-18.0%	-5122

SPECIAL PROJECTS

RCAF 100th Anniversary: The Board has approved that the 2024 Effective Speaking competition include RCAF themes and judges. The winner of the competition will be invited to the RCAF anniversary banquet, to be held in Ottawa in May. Also, Len Jenks and Irene Doty have tentatively agreed to appear in a RCAF Centennial video to speak to the history of the air cadet league.

Computer Security Awareness: This training must be conducted annually for members that use a computer network at the national or provincial level. The training, which is a requirement of the Cyber Insurance policy, was conducted in November 2022 and is tentatively scheduled for November 2023.

Privacy of Information: The ACL privacy of information policy is under review. Legal advice from Emond Harnden (EH) has been provided regarding the privacy and cookies policy statement on the website.

Volunteer Screening & Registration: Legal review of the volunteer screening and registration process was completed. The review validated the process, and sought to limit the private information that must be retained in the volunteer database. New handbooks incorporating changes identified by the legal review were approved on 30 January 2023.

Tartan Sales: An ACL tartan is now registered and articles of clothing were available on the Denis Ringuette [website](#) until the company was closed. Sales will resume once the inventory has been recovered.

Respectfully submitted,

Pierre Forgues
National Executive Director



82nd ANNUAL GENERAL MEETING



MEETING AGENDAS



ADVISORY COUNCIL COMMITTEE MEETING AGENDA

Merv Ozirny, Chair

- 1. Welcome**
- 2. Approval of the Agenda.**
- 3. Approval of ROD 28 Mar 2023**
- 4. Report from Committee Chairs**
 - 4.1 Advisory Council (M. Ozirny)
 - 4.2 Honours and Awards (G. Albert)
 - 4.3 Nominations (D. Berrill)
 - 4.4 Scholarships and Bursaries (G. Cuerrier)
 - 4.5 BOG/NEC (J. Hunter)
 - 4.6 Update from Other National Committees and Working Groups:
 - PPBLC (C. Hawkins, D. Berrill, G. Albert, R. Ilko)
 - Members (G. Albert, C. Hawkins):
 - Registration/Screening (K. Mann)
 - Effective Speaking (F. Hopkinson)
 - IMATs (C. Hawkins, D. Berrill)
- 5. Business Arising (From Previous Meetings, including Action Items)**
 - 5.1 Orders of Dress Working Group (D. Doern)
 - 5.2 Attendance Policy for ACL Committees (J. Hunter)
 - 5.3 Air Cadet Foundation Update (C. Hawkins)
- 6. New Business**
 - 6.1 Nominations for AC Leadership Positions
 - 6.1.1 Chair/Vice Chair of Advisory Council
 - 6.1.2 Nominating Committee
 - 6.1.3 Honours and Awards
 - 6.1.4 Scholarship Committee
 - 6.2 Membership on Other National Committees / Working Groups
 - 6.2.1 PPBLC
 - 6.2.2 Members
 - 6.2.3 Effective Speaking
 - 6.2.4 Registration / Screening
 - 6.2.5 IMAT
 - 6.3 _____
 - 6.4 _____
- 7. Good and Welfare**
- 8. Next Meeting / Teleconference:**
- 9. Adjournment.**



AVIATION COMMITTEE MEETING AGENDA

Jerry Elias, Chair

1. GENERAL

- 1.1 Welcome & Opening Remarks
- 1.2 Call for New Agenda Items
- 1.3 Approval of Agenda
- 1.4 Approval of minutes of meeting June 2019

2. BUSINESS ARISING FROM PREVIOUS MINUTES

- 2.1 Update on procurement of National Glider (Strategic Spares) (Jerry Elias)
- 2.2 Update on status of tow planes

3. DND REPORTS

- 3.1 Report from National Cadet Air Operations Officer & Flight Safety Report
- 3.2 Report from National Technical Authority

4. NEW BUSINESS

- 4.1 Comments on Summer Flying Training
- 4.2 Aviation Insurance coverage

5. COMMENTS/REPORTS

- 5.1 PCs NAC Representatives round table

6. DATE OF NEXT MEETING

- 6.1 AGM TBA Jun 2024

7. ADJOURNMENT



FINANCE COMMITTEE MEETING AGENDA

Sue Madden, Chair

1. ADMINISTRATION

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

2. REVIEW OF PREVIOUS MEETING ROP, BUSINESS ARISING & UPDATES

- 2.1 Review ACC9 Status

3. NEW BUSINESS

- 3.1 Review of the financial statements and status of the ACL
- 3.2 Budget
- 3.3 Investments
- 3.4 CRA compliance
- 3.5 Other New Business
- 3.6

4. CONCLUSION

- 4.1 Good and Welfare of the Air Cadet League of Canada (All)
- 4.2 Closing Remarks
- 4.3 Date of next meeting



ANNUAL GENERAL MEETING AGENDA

June 17

1. ADMINISTRATION (1330 - 1340)

- 1.1 President's Opening Remarks
- 1.2 Moment of silence
- 1.3 Call to order
- 1.4 Appointment of parliamentarian
- 1.5 Confirmation of numbers present and quorum..... Parliamentarian
- 1.6 Motion to approve attendance of non-voting members
- 1.7 Approval of Agenda
- 1.8 Approval of AGM 2022 ROP

2. INFORMATION (1340 - 1500)

- 2.1 Comd CJCR
- 2.2 CAP Comd Remarks
- 2.3 President's Report
- 2.4 ED Report
- 2.5 Committee Reports (by exception)

3. NEW BUSINESS (1500 - 1545)

- 3.1 Presentation National Budget..... Treasurer
- 3.2 Presentation of Annual Financial Statements..... Auditor
- 3.3 Approval of auditors FY 23/24..... Treasurer
- 3.4 Election of Governors Nominations
- 3.5 Future AGM locations President

4. CONCLUSION (1545 - 1600)

- 4.1 Closing Remarks
- 4.2 Good and Welfare of the ACL
- 4.3 Adjournment



STRATEGIC PLANNING WORKSHOP AGENDA

Dee Davis, Chair

The goal of the Strategic Planning committee for the AGM Workshops is to develop the action items that will allow for the completion of the new Strategic Plan.

The Strategic Plan is close to being finalized and we now need the delegate's input to bring it to a close. There has been lots of discussion with the Board of Governors and the National Executive Committee to determine the focuses of the next plan. We have carried over items from the current plan that have not been completed and that are still important, as well as the items that were raised by the delegates at last year's AGM and some items that have arisen during the past year.

We now need to determine exactly how we are going to bring these priorities to fruition and that is why we will be having breakout sessions to review and discuss each focus.

There will be four breakout groups/sessions, one for each strategic priority, to determine what action items/tasks are needed to reach the objectives.

Whilst each group will focus on one priority there will be an opportunity for everyone to have some input on all priorities as we all gather at the end of our sessions and review all the work each group has done.



TRAINING WORKSHOP AGENDA

Dee Davis, Chair

The objective of this workshop is to generate ideas and views for the development of an ACL training system (ATS). The workshop will begin with a briefing on the vision for an ATS. Then breakout groups will be formed to identify the skills and knowledge required to fill the various positions at the national, provincial, and local levels of our organization. There will be a summary session scheduled the following day where the results of the breakout sessions will be reviewed and discussed.

Following the AGM, the Ad Hoc Training Committee will develop policy on ATS governance and learning management. The output of the AGM workshop will inform the development of training standards, training plans, and learning pathways for ACL volunteers.



82nd Annual General Meeting



COMMITTEE REPORTS



AD HOC GOVERNANCE COMMITTEE REPORT

The primary tasking of the Ad-Hoc Committee on Governance (the Committee) during this past year was to develop a Harassment Awareness Training module for approximately 7,000 League volunteers. The Harassment Awareness training module is complementary to the updated national Harassment Policy.

Committee members Angèle Mullins, Arlo Speer, Chuck Nicolle, Pierre Forgues and John Nolan reviewed a number of approaches and decided that the best format would be in the form of a slide deck presentation. Angele, Arlo and Chuck drafted the content, a graphic artist (and former air cadet) Kai Chen was engaged to craft the content into a presentation.

The Ad-Hoc Committee kept the national President, Board of Governors and PTC Chairs advised of the work in progress. Additionally, in April the Ad-Hoc Committee undertook a pilot presentation (a dry run) narrated by Véronique Morisset of the Quebec and Ottawa Valley Provincial Committee.

This presentation was held with a broad cross section of League members across the country, including the Advisory Committee and PTC Chairs in order to elicit comments and tweak the module before it is finalized. Many thoughtful comments were provided by those who participated in the pilot presentation.

The Committee has a targeted release date to Provincial-Territorial Committees and squadron sponsoring committees of September 2023. It will be available in English and in French.

I would like to express my deep thanks and appreciation to Angèle, Arlo, Chuck, Pierre, Véronique and Kai for their hard work in producing this excellent module and to those volunteers who took time to provide advice and comments.

We all want Air Cadet League volunteers, air cadets, sponsors and CAF staff to be able to work, train, support and collaborate in an atmosphere free from harassment. It is the Committee's hope that the Harassment Training module will help ensure that necessary and worthwhile goal is met.

Respectfully submitted,

John Nolan CD
Ad-Hoc Governance Committee Chair



NATIONAL ADVISORY COUNCIL REPORT

Annual Meeting Blue Book Report – June 2023

The Advisory Council continues to meet, via teleconference, every 4-6 weeks. All meetings are well attended and have generated some “lively” discussions.

Members of the Advisory Council chair three national committees:

- Nomination Committee (Don Berrill – Chair)
- Honours and Awards (Guy Albert – Chair)
- National Scholarships (Gilles Cuerrier – Chair).

The working members of these committees are all members of the Advisory Council.

In addition to these standing committees, Craig Hawkins is one of two ACL representatives on the IMAT RESCOPE working group looking at the new cadet program that will be rolling out in the fall.

Each of these committees has submitted their own report for the AGM and I would encourage all members to review these reports and the important information contained in them. The Joint IMAT Team, under the direction of Governor Jacquie Pepper-Journal will also be doing a presentation at the AGM.

Members of the Advisory Council are also active on a number of operation committees being chaired by various governors.

- Members (Guy Albert and Craig Hawkins)
- Policy and Procedures (Don Berrill, Craig Hawkins, Guy Albert, Ron Ilko)
- Effective Speaking (Fred Hopkinson)
- Resource Generation (Don Berrill)
- Risk Management (Ron Ilko)

The National President requested that the Advisory Council prepare an ACL Dress Policy for consideration by the members. A working group led by Donald Doern, consisting of Craig Hawkins, Brent Wolfe and Guy Albert has developed a short policy statement as well as a longer reference document which has been shared with the various senior members of the League as well as with the Provincial Chairs. Their feedback has been incorporated into the final version which will be presented for approval at the AGM.

The Advisory Council will continue to meet as a group at the AGM, as well as participate in the various operation committees that we sit on. We remind all national committee chairs that we have a deep pool of experienced individuals who are willing to be involved in their committees.

Respectfully submitted,

Merv Ozirny
Past President



NATIONAL AVIATION COMMITTEE REPORT

The National Aviation Committee (NAC) held its last meeting in September 2022. Despite the fact we could not meet in person over the past two years, the Aviation Committee met regularly via BlueJeans or Zoom.

At our last meeting LCol Pete Butzphal, the NAC Ops O, briefed the meeting about the training plan which will take place this summer for the aviation program. It is expected that 90 cadets will be trained on gliders with 30 cadets at each of the three schools across Canada. Eastern Region will be in Saint Jean and Bromont, Central Region will be in Mountain View, and North-West Region has not been finalized at this time. In addition, 250 Cadets are to be selected for the power flying but the locations have not yet been chosen. The numbers of cadets to be trained on the gliders is greatly reduced, and there has been no information about whether or not the CAF intends to increase the numbers in the near future.

The Aviation Committee wishes to keep the Air in Air Cadets and the sooner the Cadets are back in the air, all the better.

Respectfully submitted,

Jerry Elias
Chair, National Aviation Committee



COMMUNICATIONS COMMITTEE REPORT

General and Administrative

1. The Communications Committee has representatives from all PTCs. The Committee met regularly from September to 2022 to May 2023.
2. The Branding Standard, Guidelines, and Visual Identity Policy was submitted for inclusion in the PPM on February 2nd. Once approved and in the PPM a summary will be included in the updated ACL Communications/PR Handbook.
 - a. All aspects of branding and Visual Identity that are neither a policy nor a procedure have been incorporated into the Brand Style Guide. The target date for completion of the Brand Style Guide is June 2023 at which time the Brand and Visual Identity Policy will be included in the PPM and take effect.
3. The Communications/PR Handbook and the Style Guide Working Groups (WG) continued their work on the two major projects for 2022-2023. The respective WG goals are to update/refresh the Communications Handbook/Manual and create a Brand Style Guide which sets out branding standards and visual identity guidelines and establish an online Branding and Visual Identity toolkit. The WGs are still on track to meet the target date for completion which is the 2023 AGM in June where they will be presented.
 - a. The Communications/PR Handbook content is designed to assist with communications services including marketing, fundraising and crisis communications. The goal is for a user-friendly product in function and style that is easy to read and use.
 - b. The Style Guide builds on existing material and the guide will codify many current practices. The Brand Style Guide will complement the Communications/PR Handbook and will align with the Branding and Visual Identity policy.
4. The Communications Committee provided support to the communications consultant, Karen Homer, hired to develop a Crisis Communications Plan. The DRAFTs she created were circulated for review and comment. Once the Crisis Communications Plan is complete and approved a summary will be created and included in the updated ACL Communications/PR Handbook. Crisis Communications ACL Fact sheets and quick reference/user guide type material/checklists, etc. and training are to be developed. The intent is to work with National and Regional Cadet and Junior Canadian Rangers Formation Public Affairs Officers to develop and deliver training.
5. A Communications Workshop is planned for the 2023 AGM where the Communications/PR Handbook and the Style Guide will be presented. The ninety-minute session will include an overview and highlights of the documents.
6. The Communications Committee provided support to the to Risk Management Committee as required.



7. The Communications Committee provided support to the implementation of the Harassment Awareness Training is ongoing. A pamphlet that was created to assist in the program was well received.
8. Other initiatives planned once the Communications/PR Handbook and Brand Style Guide are complete include:
 - a. Creation of a Communications Resources Library for National, PTCs and SSCs that will include various document templates, videos, images, and other Communications products as required.
 - b. Creation of a series of Workshops to be delivered annually at the AGM if in-person or at the SAM if that is in-person. These will be done in consultation with PTCs and the CJCR Formation PA staff.
 - c. Creation of a series of Communications Webinars to be delivered between the annual in-person Workshops. The webinars will be coordinated with and integrated into any other training developed by the Members Committee.
 - d. The concept of an annual website update/refresh cycle/protocol is also in development. The initiative is in its infancy and will likely form part of the 2023 – 2024 Communications Committee work plan.

Royal Canadian Air Cadet Museum

1. Continued to receive donations of artifacts. Latest donation is an assortment of sealed pattern badges from the ADM Materiel Group.
2. Work to develop a collections policy for the museum has slowed due to circumstances beyond anyone's control. The target date for completion is June 2024.
3. Development work of an Air Cadet Museum online presence as part of the ACL website is on hold due to circumstances beyond our control. Target date for draft content and design is now September 30th, 2023. Part of the website will include a database of artifacts that will be accessible to all Provincial/Territorial Committees.
4. Work on the Air Cadet displays for the Alberta Aviation Museum and the Bomber Command Museum of Canada in Nanton, Alberta continued. The printed panels and the framework for the display in Nanton arrived too late for the planned unveiling of the display in November 2022. The display panels were set up on April 21st. Design work for the display at the Alberta Aviation Museum in Edmonton continued. The target date for completion and installation is August 31st, 2023.



5. The information presentation and marketing type material outlining the options for cadet displays/exhibits remains under development. Work is progressing slow due lack of horsepower.
6. During the move of the National Office potential artifacts for inclusion in the museum's collection were identified. The Communications Committee Chair travelled to Ottawa in early March 2023 and reviewed the items for retention in the collection. A total of eighty-six items were identified. The vast majority are publications. The artifacts were digitized to eventually be shared with the Air Cadet community at large. A second review of the material in the storage locker will be conducted when timing permits.

Respectfully submitted,

Tom Sand
Chair, Communications Committee



CADETS AWARDS AND SCHOLARSHIPS COMMITTEE REPORT

The National Cadet Scholarships and Awards Committee is responsible for administering post-secondary scholarships, flying and music awards and managing the selection of the Cadet of the Year who will participate in the activities of the Remembrance Day organized by the Royal Canadian Legion in Ottawa.

With the return to normal activities of our organization, the 2022/2023 training year has been a very good year for scholarships and awards to cadets.

Our committee is open to receiving other scholarships and awards and continuing to develop the tools to be able to choose the best candidates, keep our donors informed and encourage cadets to submit their application. We are always looking for new donors; help from all stakeholders is welcome.

The presentation of the post-secondary scholarships took place virtually on May 27, 2023. The recipient cadets were invited to participate and thank the donors for the scholarships they received. The flying and music scholarships were awarded in the fall of 2022.

Post-Secondary Scholarships

This year we received 177 requests from cadets.

Thanks to the support of our donors, we can offer 29 scholarships this year. The scholarships this year are:

Birchall	4 x	\$2500	CAE	2x	\$2500
Thomas Colfer	2x	\$2500	Legion Foundation	1	\$2500
Dale	2x	\$2500	Venables	1x	\$2000
RCAFA	1x	\$2500	ACL Advisery Council	2X	\$1000
K.C. Lett	9x	\$2000	99's Canadian Award	1x	\$1000
Anthony Martin	1x	\$1000	Dr William Weston	1x	\$1000
2 nd Tactical AFMBA	1x	\$1000	Young Citizen Found.	1x	\$5000
			Total Value	29	\$61500

Power and Glider Continuation Flying Award

With the resumption of activities and the support of our donors, we were able to offer 31 rewards to cadets following their pilot training in the summer of 2022.



**2023 ANNUAL GENERAL MEETING OF GOVERNORS AND COMMITTEES
ASSEMBLÉE GÉNÉRALE ANNUELLE DES GOUVERNEURS ET COMITÉS 2023**



CFTA					
ACPA	2x	\$2500	Rockwell Collins	2x	\$2500
ALPA	4x	\$2500	ACL	2x	\$2500
CAE	2x	\$2500	RCAFA	4x	\$2500
Casara Foundation	1x	\$1000			
PTAA					
426 Thunderbirds	1x	\$300	Jim Goodhand	1x	\$300
ATSA	1x	\$300	Garbutt Family	1x	\$1000
Kope Award	1x	\$300	BC Ex-Air	2x	\$300
Bomber Harris	1x	\$300	Canadian Fighter PL	1x	\$300
DODO Bird Club	3X	\$300	Erb & Virginia Mitchell	2x	\$1000
			Total Value	31	\$47300

Royal Canadian Cadet of the Year

In 2022 the cadet of the year to participate in the activities of the Royal Canadian Legion came from Alberta. It was WO2 Julian Tan from 918 Griffon Squadron who represented us very well during the activities held in Ottawa.

Music Awards

Two awards worth \$350 and two watches were given to the cadets for their excellence in music. The 2022 recipients are:

WO2 Ryan Stevens of 106 Squadron Windsor, N.S. and WO2 Julian Tan from 918 Griffon Squadron, AB.

For all our scholarships and awards, once again thanks to the support of our donors, we were able to give Air Cadets a total of \$110,700.00.

I am privileged to have people like Guy Albert, Ron Ilko, Len Jenks, Paul Dowling, and Don Doern on our committee. I thank them for their involvement, dedication, and good advice. Thank you to National Headquarters staff for their support and involvement in this process.

As for me, this is my last year as Chair of the Scholarships and Awards Committee. It was a most interesting and rewarding job. The quality of cadets within our organization is exceptional. Fortunately, I will be able to continue as a member of the committee.

Respectfully submitted,

Gilles Cuerrier,
Chair, Scholarships and Awards Committee



EFFECTIVE SPEAKING COMMITTEE REPORT

Here is the annual report of the National Air Cadet Effective Speaking Committee.

1. We hold monthly meetings at the end of each month. New members have joined the team including representatives from British Columbia, Alberta, Saskatchewan, Manitoba and Quebec.
2. The National Committee worked on updating the National Effective Speaking Guide. The additions relate to holding in-person and virtual public speaking competitions. Some instructions for judges have been clarified to better assess the speaker in virtual mode.
3. We also discussed a national scoring tool that should be made available to all squadrons, provincial committees and at the national level.
4. Since the spring of 2020, we have been experiencing a new reality: a pandemic has set in and new communication techniques have been set up: Teams, Zoom, etc. The public speaking program, too, followed suit. Depending on the provinces and territories, public speaking competitions took place in virtual or face-to-face mode. We had to develop tools that met the standards of the program, for example, the scoring tool that was implemented on Google Sheet because it was easily shared across the country. Another version, in Excel mode and less elaborate than the original, which was set up several years ago, has also been prepared for face-to-face use. Both versions of scoring tools will need to be nationally approved. Both versions will also have to be closer to the original model, which is no longer functional.
5. A new version of the ACC54 (Effective Speaking Registration Form) has been put in place. We had a few small issues which were fixed along the way.
6. The national public speaking competition will take place in virtual mode on Saturday, June 3 from 12 p.m. Montreal. The sub-committee is being created to make the final adjustments to the event. Zoom is the platform used for this event.
7. We were able to identify the cadets who participated in the public speaking program. See information at the end of the report. ***
8. We wish our speakers the best of luck and a very nice summer vacation.

*** Unfortunately, some provinces have not asked all participants to submit a form. For this reason, we can't tell how many cadets have took part of the competition for Training Year 2022-2023.***



Data & Stats

P/T COMMITTEE	NUMBER OF CADETS REGISTERED	%
ALBERTA	69	13,8
BRITISH COLUMBIA	136	27,2
MANITOBA	21	4,2
NEW BRUNSWICK	16	3,2
NEWFOUNDLAND	5	1
NORTHWEST TERRITORIES	2	0,4
NOVA SCOTIA	12	2,4
ONTARIO	91	18,2
PRINCE EDWARD ISLAND	4	0,08
QUEBEC & OTTAWA VALLEY	118	23,6
SASKATACHEWAN	26	5,2
TOTAL	500	

Gender

	NUMBER	%
MALE	286	57,2
FEMALE	209	41,8
OTHER	5	1
TOTAL	500	

Preferred Language

LANGUAGE	NUMBER	%
ENGLISH	425	85
FRENCH	67	13,4
BOTH	8	1,6
TOTAL	500	

Respectfully submitted,

André Mauger
 Président, Comité d'art oratoire



FINANCE COMMITTEE REPORT

The following report is based on the March 31st, 2023 statements as presented by Lyle Tilley Davidson Chartered Professional Accountants on May 11th, 2023.

The budget for the next 3 years has been modified to reflect our revised plan for in person meetings and activities. Items such as travel costs, in person/virtual AGM costs, virtual SAM expenses, IACE costs and fundraising have all been adjusted going forward to reduce spending to match up with our reduced revenues.

FINANCIALS FOR FISCAL YR APRIL 1ST 2022 TO MARCH 31ST 2023

The 2022 – 2023 fiscal year ended with solid numbers in both our balance sheet and income statement. Our extra 2022 AGM spending was covered by the collection of higher PC assessment fees than in the past few years, being underspent on several expense items, and contributing less to our internally restricted funds during the year. Market performance on our trust funds were down this year given world events and global supply issues with an average return of approximately 2%, but a decrease in the market value of 2%.

Balance Sheet

The balance sheet is in a strong position. Current assets are at **\$824k** compared to last year's **\$620k** and current liabilities sit at **\$323k** compared to **\$65k** in 2022. Our cash balance is currently at \$243k, made up of our operating account and short term investments balance maturing in less than one year. Here are some highlights of the major variances:

Variances

- Our account receivable balance of \$234k is made up funds receivable from the CAF to cover our insurance due to BFL for aviation insurance. All PC's are current for payment of 2022 assessment fees.
- Prepaid expenses of \$55k consist of the remaining prepaid insurance premiums and AGM deposits. This amount decreases each month as we recognize the monthly insurance expense.
- Our current liabilities balance of \$323k consists mainly of the payment due to BFL, our last credit card statement that was paid in early April, and funds collected for awards that have not yet been paid out.
- We show a line in both the restricted assets and internally restricted funds in liabilities for the support of the AIM-AA project totaling \$42.5k. These funds are held in trust and are used toward expenses specifically incurred to generate donations and efforts to links with the Aviation industry as per the direction of the project.

Income & Expenses

Net income for the year ended at **\$41k** against a budget of \$6k and compared to income of \$95k for 2022. Revenues come from the DND grant, PC assessment fees and fundraising. We have



transferred \$100k out of our operating account to our Rainy Day Fund during the year, as per our mandate in our trust fund policies to build up this account. Here are the highlights on the main variances:

Variances

- Total fundraising revenue for the year was lower this year at \$22,503k, which was expected with the Covid 19 situation.
- PC assessments were billed at 93% of full value of \$287k which was required to help cover the AGM costs. All PC's paid their assessment fees in full.
- Expenses for the AGM totaled \$113k, just slightly under budget of \$114k. IACE activities were cancelled again this year due to travel restrictions, but we did send VP Doug Slowski to London to the IACEA conference in the fall. The Board passed a motion this year that will see us move to an in person AGM every 2 years to help reduce expenses as well.
- The cost for insurance has decreased over last year as our policies were put out to bid and the winning bid came in lower than what we had been paying.
- Rental costs for National office are showing much higher than usual at \$85.5k vs \$48.3k in 2022. This extra cost of \$39.7k is due to a pay a penalty to terminate the lease early after being offered occupancy in an old school at the Rideau Hub which will cut our annual rent payments from \$48k per year to \$15k. These savings will easily cover the early termination fee and give us sustainable savings going forward.

INVESTMENTS

Our investments have grown minimally during our April 2022 to March 2023 timeframe, with a return that averaged near 2% or \$42.6k. Fair market value adjustments made to adjust the funds to March 31, 2023 market values and saw a drop in value of (1.98%) or (\$41.5%). Trust funds assets are sitting at a market value of **\$2.08M**, showing an decrease from 2022's value of **(\$12.6k)**. There were 2 new trust funds created this year – the Manitoba PC Fund, and the Weston Estate Fund, both established through donations to our organization for scholarships.

Our investments are all in low to medium risk as we are invested for the long term, so there is no concern about the value of our investments at this time. We will monitor and work with our investment broker if the need arises to move some of our investments.

NRGC FUNDRAISING

Fundraising totals by area are summarized below:

President's Club - \$3,000

Annual donation campaign - \$20,923 (net of expenses)

This total \$23,923 and is 81.79% of our budgeted fundraising goal of \$29,250.



ACC9 STATUS

Results for the **2021/2022 year** end as of April 30, 2023 are listed below. These were due to National office by February 28, 2023 and must be submitted ASAP.

AB – 93.3% BC – 28.1% MB – 95.8% NB – 71.4% NL – 23.8% NS – 65.5% OPC
 – 70% **PE – 100%** **Terr – 100%** QOV – 86.2% SK – 48.6%

Results for the **2020/2021 year** end as of April 30, 2023 are listed below. These were due to National office by February 28, 2022 and must be submitted ASAP.

AB – 97.8% **BC – 100%** **MB – 100%** **NB – 100%** NL – 42.9% NS – 82.8% OPC
 – 84.2% **PE – 100%** **Terr – 100%** QOV – 97.9% SK – 68.6%

CRA COMPLIANCE

The initiative to work toward getting all SSC’s registered with CRA continues with very slow progress. As of March 31st, we are at an overall compliance rate of 62.5% of SSC’s registered as charities with CRA. **CONGRATULATIONS TO PEI – the first PC to reach 100% compliance on CRA registration!!**

A breakdown by province will be reviewed at the Finance Committee meeting at the AGM. As SSC’s rebuild their volunteer base after Covid, it is expected that more focus will be placed on this effort to get this exercise completed.

Respectfully submitted,

Sue Madden, CPA, CGA
 Chair, Finance Committee



AIR CADET LEAGUE OF CANADA
Ligue des cadets de l'Air du Canada

		BUDGET		
LINE#		2023-24	2024-25	2025-26
Income				
40100	Government Grant	500,000	500,000	500,000
40110	Revenue from PTCs	302,497	305,522	308,577
40200	Retail Sales	3,000	3,040	3,081
40500	AGM Revenue	5,000	-	5,000
40700	Insurance billed to PTCs	38,483	42,310	45,775
40750	Insurance billed to CAF	211,461	215,691	220,902
41700	General Donations	22,000	20,000	20,000
70200	Interest Income	5,000	5,000	5,000
	Total Income	1,087,442	1,091,563	1,108,335
Expenses				
53000	Salaries (including EI, CPP, WSIB, Ceridean)	271,701	276,950	282,304
53100	Benefits	27,736	28,190	28,754
53200	Contracted Support	75,520	71,911	73,329
53300	Staff Training	3,000	3,000	3,000
53400	Staff Travel	1,500	-	1,500
53500	President's Travel	20,000	20,000	20,000
54000	AGM Expenses	110,176	-	115,685
56000	IACE Expenses	25,000	28,000	28,000
57100	Awards/Presentations (top up)	2,000	2,000	2,000
57300	General Fundraising Expenses	500	500	500
57500	Translation	2,000	2,040	2,081
57600	National Office Occupancy costs	19,526	13,108	13,501
57700	Equipment Repair	2,000	2,000	2,000
57800	Telephone/Mobiles/Fax/Internet	200	200	200
57900	Office Equipment & Leases	3,000	3,000	3,000
58000	Printing	2,000	2,000	2,000
58100	Office Expenses	5,000	5,100	5,202
58105	Computer Expenses	1,000	1,020	1,040
58200	Shipping & Postage	4,000	4,080	4,162
58400	Software Licenses	13,053	13,314	13,580
58500	Bank Service Charges	4,000	4,080	4,162
58600	Audit Fees	8,835	8,835	8,835
58700	Legal Services	20,000	20,000	20,000
58800	Insurance Expense	397,980	428,034	462,003
59000	Committee activity funding	10,717	12,970	12,860
	Total Expenses	1,030,444	950,331	1,109,698
	Budget Surplus (Deficit):	56,998	141,232	(1,363)
Balance Sheet Items				
	Legal Defence Fund (internally restricted)	53,000	135,000	-
	Equipment Repairs/Replacement	3,000	3,000	3,000
	Total Balance Sheet	56,000	138,000	3,000
	Total Surplus (Deficit):	998	3,232	(4,363)
	CADET POPULATION	23,269	23,502	23,737



HONOURS AND AWARDS COMMITTEE REPORT

The National Honours and Awards Committee is pleased to provide support to the Air Cadet League of Canada to recognize the outstanding accomplishments of its volunteers. With the help of the Advisory Council, we play an active role in the creation of policies and procedures that enable volunteers to celebrate the accomplishments of their peers.

Since our Semi Annual Report, the committee reviewed and modified the on-line submission forms, sent information about the Honours and Awards to all stakeholders, wrote the Honours and Awards Handbook, databases were created by National Office staff for managing submissions, assigned submissions to the different sub-committees for review, and made recommendations.

The Honours and Awards Committee received 66 submissions. We are happy to have a 68% increase from last year. We are also pleased that submissions received were well prepared and want to thank all those involved for their excellent work. The committee's objective is to work with stakeholders to continue to improve on the number of submissions in the coming years.

The Honours and Awards Committee, in collaboration with the National Cadet Scholarships and Awards Committee held its third virtual award ceremony. The ceremony permits awards to be announced to the recipients as well as make it possible for family and friends to witness the well deserved recognition.

We also want to thank the National Office staff for ensuring that information on the Honours and Awards is widely spread and for handling all administrative work involved in supporting the Committee.

Thanks to committee members Charles Baxter, Jim Hunter, Keith Mann, Jan Reidulff, Tom White, and the Advisory Council members, we have had another successful year.

Respectfully submitted,

Guy Albert,
Chair, Honours and Awards Committee



INTERNATIONAL AIR CADET EXCHANGE COMMITTEE REPORT (IACE)

IACEA is in post covid mode, and 2023 will see a resumption of the exchange programme. In July, 10 Air Cadets and 2 CAF Officers will be visiting the United States, with another 10 Air Cadets and 2 CAF Officers visiting the United Kingdom. In return, 20 inbound Air Cadets from these countries will be visiting the sites, scenery and hospitality QOV has to offer. Congratulations to all the outbound Cadets from across the country who have been selected, you will be great ambassadors for the program.

The CAF have directed that for the foreseeable future all inbound exchanges will be conducted in the QOV. I would like to take this opportunity to thank all members of QOV who will be involved in the hosting and wish them much success.

We also wish to thank our Deputy Executive Director Josee Woodford for her dedication and support to QOV to ensure the success of the program.

Going forward, the only countries available to exchange for the foreseeable future, are Australia, New Zealand, United States and United Kingdom, homestays, are no longer part of the tours. And all cadets must be accompanied by CAF escort Officers.

Unfortunately, The July 2022, 75th Anniversary Celebration of IACEA between the UK and Canada, was cancelled due to ongoing covid issues.

There has been a change in the CJCR, our new military Rep, is Major Adam Lawrence

The International conference was held in London this past September 2022, Unfortunately, the conference started the day of HM Queen Elizabeth II funeral, as a result, much of the planned program, had to be retooled as the conference was in process.

The ongoing covid issues continued to hamper the conference attendance, as many countries were still in lockdown, many have vaccination issues, and there are lingering questions around quarantine, vaccine passports etc.

The 2023 Conference will be held at the Embassy Suites Hilton Hotel in Las Vegas starting 24th Sept. we are expecting to have the outbound 2024 exchange numbers in the next month. The Host Country for the 2024 conference TBD

Congratulations to President Hille Viita who will become IACE President at the upcoming 2023 conference.

Respectfully submitted,

Douglas E. Slowski, CD
Chair, International Air Cadet Exchange (IACE) Committee



MEMBERS COMMITTEE REPORT

The Operational Guide and Volunteer Management Handbook we have created was presented to the PTC Chairs committee for their comments and input in January. Little negative feedback was received so the documents were submitted to the Bylaws committee for input, which has just been received and we are now making changes/amendments as suggested. We envision the final documents being available by AGM 2023.

Vern held a trainer's workshop to gather information from across the country. It was determined that it will be hard to develop a generic training plan due to the wide range of skill sets among our many volunteers. The Risk Management model looks like a good place to start for a National template.

To assist us with gathering and giving training information/assistance we have requested the name of a training contact for each province/territory. If you haven't sent the information yet, please do so asap.

A measurement tool to determine the effectiveness of any training was determined to be - how successful the training was with the target audience. If we're not getting the information across then we are not being effective. The ACC9 is a prime example of this; a required document that is extremely complex and intimidating to the Mom and Pop SSC volunteers. Even with training videos and assistance from the PTC many provinces/territories still cannot meet the submission deadlines. Should we look at a simplified version?

The various training methods have been discussed at great length. We need to use different methods for different information/topics/learners. Simply watching a video is not necessarily an effective way to learn. We also have to keep in mind that our audience is adult learners who have differing abilities and commitment to the program.

We feel that the development of a National Training Plan is the cornerstone to engaging and keeping volunteers that are sorely needed by all levels of the League. However, it will need to focus on basics and be generic as there are so many variables from province to province to territory.

The workshops to be held at AGM 2023 will give the delegates the opportunity to discuss their training methods that are successful, and the training needs they still have. This will give us a focus for our future work.

Respectfully submitted,

Dee Davis
Co-Chair Members Committee



NATIONAL AIR CADET COMMITTEE REPORT

The Air Cadet Committee is still holding at 5 committee members representing BC, AB, MB and PT and are always open to new members.

As always, we are developing our connections with the Civil Air Patrol wherever possible as well as passing on information regarding training opportunities down to the Squadrons that come to us from the REAL Services Executive Director.

We have had irregular monthly meetings but good attendance participating since the SAM last year not counting myself and I hope to have these numbers grow over the coming months.

This year the Committee was tasked to redraft the Terms of Reference for the Air Cadet Committee to include Music and Selections so we would like to see participation on the committee from Prov/PT members who are involved at their respective levels.

I encourage all Committees to keep the Air Cadet Committee updated or included on items where we can assist in projects and or distributing information to the membership. We are here to help.

Respectfully submitted,

Kevin Robinson
Chair, National Air Cadet Committee



NATIONAL RESOURCE GENERATION & L.I.P. COMMITTEE REPORT

Since our last report at the 2022 SAM in November, the National Resource Generation Committee has not taken any action to advance the GO FORWARD plan that we proposed due to the primary members of the committee lacking bandwidth to move forward with the initiatives. The efforts & commitments required of the NRGC members to support the IMAT / Program Rescope project and the annual Nominations Committee process effectively tapped out the existing volunteer's time commitments.

We believe there needs to be a global discussion on how the National level of the League moves forward with fundraising at the National level (what is our niche?). We would propose that budget items requested will allow us to address this area. Topics would include –

- Advancing the current best practices and methods to fundraise within the new CAF paradigm.
- Confirming that the GO FORWARD directions are in fact acceptable to all ACL stakeholders.
- Utilizing the annual interest from some of our larger reserve funds (such as the Rainy-Day fund and the Legal Defense Fund) to
 - support a contract or hired staff member to do the NRGC work required, OR
 - offset PC assessments to ACL National, OR
 - provide support for specific volunteers across the country to engage with service organizations, supports and donors as we attempt to rebuild those relationships.

As a reminder, the GO FORWARD plan was aligned around the following:

- Continuing to support the Fundraising and Re-Scope IMAT Groups in their negotiations with the CAF
- Reaching out to our current sponsors, supporters, and donors to build our relationships, ensuring their continued and expanded support for our existing projects and awards, as well as potential new initiatives.
- Reaching out to other national service organisations and supporters to establish a new relationship that fills our program support needs in compliance with the MOU, and most importantly, to the desires of the Air Cadet League as a whole.
- Using NRGC as a clearing house / information source / central nexus for dealing with fundraising issues that arise at the local and provincial levels due to differences between RCSU interpretations of policies and procedures and the National Commander / ACL intent.
- Working with the PTC fundraising groups to ensure they have the highest level of support possible from ACL National, and to ensure that we are complimentary in everything we do.
- Recognizing the 100th Anniversary of the RCAF is less than one year from (April 01, 2024) by assisting in celebrations and activities throughout the country during that milestone year.

We would look forward to this opportunity to advance our National efforts to support the ACL as a whole.

Respectfully submitted,

Jacquie Pepper-Journal
Chair, National Resource and Generation Committee



NATIONAL SCREENING & REGISTRATION COMMITTEE REPORT

Objective: The Committee's role is to discuss and consider issues raised throughout the Air Cadet League and the Canadian Cadet Organization concerning Screening and Registration and to prepare recommendations for the Chair for any required action.

Key actions completed over the past year:

Document storing and retention: The committee reviewed the process. The policy/procedures for the storage and retention of screening files has been updated.

Sumac quick start guide: A new version has been posted on the website.

Legal review of screening process: The committee reviewed recommendations by our legal counsel for the amendments to policy and procedure. One major change is the removal of the appendices listing criminal offenses, since those frequently change, and the authority to accept or reject a volunteer with a criminal record should rest with one central authority, the national screening manager. Another recommended change is to remove the statement regarding records being the property of the PTC. Our lawyer advises the records should be the property of national. We suggested a change in the language to “the database will only be used for screening and registration purposes”. Changes were made to the screening handbooks which were approved by the committee, January 30th, 2023.

Break in Service: A motion was passed by the committee that the rescreening of a member whose screening has expired will require new police check but will not require new interviews and reference checks. The handbook was amended accordingly.

Secure document transfer: A secure FTP service is used for digital transfer of files from SSC to P/TC. Our committee also outlined the procedure for shipping paper files from SSC to PTC. The Purolator or Canada Post can be used, with a tracking number. If files are shipped physically, an inventory of what was shipped will need to be kept in case the package goes missing. Procedures were prepared and an amendment to the handbook was generated.

IACE Host Families: The reference to the screening of IACE host families was removed from the handbooks. CJCR will no longer allow host families.

Outstanding Issues

Screening of Canteen Volunteers: The issue was raised with the P/TC Chairs at a committee meeting. The Chairs did not support the screening to VSS standard of canteen volunteers. Instead, they suggested a policy be put in place, such as the rule of two, to mitigate the risk. The issue has been referred to the PPBLC who will generate recommendations to the NEC and BOG. Issue is closed for the Screening and Registration committee with the understanding it could come back to this committee for review.



Transportation of cadets: The committee is concerned about occasional drivers transporting cadets using private motor vehicle for Remembrance Day parades, as well as other events like tag days. The question was asked if these drivers need to be VSS screened. The CAF view is that parents are responsible for the transportation of cadets to an event, and will only assume responsibility once the cadet is delivered to the assembly point. However, if the League is at all involved in the planning of transportation, the League could be viewed as responsible to ensure the safety of cadets and must therefore ensure appropriate screening of parent drivers.

Respectfully submitted,

Marc Lacroix
Chair, National Screening & Registration Committee



NOMINATING COMMITTEE REPORT

The ACL National Nominating Committee (NC) conducted a full and complete process of searching and identifying candidates to fill National Board of Governors (BOG) vacancies for the coming elections at the AGM in June. We also identified candidates for advancement to the National Executive Committee as a Vice President. These candidates will be voted on by the membership at the Annual General Meeting in Halifax.

Our selection criteria remained basically unchanged from last year – with a focus on:

- Subject matter expertise in the areas of fund generation, human resources and legal/human resources was required.
- That the BOG should reflect greater diversity.
- Reflective of the wishes of the incoming President for them to achieve their goals and objectives.
- Put forward candidates that could provide a strong “Working Governors” base for the Board to draw from to fill a few different scenarios depending on where the future takes us.
- That the BOG should provide for regional representation.

The NC conducted several surveys and searched out potential candidates using multiple methods. As we have a new incoming president this year, there was a requirement for the NC to consider new Executive Committee candidate. Feedback from all stakeholders indicated that all current board members were interested in continuing in their roles.

While we were able to provide suitable candidates for most areas, we did fall short in finding appropriate expertise in some of the areas of fund generation. There is a plan in place where one of the proposed candidates will work with the incoming president to address the NRCG requirements.

I would like to thank all candidates, and all those who were asked for supplementary information for their honesty and candor regarding themselves and their views of the Air Cadet League. It was very refreshing to speak with so many of our wonderful ACL volunteers.

I would also like to extend my sincerest thanks to NC members Len Jenks, Brent Wolfe, Merv Ozirny, Craig Hawkins, Don Doern, and Charles Baxter for their time, efforts and expertise. Each NC member brings different perspectives and experiences to their role on the committee. Working with them has been an honour.

Respectfully submitted,

D.A.(Don) Berrill CD
Chair, National Nominating Committee



NOMINATION SLATE 2023-2024

Executive Committee

President: Thomas Taborowski
First Vice-President: Marc Lacroix CD
Vice-President: Sue Madden, CPA, CGA
Vice-President: Doug Slowski CD
Vice President: Jacquie Pepper-Journal CD

Past President: Hille Viita CD (Appointed by the National Board)

Board of Governors

Executive Committee Plus:

Angèle Mullins	Normand Comeau CD
Arlo Speer	Terri Hinton
Dee Davis	Thomas Sand CD
John Nolan CD	Vern Toews
Kevin Robinson	William Cahill

Associates at Large (appointed by the National Board)

André Guilbault
James Simiana CD

Patron

Her Excellency the Right Honourable Mary Simon, C.C., C.M.M., C.O.M., O.Q., C.D.
Governor General and Commander-in-Chief of Canada

Honourary Officers

Honourary President: Maryse Carmichael CD
Honourary Treasurer: Bob Robert CD
Honourary Secretary: Leonard G. Jenks CD
Honourary Solicitor: Mervin Ozirny CD

Honourary Directors

Brigadier-General (Ret) William Buckham CD
Lieutenant-General (Ret) Fred Sutherland CMM, CD, BA, MBA, DScMil
Major-General (Ret) Kenneth Lett CD

Honourary Life Members

Jerry Elias CD
Maurice J. Murphy
Richard Logan
Robert L. Mortimer CD
Russell Gallant



POLICY, PROCEDURE & BY-LAWS COMMITTEE REPORT

Committee Members:

William Cahill, Chair; Don Berrill; Kevin Robinson; Ron Ilko; Guy Albert; Craig Hawkins; Pierre Forgues, Executive Director

At our first PPBLC meeting of the 2022-2023 year on August 4, 2022, the new committee continued the important work of its predecessor and approved the updated Policy and Procedures Manual (PPM) for submission to the Board of Governors (BOG) for approval at its meeting on September 14, 2022. While amendments will continue in the ordinary course, its adoption is the culmination of over four (4) years of hard work consisting of over twenty (20) committee meetings, regular communication between the PPBLC, National Committee Chairs, and the Executive Director. Bravo Zulu!

Fresh off the adoption of the updated PPM, the PPBLC was tasked by the Executive Committee to prepare a Harassment Policy for the Air Cadet League of Canada. The PPBLC worked throughout the fall of 2022 to prepare and revise a draft Harassment Policy. This involved engaging the Provincial and Territorial Chairs and addressing questions and concerns from various levels of the Air Cadet League. A final Harassment Policy was presented to the BOG in February, 2023 and was adopted by the BOG on March 23, 2023.

At our most recent meeting on April 18, 2023, the PPBLC reviewed a number of amendments to the PPM which will be presented for approval at the upcoming Annual General Meeting including required changes in relation to assessment fees and honours and awards. Additionally, the PPBLC conducted an initial review of a number of suggested PPM and other policy revisions which will be reviewed more in depth in the months to come, including the important issue of discipline of affiliates. More information to come.

Finally, in addition the large-scale projects outlined above, the PPBLC undertook its routine duties including, *inter alia*, reviewing and approving new Provincial by-laws for Alberta and Quebec and Ottawa Valley. The PPBLC intends to develop guidelines in the near future to assist future reviews and to clarify the role of the PPBLC in reviewing by-law amendments.

I would like to take this opportunity to thank the members of the PPBLC for their hard work and dedication over the past 12 months and we look forward to continuing the committees important work in the year to come.

Respectfully submitted,

William Cahill
Chair, Policy, Procedures & By-Laws Committee



PROVINCIAL/TERRITORIAL CHAIRS COMMITTEE REPORT

We have an engaging and hardworking group of chairs who are truly dedicated to the Cadets and Volunteers of Provinces they represent. The challenges they face are common across the country, but communications at all levels continues to be a struggle. With covid behind us the damage to our volunteer base at the Squadron Sponsoring committee level drives recruiting and retention of volunteers as a priority to fill the day-to-day operations of each SSC in every region.

In an ideal world, well informed and trained Squadron Sponsoring Committees and provincial team members strengthens the provinces and builds depth, but in the end also enhances the national experience once provincial delegates come from across the country into national positions. This takes hard work and dedication on the parts of provincial and territorial chairs as they manage current needs of the SSCs then feeding up into the provincial committee. With volume of workload and shortages of people their mandates have become a fine balancing act of tight budgets and limited manpower.

Over this last year our monthly meetings are Interesting and engaging, meetings have covered a wide spectrum of topics and issues driven and guided by our common goals and objectives we will continue to work through issues and best practices together as the lines in the sand keeps moving weekly at times between internal ACLC needs and then external forces coming from our partnership with the CAF.

To Marc Lacroix good luck in your taking over as Chair and to every provincial and territorial chair, I wish to thank you for your dedication service and passion in the betterment of the Air Cadet League.

Respectfully submitted,

Thomas Taborowski
1st Vice President
Chair Provincial and Territorial Chairs Committee



RISK MANAGEMENT COMMITTEE REPORT

1. Representatives on the Risk Committee have been provided with a Training Plan and training materials that are on the National ACL Website. These include:
 - a. Introductory Videos on how to conduct a risk assessment at the PC/T and SSC level.
 - b. PowerPoint Presentation to use when training SSC and PC/T members to kick off conducting risk assessments.
 - c. A "step by step" Risk Handbook, that is easy to follow and includes items to consider that are common to many committees.
2. "Train-the-Trainer" has been conducted with most Risk Committee members to allow them to take the available materials back to their PC/T Committees and SSCs.
3. National Risk Committee members are available to assist any PC/T committees with questions or by conducting a Risk Training Session virtual, if the area needs support.
4. The request is that the information about Risk be provided to all SSC and PC/T committees by November 2023:
 - a. Through AGMs
 - b. By having a risk-trained member visit or speak with their SSC committees to review the process.
5. Following this process, the goal will be for each SSC and PC/T to produce a Risk Register of their committee. We understand there are many competing priorities and accomplishing this in the near term could be difficult. We have not set a date for this process to be complete.

We have heard that the more people hear about Risk Management, the more they understand it and understand its value. Although there may be some members at AGM's who have heard the presentation before, we know there is high turnover of directors at SSC levels, who likely did not hear the presentations made over the last three plus years.

The pandemic has many conducting risk assessments (even though they did not call them that) due to lack of volunteers, financial challenges, facilities issues such as moving to virtual, etc. The Risk Management process is one that everyone uses every day in daily life, we just don't think about it that way. The process is meant to provide some structure and ensure committees are planning appropriately for risks they may be facing.

Respectfully submitted,

Terri Hinton
Chair, Risk Management Committee



NATIONAL STRATEGIC PLANNING COMMITTEE REPORT

The Strategic Planning Committee has been working hard on the new Strategic Plan.

The plan will cover 2024 to 2028 with a review in 2026.

We incorporated items from AGM 2022 that were noted as being of importance to the delegates in attendance, as well as including unfinished items from the current plan that are still considered to be a priority. As the organization's strategic priorities have not changed significantly, there are few new items.

We have tried to make the plan easier to understand, less complex, more achievable and we attempted to use clear language. We trust that by designing a plan this way everyone will be engaged and help bring the plan to fruition by the end of 2028.

The final draft plan will be presented to delegates at AGM 2023 for their comment and input so that the final plan can be presented at SAM 2023.

Respectfully submitted,

Dee Davis
Chair Strategic Planning Committee



81st ANNUAL GENERAL MEETING

RECORD OF DECISIONS (*DRAFT*)



THE AIR CADET LEAGUE OF CANADA

JUNE 2022
Saskatoon, SK

I ADMINISTRATION

- 1.1 President's Opening Remarks
- 1.2 Moment of silence
- 1.3 Call to order
- 1.4 Confirmation of notice of meeting & quorum
- 1.5 Appointment of parliamentarian
- 1.6 Motion to approve attendance of non-voting members
- 1.7 Approval of Agenda
- 1.8 Approval of AGM 2021 ROP
- 1.9 Presentation of Nomination Slate

II INFORMATION

- 2.1 Comd CJCR Support Group
- 2.2 CAP Comd Remarks
- 2.3 President's Report
- 2.4 Executive Director Report
- 2.5 League Support Working Group
- 2.6 Committee Reports (by exception)

III NEW BUSINESS

- 3.1 Presentation National Budget
- 3.2 Presentation of Annual Financial Statements
- 3.3 Approval of auditors FY 22/23
- 3.4 By-law amendments
- 3.5 Election of governors
- 3.6 Future AGM locations

IV CONCLUSION

- 4.1 Closing Remarks
- 4.2 Good and Welfare of the ACL
- 4.3 Adjournment

ANNEX

**81st ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA
RECORD OF DECISIONS**

SATURDAY, 11 JUNE 2022, SASKATOON, SK

AGM ATTENDEES

Board of Governors

Hille Viita President
James Hunter Imm. Past President
Tom Taborowski 1st Vice-President
Marc Lacroix Vice-President
Sue Madden V-P & Treasurer
Douglas E. Slowski Vice-President
Mark Brickwood
Dee Davis
Jerry Elias
Russell Gallant
Roch Leblanc
John Nolan
Jacquie Pepper-Journal
Kevin Robinson
Thomas Sand

Incoming Board of Governors

William Cahill
Arlo Speer
Vern Toews

Advisory Council

Guy Albert
Charles R. Baxter
Donald Berrill
Gilles Cuerrier
Don Doern
Ronald Ilko
Keith Mann
C. Mervin Ozirny
Thomas P. White
Brent Wolfe

Honorary Officer

Leonard Jenks Hon. Secretary

Provincial/Territorial Delegates

Edgar Allain
Derek Blatchford
Curtis Bousfield
Stephen Chait
Michele Claveau
Dale Crouch
Dennis Dillon
Gary Gratrix
Susan Harris
Daniel Hutt
Marie Christine Lalonde
Anna Lewis
Brian Ludwig
Dawna Mercier
Greg Merrill
Veronique Morisset
Jim Mullins
Chuck Nicolle
Thomas Powell
Phillip Rennison
Norm Scott
David Wilson

Provincial/Territorial Chairpersons

Rhonda Barraclough (AB)
Mike Boyle (ON)
Rona Fradsham (PTACC)
Gary Gehring (SK)
Terri Hinton (BC)
Raquel Lincoln (MB)
Jackie Smith (NL)

Guests

MGen Edward D. Phelka (CAP)

Military

Chief Petty Officer 1st Class David Bliss,
MMM, CD
LCol Peter Butzphal (Deputy Chief of
Staff CJCR)
LCol Kevin Diduck (CO RCSU NW) CWO
Tony Savard (RCSU NW)
Maj Paulo Silveira, CD, MRAeS
BGen Jamie Speiser-Blanchet, CD (CJCR)

Provincial/territorial Office Staff

Jean-Pierre Beaulieu
Patricia Dagenais
Richard Petrowsky
Ernest Wiesner

Member at Large

André Mauger

National Office Staff

Pierre Forgues -
Executive Director
Josée Woodford -
Deputy Executive Director
Krystel Blanchard -
Administrative Officer
Laura Weinrauch -
Administrative Assistant

I. ADMINISTRATION

Before we begin, let us pause for the playing of the National Anthem.

1.1 WELCOME AND OPENING REMARKS BY THE PRESIDENT

National President Hille Viita welcomed everyone to the 81st Annual General Meeting.

She acknowledged the challenges of the previous 2 years within the organization and thanked everyone for their hard work to overcome. She looks forward to a full agenda for the next year.

The 3 leagues have agreed to work with CJCR to engage in initiatives to transform the cadet program.

1.2 MOMENT OF SILENCE

A moment of silence was observed in honor of all Air Cadets, Air Cadet League Volunteers, Canadian Armed Forces Members and friends and family of Air Cadets who have passed away since our last Meeting.

1.3 CALL TO ORDER

The President called the 81st Annual General Meeting to order at 11:05 CST.

1.4 CONFIRMATION OF NOTICE OF MEETING & QUORUM

The Executive Director, Pierre Forgues, confirmed that the Notice of Meeting was duly circulated, that there was a Quorum, and the gathering was a properly constituted meeting of the Air Cadet League of Canada in accordance with the bylaws.

1.5 APPOINTMENT OF PARLIAMENTARIAN

MOTION: Motion to approve Russell Gallant as Parliamentarian. Moved by Tom W., 2nd by Tom T.

CARRIED

1.6 MOTION TO APPROVE ATTENDANCE OF NON-VOTING MEMBERS AT MEETING

MOTION: Moved by Tom Sands, 2nd by Jackie Pepper-Journal.

CARRIED

1.7 APPROVAL OF THE AGENDA

MOTION: Moved by Sue M. that the Agenda be approved as presented. Seconded by Mark.

CARRIED

1.8 APPROVAL OF THE RECORD OF DECISIONS OF THE 2020 ANNUAL GENERAL MEETING

MOTION: Moved by Jerry Elias that the 2021 AGM RODs be approved as presented. Seconded by Marc L.

CARRIED

1.9 PRESENTATION OF NOMINATION SLATE

Don Berrill presented this year's nomination slate. Nominations will be accepted via an email to the Executive Director until 13:00 local time June 11. A nominee must be a member and there must be 2 seconders that are members listed in the delegates.

NOMINATION SLATE 2022-2023

Executive Committee

Immediate Past President	James Hunter (Appointed by Board)
President	Hille Viita
First Vice-President	Thomas Taborowski
Vice-President	Marc Lacroix
Vice-President	Susan Madden
Vice-President	Doug Slowski

Governors

William Cahill
Dee Davis
Jerry Elias
Terri Hinton
John Nolan
Jacqueline Pepper-Journal
Kevin Robinson
Thomas Sand
Arlo Speer
Vern Toews

II. INFORMATION

2.1 REPORT OF THE COMMANDER, NATIONAL CADET AND JCR SUPPORT GROUP

President Viita introduced Cmdr MGen Jamie Speiser-Blanchet. Cmdr MGen Spieser-Blanchett gave her power point (ppt) presentation. The presentation was followed by questions from members in attendance. (*Annex A and B*)

2.2 CAP COMMANDER REMARKS

President Viita introduced the Civil Air Patrol (CAP) commander, MGen Edward D. Phelka. Cmdr Phelka said a few words about the history of the CAP. MGen Phelka presented a plaque to Hille Viita in recognition of the history of the cadet program partnership between Canada and the United States that was born in 1941.

2.3 PRESIDENT'S REPORT

President Viita highlighted her written report, which was included in the meeting book as "President's Message".

MOTION: Motion to accept report: Tom T moved, Doug S 2nd.

CARRIED

2.4 EXECUTIVE DIRECTOR REPORT

Pierre Forgues highlighted his written report, which was included in the meeting book.

MOTION: Motion to accept report: Jim H. moved, Russell G. 2nd.

CARRIED

2.5 LEAGUE SUPPORT WORKING GROUP

Marc and Sue gave the LSWG ppt presentation. (*Annex C*)

MOTION: Motion to accept report: Sue M. moved, Kevin R. 2nd.

CARRIED

2.6 COMMITTEE REPORTS (by exception)

PT/C Report – Tom T. presented his written report.
IACE - Doug S. presented his written report.

MOTION: Moved by Don B., Kevin R. 2nd, to accept all written and verbal reports as presented. Seconded by Sue Madden.

CARRIED

III. NEW BUSINESS

3.1 NATIONAL BUDGET

Sue Madden reviewed the 2022-2025 budget previously approved by the Board of Governors. The written report was included in the Meeting Book. (*Annex D*)

MOTION: Moved by Sue to receive National Budget as presented. Seconded by Tom W. 2nd.

CARRIED

3.2 PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The report was distributed prior to the meeting.

Sue presented the annual financial statements.

MOTION: Moved by Sue to receive the financial statements. Seconded by Marc L..

CARRIED

3.3 APPROVAL OF AUDITORS

Sue Madden presented Lyle Tilley Davidson as Public Auditor FY 22/23.

MOTION: Moved by Sue Madden to approve Auditors. Seconded by Mark B.

CARRIED

3.4 BY-LAW AMENDMENTS

Proposed by-law amendment:

Current:

a) Advisory Board – The Advisory Board, consisting of Past Presidents, shall be a permanent Standing Committee with Terms of Reference approved by the membership through an Operating Policy.

Proposed Change:

a) Advisory Council – The Advisory Council, consisting of Past Presidents, shall be a permanent Standing Committee with Terms of Reference approved by the membership through an Operating Policy.

Substitute “Advisory Council” for “Advisory Board” throughout the document.

The change is only required to the English language document.

Russell moved to change wording by-law 3.4 to “advisory council” vs “board”. Don B. 2nd.

CARRIED

3.5 ELECTION OF GOVERNORS

The Nomination Slate is included in the Meeting Book.

In the absence of nominations from the floor, the Nomination Slate will be approved by a motion to be made by Don Berrill.

MOTION: Moved by Don B. to approve the nomination slate as recommended by the national board and published in the AGM book. Seconded by Merv.

CARRIED

3.6 FUTURE AGM LOCATIONS

Hille reported that the next year’s AGM is in Halifax, possibly Ontario in 2024, and PEI in 2025.

AIR CADET LEAGUE OF CANADA
AGM LOCATIONS

YEAR	AB	BC	MB	QB	NL			SK	NS	ON	PEI	NB	PANT
2015	Edm'ton												
2016		Richm'd											
2017			Win'peg										
2018				Laval									
2019					St John's								
2020						Virtual							
2021							Virtual						
2022								Sask'oon					
2023									Halifax				
2024										Toronto			
2025											TBD		
2026												TBD	
2027													TBD

as of 11 June 2022

IV CONCLUSION

4.1 CLOSING REMARKS

President Viita thanked everyone for their attendance. She appreciates everyone’s participation and hard work. She asked everyone to keep the momentum going after this weekend. Lots of good conversations going on.

4.2 GOOD AND WELFARE OF THE AIR CADET LEAGUE OF CANADA

Greg G. SK – thanked sponsors for the weekend.

Len Jenks – acknowledged and recognized long-serving members of the ACL.

Don Berrill – wanted to recognize honorary officers and new honorary solicitor, Merv O.

Before we adjourn, let us pause for the playing of the Royal Anthem.

4.3 ADJOURNMENT

MOTION: Moved by Jim H. to adjourn the 2022 AGM. Seconded by Terri Hinton.

CARRIED

Meeting adjourned at 14:22 CST

LIST OF ANNEXES

- A. Report of the Commander, National Cadet and JCR Support Group Presentation**
- B. CJCR Command Team Update**
- C. League Support Working Group Presentation**
- D. National Budget 2022-2025**

ANNEX A



REPORT OF THE COMMANDER NATIONAL CADET AND JCR SUPPORT GROUP



CJCR Command Team

Équipe de commandement du CRJC



**AIR CADET LEAGUE OF CANADA /
LIGUE DES CADETS DE L'AIR DU CANADA**

**AGM /
AGA**

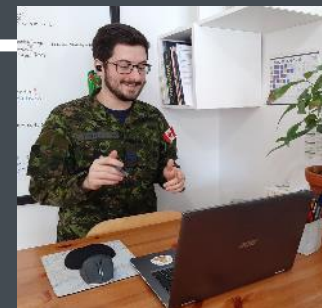
**11 June 2022 /
11 juin 2022**



CAF Familiarization &
joint activities /
*Familiarisation avec les FAC
et activités conjointes*



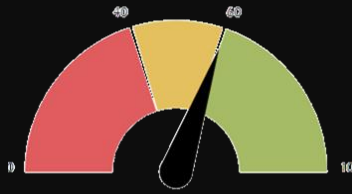
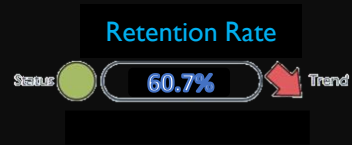
Virtual &
Digital Successes /
*Succès virtuels et
numériques*



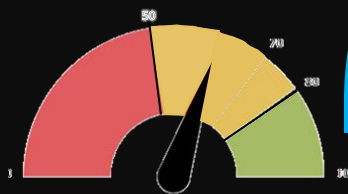
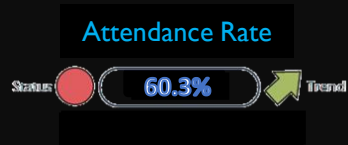
Leadership /
Leadership



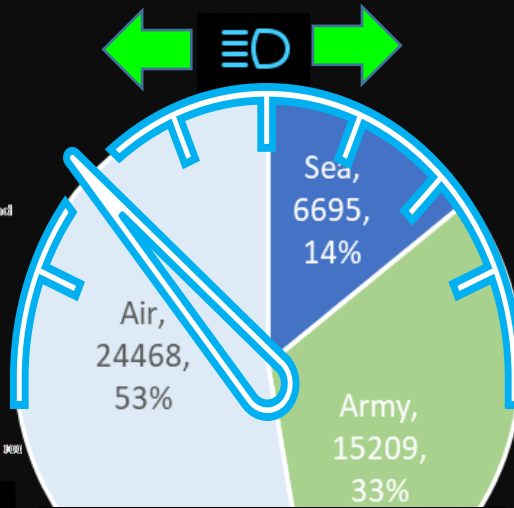
Cadet Advisory Council /
Conseil consultatif des cadets



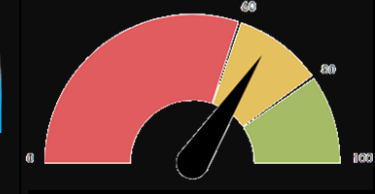
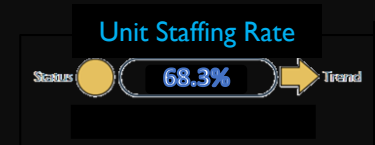
Taux de rétention



Taux de présence



Cadet Population
Population des cadets



Taux de dotation des unités



41,115 Cdts



40 km/h





Core Program Analysis / Programme de base

Activity 3 Summer Training and Activity 6 Force Generation Capabilities are well underway

NPG 2.0 focus on Activities 1 Local Activities, 2 (Zone, Regional and National activities), 4 (Domestic and Global engagements).

L'activité 3 - Entraînement d'été et l'activité 6 - Habilitier les capacités de mise sur pied d'une Force- sont en cours.

Le GPN 2.0 se concentre sur les activités 1 (activités locales), 2 (de Zone, de Secteur, Régionale et Nationale) et 4 (Réaliser des activités nationales et internationales).

Cadet Activity Program (CAP) Delivery / Programme d'activités des cadets (PAC) en cours

Solidify the local CAP offering as part of the program for year 1 and 2 cadets, allowing us to leverage local community resources and offer FG Courses where possible post-pandemic.

Consolider l'offre locale de PAC en tant que partie intégrante du programme pour les cadets de 1ère et 2ème année, ce qui nous permet de tirer parti des ressources de la communauté locale et d'offrir des cours de MPF lorsque cela sera possible, après la pandémie.

Organization and Establishment (O&E) / organization et effectifs (O&I)

NPG for activities 5 (Program support) & 7 (Command and Control) will lead off in March 2023

Le GPN pour les activités 5 (soutien au programme) et 7 (commandement et contrôle) débutera en mars 2023.

Core Program Design / conception du programme de base

Review recommendations from NPG 2.0 as well as AAR for Activities 3 and 6.

Examinez les recommandations du GPN 2.0 ainsi que le AAR pour les activités 3 et 6.

Implementation / Mise en oeuvre

Implementation of re-scoped activities

Mise en oeuvre des activités

Conditions
Check!

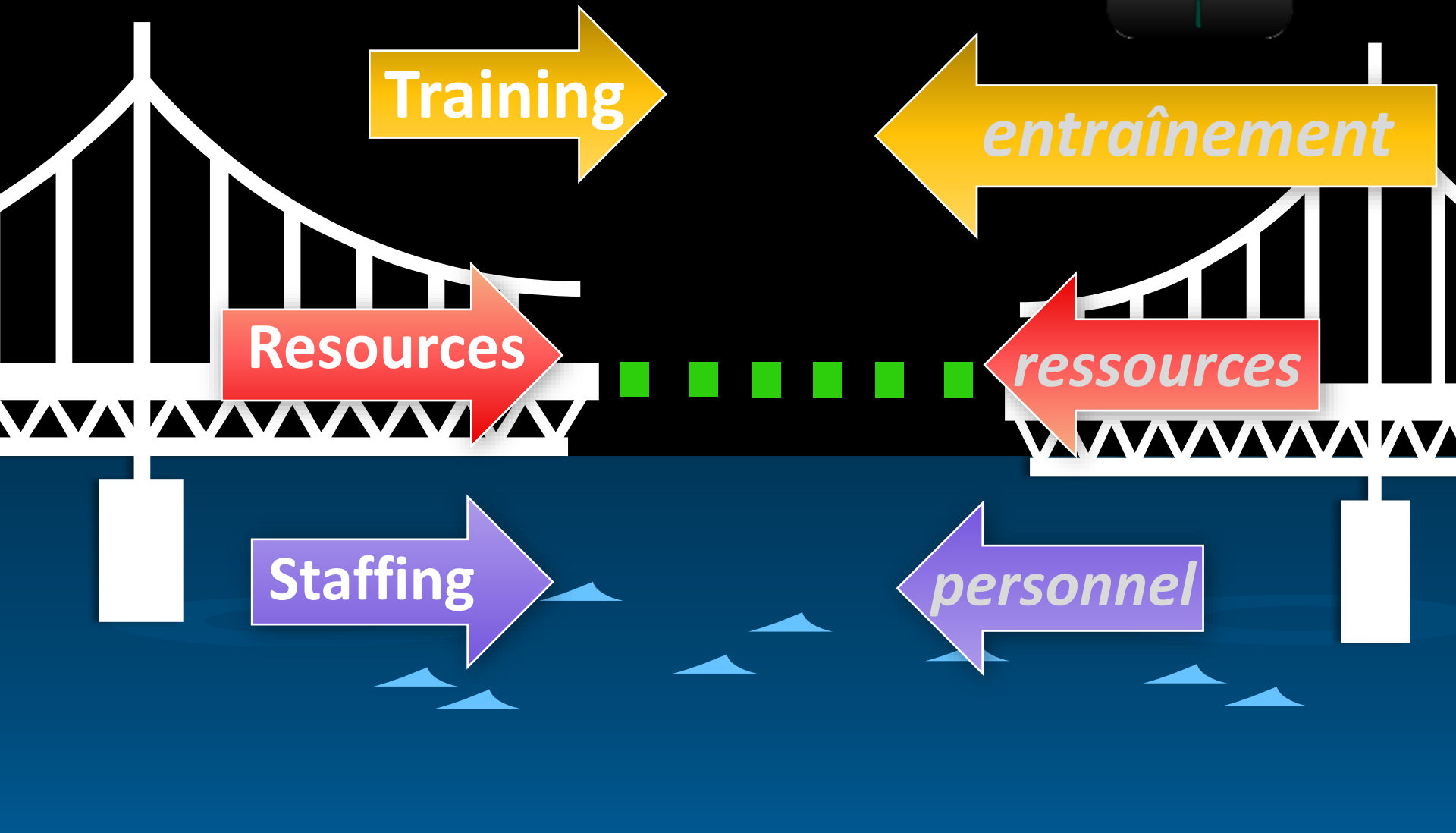
NOW
maintenant

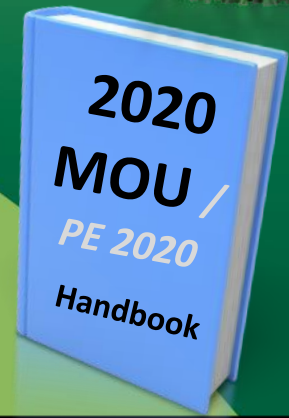
Summer
/ été
2022

Fall /
Automne
2022

Spring /
printemps
2023

Fall /
Automne
2023







Questions ?

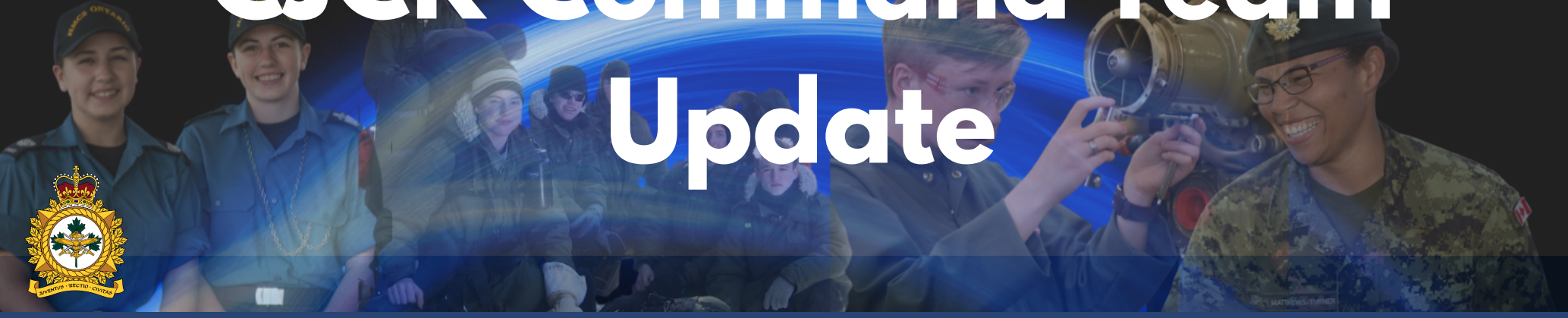


ANNEX B



CJCR COMMAND TEAM UPDATE

CJCR Command Team Update



Key Takeaways

- The future is hybrid, vibrant, and young.
- All stakeholders need to continue to work together and uphold our respective responsibilities within the MoU. This will allow us to continue to work together and collaborate. – We need each other.
- The future is different from the past, however, our core identify and program aims remain constant.
- The journey is a process that will not happen overnight.
- We are a government funded youth program, held to a high standard that the CAF is ultimately responsible for.

Important Links

[Memorandum of Understanding Among The Canadian Armed Forces and Cadet Leagues](#)

[Cadet Advisory Council Summer 2022](#)

[Cadet Program Re-scope](#)

[Adult Screening Policy](#)

[17-34 – Local Support Allocation – Cadet Corps/Squadron](#)

[Fee Services Act](#)

[DAOD 7021-4, Solicitations, Sponsorships and Donations](#)

[CANCDTGEN 001/21 Launch of the CADET365 platform](#)

Communication Platforms

[Canada.ca](#)

Canada.ca is an open website with a variety of information and all CJCR policies, [Group Orders](#), [CANCDTGENS](#), and [CATOs](#). There is also a [League page](#) linking to the MOU, and the Consultative Framework.

[CJCR Mobile App](#)

The CJCR App allows you to receive notifications regarding policy, updates to [Canada.ca](#), and acts as a resource hub for publications, mental health resources, and more. The app is available to download from the [Google Play](#) and the [App Store](#).

[Public Folders on Cadet365](#)

Public folders allow access to documents that can be downloaded and edited collaboratively, or information that needs to be shared from Cadet365. Links are provided so the information can be accessed by the required audience.

[Social Media](#)

Social media can be accessed by anyone. All of the social media pages have been centralized to the national pages. Click on an image to right for the pages. The [COATS](#) and [Volunteers](#) page on Facebook contains relevant information for Adult Staff & Volunteers.

Social Media Links



ANNEX C



LEAGUE SUPPORT WORKING GROUP PRESENTATION



League Support Working Group (LSWG)

League Support Working Group (LSWG)

Who are we?

What is our purpose?

What can we provide to you?

What do we need from you?



League Support Working Group (LSWG)

Memorandum of Understanding between DND and the Cadet Leagues

Why is the MoU important to me?

The MoU defines the latest evolution in the partnership between the CAF and the Cadet Leagues, establishing the framework that oversees, guides and enables interactions between stakeholders at all levels.

It provides the structure and parameters for each signatory organization to contribute to and participate in the success of the partnership according to well defined principles and agreements.

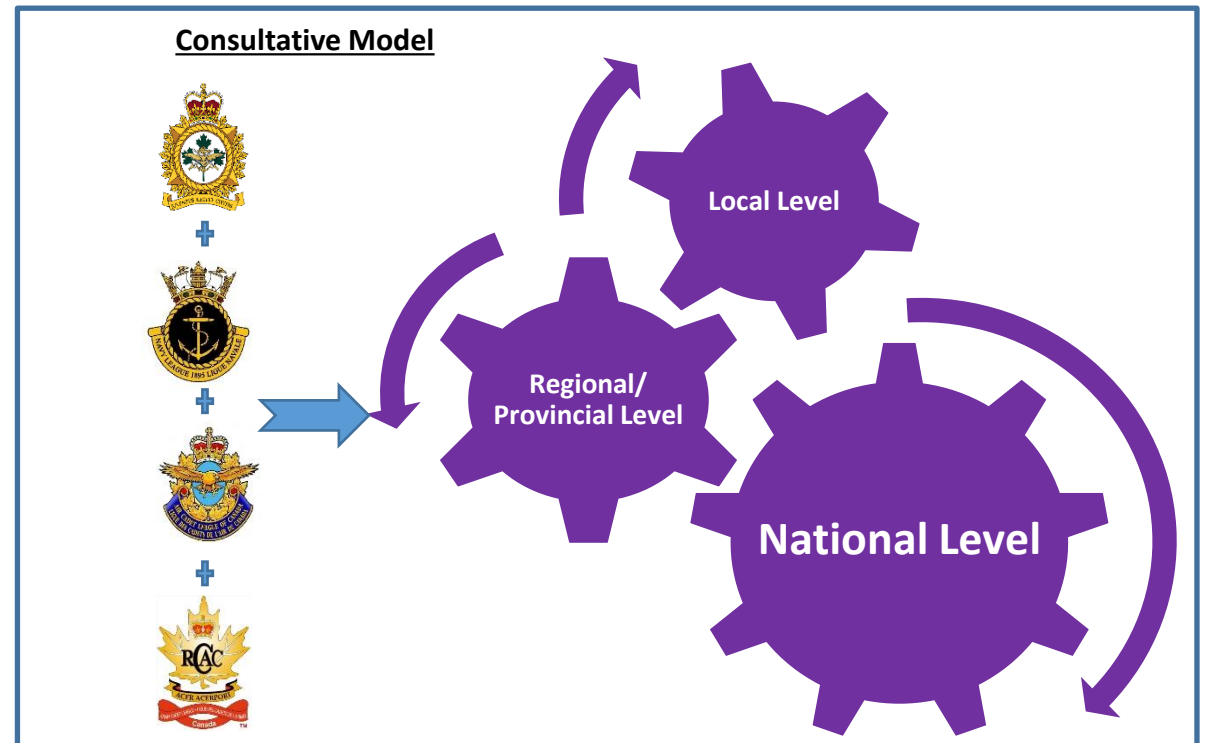
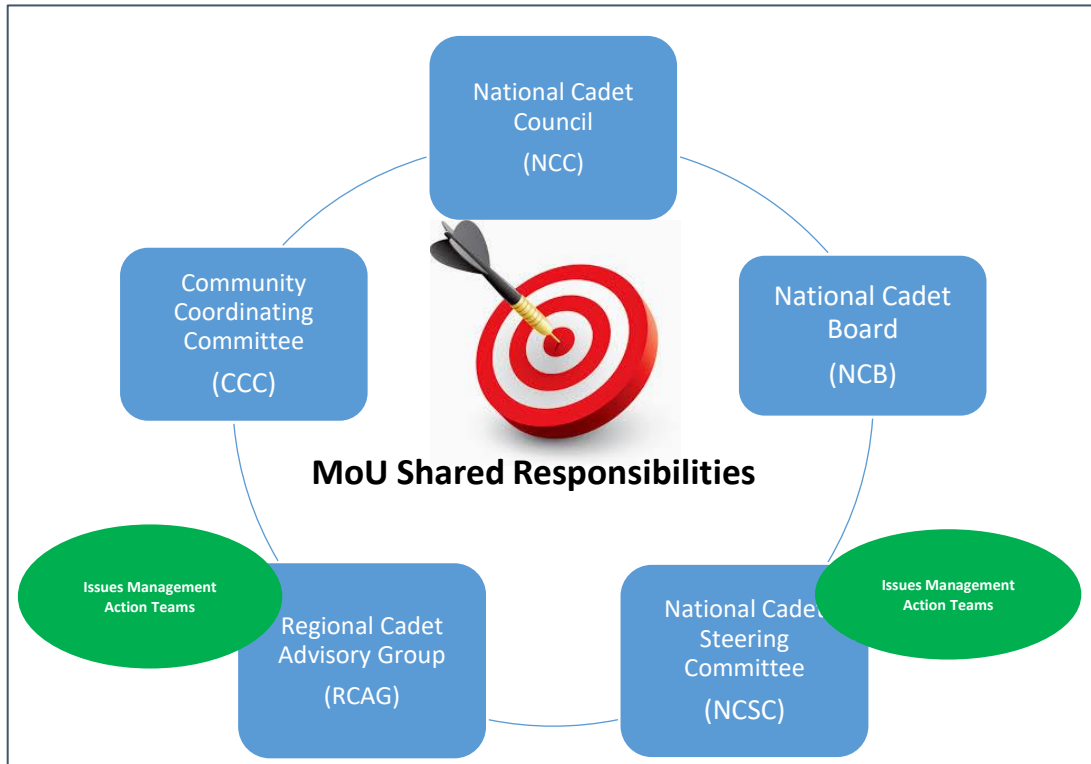
Regardless of your background, affiliation, rank, or position, if you are a member of the CCO community, the MoU pertains to you.



League Support Working Group (LSWG)

Shared roles and responsibilities within the MoU

1. Participate in a mutually concurred upon consultative framework





League Support Working Group (LSWG)

During summer 2021, under the direction of the Consultative Framework, the Navy, Air Cadet and Army Cadet Leagues of Canada (the Leagues), along with Cadets & Junior Canadian Rangers (CJCR), stood up the League Support Working Group (LSWG).

The LSWG's primary aim is to implement a comprehensive performance measurement strategy to define and measure short, medium and long-term outcomes to inform decision-making.

This is a League led working group – with CAF input



League Support Working Group (LSWG)

Aim of LSWG

To review and account for League resources and related performance measurement (both financial and non-financial) at all League levels, to provide the NCSC with accurate, relevant and consistent reporting, analysis and recommendations.



League Support Working Group (LSWG)

MOU Agreed Data Point Categories

5.1.2 Recommend , supervise, and assist local communities

5.1.3 Supervise and account for the provision of facilities by local committees when not provided by the CAF

5.1.4 Supervise and account for the provision of financial support, when not provided the CAF

5.1.5 Supervise and account for the provision of material when not provide by the CAF

5.1.6 Supervise and account for the provision of transportation to Cadet Activities, when not provided the CAF

5.1.7 Engage with private industry, NGO's and provincial, territorial and municipal governments

5.1.8 Support communications activities

5.1.9 Support awards, recognition, bursaries and grants for Cadets and Cadet units

5.1.10 Provide other support upon request when not provided by the CAF



League Support Working Group (LSWG)

Objectives of LSWG

1. Develop a financial reporting process and supporting tools to be used by the Leagues to provide consistent reporting, from the local level up, which shall include:
 - Lists of categorized costs/expenditures, sources of revenue that clearly delineate between funds generated by the Leagues and its members from those provided by other sources (e.g., CAF, Cadets and their families)
 - Lists and categories of fixed assets (owned/rented/leased) under control of the Cadet Leagues at all levels
2. Alignment of costs and expenditures to MOU shared responsibilities, as applicable.
3. Recommend a comprehensive performance measurement strategy defining short, medium, and long term outcomes.
4. Contribute to a proposed update to the Terms and Conditions and related Performance Measurement for the Grant to the Cadet Leagues.
5. Provide financial data/advice and recommendations in support of the Consultative Framework.



League Support Working Group (LSWG)

Benefits to SSC Committees The Consultative Framework in Action!

Financial reports, non-financial reports, population reports, Consultative Framework reports and other reports all contribute to your PTC's and National's level ability to create organizational opinions and positions that are:

- Qualified
- Quantified
- Verified



League Support Working Group (LSWG)

Facilities Data – Financial and Non-Financial

Financial facilities data - to be extracted from ACC9's:

- Rent/lease payments, taxes paid, mortgage payments (principal & interest)
- Annualized costs of maintenance, utilities, telephone, janitorial, insurance, security

Non-financial facilities data – to be gathered from survey input by June 15th:

- Address, usage (HQ, parade, classroom, storage), number of classrooms, gym/drill hall available, office space, supply space/lockup, accessibility times

From the non-financial data, a set of key performance indicators will be determined to evaluate if current facilities are appropriate for cadet training



League Support Working Group (LSWG)

Key Deliverables to end of 2023

June 2022 – WG Progress Report (Status of facilities focused data Collection)

December 2022 – First “roll up” Facilities Report

December 2023 – Roll out of Collection Plan for remaining MOU data point categories as developed and agreed upon:

- Materials
- Transportation costs
- Scholarships / awards / bursaries
- Other support



League Support Working Group (LSWG)

Miscellaneous Points for Follow-on Engagements

- League leadership of the Working Group – changes Leagues each year – currently Army League is chair
- Capture of all League specific contributions (including those not specific to Cadet activities such as AGM and Semi-Annual Meetings)
- Insurance Rationalization
- Linkage to Fundraising and the ability to segregate/account for funds that are raised with the participation of CAF personnel or Cadets
- Develop specific PMF's which will be supported by data capture
- Modernization of the League Grant Application to include benchmarks IAW PMF. NOTE the Grant may be developed to on a sliding scale to reinforce success in key area's

Communication of the national data requested targeted to Provincial and local partners/CAF personnel

ANNEX D



NATIONAL BUDGET 2022-2025 PRESENTATION



AIR CADET LEAGUE OF CANADA
Ligue des Cadets de l'Air du Canada

		BUDGET		
LINE#		2022-23	2023-24	2024-25
Income				
40100	Government Grant	500,000	500,000	500,000
40110	Revenue from PTCs	298,999	321,265	324,477
40200	Retail Sales	10,198	10,238	10,279
40500	AGM Revenue	5,000	5,000	5,000
40700	Insurance billed to PTCs	28,274	28,546	28,823
40750	Insurance billed to CAF	207,315	211,755	216,283
41700	General Donations	28,750	28,750	28,750
42400	Miscellaneous Revenues	2,000	2,000	2,000
42500	Gifts in Kind	500	500	500
70200	Interest Income	2,000	2,000	2,000
	Total Income	1,083,036	1,110,053	1,118,113
Expenses				
51000	Gifts in Kind	500	500	500
53000	Salaries (including EI, CPP, WSIB)	260,584	265,622	270,761
53100	Benefits	21,698	22,080	22,470
53200	Contracted Support	92,453	88,695	89,963
53300	Staff Training	3,000	3,000	3,000
53400	Staff Travel	3,000	3,000	3,000
53500	President's Travel	20,000	20,000	20,000
54000	AGM Expenses	114,773	117,004	119,281
56000	IACE Expenses	19,500	37,000	37,000
57100	Awards/Presentations (top up)	1,500	1,500	1,500
57200	Public relations	5,000	5,100	5,202
57300	General Fundraising Expenses	1,200	1,200	1,200
57500	Translation	15,000	15,300	15,606
57600	National Office Occupancy costs	48,000	48,960	49,939
57700	Equipment Repair	2,000	2,040	2,081
57800	Telephone/Mobiles/Fax/Internet	6,000	6,120	6,242
57900	Office Equipment & Leases	5,000	5,100	5,202
58000	Printing	5,000	5,100	5,202
58100	Office Expenses	5,000	5,100	5,202
58105	Computer Expenses	2,500	2,550	2,601
58200	Shipping & Postage	2,000	2,040	2,081
58400	Software Licenses	14,822	15,118	15,420
58500	Bank Service Charges	4,000	4,080	4,162
58600	Audit Fees	8,835	8,835	8,835
58700	Legal Services	20,000	20,000	20,000
58800	Insurance Expense	370,803	378,219	385,783
59000	Committee activity funding	14,750	14,275	14,800
-----	AIM Project	10,000	-	-
	Total Expenses	1,076,917	1,097,539	1,117,033
	Budget Surplus (Deficit):	6,118	12,514	1,080
Balance Sheet Items				
	Legal Defence Fund (internally restricted)	-	5,000	-
	Rainy Day Fund (internally restricted)	-	5,000	-
	IACE Hosting Fund	-	-	-
	Equipment Repairs/Replacement	5,000	2,500	2,500
	Total Balance Sheet	5,000	12,500	2,500
	Total Surplus (Deficit):	1,118	14	(1,420)
	CADET POPULATION	24,468	24,713	24,960



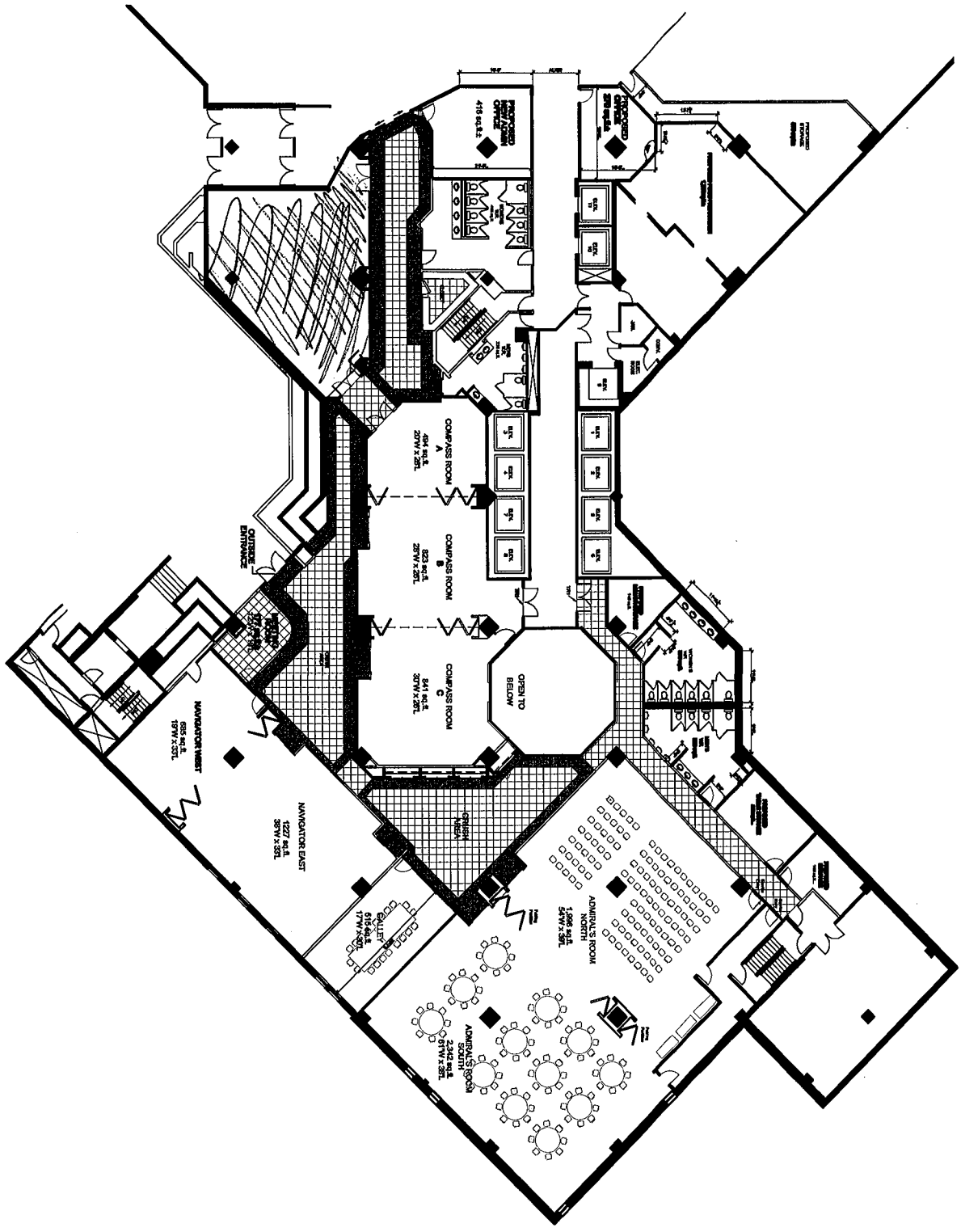
82nd ANNUAL GENERAL MEETING



FLOOR PLANS

01
IDSK-01

CONFERENCE CENTRE FLOOR PLAN
SCALE: NTS

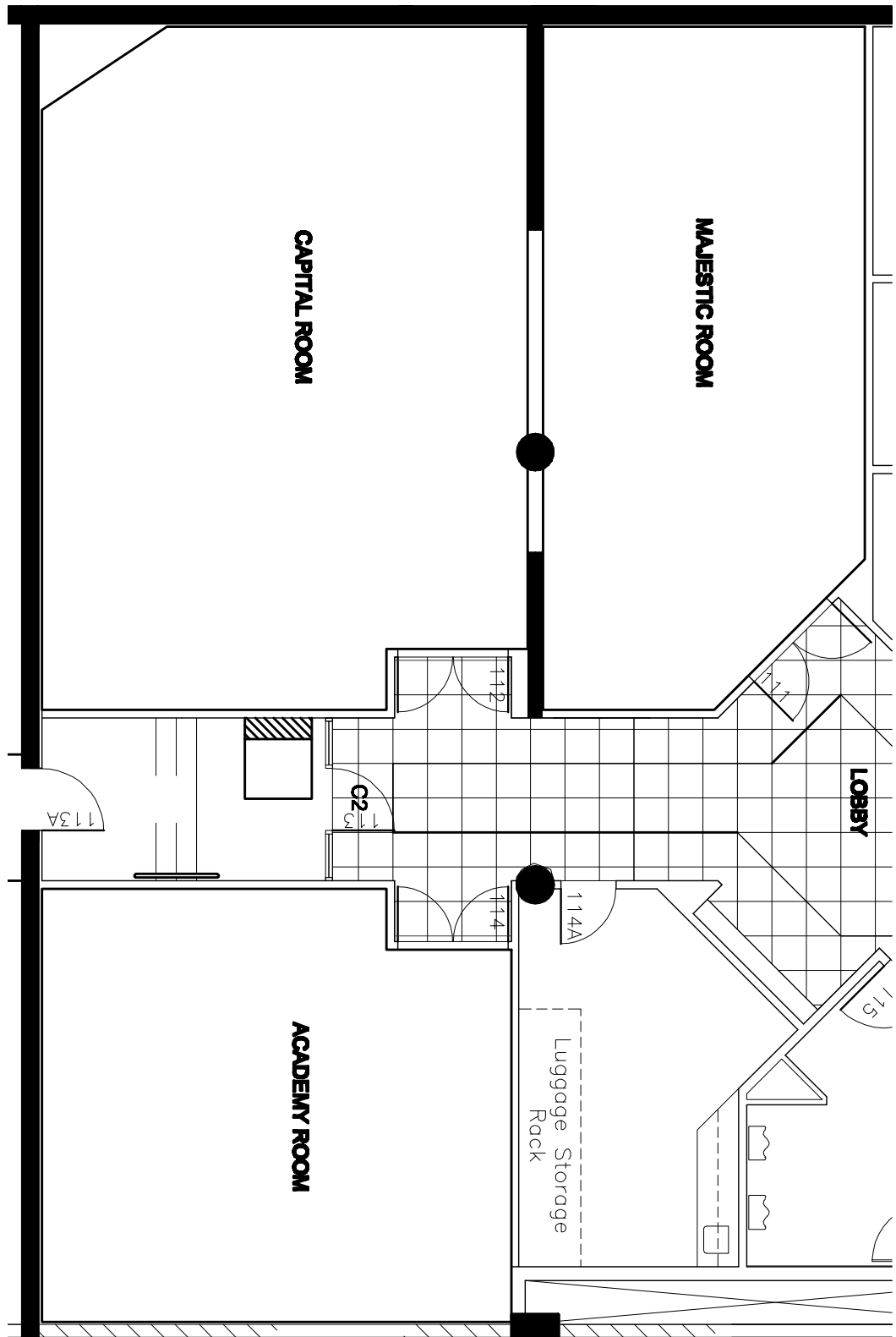


MAC
interior design
1470 BEDFORD HIGH, HALIFAX, N.S., B3J 1T1
T. (902) 488-4888 F. (902) 488-4888

PROJECT
FOUR POINTS BY SHERATON
1400 HOLLIS ST. HALIFAX, NOVA SCOTIA
DRAWING
**CONFERENCE CENTRE
FLOOR PLAN**

SCALE
NOT TO SCALE
DESIGNED BY
C.M. | DRAWN BY
C.M.
DATE
NOV. 25 2008
PROJ. NO.
08.552

DWG NO.
**IDSK
01**



1
IDSK-7
LOBBY LEVEL CONFERENCE ROOMS
SCALE: NTS



1670 BEDFORD ROW, HALIFAX, N.S., B3H 1T1
T. (902) 483-4333 F. (902) 483-4333

PROJECT

LOBBY CONFERENCE CNTR

FOUR POINTS GENEVA, 1488 HOLLIS STREET HALIFAX, NS

DRAWING

CONFERENCE ROOMS PLAN

SCALE
NTS

DESIGNED BY
C.M.

DRAWN BY
C.M.

DATE
NOV. 25, 2007

PROJ. NO.
08.552

DWG NO.

IDSK 07

AGM 2023 SCHEDULE

Wednesday – 14 June

1600 – 2000 Registration (lobby)

Thursday – 15 June [Open meeting / Closed meeting]

TIME	ADMIRALS ROOM	Compass AB	Compass C	Navigator W	Majestic
0815 - 0830	Introduction by President				
0830 - 1200	Training Workshop	Breakout Rooms			
1330 - 1430	Harassment Awareness Trg				
1430 - 1500	New Cadet Forms	Aviation	Ad Hoc Trg		
1500 - 1530	break				
1530 - 1630	PR Handbook & Brand Style Guide				

Friday – 16 June [Open meeting / Closed meeting]

TIME	ADMIRALS ROOM	Compass AB	Compass C	Navigator W	Majestic
0815 – 0830	Introduction by President				
0830 – 1200	Strategic Planning Workshop	Breakout Rooms			
1330 – 1400	Training Workshop Recap				
1400 – 1500	Issues Mngt Action Teams	Aviation			
1500 – 1530	break				
1530 – 1630	Risk Management Workshop				

Saturday – 17 June [Open meeting / Closed meeting]

TIME	ADMIRALS ROOM	Compass AB	Compass C	Navigator W	Majestic
0830 – 1000	P/TC Chairs Committee	Aviation	Advisory Council		
1030 – 1200				Finance	
1330 – 1630	AGM				
1630 – 1700		New BOG			
1800 – 1900		Cocktails (Navigator Room)			
1900 – 2200	Banquet				

MEALS (ROOM Navigator East)

Thursday, Friday, Saturday
0630 – 0815 Breakfast // 1200 – 1330 Lunch

MORNING COFFEE BREAKS (Admirals Foyer)

Thursday, Friday, Saturday 1000

AFTERNOON COFFEE BREAKS (Admirals Foyer)

As shown in above schedule

HOSPITALITY SUITE (ROOM Capitol)

Wednesday, Thursday 1600 - 2350
Friday 2000 - 2350
Saturday (following banquet)



Thanks to our
sponsors and
partners



Merci à nos
commanditaires
et partenaires

Canada 

Anne Bochma
Allan DeQuetteville
Gary & Jane Droppo
Brian Eggleston
Reg & Kathie MacDonald
Virginia Mitchell
Thomas Nettleton
Estate of Janice Shepard
B.C. Ex Air Force
Birchall Family
Bomber Harris
Canadian Fighter Pilots Association

Irwin Erb
Jim Goodhand
RCAF 426 Squadron Association
Dr William Weston Scholarships
2nd Tactical Air Force Medium
Bombers Ass'n.
CASARA Foundation
Thomas Colfer
Gerald Gilroy (Alex Venables)
Dale Family
Dodo Bird Club
Frank Kobe
Garbutt Family



Charles (Chuck) Nicolle
Harold Fowler
Harry Zamonski
Chris Ecklund
Ken Lett
Maj Konrad Mech
R. (Bob) Goudie
Scott Lawson
Thomas Taborowski