

83^{IÈME} Assemblée
générale
annuelle



F/SGt, Elias Schanz, ESC 907 SQN



WO1 Ashley Taylor, ESC 121 SQN

WO1 Ferguson Groves, ESC 242 SQN

TO LEARN

--

TO SERVE

--

TO ADVANCE



APPRENDRE

--

SERVIR

--

PROGRESSER



83rd Annual
General
Meeting



DG & Conseil des directeurs 2023-2024 Board of Governors



TABLE OF CONTENTS

PRESIDENT’S MESSAGE	4
ANNUAL GENERAL MEETING AGENDA	6
SUPPORTING MATERIAL.....	7
NOMINATION SLATE 2024-2025.....	8
BUDGET 2024-2027.....	9
COMMITTEE REPORTS.....	10
AD HOC GOVERNANCE COMMITTEE REPORT.....	11
AD HOC COMMITTEE ON TRAINING FRAMEWORK REPORT	12
ADVISORY COUNCIL REPORT	13
AIR CADET COMMITTEE REPORT	15
AVIATION COMMITTEE REPORT	16
CADET AWARDS AND SCHOLARSHIPS COMMITTEE REPORT.....	17
COMMUNICATIONS COMMITTEE REPORT	19
EFFECTIVE SPEAKING COMMITTEE REPORT	21
FINANCE COMMITTEE REPORT	22
HONOURS AND AWARDS COMMITTEE REPORT.....	25
IMAT WORKING GROUPS REPORT.....	26
INTERNATIONAL AIR CADET EXCHANGE COMMITTEE REPORT (IACE)	27
MEMBERS COMMITTEE REPORT	28
NATIONAL RESOURCE GENERATION & L.I.P. COMMITTEE REPORT	29
NOMINATING COMMITTEE REPORT.....	31
POLICY, PROCEDURE & BY-LAWS COMMITTEE REPORT.....	32
PROVINCIAL/TERRITORIAL CHAIRS COMMITTEE REPORT	34
RISK MANAGEMENT COMMITTEE REPORT	35
SCREENING & REGISTRATION COMMITTEE REPORT	36
STRATEGIC PLANNING COMMITTEE REPORT	37
EXECUTIVE DIRECTOR’S REPORT	38
ANNUAL GENERAL MEETING INVITEES.....	43

Click here to view the 82nd AGM Record of Decisions (draft):

[2023 AGM ROD](#)

Click here to view the March 31 2024 Audited Financial Statements:

[Audited Financial Statements](#)



PRESIDENT'S MESSAGE



Last year's AGM in Halifax was a great success and a joy to be able to come together in person as a national institution to share ideas and best practices. My compliments to the Nova Scotia Provincial committee who did a fantastic job in hosting our AGM allowing us to work together productively together and then see an amazing city in the Canadian landscape.

Over the past year, we have executed our primary mission and supported the cadet program as outlined in the 2020 Memorandum of Understanding with our CAF partners. We have installed a new policy on Volunteer Training that has set the stage for the improved management and standardization of training across the League. We conducted a highly successful Effective Speaking competition and are making progress with securing a sponsor for in-person effective speaking competition in Ottawa in 2025. We generated \$59K in post-secondary scholarships which were presented virtually in a very professional virtual ceremony. We have continued to reinforce communication processes to enable the flow of information between National and all stakeholders. We have developed and aired a Public Service Announcement video in support of volunteer recruitment, and this video is now available for use at all levels of the League. We provided League representatives on the various Issues Management Action Teams that were activated in response to the review of the cadet program by the Assistant Deputy Minister (Review Services). We have made progress on many other fronts, all thanks to the selfless devotion of our volunteers.

April 01, 2024, marked the centennial of the RCAF and its proud service to Canada. The Air Cadet League continues to be fortunate to have a strong relationship with the RCAF and we wish them continued success in the years to come and a special heartfelt Thank You for their continued support to the Royal Canadian Air Cadets everywhere in Canada.

We were saddened to hear of the passing of Irene Doty on 18 February, our 45th President, who served with much enthusiasm and passion for the League, its members, and the Cadets. We were also saddened to learn of the passing of MGen (Ret'd) Ken Lett on 15 May, whose historical donation to the League of \$1.02 million dollars in 2021 established the "K.C. Lett Scholarship" Fund for Air Cadets.

I want to take a moment to express some thanks to our National Executive Committee and National Board members who worked very diligently and provided their expertise and leadership as we worked thru countless issues and initiatives. In speaking to various members at the national and provincial level, our two primary areas of concern continue to be volunteer recruitment and retention, and finding revenue generation options that reduce the need for assessments. These are enormous challenges, but I am confident that in the years to come we will be able to develop strategies and solutions to overcome these long-standing issues.



**2024 ANNUAL GENERAL MEETING OF GOVERNORS AND COMMITTEES
ASSEMBLÉE GÉNÉRALE ANNUELLE DES GOUVERNEURS ET COMITÉS 2024**



Special mention to Duane Schippers who volunteered as the National Executive Committee and Board legal advisor over the past year – we have benefited from his sage counsel while saving thousands in legal bills! Also thanks to James Simiana, who lent his expertise as Chair of the National Communications Committee with outstanding results. My thanks as well to André Guilbault who developed a new version of our ACC9 and continues to provide technical support to this all-important software tool.

Honorary President Maryse Carmichael will be stepping down from her role at the end of this AGM. Maryse, special thanks from our Board of governors for your continued support and input over the years, you have been instrumental in opening some very important Industry relationships. We wish you all the best in your future endeavours and know you will be missed by us all.

Being a national body, the support to our operations is completed without fail, day in and day out, by our dedicated National Office. My thanks to Pierre, Josee, Krystel, and Laura for all that you do, and for going above and beyond in supporting the daily operations of the League.

In closing I would like to thank the members of the National Board for your friendship and leadership and Immediate Past President Hille Vita for her years of service as she moves on to the Advisory Council. A hearty congratulations and best wishes to Marc Lacroix as he becomes the 72nd President of the Air Cadet League of Canada.

Respectfully submitted,

Thomas Taborowski
President



ANNUAL GENERAL MEETING AGENDA

June 15

I ADMINISTRATION

- 1.1 National Anthem
- 1.2 President's Opening Remarks
- 1.3 Moment of silence
- 1.4 Call to order
- 1.5 Appointment of parliamentarian
- 1.6 Confirmation of notice of meeting & quorumParliamentarian
- 1.7 Motion to approve attendance of non-voting members
- 1.8 Approval of Agenda
- 1.9 Approval of AGM 2023 ROP
- 1.10 Presentation of Nomination SlateNominations

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 Committee Reports (by exception)

III NEW BUSINESS

- 3.1 Presentation National BudgetTreasurer
- 3.2 Presentation of Annual Financial StatementsTreasurer
- 3.3 Approval of auditors FY 24/25.....Treasurer
- 3.4 Election of governorsNominations
- 3.5 Future AGM locations.....President

IV CONCLUSION

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



83rd ANNUAL GENERAL MEETING



SUPPORTING MATERIAL



NOMINATION SLATE 2024-2025

Executive Committee

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

Governors

Angele Mullins
Arlo Speer
Dee Davis
John Nolan CD
Kevin Robinson
Margaret Elson
Terri Hinton
Vern Toews
William Cahill

Immediate Past President (appointed by the Board – bylaw 5.05)

Thomas Taborowski

Associates at Large (appointed by the Board – PPM 3.1.6)

André Guilbault, Duane Schippers, James Simiana CD

Other positions of Distinction to be noted

Patron

Her Excellency the Right Honourable Mary Simon, CC, CMM, COM, OQ, CD Governor General and Commander-in-Chief of Canada

Honorary Officers

Honorary President:
Honorary Treasurer: Bob Robert CD Honorary Secretary: Leonard G. Jenks CD Honorary Solicitor: Mervin Ozirny CD

Honorary Directors

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

Honorary Life Members

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



83rd ANNUAL GENERAL MEETING



BUDGET 2024-2027



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

BUDGET

LINE#		2024-25	2025-26	2026-27
	Income			
40100	Government Grant	500,000	500,000	500,000
40110	Revenue from PTCs	359,346	362,939	366,569
40200	Kit Shop Sales	13,201	13,201	13,201
40500	AGM Revenue	-	5,000	-
40700	Insurance billed to PTCs	20,159	20,584	21,019
40750	Insurance billed to CAF	222,251	226,696	231,230
41700	General Donations	20,000	20,000	20,000
41800	Career Expo	22,500	22,500	22,500
70200	Interest Income	5,000	5,000	5,000
	Total Income	1,162,457	1,175,921	1,179,519
	Expenses			
50010	Kit Shop Inventory Cost	7,548	7,548	7,548
53000	Salaries (including EI, CPP, WSIB, Ceridean)	287,181	292,734	298,397
53100	Benefits	21,949	25,338	25,845
53200	Contracted Support	82,861	73,534	74,953
53300	Staff Training	3,000	3,000	3,000
53400	Staff Travel	-	-	-
53500	President's Travel	20,000	20,000	20,000
54000	AGM Expenses	-	98,956	-
56000	IACE Expenses	36,290	36,300	36,300
57100	Awards/Presentations (top up)	2,000	2,000	2,000
57300	General Fundraising Expenses	500	500	500
57400	Career Expo	24,850	24,850	24,850
57500	Translation	3,000	3,000	3,000
57600	National Office - Rent & Storage	17,151	17,631	18,125
57700	Equipment Repair	-	-	-
57800	Cell Phones/Fax	3,630	3,630	3,630
57900	Office Equipment & Leases	2,140	2,140	2,140
58000	Printing	2,000	2,000	2,000
58100	Office Expenses	5,000	5,000	5,000
58105	Computer Expenses	1,000	1,000	1,000
58200	Shipping & Postage	4,000	4,080	4,162
58400	Software Licenses	14,956	15,255	15,560
58500	Bank Service Charges	4,000	4,080	4,162
58600	Audit Fees	10,914	10,914	10,914
58700	Legal Services	20,000	20,000	20,000
58800	Insurance Expense	372,449	383,775	395,522
59000	Committee activity funding	16,200	11,785	10,155
	Total Expenses	962,618	1,069,050	988,761
	Budget Surplus (Deficit):	199,839	106,871	190,758
	Balance Sheet Items			
	Legal Defence Fund (internally restricted)	140,000	50,000	40,000
	Rainy Day Fund (internally restricted)	54,000	53,000	145,000
	IACE Hosting Fund			-
	Equipment Repairs/Replacement	5,000	3,000	5,000
	Total Balance Sheet	199,000	106,000	190,000
	Total Surplus (Deficit):	839	871	758
	CADET POPULATION	27,642	27,918	28,198



83rd ANNUAL GENERAL MEETING



COMMITTEE REPORTS



AD HOC GOVERNANCE COMMITTEE REPORT

The Ad-Hoc Committee on Governance was tasked with updating the Air Cadet League's risk assessment. Maintaining an updated assessment is critical for the League in order that we may identify and mitigate risks to our operations, staff, volunteers and cadets. Accordingly, we have worked with our insurer, BFL, who possess the required expertise, to develop a risk assessment plan. The proposed updated risk assessment would involve all levels of the League, national, provincial/territorial and a sample of local sponsoring committees (SSCs) in order to:

- ensure the League is aligned at all levels;
- inform the Board of governors of the key risks facing our League; and,
- outline and provide recommendations for controls and mitigating tools to ensure long-term sustainability of operations.

The Ad-Hoc Governance Committee believes that it is in the interest of the League (and consistent with best practices) to have an outside party such as our insurers conduct the League assessment rather than doing it internally. The Ad-Hoc Committee intends to seek a decision from the Board of Governors in the Fall 2024 whether to go forward with the proposed assessment as jointly developed by the Committee and our insurers. If approved, implementing the assessment would cost approximately \$25-30K (varies somewhat depending on the scope of the review) and take approximately 8-12 weeks to complete.

I would like to thank League members who participated, and provided comments, in the preparation of the plan.

Respectfully submitted,

John Nolan CD
Chair, Ad-Hoc Governance Committee



AD HOC COMMITTEE ON TRAINING FRAMEWORK REPORT

The TOR of the national adhoc committee on training framework was approved by the NEC, October 18th, 2023.

The chair of the adhoc committee on training framework had met with the chair of the strategic planning committee last February and I informed her that a policy on training framework would be approved by the BOG in March 2024. The BOG approved the new training policy on March, 20th, 2024.

We are in the process of writing the ACL positions competencies manual (PCM) at the three levels of our organisation. We are at 85 % of achievement in this matter. There will be a formal presentation to the PTC Chairs next September 2024. There will be approval of this document by the NEC in October 2024.

Then, the chair of national member committee will take in charge to secure PTC Chair agreement on publication of ACL training plan that outline set of lessons required to address the skills and knowledge competencies associated with each key positions and those that are common to all.

Respectfully submitted,

Marc Lacroix, CD
Chair, Ad Hoc Committee on Training Framework



ADVISORY COUNCIL REPORT

Annual Meeting Blue Book Report - June 2024

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

We were all saddened to learn of the passing of Irene Doty in February. Irene was the first female National President of the Air Cadet League (1994-95) and continue to be a active and engaged member of the Advisory Council following her term. We could always count on Irene to give us something positive and uplifting during the Good and Welfare portion of our meetings.

Members of the Advisory Council chair three national committees:

- Nomination Committee (Don Berrill - Chair)
- Honours and Awards (Jan Reidulff - Chair)
- National Scholarships (Ron Ilka - Chair)

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

In addition to these standing committees, the Advisory Council provides members for the following committees and working groups:

- Members
- Policy and Procedures
- Effective Speaking)
- IMAT - Program Rescope
- IMAT - Supervision
- Ad Hoc Committee - The Way Forward

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.

At the request of the President, members of the Advisory Council (Hawkins and Berrill) developed a new on-boarding training program for newly elected governors and associates at large. Unfortunately, we are not aware that the program was used this year. The Council recommends that the National Executive Committee should be responsible for ensuring that newly elected governors / associates at large receive this training no later than 30 days following their election / appointment to the Board/national committee.

During the course of the year, the Council has noted with some concern the fact that certain committees are rarely meeting; some have not met for several months. We are left to ask ourselves whether or not these



committees are worth maintaining, or if the governor responsible for the committee is simply not meeting the expectations of the Board?

This concern has evolved into the question of how the Board (specifically the National Executive Committee) deals with governors / associates who are not meeting the expectations of their position. At the present time, there is no formal process for the NEC to address "performance" issues with governors or associates-at-large that are not meeting expectations. The only way that a governor can be removed from the League is by:

- A) The Board as a whole, utilizing By-Law 3.08 (Discipline Policy)
- B) The Members, utilizing By-Law 5.09 (Removal) and then only at a General Meeting
- C) By not being nominated / elected at the AGM

The first two options are unlikely to be utilized in the case of a Governor not performing his/her duties up to expectations. The third option has not been accepted by the NEC.

The Advisory Council strongly recommends that the NEC develop a policy to review the performance of the Governors on a regular basis, and that they also have a policy on how to address performance-related issues in such a way that the individual has an opportunity to address and correct any perceived shortfalls in a timely manner. Finally, if a governor / associate at large is unable or unwilling to correct these matters, the NEC develop a process to advise the individual, and the Nominating Committee, that the NEC will not support their remaining on the Board beyond the current year.

Respectfully submitted,

Merv Ozirny, CD
Past President



AIR CADET COMMITTEE REPORT

The Air Cadet Committee is still holding at 4 committee members representing BC, AB, MB and are always open to new members.

As always, we are developing our connections with the Civil Air Patrol and although I was unable to attend the Civil Air Patrol Conference this year there was ample coverage with League Members Doug Slowski and Marc Lacroix attending in my place. Terri Hinton was also in attendance at a few Wing events including an Encampment in Oregon and a Flight Academy in Washington State.

We continue to have 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 as part of our Strategic Plan objectives to redraft the Terms of Reference for the Air Cadet Committee to include Music and Selections and this was completed and handed over to the PPBLC committee for review.

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



AVIATION COMMITTEE REPORT

Over the summer and into next fall, the committee will undertake the following work:

- Continued liaison with our CAF partner, principally the National Cadet Air Operations Officer and his staff.
- Review and validation of our committee's Terms of Reference.
- Prepare for work on a new Air Cadet Glider Programme contract so that when our CAF partner is able to initiate that work, we have identified issues we need to address. (Fortunately, we are able to use the terms of the former contract to continue gliding operations until a new contract is in place so the programme can continue.)
- Finalize aircraft lease agreement between National and Provincial or Territorial groups.
- Create a policy about reimbursement of costs (such as engine overhaul expenses) for inter-provincial use of aircraft – i.e., sharing costs when one province uses an aircraft from another province.

Respectfully submitted,

Arlo Speer
Chair, National Aviation Committee



CADET AWARDS AND SCHOLARSHIPS COMMITTEE REPORT

The purpose of this committee is to select outstanding cadets for various awards and scholarships. We have two main selection periods: October for flying/gliding/music awards and April for Educational Scholarships /RCL Cadet of Year.

2023/2024 has been a busy year. Thanks go out to the National Office for the support provided, and especially to our Deputy ED, as she helped navigate these new initiatives. Thanks also to my committee members Don Doern, Len Jenks, Gilles Cuerrier, Guy Albert, and Paul Dowling for their support and guidance. A special thanks to all our donors who made these awards possible. You can find them on the National ACL website www.aircadetleague.com under DONATE TODAY SPONSORS AND DONORS.

Awards Presented 55 with a value of \$96,900

- From 87 applicants, 26 Continuation Flying/Gliding awards with a value in excess of \$36,000 were presented in October 2023. Thank you to all the applicants and congratulations to all the winners.
- Music Awards for pipe and military band musicians were also awarded in October from 5 applications. We remain committed to the music program but are challenged with the low # of applications each year. This could be in part to the conditions of the award, the reduced number of band camp slots, reduced number of cadet bands, or other issues. We are looking at introducing a new award for music excellence in 2025 to overcome some of these issues.
- Educational Scholarship applications were awarded May 25th, at the Virtual Presentation, with 217 applications from across Canada vying for 26 available scholarships totalling \$59,000.
- Royal Canadian Legion Cadet of the Year is from Nova Scotia and will represent the Air Cadet League in Ottawa this Remembrance Day as part of the Vice Regal Party.

A summary of all winners is attached at the end of the form.

Activities:

Creation of Enhanced Application Forms:

In place of using fillable PDF forms, use of Workflow management allowed our flying, gliding, music, and educational awards to proceed automatically from the cadet application to CO approval to sponsor recommendation to final review. This ensured we had all necessary information attached to the application at time of submission. Extraction of information that took hours now take minutes, increasing office efficiency. As with any new programs, we had some challenges in ensuring the programs worked as expected, but these issues were cleared up early in the process. We now have a robust process that is more reliable and efficient than what we had previously.

These issues were brought up at the Semi-annual meeting report and remain concerns.

- Applicants not reading what information required.
- Incomplete transcripts
- Recommendations from CO/ sponsor not received.

We are hoping the Provincial/ Territorial Chairs disburse these issues to their respective squadrons for review and action. The committee wants to ensure these new processes meet the needs of the applicants. Request for feedback on the forms is again requested.



Other:

- New Bilingual Cadet Service Medal was introduced.
- Clarification of Awarding of Effective Speaking pins was provided.
- Revised Cadet Honors and Awards Booklet will be published in both official languages on National web site before September.
 - Will reference DND awards to Canada.ca website, ensuring information is current.
 - DND, who are also updating their Honor & Awards information, will reference the ACL National website to again ensure information is current and correct.
- Admin: Over the summer, we will:
 - Document the procedures for each award cycle to ensure consistency, timeliness, and accuracy.
 - Develop more efficient procedures through increased use and training of committee members and staff in SharePoint and Gravity Forms.
 - Automate through Gravity Flow Forms ACC56, ACC57 (Service Medals) and ACC62 (RCL Air Cadet of Year).

Conclusion

Our cadets continue to amaze this committee with their flying, music, and educational skills. If these are representatives of our future, we are in good hands. We could have awarded many more scholarships if we had more donors. My only hope is that we can convince potential donors of investing in scholarships and help more cadets to pursue their dreams.

Respectfully submitted,

Ron Ilko
Chair, Cadet Awards and Scholarships Committee

Award Name	Value	Rank	First Name	Last Name	Province & Squadron	CFTA/ PTAA
FLYING/GLIDING						
RCAFA/SPAADS	2,500	WO2	Yaroslav	Chuzhikov	ON - 845	CFTA
ALPA (AIR LINE PILOT'S ASSOCIATION OF CANADA)	2,500	FSgt	Kevin	Jiang	AB -918	CFTA
AIR CADET LEAGUE FLYING TRAINING AWARD	2,500	WO1	Ariel	Luquer	MB - 220	CFTA
RCAFA (ROYAL CANADIAN AIR FORCE ASSOCIATION)	2,500	WO2	Julian	Madej	ON - 2	CFTA
CAE LIMITED	2,500	WO2	Eric	Marion	ON - 364	CFTA
ALPA (AIR LINE PILOT'S ASSOCIATION OF CANADA)	2,500	WO2	Ayhan	Merchant	ON - 892	CFTA
CAE LIMITED	2,500	WO2	Jisung	Park	BC - 205	CFTA
ALPA (AIR LINE PILOT'S ASSOCIATION OF CANADA)	2,500	FSgt	Elias	Schanz	BC - 907	CFTA
ALPA (AIR LINE PILOT'S ASSOCIATION OF CANADA)	2,500	WO2	Julian	Tan	AB - 918	CFTA
AIR CADET LEAGUE FLYING TRAINING AWARD	2,500	FSgt	Jadon	Tsai	ON - 140	CFTA
CPPA (COLLEGE OF PROFESSIONAL PILOTS OF CANADA)	2,000	WO2	Andres	Vargas-Daza	ON - 789	CFTA
CBAA	2,000	WO2	Gavin	Wade	AB - 952	CFTA
GARBUTT FAMILY - IN SERVICE TO OTHERS	1,000	WO2	Kaili	Foster	NB - 334	PTAA
ERB & VIRGINIA MITCHELL AWARD	1,000	FSgt	Jack	Rhinds	ON - 779	PTAA
ERB & VIRGINIA MITCHELL AWARD	1,000	WO2	Ashley	Taylor	ON - 121	PTAA
CASARA FOUNDATION	1,000	WO2	Tristan	da Cunha	ON - 845	CFTA
ATSAC (AIR TRAFFIC SPECIALISTS ASSOCIATION OF CANADA)	500	WO1	Alex	Beck	PE - 327	PTAA
KOBE AWARD	300	FSgt	Henry	Charlton	ON - 534	PTAA
BC EX-AIR FORCE POW AWARD	300	WO2	Julian	Glass	BC - 759	PTAA
BOMBER HARRIS AWARD	300	Sgt/s	Olivier	Laflamme	QOV - 776	PTAA
426 THUNDERBIRDS SQUADRON ASSOCIATION AWARD	300	WO2	Arnav	Mathorta	ON - 132	PTAA
JIM GOODHAND AWARD	300	WO2	Iraj	Moutameni	AB - 604	PTAA
CANADIAN FIGHTER PILOTS	300	FSgt	Alexander	Nie	ON - 534	PTAA
BC EX-AIR FORCE POW AWARD	300	WO1	Yaaska	Pandit	BC - 759	PTAA
DODO BIRD CLUB AWARD	300	WO2	Avi	Raina	ON - 540	PTAA
DODO BIRD CLUB AWARD	300	FSgt	Cathy	Xie	AB - 781	PTAA
MUSIC						
MUSIC PIPE BAND MUSICIAN Watch	+ACL 350	FSgt	Travis	Taylor-Sheilds	ON - 94	Newmarket
MUSIC MILITARY BAND MUSICIAN	ACL WATCH + 350	WO1	Lucas	Upwards	NL - 511	Cornerbrooke
SCHOLARSHIPS						
YOUNG CITIZEN FOUNDATION	5,000	WO1	Ferguson Ivan	Groves	ON-242	Ross Ferguson
BIRCHALL SCHOLARSHIP 1	2,500	WO1	Nicole	Xie	QOV-338	Junior Wildcats Brossard Optimist
BIRCHALL SCHOLARSHIP 2	2,500	WO1	Kailey Pin-Han	Qiu	ON-351	Silver Star
BIRCHALL SCHOLARSHIP 3	2,500	WO1	Tommy	Zou	QOV-784	Saint-Vincent-de-Paul
BIRCHALL SCHOLARSHIP 4	2,500	WO2	Wing Yin	Leung	BC-692	BCIT Aerospace
DALE SCHOLARSHIP 1	2,500	WO1	Lucas	Upward	NL-511	Humber
DALE SCHOLARSHIP 2	2,500	WO2	Ian	Xiang	ON-121	Red Arrows
CAE LIMITED 1	2,500	WO1	Alexei	Marti-Aguilar	QOV-706	Snowy Owl
CAE LIMITED 2	2,500	WO2	Akshita	Jain	SK-702	Lynx
LEGION NATIONAL FOUNDATION	2,500	WO2	Karam	Albatal	QOV-687	Richelieu Laval
THOMAS COLFER 1	2,500	WO2	Ronak	Patel	ON-296	City of Cambridge
THOMAS COLFER 2	2,500	WO1	Bhumi	Shah	ON-104	Starfighter
RCAFA - 3	2,500	WO2	Nadem	El Gazzar	ON-102	Barrie Silverfox
KC LETT SCHOLARSHIP 1	2,500	WO2	Georgia	Greenough	SK-40	Snowbird
KC LETT SCHOLARSHIP 2	2,500	WO2	Ian	Xiong	ON-351	Silver Star
KC LETT SCHOLARSHIP 3	2,000	WO2	Parthi	Shah	SK-107	Spitfire
KC LETT SCHOLARSHIP 4	2,000	WO1	Ashley	Taylor	ON-121	Red Arrows
KC LETT SCHOLARSHIP 5	2,000	WO2	Jasmine	Lee	BC-692	BCIT Aerospace
KC LETT SCHOLARSHIP 6	2,000	WO2	Emma	Creelman	NS-615	Bluenose
KC LETT SCHOLARSHIP 7	2,000	WO1	Malia	Maciuszonek	MB-249	Beausejour
KC LETT SCHOLARSHIP 8	2,000	WO1	Laura Clara	Carville	NL-567	Random
KC LETT SCHOLARSHIP 9	2,000	WO1	Jacob	Watson	ON-532	Maitland
ALEX VENABLES	2,000	WO2	Jin Hao	Gong	BC-59	Vancouver
DR WILLIAM WESTON SCHOLARSHIP	1,000	F/ Sgt	Elva	Ly	BC-754	Phoenix
ADVISORY COUNCIL	1,000	WO2	Alex Jean James	Harris	NB-101	Moncton
ANTHONY A. MARTIN	1,000	WO2	Marcus	Ng	ON-351	Silver Star
RCL CADET OF YEAR	1,000	WO1	Aiyana	Barrieau	NS-517	Flt/Lt. Graham



COMMUNICATIONS COMMITTEE REPORT

1. The Communications Committee, with representatives from all P/TCs, met regularly from September 2024 through May 2024.
2. The new Public Relations Handbook, part of the gradually increasing number of helpful links under Communications Tools on the ACL website, was reviewed by Public Affairs colleagues with the Cadets and Junior Canadian Rangers Group. Once their suggested “Consent for Images of Cadets” paragraph has been incorporated, the slightly-revised English-language Handbook will be in final form. It will be sent for translation during Spring/Summer 2024, so that a full French version is also available online.
3. A Branding Standard, Guidelines and Visual Identity Policy now exists in the ACL Policies and Procedures Manual. Further to that reference, the Communications Committee continues to work on developing a Brand Style Guide, a product that will complement the new PR Handbook and be aligned with the Branding and Visual Identity Policy.
4. As approved by the National Executive Committee, British Columbia-based NG Media was contracted to produce a 30-second Public Service Announcement designed to attract new Volunteer members to join the Air Cadet League. The Communications Committee worked up an accepted voice-over narrative script, and sourced various images of current ACL volunteers; these were complemented by pre-2020 images of Air Cadets, obtained courtesy of the CJCR Group using its evergreen imagery folders.

The final version English PSA was produced and began airing the week of May 6, 2024 on available Public Service slots on various television channels carried by the Rogers West / Rogers East / Bell Media / Telus broadcasters. A French-language voiced-over / subtitled version of the PSA has also been produced, so that it can be made available to interested francophone broadcasters / cable companies.

As the content of the PSA is evergreen, i.e. not limited by a particular date or window within which it can be shown, this product also lends itself to being used on other platforms, for example, radio stations, social media platforms, etc. that are followed by potential future ACL volunteers.

5. Further to the ACL President’s Guidance Dashboard for 2023-2024, the Communications Committee replied to both the Terms of Reference validation request, as well as how to approach its action plan items from the Strategic Plan. Work toward achieving these tasks will be undertaken in 2024 through 2025. One of those tasks involves building a library of photos and stories of ACL volunteers in the field, profiles that will also find their way onto the ACL website. Of note is that the Honours and Awards Committee has kindly offered to assist the Communications Committee by providing it with a list of exemplary volunteers from nominations that have been received this year.
6. Another illustration of collaboration between national-level committees is that, going forward, the Communications Committee has been approached by the Revenue Generating Committee about the need to produce an “annual report-like” product. This vehicle would, in an easy-reference format, showcase to existing and potential donors and sponsors key qualitative remarks and quantitative details about the Air Cadet League, and demonstrate why it’s an organization well worth investing in.



The Communications Committee has discussed what the framework and contents of this product could consist of, and from Summer 2024 will work to flesh out what this product will look like. The intent ultimately is to produce a product that meets with what the Revenue Generating Committee is hoping to see.

7. Aerospace industry leader CAE, a long-time and important sponsor and partner of the Air Cadet League, recently launched their “From Cadets to CAE” initiative, a series of video vignettes about how Air Cadets inspired CAE members to seek out their roles in today’s aviation industry in Canada. In kindred support and appreciation to CAE, their videos have since been shared on the League’s Facebook page, as well as added to the home page of the ACL website.

Respectfully submitted,

James Simiana
Chair, Communications Committee



EFFECTIVE SPEAKING COMMITTEE REPORT

It's May 4th, 2024, ten cadets from across Canada are ready; Judges and evaluators, all volunteers from the RCAF are ready; Officials from the Air Cadet League, are ready. The 2024 National Effective Speaking Competition is about to begin. This is how this year's National Air Cadet League Effective Speaking Competition began, and what an incredible event it was. It featured ten very talented young future leaders making presentations that impacted all who attended.

2024 marks the 100th anniversary of the RCAF and the Air Cadet League wanted to honour one of our great partners, in the Royal Canadian Air Force. To that end the topics as well as the judges and evaluators were all volunteers from the RCAF. The cadets did a phenomenal job in helping us salute this great institution.

We had representation from all ten provinces in Canada, these cadets were the best of the best. They all had to compete through multiple levels to get here; Local (squadron), Regional/Wing and Provincial competitions. All the Local, Regional/Wing and Provincial competitions were able to hold in-person events, while the national competition, due to travel requirements was held virtually. It was quite clear that we truly had the best at the national competition. The final scores were some of the tightest results we have seen in recent history, with every detail making a difference.

We want to offer our sincerest congratulations to all the cadets, but also highlight the winners:

- Gold Medal - FCpl Kamea Lafontaine, 952 WestJet RCACS (Alberta)
- Silver Medal - FSgt Michelle Lu, 283 Woodbridge RCACS (Ontario)
- Bronze Medal - Sgt Amelia Wood, 574 Dakota RCACS (Saskatchewan)

I want to say a special thanks to the RCAF for their involvement in this year's competition. It was our honour to work with them during this year of celebration.

I also want to thank the volunteers on the National Effective Speaking Committee, it takes many hands and many hours to host a successful event. We know that we are hoping to have the competition in person in 2025 at the National AGM and that is exciting after such a long hiatus.

Our tasks are not yet completed. We are currently reviewing the website as many viewers get confused on our page and we need to clean that up. We know that while the online form worked well for the most part, there is still a few more tweaks that need to be made. We are also looking at the entire handbook plan to break it out into smaller more manageable pieces in order to ensure that all those that want to participate in this amazing opportunity can do so with the information as clear and readily available as possible. Then of course there is the task of determining next year's topics. The board of governors has given some guidance, but the topic suggestions will be submitted shortly for approval in time for the fall cadet season to begin.

It is always a pleasure and an honour for me to get to work with and watch the future leaders of our country as they stand on a stage or in front of a camera and talk about something that they have written themselves and are passionate about. I know that our future is in good hands.

Respectfully submitted,

Vern Toews
Chair, Effective Speaking Committee



FINANCE COMMITTEE REPORT

The following report is based on the March 31st, 2024 statements as presented by Lyle Tilley Davidson Chartered Professional Accountants on May 16th, 2024.

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 2023 TO MARCH 31ST 2024

The 2023 – 2024 fiscal year ended with solid numbers in both our balance sheet and income statement. Our extra 2023 AGM spending was covered by the collection of higher PC assessment fees than in the past few years and being underspent on several expense items. Market performance on our trust funds showed an increase in the market value an average of 7%.

Balance Sheet

The balance sheet is in a strong position. Current assets are at **\$471k** compared to last year's **\$824k** and current liabilities sit at **\$102k** compared to **\$323k** in 2023. Our cash balance is currently at \$187k, 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 \$16k is made small amounts owing for awards payable. PC's fees for QOV for \$33,637 for their remaining 2023 assessment fees was written off due to less cadet fees collected from the local level. This has been approved by the BOG with the expectation that QOV will be providing a business plan to ensure future assessment fees will be able to be paid on time and in full.
- Prepaid expenses of \$37k consist of the remaining prepaid insurance premiums. This amount decreases each month as we recognize the monthly insurance expense.
- Our current liabilities balance of \$102k consists of our last credit card statement that was paid in early April, and funds collected for awards that have not yet been paid out.

Income & Expenses

Net income for the year ended at **\$112k** compared to income of \$41k for 2023. Revenues come from the DND grant, PC assessment fees and fundraising. We have transferred \$50k out of our operating account to our Rainy Day Fund, as well as \$103,000 transferred to the Legal Defense 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 higher than 2023 at \$65,124, as a result of a push for investment into our President's Club.
- PC assessments were billed at 100% of full value of \$302k which was required to help cover the AGM costs. Most PC's paid their assessment fees in full with the exception of QOV paying 50% of their fees.
- Expenses for the AGM totaled \$124k, coming in over budget of \$110k. IACE activities were held this year with 20 cadets hosted in the National Capital region by QOV, and we did send VP Doug Slowski 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. Our next in person AGM will be in 2025 in Ottawa.
- 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 lower now as we lease part of an old school at the Rideau Hub which will cut our annual rent payments to \$17k per year from \$50k. These savings will give us sustainable savings going forward.



INVESTMENTS

Our investments have grown with a return that averaged near 7% or \$72k. Fair market value adjustments made to adjust the funds to March 31, 2024 market values totaled \$129k. Trust funds assets are sitting at a market value of **\$2.27M**, showing an increase from 2023's value of **\$190k**. There were 1 new trust fund created this year – the Music Scholarship Fund, 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 for this year total \$65,124. The report with the details of how these funds were raised was not available from our accountants at the time of this report.

ACC9 STATUS

Results for the **2022/2023 year** end as of April 30, 2024 are listed below. These were due to National office by February 29, 2024 and must be submitted ASAP.

AB – 84.4% BC – 89.5% **MB – 100%** NB – 81% NL – 14.3% NS – 66.7% OPC – 66.4%
PE – 100% Terr – 66.7% QOV – 89.4% SK – 97.1%

Results for the **2021/2022 year** end as of April 30, 2024 are listed below. These were due to National office by February 28, 2023 and must be submitted ASAP.

AB – 100% BC – 93% **MB – 100%** **NB – 100%** NL – 33.3% NS – 89.7% OPC – 77.3%
PE – 100% **Terr – 100%** QOV – 94.7% SK – 97.1%

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 60.0% 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 on June 6th. 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.



**2024 ANNUAL GENERAL MEETING OF GOVERNORS AND COMMITTEES
ASSEMBLÉE GÉNÉRALE ANNUELLE DES GOUVERNEURS ET COMITÉS 2024**



CRA COMPLIANCE REPORT

CRA COMPLIANCE REPORT																
AB	BC		MB	NB	NL	NS	ONTARIO			PEI	TERR	QOV			SK	Total
7	533	22	583	6	101	125	18	2	201	704	53	551	1	643	798	17
11	538	59	609	9	161	508	29	3	227	707	60	795	4	646	799	20
12	539	89	637	50	313	510	45	8	242	713	327	825	5	657	801	30
15	570	103	655	82	314	511	77	10	246	714	641		14	660	803	34
24	572	111	676	158	315	512	106	19	253	715			51	670	804	38
42	577	135	692	170	333	514	154	23	270	718			67	682	806	40
52	604	147	744	176	334	515	250	27	283	724			75	686	811	41
65	644	204	746	177	349	537	292	37	288	734			92	687	814	43
83	664	205	747	179	527	567	299	44	294	735			96	690	815	107
88	699	222	754	182	580	589	342	58	295	741			100	697	817	171
124	721	223	759	191	594	617	374	62	296	756			211	706	821	186
185	733	232	767	199	639	708	507	70	325	758			226	709	827	190
187	755	243	768	220	640	764	517	79	330	769			282	710	830	300
225	781	257	777	249	650	774	529	80	337	778			338	711	832	365
230	810	258	787	263	681	780	545	85	340	779			500	716	834	520
239	831	259	808	301	763	807	562	87	351	789			502	725	838	542
287	859	278	819	303	773	837	569	94	355	792			518	728	839	553
341	868	279	828	307	791	840	587	99	364	800			544	729	846	566
395	874	353	835	317	816	842	591	102	379	809			550	736	867	568
504	878	363	848	519	866	857	596	104	530	812			555	739	872	574
524	903	386	858	573	877	905	602	110	532	818			564	742	879	601
526	918	396	861	575			615	121	534	820			588	757	881	605
	952	513	888	677			652	126	535	822			607	761	884	606
		521	893	737			689	128	540	826			613	766	890	624
		525	899				693	132	543	844			621	772	894	633
		531	902				719	140	547	845			622	775	898	675
		552	907				824	142	585	851			626	776	901	691
		561	909				865	150	598	856			629	783	911	702
		581					875	151	600	862			630	784	921	703
								153	608	870			632	785	953	723
								155	611	876			634	796		745
								164	614	883			635			752
								166	618	892			636			797
								167	631	895						802
								172	638	900						889
								173	645	906						
								180	653	908						
								183	659	999						
								188	661							
								197	696							
								200	700							
AB	BC	MB	NB	NL	NS	OPC			PEI	TERR	QOV			SK	Total	
19	50	9	10	1	2	89			4	0	76			12	272	
45	57	24	21	21	29	120			4	3	94			35	453	
42.2%	87.7%	37.5%	47.6%	4.8%	6.9%	74.2%			100.0%	0.0%	80.9%			34.3%	60.0%	

Registered with CRA
Registration revoked - Failure to file or Voluntary
Not yet registered

May 2024 newly revoked Squadrons

May 2024 newly registered/reactivated squadrons
BCPC - 59, 278
Manitoba - 191

Respectfully submitted,

Sue Madden, CPA, CGA
Chair, Finance Committee



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. Through the efforts of members of the Advisory Council, we play an active role in the creation and execution of policies and procedures that enable volunteers to celebrate the contributions of their peers.

With the advent of virtual presentations and biennial AGM's the Committee implemented a revised timeline for the H&A process that served to stagger the workload in the National Office and provide the flexibility so awards can be formally presented at Squadron ACR's, the National AGM or P/TC AGM's, whichever is appropriate. Public announcements of the recipients of all our awards were made by press releases and social media posts during National Volunteer Week.

A total of 73 submissions were submitted this year, an increase of 5 from 2023. The approved awards included a Director of the Year, an Officer of the Year, 8 Certificates of Honour, 32 Certificates of Merit and 31 Certificates of Recognition.

Following guidance from the National President asking that we consider a model where the Committee recommends to the EC the names of League members who might be nominated for external awards, either provincial or national. In response, a new External Awards sub-committee has been established chaired by Jim Hunter with Craig Hawkins and Guy Albert as members.

The Committee has also agreed to assist the Communications Committee to increase the library of photos and stories of League volunteers in the field. We will be providing a list of exemplary volunteers from nominations we have received this year.

We want to thank the National Office staff for the incredible amount of administrative work that they perform in support of H&A process. Special thanks go to Josée Woodford who led the work that eliminated the ACC50.1 form and automated the ACC50.

Thanks also to Vice-Chair Brent Wolfe, Committee members Guy Albert and Keith Mann, and the members of the Advisory Council that chair and comprise the 9 award sub-committees.


Special thanks also to the P/TC's that take the time to submit applications for National awards to recognize the contributions of our volunteer from coast to coast to coast.

Respectfully submitted,

Jan Reidulff
Chair, Honours and Awards Committee




IMAT WORKING GROUPS REPORT




RESCOPE

This group is now doing its business secretorially with no meetings being conducted. The members have seen draft lesson plans for the League lessons and two leagues (Air & Navy) have provided similar feedback. We are awaiting for the final versions.




FUNDRAISING

This group was put on hold.




RESOURCE MANAGEMENT

Currently a draft LSA policy is being developed by CAF. It is considered by this group that there is little teamwork and there is little to no communication from the CAF. There have been no recent meetings.




LSWG

The working group has new leadership (Jennifer Bennett). This has seen increased cohesion amongst the members. A list of KPIs is being developed that will inform the development of the LSWG.



AIR ELEMENTAL


This group is due to stand up sometime in 2024.



SUPERVISION


CJCR is seeking input into the Supervision policy.

TIMELINE



2024

IMATs have been delayed, with little advancement.



IMAT

WORKING GROUPS

Respectfully submitted,

Jacque Pepper-Journal, CD
 Chair, IMAT Working Groups



INTERNATIONAL AIR CADET EXCHANGE COMMITTEE REPORT (IACE)

CJCR have announced IACE will convene In July for 2024, with 10 Air Cadets and 2 CAF Officers 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.

In 2023, CJCR 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. The responses from the 2023 inbound Cadets indicated a very favourable program, and very much enjoyed.

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.

There has been a change in the CJCR, we welcome back LCdr John Metcalfe as our Military Rep.

The International conference was held in Las Vegas, USA, this past September 2023, attending countries were, Australia, Belgium, Canada, France, Germany, Netherlands, Philippines, South Korea, New Zealand, United States, and via Zoom United Kingdom, Luxembourg , Hong Kong , China. 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 2024 Conference will be held in Manila, Philippines 15th – 20th Sept, and the 2025 Conference is planned for Christchurch, New Zealand.

We are expecting to have the 2025 outbound exchange numbers by August, for conference planning.

Congratulations to ACL past President Hille Viita who will become IACE President at the upcoming 2024 conference.

Respectfully submitted,

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



MEMBERS COMMITTEE REPORT

Members Committee, working with the Ad Hoc Training Committee has redone the Terms of Reference and after final review from the PPBLC we were able to get a new TOR approved by the BOG. Moving forward we will be focusing on consolidating training resources and working with representatives from all the P/TC to ensure that we create a comprehensive library accessible to all Provincial/Territorial Committees (P/TCs) for their training needs.

We know that the P/TCs hold the primary training responsibility of their own people. The Members Committee will oversee the training for all national members as well as provide a supportive resource to the P/TCs via a centralized repository of resources that will be a valuable asset for provinces and Territories looking to improve or develop their training programs. The Members Committee remains committed to overseeing mandatory training for all league members such as Spam training for League-controlled email accounts, Harassment and Risk Management training which are essential for maintaining a safe environment within the Air Cadet League.

We're excited to announce our upcoming initiative to centralize resources via a portal, set to launch in the next few months. This effort is poised to significantly enhance the efficiency and effectiveness of the Air Cadet League's training program resources. Our aim is to include contributions from every Province/Territory, ensuring a broad spectrum of resources. We appreciate your continuous support and anticipate keeping you informed of our progress as we move forward.

Respectfully submitted,

Vern Toews
Chair, Members Committee



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

I was appointed to head this committee following the 2023 Annual General Meeting.

Our President informed me verbally that, for the first year of my mandate, the League had no expectations of solicitation, but rather of reconnecting with our donors. More tasks were added, such as:

1. Evaluate the qualifications of a philanthropic consultant, Brad Stevenson, who was working with the Ontario Provincial Committee;
2. Find a source of funding to transport candidates to the national finals of the public speaking competition.

Mandate

Here are the details of the Committee's mandate:

- Focus on relationship building and planting of seeds for the future financial growth of league
- Review and update contact list of donors and partners in Sumac.
- Cultivate existing donors and partners.
- Find new donors and partners thru ACL member/affiliates personal and business contacts.
- Build a purpose driven campaign to fund raise from Industry, smaller corporations, associations, and individuals expanding from aviation only interests.

To which should be added the following (jointly with Vern Toews)

- Goal is to have Cadets participate in an in-person competition once a year.
- Put together a marketing plan to show Value of sponsorship for the Cadets communities they come from as well as how a National Competition can be used to promote the values of the industry partner.
- Investigate / explore a partnership or working relationship with Toastmaster International that could assist with teaching / organizing in communities to the individual squadrons to providing judges at the national level.

I discovered that the Committee was essentially a committee of one!!!! Being new to the organisation I also had to devote a lot of hours to get up to speed with the numerous policies, procedures, and ways to do things within the League. Still today I would have to spend much more time in this area. Many thanks to Pierre Forgues for his patience with me.

In November/December 2023 I approached some members of the Executive Committee and of the BOG to join the President's Club, explaining to them that it helps a lot when you make solicitations to demonstrate that the leadership of the organisation is also contributing financially. My efforts generated 2 new members namely Hille Viita and myself.



I also engaged with our treasurer in the hope that we could secure a contribution from Irving in relation to the effective speaking competition. This resulted in a contribution of \$3 000 which hopefully will repeat itself and grow in time.

Finally, I started discussions with a firm called Raisin who are specialized in fundraising.

At the end of the day, I quickly realised that to deliver results of substance in fundraising and in the various mandates I was given, I would almost have to be working on a full-time basis which I could not commit to.

Financial results as at year-end

External donations and fundraising generated \$65 124 in 2024 compared to \$22 503 in 2023. This includes the new members of the president's club. Those numbers should in no way (except for the President's Club) be attributed to my efforts. Rather they are just the deliveries from our annual letter and e-mail campaign.

I say that this campaign could probably generate twice as much if not more. All it would require is for all governors and directors to undertake to make follow-up calls to at least the top dollar donors of the last 3 years. All callers would have a scrip and a Q&A. At 20-30 calls per person, one would be surprised of the results.

I also strongly believe in the President's Club, and it would be worthwhile to have one person concentrate on that.

To help in fundraising, I recommend that the League puts together an annual report. A properly put together annual report is a great way to communicate to our various stakeholders what we are doing and the value we are adding to the cadet program. I made some approaches with the communication committee and hopefully something is underway.

This is my first and last report as Chair (!) of the RGC. As I explained to the president, for me to deliver results to the height of my expectations would require an amount of time I do not have.

I thank all of you I dealt with during my tenure. The ACL is a superb organisation that commands the respect and admiration of all those it serves.

Respectfully submitted,

Normand Comeau, CD
Chair, National Resource and Generation 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 Virtual AGM taking place this year in June.

Our selection criteria remained basically unchanged from last year. Saying that, I believe it is important that everyone within the ACL be aware of the principles underlying our recommendations. They are:

- All members of the BOG are elected annually. Renomination should not be considered “guaranteed”.
- The primary principle that guides our deliberations is that we will always look for the best candidates for each position, regardless of the region they live in. While we strive to maintain a regional and gender balance, it is difficult to do so with limited positions and the geographical source of applications.
- We base our recommendations on feedback we receive from all parties: this includes provincial committee chairs, members of the advisory council, members of the board of governors and the national executive committee. Feedback from these stakeholders assists the Nominating Committee to shape our final recommendations.
- We are cognizant of the challenging times that we are in and will remain in for the next three to four years. We believe that it will be more important than ever for the Air Cadet League to have strong and forceful leadership during discussions and negotiations as we work through significant challenges to our cadet program.

The committee also made some significant recommendations to the Board in the areas of onboarding & training new governors, establishing a procedure for dealing with ineffective Board members, and some feedback on the new Chief of Staff (COS) position. We are hopeful the board will advance our recommendations to the appropriate committees and individuals.

It should be noted that the committee will be providing recommendations to the new Board for an Honorary President, as our current President Maryse Carmichael will be completing her term in that role at this AGM. We are grateful for her continued support and guidance! Thank you Maryse!

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



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

Since the Semi-Annual Meeting in November, the PPBLC has endeavoured to meet on a monthly basis and has made progress in working its way through the required amendments the Policy and Procedures Manual (PPM) which were identified for discussion by the PPBLC. Some of the key amendments include:

- (a) **P/TC and SSC liability insurance** - Insurance coverage policy needed in the PPM that would require P/TCs to have a minimum amount of liability for items (e.g., property, vehicles, aircraft) that are owned at the provincial and local levels. An amendment to Section 3.1.10.1 of the PPM is being prepared for review.
- (b) **Employment Practices Policy** - The ACL Directors & Officers Liability insurance policy requires the ACL, both National and its affiliates, to have documented policies/procedures with regards to employment practices. The PPBLC agrees with the requirement for a employment practices policy. The PPBLC is examining a policy in the PPM with would require the National Office and P/TCs with employees to have policies in place to mitigate risk in this area.
- (c) **Discipline of Affiliates** - In September 2022, the ACL lawyer provided advice regarding the discipline of Affiliates. This is an important issue to the PPBLC and we continue to examine the required amendments to the PPM, By-Laws and/or affiliation agreement for presentation at a later date.
- (d) **Reimbursement of travel and other expenses** - The previous PPM had a lengthy Section 3.7.11 outlining policy and procedure regarding member expenses reimbursement policy. This section was replaced in the current PPM with a Section 5.18.17 which only deals with authority to commit expenditures. The Treasurer requested that some of the material in the previous PPM 5.18.7 should be reintroduced (e.g., the need to provide receipts). The revised wording was approved by the BOG in January, 2024.
- (e) **In Camera Guidelines** - the ACL lawyer has recommended a policy for the conduct of in camera meetings. The PPBLC agrees with this recommendation and is developing a policy in this regard to provide guidance to the BOG and committees as to the conduct of in camera meetings and the keeping of records in relation to same.
- (f) **Volunteer Agreement** - The PPBLC has identified a number of areas which could be covered in a volunteer agreement. Similar agreements have been adopted by some P/TCs (e.g., Ontario) and the PPBLC is working to develop a draft National volunteer agreement to present to the members and/or screening committee for review prior to approval by the BOG.



The above are the priorities for the PPBLC and as amendments and/or policies are developed, these will be presented to the BOG for approval. In addition to the above, the PPBLC is in the process of reviewing amendments to the terms of reference of the various National committees and has, as required, reviewed and provided comments on by-law amendments from the P/TCs. Several of these reviews have been completed and comments have been well received.

I would like to take this opportunity to thank the members of the PPBLC for their hard work and dedication and we look forward to continuing the committee's important work in the months to come.

Respectfully submitted,

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



PROVINCIAL/TERRITORIAL CHAIRS COMMITTEE REPORT

Our group of presidents is enthusiastic, hard-working and truly dedicated to the volunteers and cadets of the provinces they represent. They face the same obstacles across the country, and communications at all levels remain difficult.

For the past year, our monthly meetings have been interesting and engaging. They have covered a wide range of topics such as : support and comments on advisory committees (LSTG and others) with our CF partner, support for the new training policy, support for the Resource Committee's initiatives (NRGC), support for obtaining insurance for drone activities for our cadets, support for the Cadet of the Year nomination policy, on the implementation of a new ACC9 for SSC treasurers, support and comments on the public relations user's guide within our organization, support for the implementation of interesting tricks by financing specialists to help provinces accumulate the funds they need for their operations and make the necessary adjustments to the roles and responsibilities of the provincial presidents' committee.

Based on our shared goals and objectives, we will continue to address issues and adopt best practices together, as priorities shift, sometimes from week to week, between the internal needs of the ACLC and the external forces exerted by our partnership with the CAF.

Recruiting and retaining volunteers at the Squadron Sponsoring Committee level is a priority for the ongoing activities of every SSC in every region. The National Communications Committee has contributed significantly to the development of a video to facilitate volunteer recruitment within our organization.

In an ideal world, well-informed and trained Squadron Sponsoring Committees and provincial/territorial team members strengthen the provincial/territorial body and deepen its capabilities, which ultimately increases experience at the national level when provincial delegates hold positions at that level. This requires a great deal of hard work and dedication on the part of the provincial and territorial presidents, who must respond to the day-to-day needs of the RECs and feed the provincial committee.

With increasing workloads and insufficient staff, their mandate is to juggle tight budgets and limited manpower.

I wish Jacquie Pepper Journal all the best as she assumes the Chairmanship of the Committee, and I would like to thank all the Provincial and Territorial Chairmen for their dedicated service and passion for the betterment of the Air Cadet League.

Respectfully submitted,

Marc Lacroix, CD
1st Vice President
Chair, Provincial and Territorial Chairs Committee



RISK MANAGEMENT COMMITTEE REPORT

After a very busy 2023 year with the Risk Management Committee providing support and training materials to all Provincial and Territorial Committees, 2024 has been a year of providing support and continued reinforcement of the topic of risk.

The committee heard from members that priorities continued to be around recruiting and developing volunteers to support the local Cadet program, and it was unrealistic to expect significant work on developing risk registers at local levels.

Committee members continued to be available to answer questions and provide support to all P/T Committees as they slowly implement their risk structure. It is the plan for National to complete a risk assessment in the coming year, and the expectation is that information gathered from this process will be used to further support P/T Committees as they complete risk assessments.

We encourage all provinces to continue to present the risk management materials to sponsoring committees and at AGMS. The Risk Committee has also contributed to national newsletters to keep the topic “top of mind”.

We will look to setting new targets for the coming year to collect data provincially/ territorially and develop a reporting process on the status of risk management at the league.

My thanks to all current and former committee members who have contributed to the committee’s work and the extensive materials and resources available on the website at: <https://aircadetleague.com/risk-management/>. In addition to these materials, “train the trainer” sessions have been held and our committee members are available if resources are required to implement a risk assessment locally.

Respectfully submitted,

Angèle Mullins
Chair, Risk Management Committee



SCREENING & REGISTRATION COMMITTEE REPORT

The Committee's role is to consider issues raised throughout the Air Cadet League and the Canadian Cadet Organizations concerning screening and registration and to prepare recommendations for any required actions.

The Screening and Registration (S & R) committee decided identification of gender is not required for any reason. While none of our volunteer registration forms asks about gender, there is a field in Sumac where gender can be specified. This field cannot be removed but can be left blank. We will instruct all to leave this blank.

This committee would like a volunteer confidentiality agreement in place for all screening and registration members at all levels of the Air Cadet League. Many provinces have volunteer confidentiality agreements in place but there is not one at the National level. This request has been forwarded to the BOG.

The committee have instructed all to remove the military members from Sumac. We suspect that many people within the data base with expired screening fall into this category. As this affects the insurance the ACL pays, these non-members should be archived as soon as possible.

The next undertaking is to review the screening interview questions. One suggestion is to make it more in line with the military screening questions.

My thanks to all the members of this committee for their dedication to the program. A special thanks to Krystal Blanchard for doing one to one training with our members.

Respectfully submitted,

Terri Hinton
Chair, Screening & Registration Committee



STRATEGIC PLANNING COMMITTEE REPORT

I am pleased to report that the 2024-2028 has been approved by the NEC and the BOG.

The document has been uploaded to the National website in English and French and is available for everyone to access.

I must thank Kai Chen for his awesome graphics, his work putting the document together, and his translation work. Thanks also go to Josee and Laura at National for their assistance in bringing this work to completion.

Committees are already working on their year one tasks, which are mostly from the Presidents Guidance.

The Strategic Planning Team are using the Dashboard designed by Chief of Staff Tom Sands to record progress on the tasks. Thanks to Tom for this handy tool!

Again, thanks go out to Dennis and Kevin for their invaluable input over the past year.

We will be following up with all committees that have tasks in the plan to check on their progress, to answer any questions and provide support as needed.

Respectfully submitted,

Dee Davis
Chair, Strategic Planning Committee



EXECUTIVE DIRECTOR'S REPORT

This report highlights the support provided by the National Office since AGM 2023 and is organized as follows:

- Operational Management
- CAF Partnership
- Special Projects

OPERATIONAL MANAGEMENT

Legal Claims:

- 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
 - **Claim dismissed** by Supreme Court of BC on 29 May 23
- 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
 - DND submitted report to the court on 17 May 24
 - Awaiting determination from the court as to whether claim is accepted
- Claimant: Female cadet and His Majesty the King in right of Alberta
 - Filed with court of king's bench of Alberta 28 Feb 24
 - Claim of sexual assault by another cadet at Cold Lake CTC in 2017
 - Damages over \$500K
 - Received Statement of Claim via email 5 March 2024
 - Requested to be removed as defendant as League not involved with CTCs
 - Forwarded to BFL 5 March 2024
 - Lawyer hired and Statement of Defence filed on 9 April 2024
 - Everest (CGL underwriter in 2017) has declared that ACL is not insured
 - **ACL removed from Statement of Claim** by plaintiff on 3 June 2024.

Aviation Insurance Claims:

- 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



- Aircraft repairs expected to be completed in June 2024
- Claimant: OPC – aircraft accident
 - CGIIB glider damaged on 24 September 2023
 - Claims adjuster appointed on 13 October 2023
 - Quote for repairs = \$2,595.28 USD (received on 4 Mar 24)
 - Pilot information provided February 2024
 - All information required by insurance received 5 April 2024
 - Awaiting insurance payment
- Claimant: Atlantic – aircraft accident
 - CFTGA L19 damaged on 28 October 2023
 - Claims adjuster appointed on 9 November 2023
 - Quote for repairs = \$39,426 of which \$11,367 is not insured (cost of corrosion repair)
 - Interim payment of \$22,673 requested from underwriter on 15 Mar 24
 - Aircraft repair completed – final invoice received and paid 12 April 2024

Insurance Policies Renewal: The annual renewal process was completed for aviation policies on 1 April 2024 and for all other policies on 1 July 2023. Renewal applications for 2024 have been submitted. Aviation insurance premiums did not increase in 2024.

AVIATION INSURANCE 2024-2025				
	TOTAL	CJCR	ACL	COMMENT
Commercial Aviation	\$231,591	\$216,111	\$15,480	Cessna 182 surcharge
General Liability	\$3,285	\$2,628	\$657	CJCR pays 80%
TOTAL	\$234,876	\$218,739	\$16,137	

2023-24 Financial Audit: Lyle Tilley Davidson conducted the audit during week of 22 April. The results of the audit were presented to the BOG on 22 May.

Royal Canadian Legion Convention: Convention in Saint John, NB, 24-28 August 2024. Army and Navy League Presidents attending. Marc Lacroix will represent the ACL.

RCAFA MOA: An MOA between the RCAF Association and the ACL was signed by both parties on 1 May 2024. The MOA formalizes a relationship that has existed for decades with objective to sustain an investment fund for aviation scholarships.

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 due to staff shortages.

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 as required)
- National needs to secure a new Transport Canada exemption

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 CJCR/Mountain View is required to complete the C of A. CJCR position is that the national spares are not currently required and therefore getting a C of A is not a priority. No estimate provided as to when this would change.

ADM (RS) Report – Evaluation of the Cadets and Junior Canadian Rangers: An evaluation 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) in the report identifies several action items (AIs) that are to be completed to address the ADM(RS) recommendations. Action plans with League nexus are addressed through CJCR/League Issues Management Actions Teams (IMATs). While work on action plans continues, these will no longer be tracked by ADM(RS).

2023 DND Cadet Statistical Report: The CJCR released the annual cadet statistical report in May 24. The report shows that the number of air cadets in the program has nearly reached pre-COVID levels.

						Trend since 2019	
						%	#
Year - Année	2019	2020	2021	2022	2023		
Sea - Marine	7973	7867	6695	5720	6280	-21.2%	-1693
Army - Armée	17961	17618	15209	13898	15374	-14.4%	-2587
Air - Air	28391	28650	24468	23269	27642	-2.6%	-749
Total	54325	54135	46372	42887	49296	-9.3%	-5029

SPECIAL PROJECTS

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 2023 and is tentatively scheduled for November 2024.



ACL Kit Shop: The kit shop will be opened once everything is in place. Outstanding items requiring attention include: website page design; Canada Post shipping interface; and legal requirements for online business, including:

1. Income tax/charity law: The impact of operating a store on your charitable status.
2. GST/HST: Sales tax implications of selling goods.
3. Privacy law: How to handle the personal information collected.
4. Terms and conditions for the sales: An agreement between you and your customers in connection with the sale of goods.

Career Expo 2024: Career Expo that was tentatively scheduled for October 2024 in Ottawa is postponed to April 2025.

Tri Service Music Award: A former cadet and musician, Darren Fung, heads a group of cadets that want to raise funds for a Tri Service Music Awards. A working group is being formed with Chair Cadet Scholarship & Awards Committee, Darren Fung, Army and Navy League reps, and CJCR rep, to determine award parameters.

King Charles Coronation Medal: 57 medals assigned to ACL by the Governor General's office. NEC has approved the selection criteria recommended by the H & A Committee. Information on nomination process to follow.

Privacy Policy: Legal advice received regarding privacy policy is being implemented:

- Privacy/cookie policy amended and posted on the National website
- Online donor form to include link to privacy policy
- Privacy Statement (for volunteers) on screening application and renewal forms
- Volunteer Confidentiality Agreement (under development)
- National Office employee privacy policy
- Privacy breach response protocol (under development)

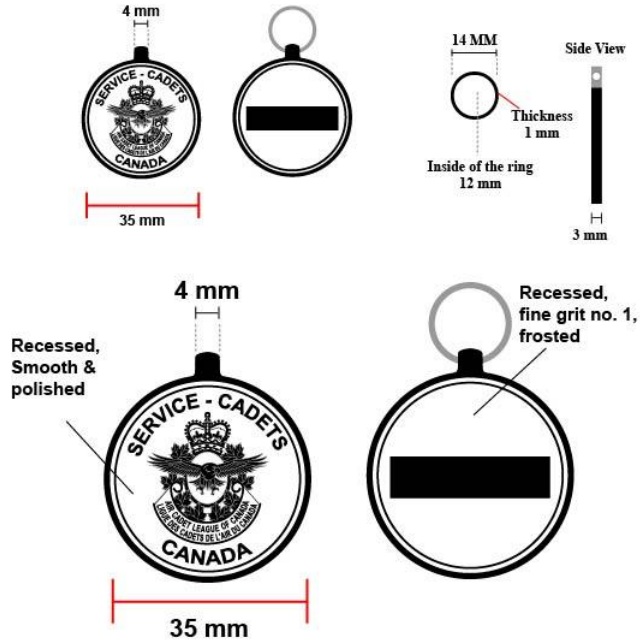
New ACC9: Our volunteer ACC9 software developer, Associate at Large André Guilbault, has produced and released a new version of the ACC9 for use by SSCs in FY 24/25. This new version was tested before it's released by a team of volunteers from OPC, NBPC, BCPC, QOVPC, and ABPC.

Industrial and Technological Benefits (ITB): In a letter to League Presidents dated 25 October 2019, the Comd CJCR indicated that ITBs could be applied to provision of facilities, scholarships, and Career Expo. Current Comd has indicated a willingness to apply ITB to any League expenses. Have had fruitful discussion with ISED representative on 19 April. Will continue to explore potential opportunities.

New ACL Cadet Service Medal: We have an opportunity with our new supplier to change the ACL Cadet Service Medal to make it bilingual. Stocking requirements will be reduced as only one medal will need to be stocked. The new medal will also align with that used by the Royal Canadian Sea Cadets. The National Scholarships & Awards Committee has reviewed & approved the frosted design of the new medal (see below). The new medal version will be slightly larger than the old one.



Air Cadet Service Medal F.S. Bilingual 2024



Air Cadet Service Medal - Previous up to 2023, 33 mm
 Air Cadet Volunteer Medal, 35 mm
 Air Cadet Distinguished Service Medal, 35-36 mm

19 December 2023



National Committee Support: The National Office supports all National Committees as required, and currently provides a staff member on the following committees:

<ul style="list-style-type: none"> • Communications (Deputy ED) • Effective Speaking (Deputy ED) • Finance Committee (ED) • Honours & Awards (Deputy ED, Adm O) • IACE (Deputy ED) 	<ul style="list-style-type: none"> • Policy, Procedures, and Bylaws (ED) • P/TC Chairs (ED) • Scholarships (Deputy ED, Adm O) • Screening (ED, Adm O) • Staff Management (ED)
---	--

Yours sincerely,

Pierre Forgues
 National Executive Director



ANNUAL GENERAL MEETING INVITEES

Board of Governors

Tom Taborowski President
 Hille Viita, CD Imm, Past President
 Marc Lacroix, CD 1st Vice-President
 Doug Slowski, CD Vice-President
 Sue Madden V-P & Treasurer
 Jacquie Pepper-Journal, CD Vice-President
 William Cahill
 Normand Comeau, CD
 Dee Davis
 Terri Hinton
 Angèle Mullins
 John Nolan, CD
 Kevin Robinson
 Thomas Sand, CD
 Arlo Speer
 Vern Toews

Members at Large

André Guilbault
 Duane Schippers
 James Simiana, CD

Advisory Council

Charles Baxter
 Robert Parsons
 David Hayden, CD
 Robert Goudie, CD
 Fred Hopkinson, CD
 Leonard Jenks, CD
 Ron Ilko
 Gilles Cuerrier, CD
 Brent Wolfe
 Guy Albert, CD
 Craig Hawkins, CD
 Jan Reidulff, CD
 Bob Robert, CD
 Thomas White, CD
 Keith Mann
 Don Doern, CD
 Don Berrill, CD
 Merv Ozirny, CD
 Jim Hunter, CD

Provincial/Territorial Delegates

Adnan Ali
 Edgar Allain
 Jim Bell
 Derek Blatchford
 Mike Boyle
 Mark Brickwood
 Stephen Chait
 Peter Davis
 Dennis Dillon
 John Drover
 Gail Elgert
 Barry Franklin
 Ryan Gordon
 Susan Harris
 Daniel Hutt
 Andrew King
 Marc Lévesque
 Anna Lewis
 Colleen McCourt
 Greg Merrill
 Véronique Morisset
 Lorne Parker
 Tom Powell
 Phillip Rennison
 Dave Ronson
 Angela Sargent
 Lisa Tadjell
 Lydia Ting
 Gregory Tzemenakis

Provincial/Territorial Chairpersons

Dawna Mercier (AB)
 Glen Watson (BC)
 Dale Crouch (MB)
 Chuck Nicolle (NB)
 Jackie Smith (NL)
 Dave Wilson (NS)
 Nishika Jardine (ON)
 Rona Fradsham (PANT)
 Kendra Mellish, CD (PEI)
 Marie Christine Lalonde (OOV)
 Curtis Bousfield (SK)

National Office Staff

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

Special Guests

Comd CJCRC, Brigadier General Dominique Brais
 Comd Civil Air Patrol, Major General Ed Phelka
 Comd Designate Civil Air Patrol, Brigadier General Regena Aye



Collegeofpilots.ca



Collins Aerospace



IRVING CONSUMER PRODUCTS



2nd Tactical Air Force
Medium Bombers
Association

Gary L. Jane Droppo
Brian Eggleston
Irving Consumer Products Limited



Army, Navy & Air Force
Veterans In Canada
(ANAVET)

Irwin Erb
Garbutt Family
Gerald Gilroy (Alex Venables)

B.C. Ex-Air Force
Birchall Family
Anne Bochna
Gregory Boudreau
Bomber Harris
CASARA Foundation

Ken Goh
Jim Goodhand
Adam Hunt
Jackman Foundation
Leonard Jenks
Mrs. Audrey Kenny
Frank Kobe

Normand Comeau
Chris Ecklund
Harold Fowler
R. (Bob) Goudie
In Memory of Henry Klmas

Canadian Fighter
Pilots Association

Reginald & Kathryn Macdonald
Virginia Mitchell
Alex Steele

Scott Lawson
Ken Lett
Maj Konrad Mech
Charles (Chuck) Nicolle
Thomas Taborowski
Hille Viita
Harry Zamonski

Thomas Colfer
Dale Family
Allan DeQuetteville
Dodo Bird Club

RCAF 426 Squadron Association
Dr William Weston Scholarships

Thanks to our
sponsors and
partners

Merci à nos
commanditaires
et partenaires

Canada