

2025

84th ANNUAL

GENERAL

MEETING (Virtual)



84^{ième} ASSEMBLÉE

GÉNÉRALE

ANNUELLE (virtuelle)





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Click here to view the 83rd AGM Record of Decisions (draft):

[2024 AGM ROD](#)

Click here to view the March 31 2025 Audited Financial Statements:

[Audited Financial Statements](#)



PRESIDENT'S MESSAGE



Over the past eight decades, the Air Cadet League of Canada has worked tirelessly to establish and support squadrons in communities across the country from coast to coast to coast. The latest Cadet Statistics report showed the cadet population now exceeds pre-pandemic levels, with 444 squadrons and 31,985 air cadets, representing 56.8% of the overall cadet population in the program.

I would like to say to all volunteers of the country that I really appreciate all the work done at local, provincial and national levels of our organization to support the cadet program. Thank you for what you do!

After a 6 years hiatus, we have held a successful career fair in Ottawa, giving cadets a unique exposure to aerospace industry and CAF recruiting. Our industry sponsors and donors very much enjoy the opportunity to meet and speak with cadets, and it also provides us with an opportunity to build new relationships.

We held our first Leadership Forum on 13-14 June in Ottawa. The Forum allowed us to come together in person and have fulsome discussions and engagement on a variety of topics. Of note, we used this opportunity to review and exchange views on the work of the Ad Hoc Futures Committee that was formed by the Executive Committee to develop and recommend a feasible pathway for the future of the Air Cadet League of Canada. We were also very proud to have the National Effective speaking competition in person for the first time since 2019.

The CJCR has done a tremendous job in delivering a cadet program while undergoing significant financial, logistics and human resources constraints. Post COVID, we continue to be down to only two summer glider training sites. International exchanges have been put on hold for summer 2025. The support provided by the League has never been more critical to the success of the program.

The next year will be very pivotal in terms of charting a course for the future of the Air Cadet League of Canada and how we can continue to support the air cadet program. A Cadet Training Review is under way led by Colonel (ret'd) Dave Brown who has been hired as a contractor for this project. The project has two objectives:

1. To evaluate the effectiveness of current cadet training in delivering to intended participant outcomes (i.e. program evaluation); and
2. To conduct a horizon scan to identify opportunities to modernize training and align it with contemporary youth development needs.

The three Leagues and other key stakeholders from industry are invited to participate in the exercise in the September and October timeframe. The recommendations arising the Training Review will be presented to the Comd and League Presidents in December 2025.

The League-DND Memorandum of Understanding is already five years old, and a working group has been formed to do a cyclical review of the document. The team will meet regularly over the next



few months “to identify and address any language inconsistencies, vagueness, and to propose key performance indicators that could be used to measure the effectiveness of contributions from both organizations in fulfilling these shared responsibilities”. Recommendations will be presented in January 2026. Jacquie Pepper-Journal and Tom Sand will represent us on this working group.

Another important project on the radar is the renewal of the Air Cadet Glider Program contract. We are getting ready to respond to a Statement of Work from the CJCR that will outline their requirements for the next 3-5 years. This will be a great opportunity to fix many problems we have with the current contract. We have hired a consultant to help guide us thru the government contracting process.

We will continue the work of implementing our national policy on volunteer training. The League volunteer training policy aims to standardize training programs at all levels of the ACL in close collaboration and consultation with Provincial/Territorial Committees. Over the past year, Vern Toews and the Members Committee have moved the yardsticks on this important initiative and work will continue over the next year to finalize the League Competencies Manual and the League Training Programs Catalog.

Finally, the CJCR continues to express concern about assessments. There are two issues that must be addressed: first, ensuring parents do not feel obligated to pay fees; and two, the use of cadets to raise money to defray League administrative costs. We are of course sensitive to these concerns, and we have agreed to begin by ensuring that the League and the CJCR have a shared understanding of the League financial model. Any reduction in revenue will have a negative impact on the program which must be mitigated where possible.

In summary, the National level will continue to do everything in its power to help create and sustain the conditions for success. We will continue to manage our relationship with the CJCR, while ensuring that we have in place a resilient governance framework that can successfully meet every challenge and help ensure the ongoing success of the Air Cadet program.

Keep doing what you do!

Respectfully submitted,

Marc Lacroix
President



ANNUAL GENERAL MEETING AGENDA

June 21 1300 – 1400 ET

I ADMINISTRATION

- 1.1 President's Opening Remarks
- 1.2 Moment of silence
- 1.3 Call to order
- 1.4 Appointment of parliamentarian
- 1.5 Confirmation of notice of meeting & quorum Parliamentarian
- 1.6 Motion to approve attendance of non-voting members
- 1.7 Approval of Agenda
- 1.8 Approval of AGM 2024 ROD
- 1.9 Presentation of Nomination Slate Nominations

II INFORMATION

- 2.1 CAP Comd Remarks
- 2.2 President's Report
- 2.3 Executive Director Report
- 2.4 Committee Reports (by exception)

III NEW BUSINESS

- 3.1 Presentation National Budget Treasurer
- 3.2 Presentation of Annual Financial Statements Treasurer
- 3.3 Approval of auditors FY 25/26..... Treasurer
- 3.4 Election of governors Nominations

IV CONCLUSION

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



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SUPPORTING MATERIAL



NOMINATION SLATE 2025-2026

Executive Committee

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

Board of Governors

Executive Committee Plus:
Dee Davis
Kevin Robinson
John Nolan
William Cahill
Terri Hinton
Arlo Speer
Vern Toews
Michele Claveau CD
Lakesh Purbia
Patrick Stoddard

Associates at Large (appointed by the Board)

Duane Schippers
James Simiana CD
Terrence Bayrock

Patron and Honoraries


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



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BUDGET 2025 - 2028

<div><div>AIR CADET LEAGUE OF CANADA Ligue des Cadets de l'Air du Canada</div></div>		BUDGET		
LINE#		2025-26	2026-27	2027-28
	Income			
40100	Government Grant	500,000	500,000	500,000
40110	Revenue from PTCs	317,940	321,119	324,331
40200	Kit Shop Sales	4,717	4,717	4,717
40700	Insurance billed to PTCs	29,125	29,732	30,352
40750	Insurance billed to CAF	223,114	227,576	232,128
41700	General Donations	20,000	20,000	20,000
41800	Career Expo	22,500	22,950	23,409
70200	Interest Income	5,000	5,000	5,000
	Total Income	1,122,396	1,131,094	1,139,936
	Expenses			
50010	Kit Shop Inventory Cost	3,595	3,595	3,595
53000	Salaries (including EI, CPP, WSIB, Ceridean)	299,192	304,984	310,891
53100	Benefits	23,235	23,965	24,723
53200	Contracted Support	87,599	84,011	96,239
53300	Staff Training	3,000	3,000	3,000
53500	President's Travel	20,000	20,000	20,000
54000	Leadership Forum Expenses	62,343	63,590	64,862
56000	IACE Expenses	6,290	26,300	26,300
57100	Awards/Presentations (top up)	2,000	2,000	2,000
57300	General Fundraising Expenses	500	500	500
57400	Career Expo	17,900	18,258	18,623
57500	Translation	3,000	3,000	3,000
57600	National Office - Rent & Storage	17,634	18,524	19,461
57800	Cell Phones/Fax	3,962	4,041	4,122
57900	Printer Lease	2,140	2,183	2,226
58000	Printing	2,000	2,000	2,000
58100	Misc Office Expenses	7,000	7,000	7,000
58200	Shipping & Postage	3,000	3,000	3,000
58400	Software Licenses	17,595	17,947	18,306
58500	Bank Service Charges	4,000	4,000	4,000
58600	Audit Fees	10,914	10,914	10,914
58700	Legal Services	20,000	20,000	20,000
58800	Total Insurance Premiums	393,240	405,339	417,892
59000	Committee activity funding	45,054	41,224	40,458
	Total Expenses	1,055,192	1,089,373	1,123,112
	Budget Surplus (Deficit):	67,203	41,721	16,824
	Balance Sheet Items			
	Legal Defence Fund	39,000	-	-
	Rainy Day Fund	25,000	39,000	-
	IACE Hosting Fund	-	-	-
	Unrestricted Fund	-	-	13,000
	Equipment Repairs/Replacement	3,000	3,000	3,000
	Total Balance Sheet	67,000	42,000	16,000
	Total Surplus (Deficit):	203	(279)	824
	CADET POPULATION	31,794	32,112	32,433



84th ANNUAL GENERAL MEETING



COMMITTEE REPORTS



AD HOC FUTURES REPORT

In August 2024 it was decided that there was a need to establish an Ad Hoc Futures committee. The purpose of the committee is to focus on developing a course of action for the future of the ACL.

The ACL is at a pivotal place in time and is endeavouring to reassess its strategies, and operational models to ensure its ongoing relevance and effectiveness. As we move forward, we will take the opportunity to self-reflect and develop an evolutionary process that is inclusive and thorough so that we may continue to align with and remain true to our mission and vision statements.

By systematically addressing key strategic issues and areas, the Air Cadet League of Canada can create a comprehensive strategy that aligns with its mission and vision, ensuring it remains relevant, engaging, impactful, and supportive of the youth it serves. Consistent evaluation and adaptation will be crucial as we evolve and respond to the changing needs within the community and society at large. Engaging all stakeholders in this process is essential and will foster a collaborative environment that enhances ownership and commitment to the organization's goals.

By taking a thorough and inclusive approach through self-reflection and planning, the Air Cadet League of Canada can position itself for a sustainable and impactful future. The Air Cadet League of Canada (ACL) stands at an exciting crossroads.

Setting clear and measurable objectives is essential for the Air Cadet League of Canada as it embarks on this evolution process. Key objectives include:

1. Modernize ACL's structure to focus on program-based delivery.
2. Design, develop and deliver innovative programs that align with the ACL's mission in aviation, leadership, citizenship, and service.
3. Build capacity through comprehensive volunteer training and development initiatives.
4. Strengthen partnerships with communities, aviation, industry stakeholders, and educational institutions to broaden ACLs reach.
5. Implement evaluation frameworks to ensure continuous improvement.
6. Develop strong communication and marketing strategies.
7. Secure diversified funding sources to sustain and grow programs.
8. Advocate nationally and locally for youth development and aviation programming.
9. Establish robust governance structures to manage, deliver and grow programs.

Linking the Air Cadet League of Canada's present status to its future aspirations requires a clear strategy that integrates current assessments with planned initiatives. This approach ensures that the ACL understands where we stand today and allows us to develop a roadmap identifying our long-term goals. Several steps will be needed to effectively connect our present state to the future. Our future state will feature:

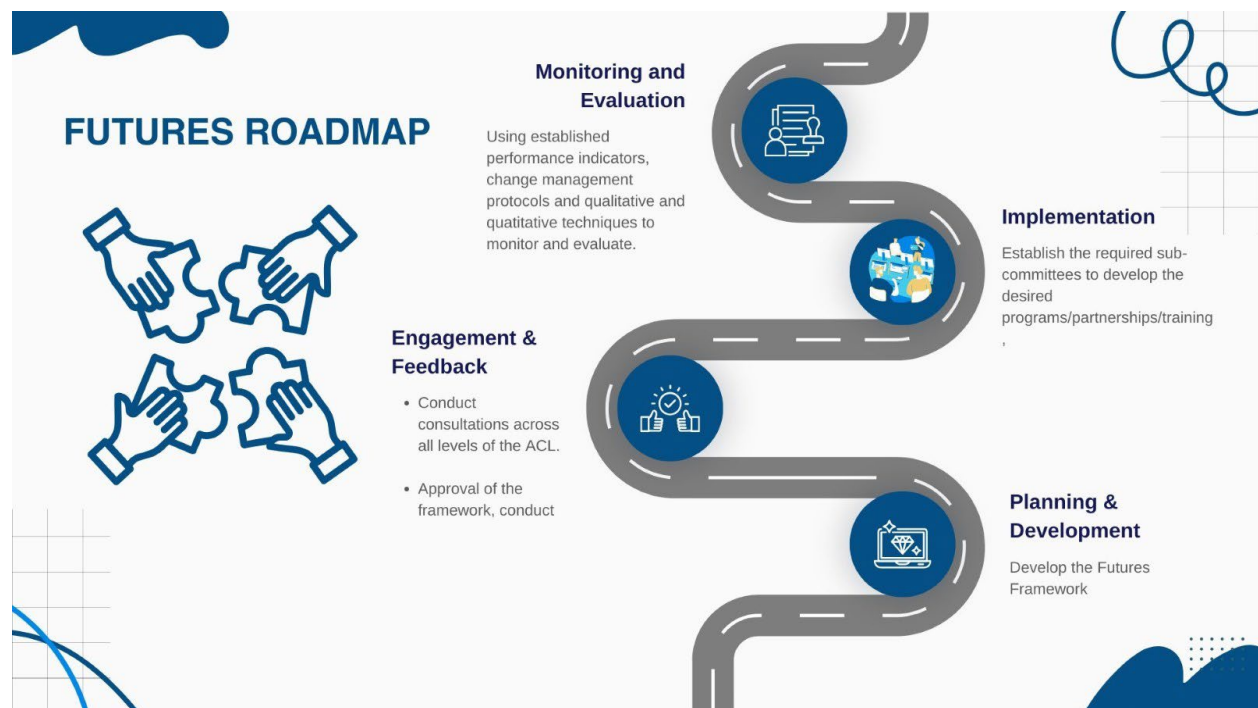
1. A program-based operational structure.
2. Stronger youth voice and engagement.
3. Expanded programming accessible to all youth aged 10-25.
4. Greater national consistency supported by provincial/territorial collaboration.
5. Integrated communication, marketing and evaluation frameworks.



6. Business Plan, Operational Plans, Project/Program Plans, Financial Plans and an HR Plan.

The shift will be gradual, deliberate, and inclusive, ensuring the preservation of our legacy while embracing innovation.

This initiative is not a sprint, but rather a marathon. We have not developed timelines to the below roadmap, however once the committee has completed developing the framework document, we will be in a better place to assign a timeline.



Respectfully submitted,

Jacque Pepper-Journal, CD
Chair, Ad-Hoc Governance Committee



ADVISORY COUNCIL REPORT

The National Advisory Council is a permanent standing committee and consists of past ACL president who are screened and registered. The Council has met regularly over the course of the 2024-2025 training year, via monthly virtual meetings.

Members of the Advisory Council currently chair three national committees which are:

- Nomination Committee (Don Berrill – Chair)
- Honours and Awards (Jan Reidulff – Chair)
- Cadet Scholarships and Awards (Ron Ilko – Chair)

Each of these committee chairs has submitted their own report for the AGM and I would encourage all members to refer to these reports.

Members of the Council are also involved and active on a number of the ACL operation committees being chaired by a member of the Board of Governors, and these are:

- Policy, Procedures and By Laws (PPBLC): Guy Albert, Don Berrill, Craig Hawkins, Ron Ilko
- Aviation: Jim Hunter
- Members/Ad Hoc Training: Guy Albert, Craig Hawkins
- Registration/Screening: Keith Mann

The Council continues to support and provide an Advisory Council Scholarship each year and did so again this past year. The goal is to raise this to two scholarships in the next training.

A reminder to all national committees and chairs, the Council has a deep pool of experienced individuals who are willing to be involved in your committees, or to support you on specific initiatives. Please reach out to the Council if you have a need or want to discuss an opportunity.

Respectfully submitted,

Hille Viita, CD
Chair, National Advisory Council



AIR CADET COMMITTEE REPORT

The Air Cadet Committee has not met yet for this year due to members not being available. TOR's were approved and distributed to members for review. Some items of note are below:

Although we haven't had a meeting we do continue to work on expanding initiatives such as HART and looking into other Civil Air Patrol activities that may be of mutual benefit to the League. This year's HART ceremony will be held in person again in Lethbridge on November 16th. The Executive Director from Sask ACL attended this past year's ceremony to assess the feasibility of Saskatchewan participation. I was also able to meet with CAP Commander Maj Gen Aye and her aide Col Jason Hess as well as the UTAH Wind Commander Col Andreas Wesemann who extended an Invitation to attend their Drone Training Encampment. The Alberta HART Ceremony continues to be a successful venture between the ABPC and CAP.

We have had approx. 5 members actively participating however the meeting scheduling is proving difficult as members are extremely busy due to other commitments, me included.

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

Respectfully submitted,

Kevin Robinson
Chair, National Air Cadet Committee



AVIATION COMMITTEE REPORT

The Aviation Committee is composed of a Chair (appointed by the President) and representatives of provincial and territorial committees (appointed by provincial and territorial Chairs). Additional positions are agreed upon by the committee and appointed by the committee Chair. Participants from our League, our CAF partner, and other groups are invited to attend meetings when appropriate.

Chair	Arlo Speer
Vice-Chair, Manitoba	Mark Brickwood
Secretary, Ontario	Greg Merrill
British Columbia	Thomas Powell
Alberta	Derek Blatchford
Saskatchewan	Gary Gehring
Québec & Ottawa Valley	Phillip Rennison
New Brunswick	Bob MacKay
Nova Scotia	Dave Wilson
Prince Edward Island	Erik Manchester
Newfoundland and Labrador	Jason Dawe

Members of the Aviation Committee serve as the League's subject-matter experts for aviation matters and provide aviation-related input as needed to other groups within our league. Among other things, the Aviation Committee is responsible for helping provincial and territorial committees:

- stay informed about aviation-related issues that can impact them,
- plan for covering costs of aircraft and equipment overhauls and replacement,
- include meaningful aviation activities and incentive as part of their spring and fall aviation programmes, and
- comply with the Air Cadet Glider Programme contract, including using aviation assets for other than air cadet training purposes.

Over the past year, the Aviation Committee has been involved in the following major initiatives:

- An update to the committee's Terms of Reference (recently approved by the Board of Governors)
- Presentation of a policy regarding reimbursement for the inter-provincial use of league-owned aircraft (recently approved by the Provincial and Territorial Chairs and the Board of Governors)
- Preparation for the anticipated renewal of the Air Cadet Glider Programme contract with our CAF partner.

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.

Thanks to my committee members Don Doern, Len Jenks, Gilles Cuerrier, Guy Albert, and Paul Dowling for their support and guidance, and to Carl McLean for being our music grader. Thank you to the National Office staff and especially our Deputy ED Josee Woodford, for all the work they do in the background to make these scholarships and awards possible.

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 Approved

- Of the 202 applications received, 30 Educational Scholarship awards totalling \$67,500 will be awarded. Thank you to all the applicants and congratulations to all the winners.
- The RCL Air Cadet of the Year is awarded to WO1 Casey Garrett, of 40 Snowbird Squadron, in Saskatchewan. We are confident she will be an excellent representative of the Air Cadet League in Ottawa during Remembrance Day ceremonies in November 2025.
- CFTA, PTAA, and Music Award winners were announced at the Semi-annual meeting.
- Due to extenuating circumstances, we were unable to announce the winners of the various post secondary scholarships in early May, as we have done in the past. This prevented the provinces and squadrons from recognizing their cadet's achievement at their respective annual ceremonial reviews. We apologize for that and will be back to a regular routine next year. A list of winners for 2025 is included at the end of this report.

Virtual Awards Presentation

All winners of post education scholarships will be announced at the Virtual Award presentation on June 28th at 1200 Eastern. We are hoping most winners and donors will attend. This is an effective way for us to acknowledge our donors and congratulate our successful cadets. We are hoping you can attend and that you pass the date & time to any interested. Further information to follow from the National office.

New AWARD for 2025:

- The Tri-Service Leadership in Music Award was introduced in 2025, with \$1,000 awarded to a cadet of ANY service aspiring to continue their studies in a music related field. This award has been sponsored by ex-cadets involved in the music industry as a career and were previously involved in the cadet music program. For this year, we had thirteen approved applications, with the winner being Sea Cadet CPO1 Nicole Anderson.

Activities over the Year:

Creation of Enhanced Application Forms:

1. In place of using fillable PDF forms, use of Workflow management allowed all 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 program we had some challenges in ensuring the programs worked as expected, but these issues were cleared up early in the process.

2. The committee continues to struggle with cadets not completing required information that affects their score. It is recommended that a review of the cadet application by the CO be done before approval of the document to ensure all available marks are awarded. Are all camps attended shown, and extra curricular activities both at cadets and in the community documented? A school transcript is required; a period report for courses for the current term is not acceptable. Has all information been reviewed? **This committee will only review what is provided.** The CO recommendation letter is important, and the writing of only a few lines of support is unfair to the cadet and the evaluating committee, who are trying to provide these opportunities to the best cadets.
3. The committee wants to ensure these new processes meet the needs of the applicants. Request for feedback on the forms ease of use, process, etc. from cadets, SSC's and provinces/territories is again requested.

Other:

- A reminder the new Bilingual Cadet Service Medal introduced last year for 4 years or more of service, which does not have to be continuous, can be ordered through the ACL National office.
- The **Cadet** Honors and Awards Booklet of awards is published and updated annually in both official languages on National web site. Note this booklet does not include adult awards.
 - Along with ACL awards, handbook references DND awards available on Canada.ca website. DND, who have also updated their Honor & Recognition information, will reference the ACL National website in their Canada.ca website to ensure information is current and correct.

Admin:

In the last year, we:

- Reviewed, and in conjunction with the Provincial /Territorial Committee, rejected the need to have attendance pins as a part of the uniform.
- Provided enhancement in the ACL awards booklet and on our website to acknowledge our donors more fully.
- Performed our regular review of award criteria as well as scoring/marking guidelines.
- Developed more efficient procedures through increased use and training of committee members and staff in SharePoint and Gravity Forms.

In the coming year, our plans are to:

- Update the Awards Handbook to:
 - reflect the new Music Leadership award.
 - Set a procedure for obtaining service bars and undress ribbons for the Air Cadet Service medal.
- Automate through Gravity Flow Forms ACC56& ACC57 (Service Medals).
- Document the procedures for each award cycle to ensure consistency, timeliness, and accuracy.
- Modify the flying/gliding awards to ensure each region will receive a minimum of one award for CFTA and PTAA.



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 locate and convince potential donors of investing in scholarships that help more cadets to pursue their dreams.

On behalf of the National Scholarship & Awards Committee, thank you.

Respectfully submitted,

Ron Ilko
Chair, Cadet Awards and Scholarships Committee

Post Secondary Scholarships 2025 (on next page)



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



Post Secondary Scholarships 2025

YOUNG CITIZEN FOUNDATION	5,000	W01	Lisa	Paquin	QOV	682
CAE LIMITED 1	2,500	W01	Stella	Ideias	ON	142
CAE LIMITED 2	2,500	W01	Anas	Saffi	QOV	832
LEGION NATIONAL FOUNDATION	2,500	W01	Adeline	Ah-Lone Chan	QOV	621
BIRCHALL SCHOLARSHIP 1	2,500	W01	Hannah	Aspinall	BC	204
BIRCHALL SCHOLARSHIP 2	2,500	F/Sgt	Kim	Arsenault	QOV	757
BIRCHALL SCHOLARSHIP 3	2,500	F/Sgt	Germehar	Pabla	BC	278
BIRCHALL SCHOLARSHIP 4	2,500	W02	Catherine	Dong	QOV	555
DALE SCHOLARSHIP 1	2,500	W02	Franz	Pepito	AB	52
DALE SCHOLARSHIP 2	2,500	W02	Levi Gracon	Laird	NB	101
RCAFA - 1	2,500	W01	Alyona	Telyatnikova	MB	199
RCAFA - 2	2,500	W02	Issac	Man	ON	351
KC LETT SCHOLARSHIP 1	2,500	W01	Hemede Lashwana	Adjiwanou	QOV	784
KC LETT SCHOLARSHIP 2	2,500	W02	Ethan Anthony	Salemi	MB	220
KC LETT SCHOLARSHIP 3	2,500	W01	Lindsay Meredith	Bourque Clarke	NL	508
KC LETT SCHOLARSHIP 4	2,500	W02	James	Esterak	QOV	742
KC LETT SCHOLARSHIP 5	2,000	W01	Dylan Joseph	Fredericks	NS	875
KC LETT SCHOLARSHIP 6	2,000	W02	Elicia	Mak	ON	351
KC LETT SCHOLARSHIP 7	2,000	W02	Charles	Beaurivage	QOV	921
KC LETT SCHOLARSHIP 8	2,000	W01	James Patrick	Fowler	AB	755
KC LETT SCHOLARSHIP 9	2,000	W02	Manvi	Jodha	BC	848
THOMAS COLFER 1	2,000	W02	Eileen	Cai	BC	828
THOMAS COLFER 2	2,000	W01	John	Sellens	ON	753
THOMAS COLFER 3	2,000	W02	Saumya	Godege Don	NS	865
THOMAS COLFER 4	2,000	W01	Kayla	Evenson	BC	858
THOMAS COLFER 5	2,000	W02	Melvin	Li	BC	655
ALEX VENABLES	2,000	W02	Yiran(Lilian)	Shi	BC	637
DR WILLIAM WESTON SCHOLARSHIP	1,000	F/Sgt	Nikita	Klets	QOV	867
ADVISORY COUNCIL	1,000	W01	Jessica	Caron	QOV	211
ANTHONY A. MARTIN	1,000	W02	Owen	Tao	BC	135



COMMUNICATIONS COMMITTEE REPORT

1. The Communications Committee members met regularly from September 2024 through to June 2025.
2. During this reporting period, the committee devoted considerable discussion and energy toward generating products that it is hoped will be useful to Air Cadet League of Canada members going forward. Most of those products worked on from last Fall have since been added to the ACL website, and can be found under the Library tab, and then under Communications Tools; these are mentioned further in this report.
3. One item of note is that as of end-December 2024, the Public Relations Handbook was slightly revised with the inclusion of a “Consent for Images of Cadets” paragraph recommended by the Cadets and Junior Canadian Rangers Group Public Affairs office. At that time as well, the French translation of the Handbook was also completed, and made available on the website.
4. Another outstanding item that has been in the works this past year has been the Brand Style Guide. Meant to serve as a handy reference (much as with the PR Handbook), it is derived from Appendix 6.1 of the Policy and Procedures Manual, “Brand and Visual Identity Policy”. This product has been given a graphic design treatment, and is in final review by committee members, toward completion shortly.
5. As to the new products added to the Communications Tools on the website, these include:
 - a. A “Consent for Images of Cadets” reminder
 - b. A “Boilerplate reminder about photos of Cadets”
 - c. A “Media Consent Frequently Asked Questions” quick list (ACC90.2)
 - d. A “Notice of Filming and Photography” text (ACC90.1) & Banner Example*
 - e. A “Volunteer Interview Form for Newsletter” template
 - f. A “Getting a good photo for a volunteer profile” guidance

(*Note: Recently this Spring the National Office coordinated the dispatch to all interested Provincial and Territorial Committees of complete bilingual vertical display banner kits for their use at ACL-hosted events, e.g. the April 26, 2025 Career Expo event held at the Porter Airlines hangar in Ottawa.)

6. The aim behind the products generated and now available on the ACL website is to provide worthwhile reminders and guidance to League members about what to consider when taking imagery of Cadets, as well as imagery of our Volunteers. In short, while those products are complementary and overlapping, going forward they should help ensure we’ve done our due diligence when taking imagery of either group. As well, they’re meant to be helpful toward any efforts to profile those individuals, for example, toward profiling outstanding Cadets or Volunteers in the national newsletter, etc.
7. Other activities also discussed by the committee included:
 - a. Indigenous Land Acknowledgement (for use at ACL-hosted events) – An optional but recommended practice where appropriate; concise, generic wordings are available.



- b. Intellectual Property use of the ACL crest / badge / visual identifier – A general reminder for League members.
- c. Increased use of Social Media to showcase League activities – The National Office, for example, published a variety of Facebook posts online during the National Volunteer Work held April 27 to May 3, 2025; this effort included use of the Public Service Announcement produced in 2024 to attract new Volunteers.

Royal Canadian Air Cadet Museum

(VP Plans, Tom Sand)

- 1. Work on the display at the Alberta Aviation Museum in Edmonton commenced January 2025 and is scheduled to be complete by June 30th, 2025.
- 2. Investigating the cost of wrapping some of the cabinets. See attached draft design concept images. Two sets of display cabinets in two groups: One set of three; and one set of five.
 - a. 3-cabinet --The Cadet Program Today
 - i. The Cadet Program Today (General)
 - ii. Leadership/Life Skills
 - iii. Aviation
 - b. 5-cabinet set – History
 - i. The Origins of the Canadian Air Cadet Program (1941 – 1945)
 - ii. 1946 - 1968
 - iii. 1968 - Present
 - iv. Expanding Horizons (Integrating Girls into the Air Cadet Program)
 - v. Air Cadet League of Canada

Respectfully submitted,

James Simiana
Chair, Communications Committee

Cabinet designs on next two pages



Cabinet design: Top of Cabinet options

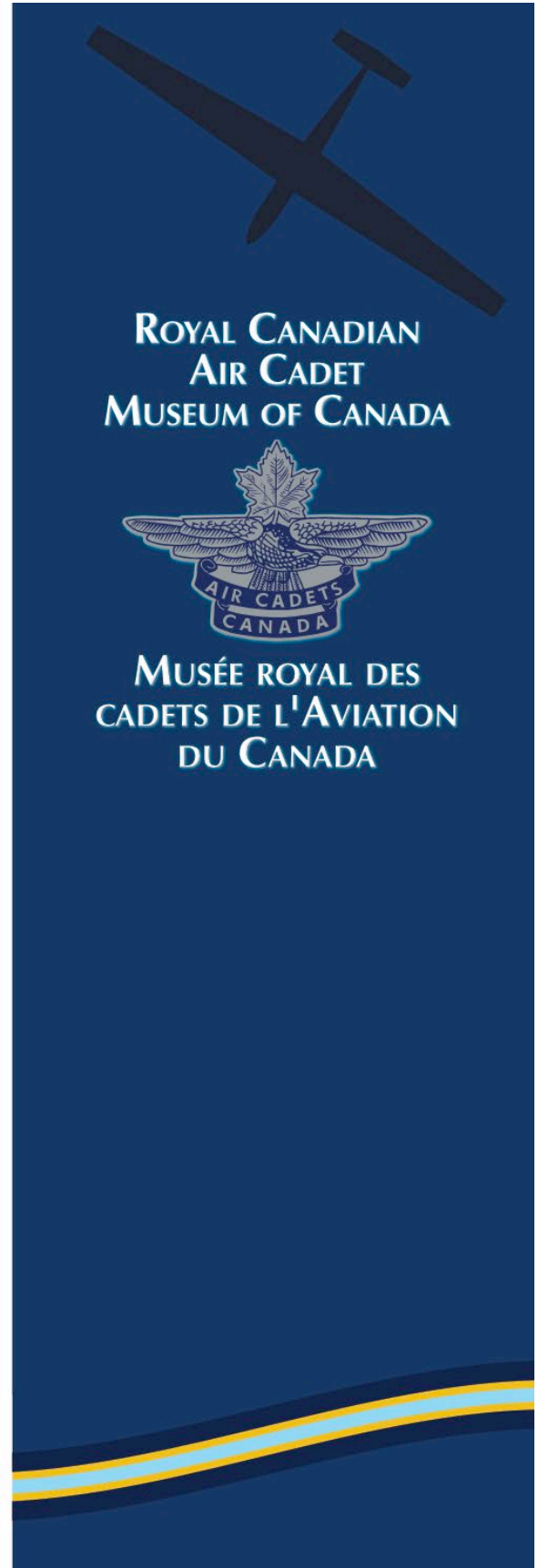
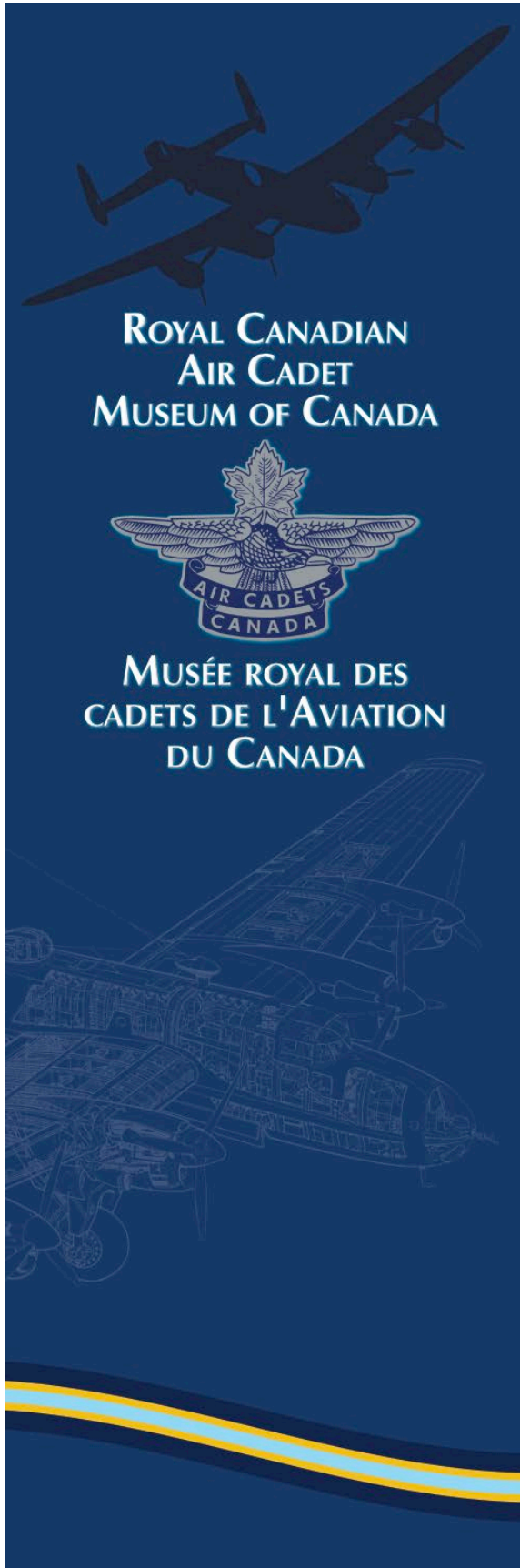


Cabinet design: Cabinet bottom



(French / Bilingual version to be created)

Cabinet design: Cabinet sides
(next page)





EFFECTIVE SPEAKING COMMITTEE REPORT

This has been an exceptional year for the Effective Speaking competition, marking significant progress in our efforts to engage cadets nationwide. For the first time since the pandemic, we successfully hosted an in-person national competition, a milestone facilitated by the cooperation of our valued DND partners. The Air Cadet League of Canada has once again assumed full supervision responsibility for this event.

The 2024/2025 National Effective Speaking Competition is scheduled for June 14, 2025, in conjunction with the ACL National Leadership Forum. This year, we achieved a record-breaking milestone, with over 800 cadets submitting applications to participate at various levels of the competition. Additionally, we proudly witnessed participation from all 11 regions across the country, a testament to the program's reach and impact.

Effective Speaking Themes for 2024/2025

- How has what you learned in the Air Cadet Program affected your plans for the future?
- Name 3 things that have been invented by Canadians and describe their impact on Canada and the world.
- Who is your favorite Canadian (famous or not), and why?
- What impact do you think Artificial Intelligence (AI) will have on the way we live and work?
- Discuss Canada's role in the Space Program: Past, Present, and Future.
- Which person has had the most significant impact on your life?
- How do you imagine aircraft engineering in the future?
- Explain the evolution of aviation around the world.

We are thrilled to announce our plans to continue hosting in-person national competitions in the coming years. Special thanks go to the QOV for their invaluable volunteer support, which played a crucial role in the success of this year's event.

The Effective Speaking Committee remains committed to improving and streamlining the program. Efforts are underway to overhaul the handbook and update the website to better serve our cadets and volunteers. Additionally, we are collaborating closely with the Board of Governors (BOG) to secure a sponsor for the Effective Speaking program, ensuring its ongoing success and sustainability.

Looking Forward

As we reflect on this year's accomplishments, we are filled with optimism for the opportunities and experiences that future competitions will bring. The dedication of our volunteers, the exceptional talents of our cadets, and the unwavering support of our stakeholders continue to drive the success of the Air Cadet League of Canada Effective Speaking Program.



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



In closing, I extend my deepest gratitude to everyone involved in championing this program across Canada. Together, we are empowering the next generation of eloquent speakers and visionary leaders.

Thank you for your enduring commitment.

Respectfully submitted,

Vern Toews
Chair, Effective Speaking Committee



FINANCE COMMITTEE REPORT

The following report is based on the March 31st, 2025, statements as presented to the National Board by Lyle Tilley Davidson Chartered Professional Accountants on May 14th, 2025.

The budget for the next 3 years has been revised to include a **reduction in the national cadet assessment fee to be \$10/cadet – a 23% reduction in the fee expense to the PTC's**. Given the increase in cadet population, this represents an 11.5% reduction in revenue to the National level income. Given our planned reduction in travel costs, in-person/virtual AGM costs, virtual SAM expenses, and IACE costs, this reduced revenue will not impact on our end goal to have excess funds to top up our restricted funds

FINANCIALS FOR FISCAL YR APRIL 1ST 2024 TO MARCH 31ST 2025

The 2024 – 2025 fiscal year ended with solid numbers in both our balance sheet and income statement. Our increase in PTC assessments was based on an increase in the cadet population. We started up our kit shop, giving us another opportunity for increased revenues. Having a virtual AGM in June 2024 also helped reduce our expenses for the fiscal year.

Balance Sheet

The balance sheet is in a strong position. Current assets are at **\$1,011k** compared to last year's **\$471k** and current liabilities sit at **\$314k** compared to **\$102k** in 2024. Our cash balance is currently at \$311k, 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 \$47k is made small amounts owing for awards payable. There were PC fees from 3 provinces outstanding at the end of March, and these were all collected in April. There were no outstanding fees to start the new fiscal year.
- Prepaid expenses of \$67k consist of the remaining prepaid insurance premiums and the \$20k deposit made for the online ACC9 project that will be expensed this year as work progresses.
- Our current liabilities balance of \$314k 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. We will also be transferring \$194k to our legal defense fund and rainy-day fund as we had budgeted to do.

Income & Expenses

Net income for the year ended at **\$226k** compared to income of \$119k for 2024. Revenues come from the DND grant, PC assessment fees and fundraising. We will transfer \$54k out of our operating account to our Rainy-Day Fund, as well as \$140k transferred to the Legal Defense Fund. After this transfer to the legal defense fund, the balance will reach over \$500k, which was our mandate per our Trust fund policies. Here are the highlights of the main variances:

Variances

- Total fundraising revenue for the year was lower than 2024 at \$41,873
- PC assessments were billed at 100% of full value of \$359k which was required to help cover the AGM costs. All PC's paid their assessment fees in full although 3 PTCs paid their balances in April after the year end close



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



- Expenses for the AGM were \$0 as it was held virtually. Our next in person event is being held in Ottawa and will be delivered as a Leadership Forum on June 13 - 14 2025. The actual AGM will be held virtually on June 21, 2025.
- The costs for Career Expo are listed again representing the costs for Scott Lawson to organize the Career Expo in Ottawa that will take place in April. The income from the Career Expo will show up in the April financial statements.
- The travel amount is higher in 2025 than in 2024 as this includes the travel costs for the new Ad Hoc Futures committee that met in person in Ottawa last fall.

INVESTMENTS

Our investments grew with a return that averaged 7.6% or \$86k. Fair market value adjustments made to adjust the funds to March 31, 2025 market values totaled \$165k. Trust funds assets are sitting at a market value of **\$2.52M**, showing an increase from 2024's value of **\$253k**. There were no new trust funds created this year.

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 currently. 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 \$41,873. The funds were broken down as follows:

- President's Club - \$750
- Estate donation (Brian Torpy) - \$25,000
- Other donations - \$16,123

ACC9 STATUS

Results for the **2023/2024 year** end as of April 30, 2025 are listed below. These were due to National office by February 28, 2025 and must be submitted ASAP.

AB – 91.1%	BC – 94.7%	MB – 83.3%	NB – 66.7%	NL – 42.9%	NS – 92.6%
OPC – 71.4%	PE – 75%	Terr – 66.7%	QOV – 86%	SK – 73.5%	

Results for the **2022/2023 year** end as of April 30, 2025 are listed below. These were due to National office by February 28, 2024 and must be submitted ASAP.

AB – 97.8%	BC – 100%	MB – 100%	NB – 95.2%	NL – 52.4%	NS – 96.3%
OPC – 79.8%	PE – 100%	Terr – 100%	QOV – 93.6%	SK – 100%	

CRA COMPLIANCE

The initiative to work toward getting all SSCs registered with CRA continues with very slow progress. As of March 31st, we are at an overall compliance rate of 58.9% of SSC's registered as charities with CRA.

We are in discussions with several PC's who have obtained various expert opinions on the requirement to be registered with CRA as a Charity. The National office is also seeking guidance from CRA and a tax lawyer on these opinions so we can understand our way forward. More to come on this matter soon.



ONLINE ACC9

During this fiscal year, the Board of Governors approved the Finance committee to move forward with the development of an online ACC9 program and database. We have contracted with Technolutions to develop this program for us so that we can transition the submission of ACC9s to an online version, rather than having to download large excel files and then having to send them by email to their provincial treasurer for review. The online ACC9 database will allow both the provincial and national levels to see the status in real time of each local ACC9, be able to help with issues in real time in completing the ACC9, and be able to gather data from the local level that will help with our reporting of our income and expenses by region, by province and as a whole program.

A test team from various areas of the country has been formed to work with the programmer to develop this database and design the system to incorporate the needs of all provinces. Testing of the system is expected to be ready by September 2026 and the release of the program is expected in September 2027.

Respectfully submitted in June 2025,

Sue Madden, CPA, CGA
Chair, Finance Committee



HONOURS AND AWARDS COMMITTEE REPORT

King Charles III Coronation Medal

67 nominations were received for the King Charles III Coronation Medal. The nominations were reviewed by a sub-committee consisting of Jan Reidulff, Brent Wolfe, Hille Viita and Pierre Forgues. Our list of recommendations for our allocation of 57 medals was submitted by 27 November 24 and approved by the Governor General's office. The medals and letters of congratulations from the President were forwarded to the P/TC Chairs for presentation in their provincial/territorial jurisdictions.

2025 Honours and Awards Process

The 2025 honours and awards process has been completed, and the National Office is in the process of preparation and distribution of the awards.

A total of 69 nominations were received and 64 awards were approved:

- 1 Medal of Honour
- 1 President's Citation
- 1 Director of the Year
- 1 Officer of the Year
- 13 Certificates of Honour
- 25 Certificates of Merit
- 22 Certificates of Recognition

The President's Citation and Certificates of Honour, Merit and Recognition were announced on social media during National Volunteer Week April 27 to May 3, 2025. The awards will be presented, as requested in the nominations, at either a squadron ACR, the Leadership Forum in June or P/TC AGM's in the fall. The Medals of Honour and Director of the Year will be presented at the Leadership Forum. The announcement and presentation of the Officer of the Year will be determined.

Certificate of Recognition Process

At a recent Advisory Council meeting a question was asked if the Certificate of Recognition for local level recipients should be a P/TC responsibility. The P/TC Chairs were asked to consider this process change. The proposal was put to a vote at the March 25, 2025 meeting of the P/TC Chairs. The Chairs were of the opinion that the award is much more prestigious if it is awarded by the National Level and recommended the retention of the existing process.

Conclusion

The Honours and Awards Committee extends its appreciation to members of the Advisory Council and the National Office staff for their role in our honours and awards process. And of course, to all members and committees, from coast to coast to coast who submitted nominations to recognize the contributions of our outstanding volunteers and supporters.

Respectfully submitted,

Jan Reidulff & Brent Wolfe
Co- Chairs, Honours and Awards Committee



INTERNATIONAL AIR CADET EXCHANGE COMMITTEE REPORT (IACE)

Starting mid September 2024, I attended a very successful IACE Conference in Laguna Philippines, a city about 20 miles outside Manila [2-hour car ride]. As this is their rainy season, it was very hot and humid, Temperatures ranging mid 90's and over, with daily rain, creating very high humidity

The conference was attended by New Zealand, Australia, Belgium, Canada, Germany, Hong Kong, [who also represented China,} Japan, Korea, Holland, Philippines, Sweden, United States, there were reports read out from the United Kingdom and France. Luxemburg also sent a report thru the Belgium delegates. The IACEA organization is very strong.

Due to CJCR suspending the IACEA program for 2025, this has been a quiet startup to 2025 season. As the ACLC is the member of IACEA, the board has been decided, to continue with annual membership, and attendance at the conference, despite no cadets participating this year.

The up coming 2025 conference will be held in Christ Church New Zealand, and as I will be retiring this June, Mrs. Terri Hinton Has been selected to replace me as Canadian Chair.

I would like to take this opportunity to thank Josee Woodford Deputy Director, Mr. Greg Tzemenakis of QOV, and the QOV PC for their unwavering support to the IACE program over the past years.

As I fade into the background after the AGM, I wanted to extend my sincere thanks and appreciation for all the support, and friendships over the many years

Respectfully submitted,

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



MEMBERS COMMITTEE REPORT

Overview of Activities

The primary focus of the Members Committee for 2024/2025 has been the development and implementation of the ACL Competencies Guide. This essential document, accompanied by detailed Skills and Knowledge tables, is designed to support all levels of the Air Cadet League of Canada (ACL) in delivering effective and comprehensive skills training for volunteers.

Key Initiatives and Achievements

- **Training Resource Consolidation:** Efforts were directed toward consolidating training materials and collaborating with Provincial/Territorial Committees (P/TCs) to create a centralized library of resources. This initiative aims to facilitate easier access for training and development needs at all levels.
- **Mandatory Training Programs:** The Members Committee provided oversight for national training efforts, including mandatory programs such as Spam training for League-controlled email accounts and Harassment and Risk Management training, ensuring a safe and respectful environment across the organization.
- **Building an Accessible Portal:** Work has begun on creating a user-friendly portal to house all training resources. This platform will enhance provincial and local training programs and provide a central repository for materials, making it easier for members to access the tools they need.

Looking Ahead

The Members Committee is committed to continuing its work in advancing training opportunities across the ACL. Plans for the coming year include:

- Expanding the centralized training resource portal to include a comprehensive library covering all potential training scenarios.
- Encouraging representation from all provinces and territories to ensure the training materials and programs address diverse needs and contexts.

Conclusion

The Members Committee extends gratitude to all members for their ongoing support and collaboration. Your contributions are invaluable in ensuring the continued success and growth of the Air Cadet League of Canada. Updates on our progress will be shared as we move forward.

Respectfully submitted,

Vern Toews
Chair, Members 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. We also identified a candidate for advancement to the National Executive Committee as a Vice President due to the departure of VP Doug Slowski. These candidates will be voted on by the membership at the Virtual AGM taking place this year in June.

This particular year has been exceptionally challenging in that the personal interaction between members of the National and Provincial/Territorial levels of the league is at its lowest level ever, simply due to the trend of depending on virtual calls to serve instead of in-person events. A two-hour virtual call is no replacement for multi-day interactions among the membership. The lack of these interactions contributes to a void in some pieces of information, which in turn causes the committee to have to depend more on second and third hand accounts of people's abilities and idiosyncrasies.

It is important in the view of the Nominating Committee that the National Board of Governors institutes some type of performance evaluation program for its members and the national committee chairs. The nominating committee depends on the insights of these individuals to move forward, and our default assumption is that all current members are performing to the satisfaction of the National Executive Committee and the President. With the direction this year from the NEC that we can no longer ask questions regarding "peer performance" in our surveys, we experience gaps in information that are difficult to fill. We are considering alternate methods to obtain these types of information for the future.

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 of Canada to have strong and forceful leadership during discussions and negotiations as we work through significant challenges to our cadet program.

It should be noted that the committee will be providing recommendations to the new Board for an Honorary President, as that position remains unfilled. The Board will approve that appointment once confirmation is received of a candidate acceptable to the NEC.



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



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 of Canada. 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 Guy Albert 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



RISK MANAGEMENT COMMITTEE REPORT

Requests for risk management support continue to be honoured by the risk committee. PT/C's are encouraged to refresh risk management training at annual general meetings and as part of SSC training materials. The risk management and risk assessment process is simple to use and resources and samples are available to support the initiative.

As other agenda items take priority, only one national meeting was held in the past year and participation levels have dropped. Provincial and territorial focus continues to be on recruiting volunteers and managing changing priorities of the Cadet program. The risk reporting process has not been identified as a high priority, but it is a useful tool when significant changes impact local operations, such as loss of parade space or funding options. Conducting a risk assessment provides strong support for the decision process around change.

Committee members are available to answer questions and provide support to all P/T Committees as they choose to implement their risk structure. Due to the recency of the last national risk assessment, the plan to conduct a new national risk assessment was deferred and will be considered for future years.

All materials currently on the website are up to date and provide a simple and clear process for P/TC's to undertake risk management locally. They are available on the website at: <https://aircadetleague.com/risk-management/>. In addition to these materials, "train the trainer" materials are available upon request if you have a new member taking on the risk portfolio that requires additional training on the topic.

If you have any questions or require further support, please do not hesitate to reach out. Committee members are available if you require resources to implement a risk assessment locally.

Respectfully submitted,

Angèle Mullins
Chair, Risk Management Committee



SCREENING & REGISTRATION COMMITTEE REPORT

The Screening and Registration (S&R) Committee's mandate is to address issues raised throughout the Air Cadet League of Canada and Canadian Cadet Organizations regarding screening and registration procedures. The committee is responsible for developing recommendations for any necessary actions.

The committee has reviewed the screening interview questions and has determined that they are not in need of modification at this time.

The committee has drafted a volunteer confidentiality agreement that will be added to the screening and registration membership forms for all levels of the Air Cadet League of Canada. While many provinces have established volunteer confidentiality agreements, the National level lacks such a document. This document has been forwarded to the Board of Governors (BOG).

The committee has instructed all members to remove military members from the Sumac database. We suspect that many individuals within the database with expired screening fall into this category. As this affects the insurance premiums paid by the ACL, these non-members should be archived as soon as possible.

The committee members have nearly completed the archiving of expired screening individuals in the database. This process will continue indefinitely.

I extend my sincere gratitude to all members of this committee for their unwavering dedication to the program. A special acknowledgment goes to Krystel Blanchard for providing one-on-one training to our members and to Pierre Forges for his continuous support.

Respectfully submitted,

Terri Hinton
Chair, Screening & Registration Committee



STRATEGIC PLANNING COMMITTEE REPORT

The Strategic Planning Committee is currently in monitoring mode.

We are tracking, monitoring and liaising with the other national committees as they work towards achieving their goals under the current Strategic Plan.

The two main committees we are currently following are Finance and Members, as they work towards the desired outcomes of the Presidents guidance.

The goals for the Finance committee are long term and as such movement is slow and steady rather than fast and noticeable. However, there has been some noticeable progress, particularly with cadet assessments as they move down to \$10/cadet with the next billing cycle. Finance is of the overall opinion that until the ACL has someone focused on outside fundraising the goal to replace assessments will be difficult to achieve. Expenses have been reduced due to careful management, but other sources of income are still needed before assessments can be eliminated.

The goals for the Members committee all revolve around the National Training Program. The committee is working diligently to achieve those goals and has achieved some success already.

A manual detailing the competencies needed for various roles within the ACL is being developed. Essential positions have been determined whilst the desired skills and knowledge for each are being discussed. It should be noted that these are not REQUIRED skills/knowledge but are goals for position holders to achieve. Along with the specific competencies a list of common competencies is also ongoing. A training program catalogue is a work in progress whilst the glossary of terms and definitions will be one of the last tasks to be tackled. The final steps will be the creation/collation of the various training modules.

(Trackers attached for information)

Respectfully submitted,

Dee Davis
Chair, Strategic Planning Committee



AIR CADET LEAGUE OF CANADA STRATEGIC PLAN ACTION TRACKER REPORT

Date: May 26 2025

GOAL: : Identify a sustainable and renewable financial model that does not rely on assessments				
RESPONSIBLE COMMITTEE: LIP Committee				
ACTION STEPS (what needs to be done- Refer to Strategic Plan)	PROGRESS (Red-Yellow-Green)	STATUS/PROGRESS EXPLANATION (Progress Update/Key Milestones Achieved/ Key Issue/Constraints)	TARGET COMPLETION DATE	PERCENT COMPLETE (ESTIMATE)
Find and develop alternative funding opportunities	RED	Discussions are ongoing amongst the committee, however the overall opinion is that until we have someone to take this on as a focused goal there will be little movement on this task.	3-5 years	
Reduce Expenses	GREEN		COMPLETED	
Reduce assessments	GREEN		COMPLETED	
4				
5				



AIR CADET LEAGUE OF CANADA STRATEGIC PLAN ACTION TRACKER REPORT

INSTRUCTIONS PAGE FOR EACH COLUMN

- 1) Define the Action Steps required to reach your Goal.
 - a) Action Steps should be SMART (Specific-Measurable-Achievable-Relevant-Time Bound)
 - b) You can have a Main Action Item and break it down into smaller items that will help you achieve the Main Action Item if that helps you.
- 2) Progress will be illustrated using RED-YELLOW-GREEN shading of table cell.
 - a) RED = behind schedule and will probably not meet target completion date
 - b) YELLOW = in danger of not meeting target completion date
 - c) GREEN = on track to meet target completion date
- 3) STATUS/PROGRESS EXPLANATION
 - a) can be used to explain where you are at with your Action items.
 - b) any key issues, challenges or constraints that have been encountered and are slowing progress.
 - c) things that might have come up that change your progress.
 - d) Resources that may help you in your progress.
- 4) Target Completion date for each Action Item should be realistic and achievable but your main objective should be to be halfway completed by the SAM and completed by the AGM.
- 5) PERCENTAGE COMPLETE
 - a) This can be a rough percentage of where you feel you are at in achieving your goal.



AIR CADET LEAGUE OF CANADA STRATEGIC PLAN ACTION TRACKER REPORT

Date: May 26 2025

GOAL: Design and develop a recruitment and onboarding /training plan for volunteers				
RESPONSIBLE COMMITTEE: Members Committee				
ACTION STEPS (what needs to be done- Refer to Strategic Plan)	PROGRESS (Red-Yellow-Green)	STATUS/PROGRESS EXPLANATION (Progress Update/Key Milestones Achieved/ Key Issue/Constraints)	TARGET COMPLETION DATE	PERCENT COMPLETE (ESTIMATE)
Develop the ACL Competencies manual <ul style="list-style-type: none">Determine essential positions at each levelRecord desired skills/knowledge for eachDevelop glossary of terms/definitions<ul style="list-style-type: none">Determine common competencies	GREEN		COMPLETED	
	YELLOW			20
	RED			
	YELLOW			40
Create the ACL Training Program Catalogue	YELLOW			10
Create/collate the training modules	RED			



AIR CADET LEAGUE OF CANADA STRATEGIC PLAN ACTION TRACKER REPORT

4				
5				

INSTRUCTIONS PAGE FOR EACH COLUMN

- 1) Define the Action Steps required to reach your Goal.

a) Action Steps should be SMART (Specific-Measurable-Achievable-Relevant-Time Bound)

b) You can have a Main Action Item and break it down into smaller items that will help you achieve the Main Action Item if that helps you.
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- 3) STATUS/PROGRESS EXPLANATION

a) can be used to explain where you are at with your Action items.

b) any key issues, challenges or constraints that have been encountered and are slowing progress.



AIR CADET LEAGUE OF CANADA STRATEGIC PLAN ACTION TRACKER REPORT

things that might have come up that change your progress.

d) Resources that may help you in your progress.

4) Target Completion date for each Action Item should be realistic and achievable but your main objective should be to be halfway completed by the SAM and completed by the AGM.

5) PERCENTAGE COMPLETE

a) This can be a rough percentage of where you feel you are at in achieving your goal.



EXECUTIVE DIRECTOR'S REPORT

This report summarizes items of interest since AGM 2024.

The report is organized as follows:

- Operational Management
- CAF Partnership
- Committee Support
- Special Projects

OPERATIONAL MANAGEMENT

Statements of Claim:

- Claimant: Hilary and Melissa Lockhart vs Attorney General of Canada
 - Class action filed with Ontario Superior Court of Justice 1 Mar 22
 - Class defined as all current and former female cadets from 2000 to present
 - CJCR named in damages over \$400M. ACL not named in the lawsuit
 - Insurance broker informed 5 April 2022
 - DND submitted report to the court on 17 May 24
 - [Ontario Superior Court of Justice refused to certify the class action](#)
- 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 – ACL named in the statement of claim
 - **Court order signed by plaintiff and defendants dismissed ACL**

Aircraft Accident Claims:

- GKRR Accident - QOV
 - Glider hard landing in Bromont, QC, on 12 July 2024
 - No injuries to instructor and student pilot
 - Aircraft transported to K&L for repairs end August 2024
 - Insurance net claim: \$7,432
- GCSY Accident - QOV
 - Glider hard landing in St Jean, QC, on 25 July 2024
 - No injuries to student pilot (solo flight)
 - Aircraft transported to K&L for repairs end August 2024
 - Insurance net claim: \$14,059

QOV Un-forecasted Engine Change: Aircraft engine has suffered a major failure while in flight on 25 Apr 25. The #1 piston jammed in the bottom dead centre position, causing the pushrod to impact the crankshaft. Eventually, the internal pressure became too high, and parts of the engine were expelled through the engine block. According to the chief engineer, the engine is beyond



repair. Approximate repair cost is \$80K. This is not because of an accident, so there is no insurance claim.

CRA Compliance: “Technical Interpretation” request was submitted to CRA on 21 June 2024. The CRA technical interpretation was received on 4 February 2025 and confirmed that organizations that exist only for a charitable purpose cannot be NPOs and must be charities. In discussions at a Finance Committee meeting, AB and SK indicated they did not agree with the interpretation and presented objections in writing.

The legal firm *Blumberg* has been hired to resolve this difference of opinion and advise on ACL policy.

ACL Foundation: The process to shut down the Foundation has been completed in July 2024. Remaining funds of \$11K have been sent to Manitoba PC.

New Squadron in Ottawa: 925 Edmond-Lanthier Squadron opened for registration on 6 Sep. Opening ceremonies were attended by the National President, QOV Chair, National ED, and Comd CJCR. The last time a squadron was created was 37 Squadron in Bradford, ON, 19 Aug 2019.

2024-2025 UAS Insurance: Liability insurance put in place effective 1 September for 10 drones in 8 SSCs.

National Office Storage Room Renovation: At the 18 Sep 24 meeting of the BOG, a budget of up to \$15K was approved to install electrical outlets, window air conditioner, and secure shelving in the national office storage room. A quote of \$11,115 + HST was received from Enstone Construction who has been hired. Work was completed in April 2025.

2024 Cybersecurity Training: English webinar conducted on 20 November (91 registered), and French webinar on 16 December (51 registered).

2025 Leadership Forum: The Leadership Forum was held on 13-14 June 2025 in Ottawa:

- 13 – 14 June: Meetings 0800 – 1630 hrs
- 13 June: Awards Dinner
- 14 June: Effective Speaking Competition 1930 – 2230 hrs

CAF PARTNERSHIP

MOU Renewal IMAT: An Issues Management Action Team (IMAT) has been formed to conduct the review of the MOU. The IMAT consists of two representatives from each of the Cadet Leagues and two members from the CJCR Gp. The team will collaboratively review each shared responsibility in the MOU, identify any inconsistencies or ambiguities, and propose meaningful key performance indicators to measure our collective contributions. A first meeting was held on 4 June, and the team will meet regularly over the next few months, with recommendations put forward in January 2026.

The ACL representatives are Jacquie Pepper-Journal and Tom Sand.



DND Grant – TB Submission: The three Leagues receive an annual grant from DND to operate National Offices. These annual grants arise from a 5-year grant agreement that must now be renewed. CJCR is preparing an application to Treasury Board to renew the grant agreement:

- For FY25/26, CJCR will include a statement in the submission to indicate that key performance indicators (KPIs) will be incorporated in a phased approach over the next 5 years, in alignment with the updated MOU.
- A streamlined submission form will be used to reduce the administrative burden for both CJCR Gp and the Cadet Leagues.
- In FY27/28, CJCR will begin the first phase of integrating KPIs, with full implementation in FY28/29.
- The MOU review cycle will restart in FY29/30, ensuring ongoing alignment with evolving priorities.

League Financial Model Analysis: Information was gathered to present a clear picture of the League's vital contributions to support the Cadet Program. Don Berrill prepared a briefing note that details League revenue and expenses at the provincial and local levels of the League. The information was summarized in a briefing that was presented to the Comd 18 June 2025.

This work is a first step in understanding League financial pressures and the current dependence on assessments. This information will help inform a concerted effort to reduce expenses and find alternate sources of revenues.

Cadet Training Review: As reported previously, the project has two objectives:

1. **Program Evaluation:** To evaluate the effectiveness of current Cadet training in delivering to intended participant outcomes, and
2. **Horizon Scan:** To conduct a horizon scan to identify opportunities to modernize training and align it with contemporary youth development needs.

CJCR has already begun working on the review. Engagement with external stakeholders, including the Leagues, is expected in September/October timeframe. Final report to be presented in December.

Transportation of Cadets:

SSCs can provide charters for transportation but League volunteers are **NOT** authorized to use private or rented vehicles to transport cadet themselves.

CJCR advised the following:

*An adult that is an “occasional driver” **must** be a CJCR Gp Volunteer. He/she may also be a League volunteer, but unless he/she undergoes a CJCR Gp screening and becomes a CJCR Gp volunteer, he/she would not be permitted to act as occasional driver.*

The two relevant Group Orders are: [Group Order 3020-1 Transportation Procedures](#) and [Group Order 5001-0 Supervision of Cadets](#).



P/TCs have been asked to ensure SSCs are aware of this policy. Since the driving of cadets by League volunteers is NOT an authorized CAF activity, the League insurance policies will not provide any coverage.

CJCR Liability and AD&D Insurance Policy: As outlined in [Gp Order 5530-2 Insurance](#), CJCR has secured a Commercial General Liability policy to cover DND and DND volunteers and cadets, and an Accidental Death and Dismemberment policy that covers JCRs, volunteers, and cadets.

COMMITTEE SUPPORT

The National Office supports all National Committees as required, and currently provides one or two staff members on the following committees:

<ul style="list-style-type: none">• P/TC Chairs (ED)• Policy, Procedures, and Bylaws (ED)• Screening (ED, Adm O)• Finance Committee (ED)• Members (ED)• League Industry Partnerships (ED)• ACGP Contract Renewal (ED)• Ad Hoc Futures (ED)• Staff Management (ED)	<ul style="list-style-type: none">• Communications (Deputy ED)• Scholarships (Deputy ED, Adm Asst)• Honours & Awards (Deputy ED, Adm Asst)• Effective Speaking (Deputy ED)• IACE (Deputy ED)
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Honours & Awards: 69 nominations have been received and are being reviewed by the committee. Press Release and Facebook announcements during Volunteer Week, April 27 to May 3. Presentations, as appropriate, were planned for squadron ACR's, the Leadership Forum, and the P/TC AGMs.

Post-Secondary Scholarships: 205 applications (highest number in memory) have been received and are being processed. Recipients will be announced at a virtual Awards Ceremony on 28 June.

Tri-Service Music Leadership Award: A new tri-service award to promote music leadership in and outside the Cadet Program has been established. The award is sponsored by former cadets that are now in the music industry. **\$1,000** will be awarded annually to a cadet from any element who:

- Is an active cadet of any element as of 15 March of the application year.
- Has been in the Cadet Program for a minimum of 3 years.
- Has demonstrated exceptional leadership and entrepreneurship (taking initiative on projects that are largely self directed) in a music-based endeavor (whether cadet related or not).
- Is pursuing a music or music-adjacent career path in post-secondary education. (i.e. Music Education, recording/sound engineer) in the next academic year (the recipient may request to defer the scholarship for a maximum of one year)



- Has a desire for continued involvement in building cadet music with the Canadian Cadet Organizations.
- Has the recommendation of their Commanding Officer and Corps/SSC Chair.

The 2025 recipient, who is a Navy cadet, will be announced shortly.

SPECIAL PROJECTS

Effective Speaking 2025: Comd approved an in person National Effective Speaking Competition. The event is to be held in Ottawa on 14 June 2025 as a League led activity – entirely League responsibility. Local, area, and provincial level in person competitions were supported in accordance with priorities of RCSU.

Online ACC9: Contract to deliver an online ACC9 was approved by the National Board. A test team with P/TC and SSC level representation has been formed. The team has monthly meetings with the contractor to discuss requirements and provide feedback on development. The project timeline is to release a Beta version for use by the test team in FY 26/27 and release an Operational Version in April 2027 for use by all SSCs in FY 27/28.

ACGP Contract Renewal: Work is ongoing by the Aviation Committee and National Office to be ready to respond to a Statement of Work from DND to renew the Air Cadet Glider Program contract.

Career Expo 2025: Career Expo occurred as planned on 26 Apr 25 at the Porter Airlines Hangar at the Ottawa international airport. Over 500 cadets and Ottawa area high school students attended. Over 25 exhibitors, including RCAF were present. Top financial sponsors included: Porter Airlines, Canadian North, Select Aviation, Ottawa Airport Authority, and BFL Insurance.

Fundraising Tools: “Glass Register” free donation webpage has been installed on National website. Deployment for use at PTC and SSC level is under consideration by P/TCs. PEI has decided to adopt immediately.

Pierre Forgues
National Executive Director
11 June 2025



84th ANNUAL GENERAL MEETING



ANNUAL GENERAL MEETING INVITEES



2025 ANNUAL GENERAL MEETING OF GOVERNORS AND COMMITTEES
ASSEMBLÉE GÉNÉRALE ANNUELLE DES GOUVERNEURS ET COMITÉS 2025



Invitees

Board of Governors

Marc Lacroix, CD	President
Thomas Taborowski	Imm. Past President
Jacque Pepper-Journal, CD	1 st Vice-President
Sue Madden	V-P & Treasurer
Doug Slowski, CD	Vice-President
Thomas Sand, CD	Vice-President
Kevin Robinson	Chief of Staff
William Cahill	
Dee Davis	
Terri Hinton	
Angèle Mullins	
John Nolan, 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

Nishika Jardine
Adnan Ali
Barry Franklin
Colleen McCourt
Daniel Hutt
Dave Ronson
Greg Merrill
Mike Boyle
Stephen Chait
Kendra Mellish, CD
Susan Harris
Bruce Morse
Ernest Wiesner
Larry Pelletier
Andrew King
Angela Sargent
Gail Elgert
George Hinton
Jersica Nagi
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André Guilbault
Gregory Tzemenakis
Marc Lévesque
Phillip Rennison
Raynald Bouchard
Véronique Morisset
Lisa Tadgell
Brian Ludwig
Curtis Bousfield
Peter Davis
Anna Lewis
Derek Blatchford
Donna Labreche
Vanessa Wilson
Dennis Dillon
Martin Constantine
Balwinder Dhillon
Donna Grouette
Jeff Grevstad
Rona Fradsham
Thivi Thevathasan

Provincial/Territorial Chairpersons

Peter Davis (AB)
Glen Watson, CD (BC)
Jim Bell (MB)
Chuck Nicolle, CD (NB)
Dennis Dillon (NL)
John Drover (NS)
Nishika Jardine (ON)
Rona Fradsham (PANT)
Kendra Mellish, CD (PEI)
Marie Christine Lalonde (QOV)
Lisa Tadgell (SK)

Observers

John Evans
Gary Gehring
Richard Petrowsky

National Office Staff

Pierre Forgues, Executive Director
Josée Woodford, Deputy Executive Director
Krystel Blanchard, Administrative Officer
Laura Weinrauch, Administrative Assistant
Patricia Dagenais, Administrative Assistant

Special Guest

Maj Gen Regena Aye,
National Commander Civil Air Patrol



Thank you to our Sponsors and Exhibitors.
Merci à tous nos commanditaires et exposants.



We would like to acknowledge some of those who took on responsibilities and commitments to ensure it's success.

Porter Airlines: Brent Card, Dax Mistry, Chris Oullette and all the staff at the hangar and the administrative offices.

Ottawa Airport Authority: Michelle Johnston Lupien.

RCSUs Canadian Junior Cadets & Rangers: All of the senior Command structure and Officers for supporting the event, Lyle Brennan, Michael Evans, Dan Denief. Thanks, too, for the numerous officers who escorted the Cadets to the event.

742 Squadron Sponsoring Committee: Christina Fowler and all the volunteers in attendance at the event.

The Prep Kitchen: Joey Boileau

Steve Linthwaite for his assistance and being our VIP Ambassador.



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Thomas Taborowski

Hille Viita

Thanks to our
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Merci à nos
commanditaires
et partenaires

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