
RECORD OF DECISIONS

83rd ANNUAL GENERAL MEETING



AIR CADET LEAGUE OF CANADA

JUNE 2024

Virtual

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 & quorum
- 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 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 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 24/25
- 3.4 Election of governors
- 3.5 Future AGM locations

IV CONCLUSION

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

ANNEX

**83rd ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA
RECORD OF DECISIONS**

SATURDAY, 15 JUNE 2024, VIRTUAL

AGM ATTENDEES

Board of Governors

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

Advisory Council

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

Provincial Delegates

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

Provincial/Territorial Chairpersons

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

Observers

Andrè Guilbault

Guests & Honoraries

CJCR Cmdr BGen Dominique Brais
CAP Cmdr MGen Ed Phelka
CAP Cmdr Designate BGen Regena Aye

National Office Staff

Pierre Forgues - *Executive Director*
Josée Woodford - *Deputy Executive Director*
Laura Weinrauch - *Administrative Assistant*

ANNUAL GENERAL MEETING AGENDA

June 15, 2024

I. ADMINISTRATION

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

1.1 WELCOME AND OPENING REMARKS BY THE PRESIDENT

National President Thomas Taborowski welcomed everyone to the 83rd Annual General Meeting of the Air Cadet League of Canada (ACL). Thanks to sponsors, donors and volunteers for a successful year.

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 83rd Annual General Meeting to order at 1320 EDT.

Pierre presented the Zoom webinar platform and its functions/rules.

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

In accordance with bylaw 4.09, the President shall recommend a member to act as the Parliamentarian. The President recommends Craig Hawkins be appointed as Parliamentarian.

MOTION: Moved by Marc Lacroix to appoint Craig Hawkins as Parliamentarian, seconded by Sue Madden.

CARRIED

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

MOTION: Moved by Dee Davis that all non-voting members who signed the list be permitted to attend the Meeting in accordance with Bylaw 4.04 "Persons Entitled to be Present." Seconded by Marc Lacroix.

CARRIED

1.7 APPROVAL OF THE AGENDA

MOTION: Moved by Tom Sands that the Agenda be approved as amended. Seconded by Sue Madden.

CARRIED

1.8 APPROVAL OF THE RECORD OF DECISIONS OF THE 2023 ANNUAL GENERAL MEETING

MOTION: Moved by Dee Davis that the 2020 AGM RODs be approved as presented. Seconded by Sue Madden.

CARRIED

1.9 PRESENTATION OF NOMINATION SLATE

Don Berrill presented this year's nomination slate. In accordance with ACL by-laws, and noted in the Policy and Procedure Manual, a nominee must be a member and there must be 2 seconders that are members listed in the delegates. Nominations will be accepted via an email to the Executive Director until 1400 EDT June 15.

II. INFORMATION

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

President Taborowski introduced Cmdre. BGen Dominique Brais, who proceeded with her verbal presentation, noting her desire to command philosophy of Canada youth development

Key points in the presentation are:

- Building trust
- Creating environment to learn
- Celebrating successes
- Accountability
- Defence policy update
- Readiness and operations delivery

2.2 CAP COMMANDER REMARKS

President Taborowski introduced the Civil Air Patrol (CAP) commander, MGen Ed Phelka. The presentation is attached as ANNEX A.

Q&A

Q: How is CAP funded?

A: Civil Air Patrol is a nonprofit organization and receives funds from the U.S. Air Force to help accomplish our missions. We also have a separate 501c3 which is our foundation that works to garner grants, etc. Member dues also provide funding.

MGen Phelka is optimistic for the future of the CAP as he rotates off his post. His successor is BGen Regena Aye and the CAP will be in good hands, as well as CAP's partnership with the ACL.

MGen Phelka thanked ACL for 80 years of incredible partnership.

MGen Phelka introduced and welcomed his successor BGen Regena Aye.

Presentation of Barry Franklin print to MGen Phelka.

2.3 PRESIDENT'S REPORT

President Tom Taborowski's report was included in the Meeting Book. No verbal presentation given.

2.4 EXECUTIVE DIRECTOR REPORT

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

Key points in the report are:

- Operational Management
- CAF Partnership
- Special Projects

2.5 COMMITTEE REPORTS

All committee reports can be found in the Meeting Book.

Dee Davis presented the Strategic Planning Update. The presentation is attached as ANNEX B.

MOTION: Moved by Tom Sands to accept all written and verbal reports as presented.
Seconded by Jacquie Pepper-Journal.

CARRIED

III. NEW BUSINESS

3.1 NATIONAL BUDGET

Sue Madden reviewed the 2024-2027 budget. The written report was included in the Meeting Book. Budget was approved in the May 2024 BOG meeting. One item of note was that Sue stated, depending on the outcome of the AGM format change, if there should be savings there, she will be conducting an analysis of AGM format savings and if that can have some impact on potentially lowering assessment fees. The findings will be reported.

MOTION: Moved by Sue Madden to receive National Budget as presented. Seconded by Marc Lacroix.

CARRIED

3.2 PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

Sue highlighted her written report. The report was distributed prior to the meeting.

Sue said that our auditors issued a 'qualified opinion' on the audit which states they could not validate donations, as some are submitted online. Otherwise, the audit and findings were pretty straightforward. Our statement of financial position remains strong.

MOTION: Moved by Sue Madden to receive the financial statements as presented. Seconded by Dee Davis.

CARRIED

3.3 APPROVAL OF AUDITORS

Sue Madden introduced Lyle Tilley Davidson as Public Auditor FY 24/25.

MOTION: Moved by Sue Madden to approve auditors Lyle Tilley Davidson. Seconded by Jacquie Pepper-Journal.

CARRIED

3.4 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 Berrill to approve the nomination slate as recommended by the national board and published in the AGM book. Seconded by Hille Viita.

CARRIED

3.5 FUTURE AGM LOCATIONS

It was decided that the discussion of future locations will be tabled until SAM 2024.

IV. CONCLUSION

4.1 CLOSING REMARKS

President Tom Taborowski thanked everyone for their time, dedication, and accomplishments.

4.2 GOOD AND WELFARE OF THE AIR CADET LEAGUE OF CANADA

Tom recognized this year's Honours & Awards recipients. The presentation is attached as ANNEX C.

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

4.3 ADJOURNMENT

MOTION: Moved by Sue Madden to adjourn the 2024 AGM. Seconded by Jacquie Pepper-Journal.

CARRIED

Meeting adjourned at 1450 EDT

LIST OF ANNEXES

- A. CIVIL AIR PATROL REPORT**
- B. STRATEGIC PLANNING UPDATE**
- C. HONOURS & AWARDS RECIPIENTS**

ANNEX A



CIVIL AIR PATROL REPORT



Civil Air Patrol Update

Maj Gen Edward D. Phelka, CAP
CEO / National Commander



@MajGenPhelka



/ephelka/



CAP Today

Flight Plan for the Future

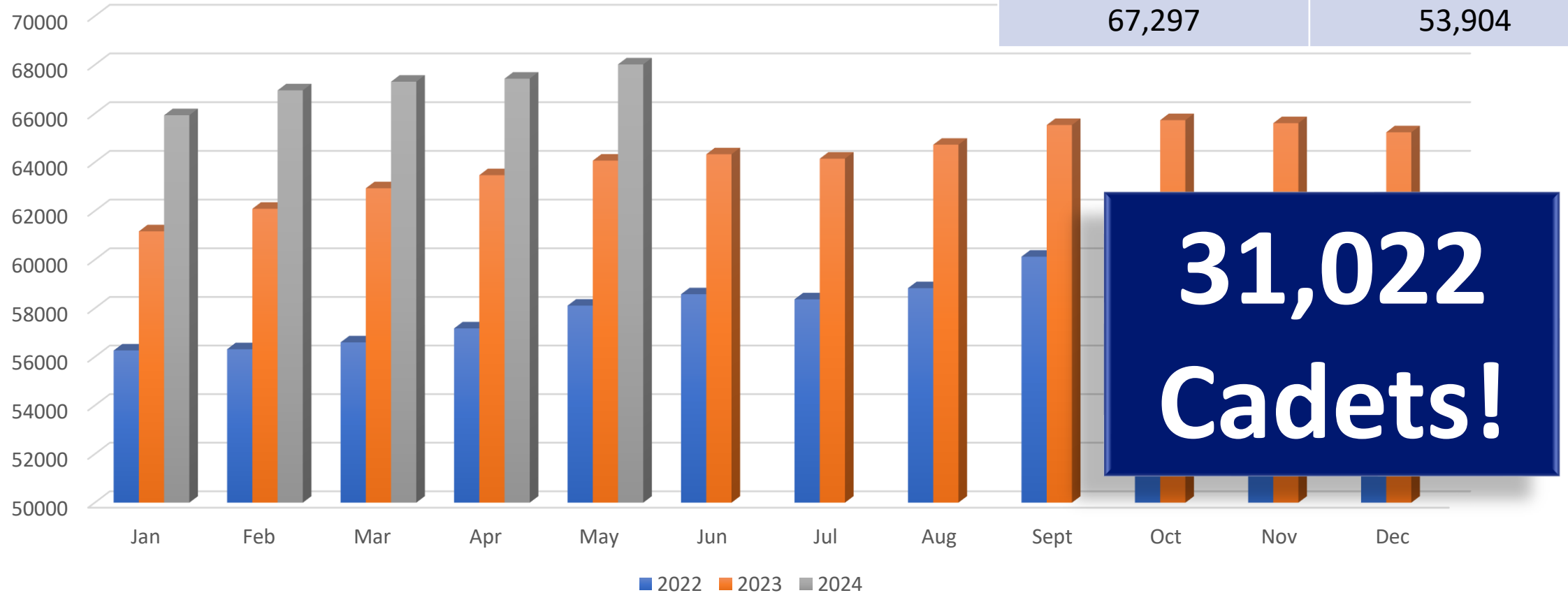
The Path Forward



Total Membership by Month

68,018

Pre-COVID High	COVID Low
67,297	53,904





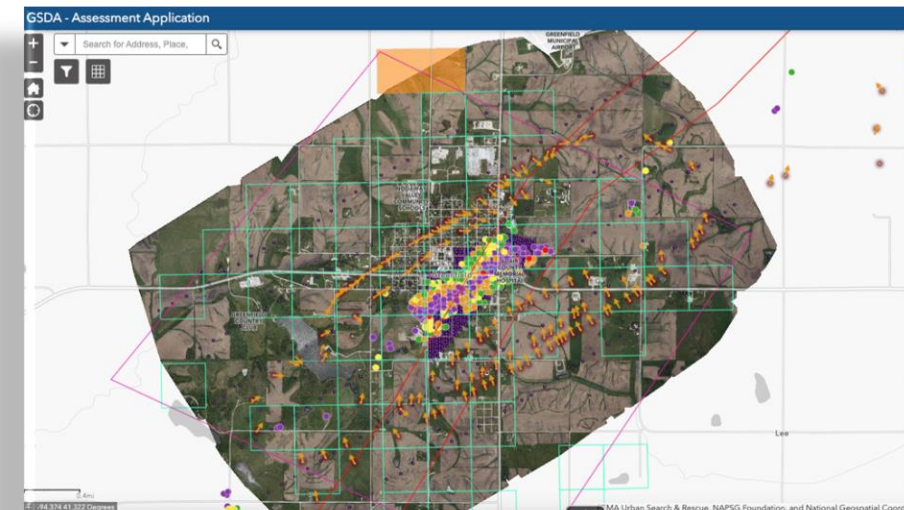
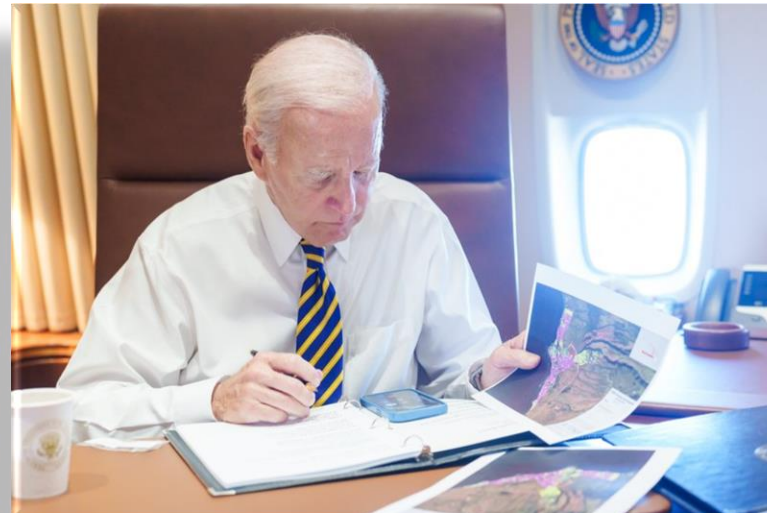
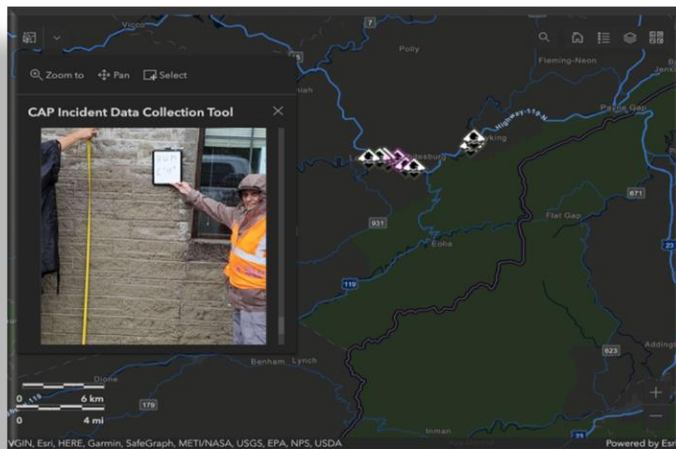
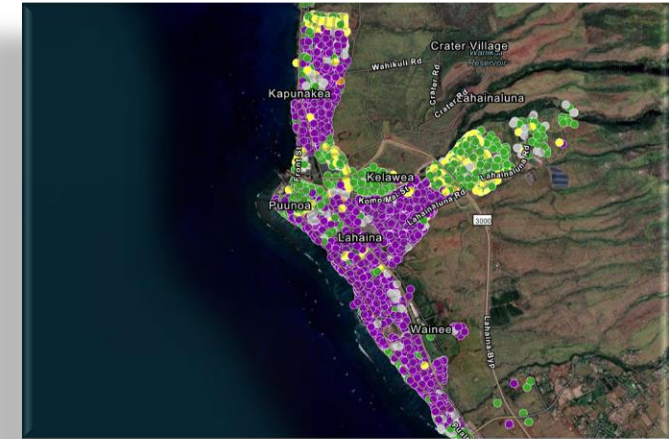
CAP Geospatial Program



FEMA



Events	CAP Members Involved (non-unique)	Wings Involved (non-unique)	# Hours Worked	Count of Assessments
2023	73	49	659.45	41,903
GA Tornado	3	2	4	2138
Hawaii Wildfires	3	2	61.75	2101
Houston Tornado	2	1	20	3810
Midwest Tornadoes	42	26	289.4	14,014
Mississippi Tornado	11	8	96	5526
New England Floods	2	3	79.8	3169
Oklahoma Tornadoes	2	1	17.5	2267
Perryton Tornado	2	2	13.5	241
Selma AL Tornado	3	2	40	1489
Super Typhoon Mawar	3	2	37.5	7148
Grand Total since 2019	719	229	2148.75	294,787

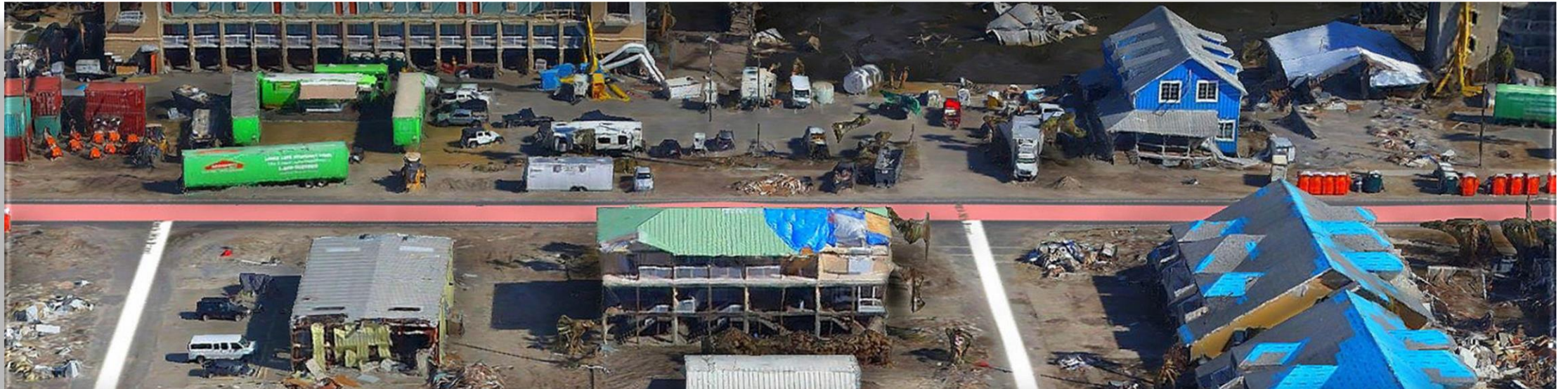


Volunteers Serving America's Communities, Saving Lives, and Shaping Futures.



Disaster Relief Imagery

WALDOAIR 
IMAGE THE WORLD



Volunteers Serving America's Communities, Saving Lives, and Shaping Futures.

101,384 Students 658 Teachers
548 Schools 49 Wings



1,800+ STEM Kit Applications



5,800+ AEMs



23 Wings
8 Regions
2,622 Students

Volunteers Serving America's Communities, Saving Lives, and Shaping Futures.

140 TOP Flights





CAP Solar Eclipse Mission

April 8, 2024



Success!

- 4,000 Members
- 400 Teams
- 40,000 K-12 Students
- 630 Data Collection Sites
- 52 Wings



NASA's GLOBE Observer Program was impressed; strong interest in future CAP/NASA missions!

Volunteers Serving America's Communities, Saving Lives, and Shaping Futures.



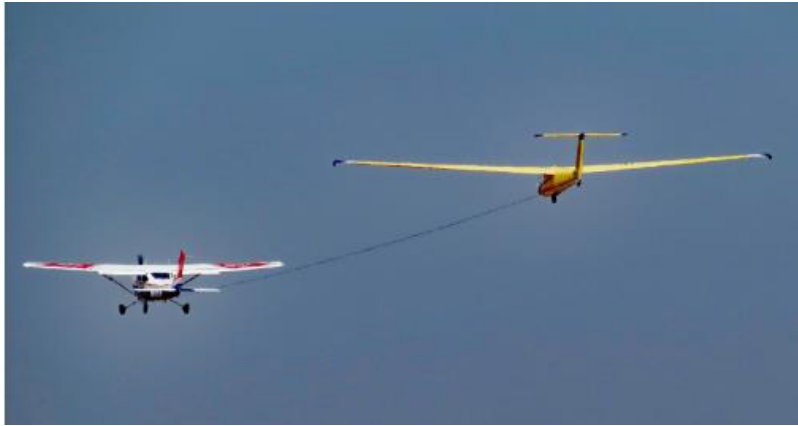


CIVIL AIR PATROL
U.S. AIR FORCE AUXILIARY

National Cadet Special Activities



Volunteers Serving America's Communities, Saving Lives, and Shaping Futures



CIVIL AIR PATROL
CADET ORIENTATION FLIGHT PROGRAM GUIDE
Safe, Fun, Educational

SUMMARY OF CHANGES

The powered and glider syllabi content remains unchanged. • The most significant addition is a syllabus for lighter-than-air flights, for those locations fortunate enough to have access to balloons. • A bit more specificity has been added to the program's learning objectives. In particular, some attitude items (affective objectives) are now included. • The section suggesting a division of labor among the key players — the wing commander, the wing o' right coordinator, squadron commanders, and squadron staff — has been expanded. One reason for this is that CAPR 60-1.8.9.12, requires wings to "push" sorties to the squadrons and develop a written plan annually for serving all squadrons in the wing. That requirement did not exist when the previous edition of CAPP 52-7 was published. • A cadet passenger briefing is now included, using the FAA's "SAFE.T.Y." mnemonic. • Includes a brief discussion on contest or how o' flights "fit" into cadet life and the AE program as a whole. • Also includes a reference to the new "Cadet Flight Plan for Aviation Careers" poster, which takes that discussion a step further. • We've formatted the document in the expectation that many pilots will view it on a tablet or smart phone, versus a paper-based binder. • Adds a reference to an online parents' FAQ. • A handful of other minor edits and enhancements were also made.

OPR: CP
 Supersedes: CAPP 52-7, April 2009 and Change 1, April 2010

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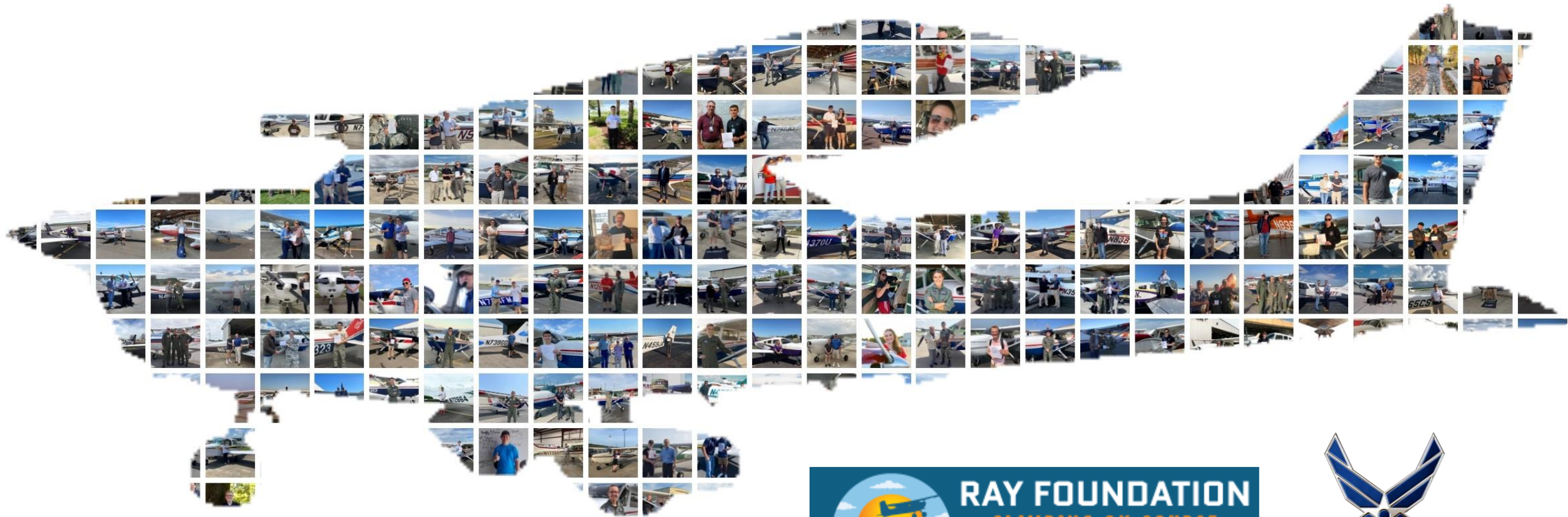


16,382 Front Seat Rides



Cadet Wings: 326 Private Pilots

Since 2019



U.S. AIR FORCE



CAP Today

Flight Plan for the Future

The Path Forward



Volunteers serving



**America's
Communities**



Saving Lives



Shaping Futures



Flight Plan for the Future

Goal #1

PREPARE

Prepare CAP for the future as a disciplined and effective nonprofit.

Goal #2

SHAPE

Shape lives, build character, and ready young people for futures in aerospace and beyond.

Goal #3

INNOVATE

Innovate and explore new ways to provide relevant solutions to the dynamic nation we serve.



Looking Ahead: PREPARE



- ***Re-calibrate***
 - CAP's portfolio of programs, projects, and activities
 - Realign budgets as necessary
 - Enterprise Risk Management
- ***Build CAP's membership***
 - Reflect diversity of America's communities
- ***Generate \$10M in funding by 2026***
 - Focus on philanthropy program, CAP Foundation
 - Already over \$4M



Looking Ahead: SHAPE

- ***Improve the volunteer experience***

- Increased reach through virtual connections.
- “Cadet Interactive,” audio books, AE Module 7 (cyber): changing the game for the better.

- ***Recruiting:***

- Tools and resources coordinated at the national level, flexible enough for wings and units to implement.

<http://brand.gocivilairpatrol.com>



- ***Inspire K-12 to STEM, cyber, aviation careers***

- Educator resources
- Experiential, service, and adventure-based learning
- Impact assessment

- ***Increase cadet engagement***

- Partnerships, engaging and impactful learning methods

- ***Flying opportunities***

- Cadet Wings
- Build CFI pool





Looking Ahead: INNOVATE



- ***Mobilize top leadership***

- Increased active and visible support
- Innovation as a priority
- Communication for the innovation program

- ***Eliminate barriers to innovation***

- Plan being developed to cut hierarchical barriers to innovation implementation

- ***Mobilize members and groups to innovate***

- Transparency, repeatability

- ***Continuous emphasis***

- Frequent, simultaneous, across leadership levels

- ***JanEx Competition!***

- 2nd year winners announced
- Top prize went to a C/A1C
- Ideas should focus on **NEUW**:
New, Ethical, Useful, Wow

***Improving
member
experience***

***Improving
business
operations***



- Event Basic Setup
 - Event Approval Management
- Registrant Prerequisites Management
- Attendance Prerequisites Management
- Attendance Management
- Document Management
- Training Credit Management (NHQ only)
- Member Registration
- Search and Register for free CAP Events

**Release #1
Basic Event Set Up and
Management**



- Account Management
- Payments
- Registrant Invoicing

**Release #2
Payment Integration**



- Member Medical Information Integration

**Release #4
Medical
Information
Integration**



- Reports
- Notifications
- Parent or Guardian Invoicing
- Registration Page - Non-Members
- Graduates
- Role Administration
- Slotting

**Release #3
Parental Access to
create and
manage family
accounts**





New Learning Management System



- AXIS eventually phased out



- Complete critical work or courses in progress in AXIS prior to launch!

- AXIS records will transfer over

- Transcripts should reflect completed work
- eServices & Ops Quals accomplishments preserved
- Save AXIS transcript as a backup

Updating Course
Modules from
Testing Feedback



Developing and
distributing user
guides and
walkthroughs



Developing IT
integrations to
eServices



Communicating
changes and getting
CAP ready to switch

Projected Launch

June 11-25



Asset Procurement

■ '22 Buy: 36 Aircraft

- ✓ (2) T206H
- ✓ (2/4) T182T*
- ✓ (7/9) 182T*
- ✓ (21) 172S

■ '23 Buy: 15 Aircraft (in production – EDD: Dec '24)

- (14) 172S
- (1) 182T

■ '24 Buy:

- In work...
Conducting
requirements
determination



■ FY21: In-progress

- Buy: (49) Vehicles = (31) SUVs, (15) Pick-up Trucks, (3) Sedans *includes FY21 EOY*

■ FY22: In-progress

- Buy: (34) Vehicles = (33) Vans, (1) SUV

■ FY23: In-progress

- Buy: (35) Vehicles = (30) Vans, (2) SUVs, (2) Pick-up Trucks

■ FY24: In-progress

- Regions currently prioritizing requirements
- Budget: \$1.9M

* Orange number = yet to be delivered in FY22 buy



CAP Today

Envisioning the Future

The Path Forward





The Path Forward

Integrity | Volunteer Service | Excellence | Respect

- Initiatives and programs grounded in the core values; support and connect to CAP's strategic plan and mission/vision. My expectation of senior leaders as well.
- Increased focus on both strategic planning and business planning: seeking a clear vision of where CAP will be in 10+ years, as well as how to prioritize and execute on a long list of ongoing projects.
- Emphasis on servant leadership: hiring senior leaders who will embrace and execute the strategic plan, provide for the sustained success of our organization and our members.



How Squadrons Can Help



Squadron Vitality Drives CAP Success



Welcoming Environment



Meaningful Work



One Team

“The squadron is the beating heart of the United States Air Force; our most essential team.” – ***Gen Goldfein***





Our Reach



Statistics as of 31 May 2024

Membership – Our Volunteers

Adult Members	36,996
Cadets	31,022
Total	68,018

Units

HQ, Region, Wing, Group, Sqdn.	1,407
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Equipment

Aircraft	540
Small UAS	2,626
Gliders	41
Vehicles	1077
Trailers	173
Hot Air Balloons	2
VHR Radios – Short/Mid Range	12,866
VHF Repeaters - Fixed & Tactical	727
HF Radios – Long Range	2,060

Brig. Gen. Regena Aye
selected as the next
Civil Air Patrol national
commander and the
corporation's CEO.



CIVIL AIR PATROL



Brig Gen Regena Aye, CAP

Volunteers Serving America's Communities, Saving Lives, and Shaping Futures.

Thank you for more than 80 years of partnership!



Volunteers serving America's communities, saving lives, and shaping futures.

ANNEX B



STRATEGIC PLANNING UPDATE



STRATEGIC PLAN UPDATE

AGM 2024

BACKGROUND

- Draft President Guidance (PG) issued for review by Committee Chairs in Sep 2023
- PG approved at SAM in Nov 2023
- Draft Workbook issued for review by Committee in Nov 2023
- Strategic Plan/Workbook approved/reviewed by BOG in Jan 2024

STRATEGIC PILLARS

I. VOLUNTEERS

- We have an active, devoted, and sustainable network of volunteers

II. PARTNERS

- We collaborate with CAF partners, stakeholders and supporters

III. GOVERNANCE

- We administer an efficient and effective governance model

IV. FINANCIAL STABILITY

- We are a financially sustainable organization

PILLAR 1 – ENGAGED VOLUNTEERS

Design and develop a recruitment and onboarding /training plan for volunteers

Progress

- Training Policy developed and approved by BOG
 - Next steps – Develop training plans

PILLAR 1 – ENGAGED VOLUNTEERS

Develop and deliver National training

Progress

- Proposed method(s) to deliver Harassment Training
- Train Board members on governance practices and the role of governor
 - Next steps –Continue developing/ensuring training needs are met

PILLAR 1 – ENGAGED VOLUNTEERS

Improve the National honours and awards program

Progress

- Sub-committee established to look into external awards
- Developing criteria re the Coronation Medal

PILLAR 1 – ENGAGED VOLUNTEERS

Improve Communications across all levels of the ACL

Progress

- Photo/story library with guidelines for future inclusions start Fall 2024
- Establishing direct communication channels between National and SSC's is ongoing
- ACL PSA developed, aired and available for all for recruitment

PILLAR 2 – VALUED PARTNERSHIPS

Strengthen and enhance our current partnerships and relationships

Progress

- Expand relationship with the CAP - ongoing

PILLAR 2 –VALUED PARTNERSHIPS

Meet our obligations under the current MOU

Progress

- Engage and participate in the IMAT's – was ongoing however IMAT's are currently stalled due to CAF restrictions

PILLAR 2 – VALUED PARTNERSHIPS

Maintain positive relationship with CJCR

Progress

- Ongoing – relationships and communications are good

PILLAR 3- EFFECTIVE GOVERNANCE

- No year 1 tasks

PILLAR 4 - ENDURING FINANCIAL STABILITY

Manage donor and sponsor database

Progress

- Create a donor database, develop a stewardship matrix, develop sponsorship investment model – No update

WHAT'S NEXT?

- Committees continue working on tasks, updated timelines added, new items added as they occur, follow ups will continue from the Strategic Planning Team.
- Next national Update - SAM 2024

ANNEX C



HONOURS & AWARDS RECIPIENTS



HONOURS & AWARDS

AGM 2024

DIRECTOR OF THE YEAR

TOM SAND, CD

Tom Sand has demonstrated outstanding professional and leadership skills as a volunteer at all three levels of the Air Cadet League and has made a significant and outstanding contribution to the successful accomplishment of the mission of the League. For his contributions to the League and the Royal Canadian Air Cadets the Canadian Armed Forces and the Air Cadet League of Canada are proud to recognize Tom Sand as Director of the Year.

CERTIFICATE OF HONOUR

DOUGLAS SLOWSKI, CD

In recognition of his many years of service in support of the Air Cadet Program and at all levels of the Cadet Instructor Cadre and the Air Cadet League of Canada.

CERTIFICATE OF HONOUR

STEPHEN CHAIT

In recognition of his dedication to the Air Cadet Program in Ontario, and in recognition of a most successful term as Chairperson of the Ontario Provincial Committee. His inclusive leadership style and focus on effective training for volunteers have earned appreciation and praise.

CERTIFICATE OF HONOUR

VÉRONIQUE MORISSET

In recognition of her many years of exceptional service in support of the Royal Canadian Air Cadets. Of particular note has been her long service as Secretary of the Quebec and Ottawa Valley Board of Governors. She is recognized as an exceptional coordinator, and producer of outstanding results.

OFFICER OF THE YEAR

CAPTAIN THERESA MAE BARR, CD

For the past 35 years, Capt. Terri Barr has had an exemplary career in serving the Air Cadet movement. In the various positions and squadrons she has served, she has shown incredible leadership and mentorship with the welfare of the cadets always in the forefront. She navigated her current Squadron, 533 through COVID and beyond with expertise.