

85^{ÈME} Assemblée
générale
annuelle



Conseil des gouverneurs 2025-2026 Board of Governors

TO LEARN

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TO SERVE

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TO ADVANCE



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

APPRENDRE

--

SERVIR

--

PROGRESSER

Conseil des gouverneurs 1941-1942 Board of Governors



85th General
Annual
Meeting

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Click here to view the 84th AGM Record of Decisions (draft):

[2025 AGM ROD](#)

Click here to view the March 31 2026 Audited Financial Statements:

[Audited Financial Statements](#)

PRESIDENT'S MESSAGE



Over the past 85 years, the Air Cadet League has worked tirelessly to establish and support squadrons in communities across Canada from coast to coast to coast. The latest Cadet Statistics Report shows that the cadet population now exceeds pre-pandemic levels, with 442 squadrons and 34,665 air cadets, representing 56.8% of the overall cadet population in the program.

I would like to extend my sincere thanks to all volunteers across the country. Your efforts at the local, provincial/territorial, and national levels in support of the cadet program are deeply appreciated. Thank you for all that you do.

On 19–20 June, we will hold the second Leadership Forum in Ottawa. This Forum will provide an important opportunity for in-person discussion and engagement on a variety of key topics. In particular, we will review and exchange views on the work of the Ad Hoc Futures Committee, established by the Executive Committee to recommend a feasible pathway for the future of the Air Cadet League. In conjunction with the Forum, we are also proud to once again host the in-person National Effective Speaking Competition, sponsored by Air Canada and The John Patrick Colfer Family Foundation, on the evening of 19 June.

The Cadets and Junior Canadian Rangers (CJCR) Group has done a tremendous job delivering the cadet program despite significant financial, logistical, and human resource constraints. Post-pandemic, summer glider training remains limited to only two sites, and international exchanges have been suspended for summer 2026. In this environment, the support provided by the League has never been more critical to the success of the program.

This year, the Cadet Training Review (CTR) and the Social Impact and Return on Investment (SROI) survey were completed. Brigadier-General Brais briefed League Presidents on the results. The CTR concluded that the cadet program remains highly relevant but requires modernization. While improvements are needed, key elements of the program, including aviation activities, are expected to continue. CJCR will provide an executive summary of the report and seek input from the Leagues on how we can contribute to future improvements.

The SROI survey, conducted by Deloitte Canada, highlighted the significant positive impact of the cadet program on both the Canadian Armed Forces and Canadian society. Infographics summarizing the findings will be shared once available.

The coming year will be pivotal in shaping the future direction of the Air Cadet League and strengthening our ongoing support to the Air Cadet Program.

To support these efforts, the Board of Governors approved the creation of a new national staff position: Manager, Strategy and Program Development. This role will provide direct support to Board committees in advancing key League programs and strategic projects. Responsibilities will also include fundraising support, grant research and submissions, communications development, and policy and program research.

On 13 and 14 April, Jacquie Pepper-Journal and I met with eight Members of Parliament, three Senators, and the Chief of Staff to the Minister of National Defence on Parliament Hill in Ottawa. The

objective of these meetings was to advocate for an increase in the federal government grant to support administrative and operating expenses at the national, provincial/territorial, and local levels. We were met with strong support, and the meetings were highly successful. A pre-budget submission has also been submitted to the House of Commons Standing Committee on Finance.

The League–DND Memorandum of Understanding (MOU) is now five years old, and a working group was established to conduct the cyclical review of the document. Over the past several months, the group has met regularly to identify language inconsistencies, clarify areas of ambiguity, and propose key performance indicators to measure the effectiveness of contributions from all organizations involved in fulfilling shared responsibilities. Recommendations were presented in March, and a final legal review was completed in May 2026. Our goal is to have the renewed MOU signed by all four participants prior to the CJCR Change of Command in July. My sincere thanks to Jackie Pepper-Journal, Tom Sand, and Sue Madden for representing the League on this important working group.

Another significant initiative currently underway is the renewal of the Air Cadet Glider Program contract. We are preparing to respond to a CJCR Statement of Work outlining requirements for the next three to five years. This process presents an important opportunity to address several challenges associated with the current contract. My sincere thanks to Arlo Speer and the members of the National Aviation Committee for their continued support and leadership.

We will also continue implementing the League’s national volunteer training policy. This policy seeks to standardize volunteer training programs across all levels of the Air Cadet League through close collaboration with Provincial and Territorial Committees. Over the past year, Vern Toews and the Members Committee have made significant progress on this initiative. The League Competencies Manual has now been completed, and work on the League Training Programs Catalogue is underway. Continued support from Provincial and Territorial Committees will be essential to the success of this initiative.

Finally, CJCR continues to express concerns regarding assessments charged by Provincial and Territorial Committees to Squadron Sponsoring Committees. Two key issues must be addressed: ensuring that parents do not feel obligated to pay fees, and ensuring cadets are not used to raise funds intended to offset League administrative costs. The League recognizes these concerns and has agreed to begin by working with CJCR to establish a shared understanding of the League’s financial model. Any reduction in revenue would have a direct impact on program delivery and would need to be mitigated wherever possible. Should the requested increase in the federal government grant be approved, the need for assessments would effectively be eliminated.

In closing, the National League will continue to do everything within its power to create and sustain the conditions necessary for success. We remain committed to managing our relationship with CJCR while ensuring that the League maintains a resilient governance framework capable of meeting future challenges and supporting the continued success of the Air Cadet Program.

I would like to extend my sincere thanks to the Board of Governors and the Provincial and Territorial Chairs for their continued support across the country. I am extremely proud of the accomplishments of Air Cadet League members and of the progress we have achieved together over the past two years.

Respectfully submitted,
Marc Lacroix
President

ANNUAL GENERAL MEETING AGENDA

June 13 1300 – 1330 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 2025 ROD
- 1.9 Presentation of Nomination Slate Nominations

II INFORMATION

- 2.1 President’s Report
- 2.2 Executive Director Report
- 2.3 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 26/27 Treasurer
- 3.4 Election of governors Nominations

IV CONCLUSION

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

INFORMATION SESSION

1330-1430 ET

- New President Remarks
- Q & A

85th ANNUAL GENERAL MEETING



SUPPORTING MATERIAL

NOMINATION SLATE 2026-2027

Executive Committee

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

Board of Governors

Executive Committee Plus:
 Kevin Robinson
 John Nolan
 William Cahill
 Terri Hinton
 Arlo Speer
 Michele Claveau CD
 Lokesh Purbia
 Patrick Stoddart
Jeff Grevstad CD
Lisa Goulden

Associates at Large (appointed by the Board)

Duane Schippers
 James Simiana CD
Jackie Smith

Patron and Honoraries

<p>Patron Her Excellency the Right Honourable Mary Simon, CC, CMM, COM, OQ, CD Governor General and Commander-in-Chief of Canada</p>	
<p>Honorary Officers Honorary President: Honorary Treasurer: Brenton Wolfe Honorary Secretary: Leonard G. Jenks CD Honorary Solicitor: Mervin Ozirny CD</p> <p>Honorary Directors Brigadier-General (Ret) William Buckham OMM, CD</p>	<p>Honorary Life Associates Richard Logan Robert L. Mortimer CD Maurice J. Murphy Russell Gallant Jerry Elias CD</p>

85th ANNUAL GENERAL MEETING



BUDGET 2026 - 2029

85th ANNUAL GENERAL MEETING



COMMITTEE REPORTS

AD HOC FUTURES REPORT

Governance Committee

The Governance Committee was newly established this year, with the Committee's Terms of Reference approved in late fall. Since that time, the Committee has been actively engaged in identifying both short- and long-term priorities to strengthen governance practices and support the continued effectiveness of the Board.

The Committee is currently comprised of three Board members: Jacquie Pepper-Journal, Angele Mullins, and Dee Davis.

One of the Committee's first key initiatives was the development and implementation of a Board Performance Survey. The survey was completed in March, and the results will be shared with all Board members. A summary update will also be presented during the upcoming Leadership Forum to help inform future Board development and governance planning.

Additional initiatives currently underway include:

- Reviewing and recommending policy changes.
- Conducting a review of the current Governors Handbook; and
- Evaluating and looking at ways to enhance our onboarding process for new Board members to ensure a strong orientation and transition experience.

The Committee looks forward to continuing its work over the coming year in support of effective governance, continuous improvement, and Board sustainability.

Ad Hoc Futures

The Ad Hoc Futures Committee has had a productive and engaging year, with regular meetings held throughout the year and strong participation from all committee members. The committee focused on several key priorities aimed at supporting the long-term sustainability, relevance, and growth of the League.

Significant progress was made on the development of the *Pathway Forward* document, which will be presented at the upcoming Leadership Forum. This document is intended to help guide future planning and strategic discussions as the League continues to evolve and respond to emerging opportunities and challenges.

In keeping with the committee's commitment to engagement and collaboration, a survey was also conducted across all levels of the League. The survey sought feedback on key questions and themes identified during the previous Leadership Forum and reflected our commitment to ensuring members have a voice in shaping the future direction of the organization. The survey results will be shared with delegates at the upcoming Leadership Forum and distributed more broadly to all members following the event.

Looking ahead, the committee’s primary objective at this year’s Leadership Forum is to work collaboratively with participants to identify and establish organizational priorities for the next two to three years. These priorities will help position the League to embrace necessary change, strengthen its impact, and ensure it remains relevant, responsive, and effective in supporting cadets, volunteers, and communities well into the future.

Respectfully submitted,

Jacque Pepper-Journal, CD
1st Vice-President

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 2025-2026 training year, via monthly virtual meetings.

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

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

Each of these committee chairs has submitted their own report, and I ask all members to refer to these reports here in the AGM booklet.

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 include:

- Policy, Procedures and By Laws (PPBLC): Guy Albert, Don Berrill, Craig Hawkins, Ron Ilko
- Members/Ad Hoc Training: Guy Albert, Craig Hawkins

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

AVIATION COMMITTEE REPORT

The Aviation Committee meets on the evening of the 4th Wednesday of most months. Its members are chosen by provincial and territorial chairs. The committee works closely with the Canadian Armed Forces through the Cadets and Junior Canadian Rangers Group and the Air Cadet Flying Program Nation Steering Committee.

Through our work with the Cadet and Junior Canadian Rangers Group (CJCR) and Canadian Armed Forces, we have resolved or nearly resolved several aviation issues:

- Coordination: Communication about moving aircraft between provinces has improved.
- Aircraft maintenance: Advocacy led by one committee member has caused the CAF to change its aircraft inspection procedures, providing for the eventual elimination of the 12-year engine overhaul cycle. We will return to basing overhauls on flight time specified by manufacturers.
- Financial planning: Better tracking of flight hours helps predict when engine overhauls are needed, making it easier for provincial committees to plan budgets.
- Procedures: The CAF has agreed to share with the Aviation Committee its SOPs and Group Orders (which are replacing old CATOs).

Air Cadet Gliding Program (ACGP) contract

- Waiting for the CAF to start the renewal process.
- Ready with a list of issues to address in the new agreement.

Cost Sharing when aircraft and cadets travel out of province for training

In response to concerns expressed, we are reviewing our policy on inter-provincial reimbursements. We are reviewing:

- Amount: the costs associated with tow plane operation in each area
- Applicability: application to activities other than the summer Glider Pilot Training Course.

Pilot Training Costs

- Covered Costs: The CAF covers the training costs for the Glider Pilot Training Course and the Private Pilot Training Course.
- Out-of-Pocket Costs for Cadets: Proposed Transport Canada fee increases could add nearly \$800 in licensing and medical fees for summer training. The League may wish to consider lobbying for cadet fee relief or making provision for financial aid if these added costs were to prevent some cadets from participating.

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, and music awards and April for Educational Scholarships, RCL Cadet of Year, and Tri Service Excellence in Music Awards. You can find all the awards in the Cadet Awards Handbook on the ACL National site.

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.

Thanks to my committee members Hille Viita, 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 Patricia Dagenais, Administration Agent and Manager, National Operations & Communications, 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.

- Special thanks to our new sponsor Lockheed Martin, for providing 14 new awards of \$2,500.
- Special thanks to the Colfer Foundation for their increase in 3 new awards of \$2,000 for 2026.
- For 2027 we are working with industry partners for future scholarships.
- CFTA, PTAA, and Music Award winners were announced at the Semi-annual meeting in November.
- A list of winners for 2026 is included at the end of this report.

Awards Approved

- The RCL Air Cadet of the Year is awarded to **WO1 Bryce Wallach** of #249 Beausejour Squadron in Manitoba. We are confident he will be an excellent representative of the Air Cadet League in Ottawa during Remembrance Day ceremonies in November 2026.
- 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 eight applications, with the winner being Air Cadet **WO2 Emily Lor**.
- Of the 280 applications received, 50 Educational Scholarship awards totalling \$114,000 were awarded on May 30 at our Virtual Award Presentation. Thank you to all the applicants and congratulations to all the winners.
 - Statistics

Prov/Terr	BC	AB	SK	MB	ON	QOV	NS	NB	PEI	NL	NW
Achieved	10	6	1	4	15	9	2	1	0	2	0
Submitted	38	36	9	15	65	77	15	14	1	7	1

Other:

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.

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. Our donors have been generous over the years, but new donors are rare. 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 2026 on next page)

Post Secondary Scholarships 2026

Scholarship	Rank	First name	Last name	Genre	PC	SQN	Value
Anthony A. Martin Memorial	WO2	Dominic	Corbett	M	AB	604	\$ 1 000
Tri-Element National	WO2	Emily	Lor	F	AB	918	\$ 1 000
Advisory Council	WO2	Evan	Dennis	M	SK	107	\$ 1 000
Advisory Council	WO2	Jeeya	Patel	M	ON	296	\$ 1 000
Air Cadet League of Canada	WO1	Gwenna Donaline	Taylor	F	ON	585	\$ 1 000
Dr William Weston	WO2	William	Desrosiers	M	QOV	811	\$ 1 000
RCL Cadet of the Year	WO1	Bryce	Wallach	M	MB	249	\$ 1 000
KC Lett	WO2	Liam Paul	Bent	M	NS	18	\$ 2 000
KC Lett	F/Sgt	Léandro	Camargo-Camiré	M	QOV	827	\$ 2 000
KC Lett	WO2	Khan	Doho	M	BC	808	\$ 2 000
KC Lett	WO1	Tristan Louis Joseph	Gingras	M	QOV	211	\$ 2 000
KC Lett	WO2	Maya Hala	Zahabi	F	QOV	100	\$ 2 000
Thomas Colfer	F/Sgt	Katherine	Allen	F	ON	812	\$ 2 000
Thomas Colfer	WO2	Clare	Balkissoon	F	QOV	742	\$ 2 000
Thomas Colfer	F/Sgt	Evelyn	Dam	F	BC	59	\$ 2 000
Thomas Colfer	WO1	Brooke	Dickie	F	NS	545	\$ 2 000
Thomas Colfer	WO2	Kushagra	Lall	M	BC	111	\$ 2 000
Thomas Colfer	F/Sgt	Chetan Aarush	Lingamchetti	M	BC	746	\$ 2 000
Thomas Colfer	F/Sgt	Jadon	Mathew Martin	M	NB	101	\$ 2 000
Thomas Colfer	WO2	Ethan	Zhu	M	QOV	1	\$ 2 000
Alex Venables	WO2	Declan	Gao	M	ON	883	\$ 2 500
Birchall	WO1	Olamipo David	Abioye	M	AB	287	\$ 2 500
Birchall	WO1	Himani	Bhatt	F	MB	199	\$ 2 500
Birchall	WO1	Nadar	Gujrat	F	ON	27	\$ 2 500
Birchall	WO1	Victoria Wing Tung	Yue	F	ON	876	\$ 2 500
CAE	WO1	Valerie	Ip	F	ON	8	\$ 2 500
CAE	WO1	Munjat	Patel	F	ON	700	\$ 2 500
Date	WO2	Isabella	Illescass	F	ON	102	\$ 2 500
Date	WO2	Vihaan Sahai	Varshney	M	ON	166	\$ 2 500
KC Lett	WO1	James Patrick	Fowler	M	AB	755	\$ 2 500
KC Lett	WO1	Isabella	Huang	F	BC	637	\$ 2 500
KC Lett	WO1	Ibrahim	Shad	M	ON	340	\$ 2 500
KC Lett	WO2	Tanishka	Sharma	F	ON	856	\$ 2 500
KC Lett	WO1	Emy	Zou	F	QOV	784	\$ 2 500
Lockheed Martin	WO2	Mary-Kathryn	Anderson	F	ON	3	\$ 2 500
Lockheed Martin	WO2	Eiman	Chaudhry	F	AB	504	\$ 2 500
Lockheed Martin	WO1	Thomas Hedley	Clenche	M	NL	567	\$ 2 500
Lockheed Martin	WO2	Noah	Elle	M	AB	504	\$ 2 500
Lockheed Martin	WO2	Nicolas	Gagarin	M	MB	176	\$ 2 500
Lockheed Martin	WO2	Gabriel	Grande	M	ON	283	\$ 2 500
Lockheed Martin	WO1	Léandre	Guité	M	QOV	827	\$ 2 500
Lockheed Martin	WO1	Saanvi Reddy	Katireddy	F	BC	848	\$ 2 500
Lockheed Martin	WO1	Thomas	Kim	M	BC	111	\$ 2 500
Lockheed Martin	F/Sgt	Kamea	Lafontaine	M	AB	952	\$ 2 500
Lockheed Martin	WO2	Melvin	Li	M	BC	655	\$ 2 500
Lockheed Martin	WO2	Amine	Mameri	M	QOV	709	\$ 2 500
Lockheed Martin	WO2	Dmitry	Telyatnikov	M	MB	199	\$ 2 500
Lockheed Martin	WO2	Angela	Zhang	F	BC	759	\$ 2 500
RCAFA	WO2	Parker	Mullins	M	BC	243	\$ 2 500
RCAFA	F/Sgt	Ioannis (John)	Zografos	M	MB	170	\$ 2 500
Legion National Foundation	WO1	Sarah	Diamond	F	NL	774	\$ 3 000
Young Citizens Foundation	WO1	Vittoria	Buenvenida	F	BC	767	\$ 5 000

COMMUNICATIONS COMMITTEE REPORT

1. Communications Committee members met regularly since last Fall, and actively discussed monthly agenda items.
2. During this period committee members engaged in various activities to add products to the Air Cadet League website and to add to the League's profile, such as;
 - a. Additions to the Events and Press tab of the website, such as "Spotlight on ACL Volunteers" (<https://aircadetleague.com/spotlight-on-acl-volunteers/>) and "Cadets in the News" (<https://aircadetleague.com/news/cadets-in-the-news/>);
 - b. Text and 1980s + contemporary imagery toward a Facebook post on July 30, 2025 in recognition of the 50th anniversary the Cadet program being open to young women – a theme the committee has endeavoured to emphasize, such as in the women that have appeared in the volunteer profiles;
 - c. Occasional editorial support to the National President, e.g. welcome remarks from the ACL to IACE representatives meeting in New Zealand;
 - d. Review of the committee's objectives and action items in the Strat Plan Workbook 2024-2028 (thus far, status is 3 x green, 6 x yellow, 2 x red);
 - e. Contributions to the quarterly newsletter;
 - f. Committee budget submission for the next 3 x fiscal years of 26/27 through 28/29 (\$5K per annum, which includes budgeting for the Air Cadet History Museum);
 - g. Review of consultant Karen Homer's 2023 "Introduction to Crisis Communications" report, with follow-on committee discussion and collection of relevant reference material from various sources since this February – toward the aim of outlining and fleshing out a future League crisis comms plan; and
 - h. Between Spring 2025 through last Fall, compiled / edited / designed / translated an ACL Brand Style Guide*, a communication tool that then appeared in French as well on the website (as of October 2025).
3. *The ACL Branding Standard, Guidelines and Identity Policy publication (<https://aircadetleague.com/wp-content/uploads/2025/10/ACL-Brand-Style-Guide-Rev-Oct-2-2025.pdf>) is found under the Library tab on the website and consists of the following contents:
 - a. The ACL Brand: Background & Purposes
 - i. General Purpose
 - ii. Scope
 - iii. Consistent Use of ACL Brand Identity Elements;
 - b. Definitions;
 - c. Responsibilities;
 - d. Use of ACL Brand Identity Elements;
 - e. Guidelines for Using the Air Cadet League Badge;
 - f. Authorized Use of the Badge / Logo and Organization Name;
 - g. Current Examples of Logo Uses by P/TCs; and
 - h. Official Colours and Font.
4. Branding is about how the League represents itself and what it stands for, to the Canadian public and to the audiences with which we wish to communicate. In a word, it's about our

identity and the League's solid, enduring support to Canada's youth and future leaders. This reputation is worth reinforcing as the League looks to evolve forward into the future.

5. If not already seen, all League members are invited to take a look and read what's there. The importance of the branding function, in fact, is such that several handouts about the subject will be available to those attending the June 19-20 Leadership Forum; V-P Plans Mr. Tom Sand will speak to this as an agenda item.
6. As April 9, 2026 marked 85 years since the League's founding – an opportunity to “make some noise” -- this anniversary has also been a focus of the committee's activities this Spring. These have included:
 - a. Creation of 85th anniversary folders on our SharePoint, so that committee members can receive from League members mementos (in various formats) of their experiences in the Cadet program and/or their involvement in support of Air Cadets – an initiative that could help to profile the impact of Cadets and the League's support during the anniversary year;
 - b. An appeal article, “The Air Cadet League Turns 85, Send Us Your Reflections”, appeared in the Spring 2026 quarterly newsletter;
 - c. In February-March 2026, focussed efforts that lead to the creation and approval by the League's BoG, Advisory Council and P/TC Chairs of an 85th graphic logo for use across ACL communications throughout the anniversary year (as appears at the bottom of this report);
 - d. A Facebook post for April 9th about the 85th anniversary, featuring the chosen logo, highlighting the League's support of Canada's youth and future leaders;
 - e. A League-wide message April 9th from the National President celebrating the 85th; and
 - f. An anniversary initiative by the Ontario PC to produce a “reflections” video for display and future use.
7. Heading into this Summer, the committee most recently discussed other possible initiatives to support League members across the country and address current issues. Among those, for example, would be messaging to better promote to Air Cadets the current range of scholarships available to them from the League; another, meanwhile, would look at a joint message from the Leagues and the CJCR Group to better communicate to parents the differences between the Leagues' role and that of the Canadian Armed Forces -- and so enhance their understanding about both partners involved in the Cadet program.



Respectfully submitted,

James Simiana
Chair, Communications Committee

EFFECTIVE SPEAKING COMMITTEE REPORT

This has been a significant year for the Effective Speaking Competition, reflecting continued progress in engaging cadets across the country. We are especially pleased to report that we once again have a sponsor for the program, with Air Canada providing valued support, for which we are sincerely grateful. Last year's successful return to an in-person national competition, conducted under the supervision of the Air Cadet League of Canada, established a strong foundation for the program. Building on that success, this year's competition is again being hosted under League supervision.

The 2026 National Effective Speaking Competition is scheduled for June 19, 2026, in conjunction with the ACL National Leadership Forum. This year, the program recorded more than 1,000 online applications from cadets seeking to participate at various levels of competition. While this represents an important achievement, efforts will continue to further streamline the online application process so that participation can expand and all cadets can be more effectively tracked throughout the program.

Effective Speaking Themes for 2026

- What does leadership mean to you, and how have you demonstrated it?
- The official integration of girls into the Cadet Program over the past 50 years transformed opportunities for women—in leadership, careers, and society. What impact do you believe this has had on the Cadet Program and the broader world?
- What is your dream job and how is the Air Cadet program preparing you for this job?
- What does Canada mean to you?
- If you could give advice to your younger self on your first day as a cadet, what would you say?
- How has Canada contributed to flight, aviation, and space exploration—past, present, and future?
- What personal growth may be expected for a youth who enters the cadet program?
- What does effective communication look like in today's world, and why is it important for youth leaders?

We are pleased to confirm plans to continue hosting the national competition in person in the years ahead. The success of this year's national in-person event was made possible in part through valuable volunteer support, and special recognition is extended to the QOV for its important contribution.

The Effective Speaking Committee remains committed to strengthening and streamlining the program. Work is underway to revise the handbook and update the website to better support cadets and volunteers. In addition, we are working closely with the Board of Governors (BOG) and are grateful for the sponsorship provided by Air Canada, which will help support the continued success and sustainability of the Effective Speaking program.

Looking Forward

As we reflect on this year's accomplishments, we remain optimistic about the opportunities and experiences that future competitions will provide. The dedication of our volunteers, including the many volunteers and CIC officers who help lead and support the Effective Speaking Program at the local, regional, and provincial levels, the exceptional talents of our cadets, and the continued support of our stakeholders remain central to the success of the Air Cadet League of Canada Effective Speaking Program.

In closing, I would like to express my heartfelt thanks to everyone who continues to support, strengthen, and champion this program across Canada. As I step down from this role, I do so with deep appreciation for all those who have contributed their time, effort, and encouragement, and with full confidence that this well-established program will continue to inspire and develop the next generation of confident speakers and capable leaders.

Thank you for your continued commitment, generosity, and belief in the value of this program and in the young people it serves.

Respectfully submitted,

Vern Toews
Chair, Effective Speaking Committee

FINANCE COMMITTEE REPORT

The following report is based on the March 31st, 2026, statements as presented to the National Board by Lyle Tilley Davidson Chartered Professional Accountants on May 19th, 2026.

The budget for the next 3 years is built to maintain the current national cadet assessment fee at \$10/cadet. Our budget for 2026/207 fiscal year shows a slight deficit as we built in the cost for an additional resource at National office to help support the Board and committees with research and analysis work. This deficit will be covered with excess funds we hold in our short-term cash account.

FINANCIALS FOR FISCAL YR APRIL 1ST 2025 TO MARCH 31ST 2026

The 2025 – 2026 fiscal year ended with solid numbers in both our balance sheet and income statement. The decrease in PTC assessments was based on the reduction in the cadet assessment fees. Our kit shop has been ramping up over the year and is operating to break even. We transferred much of our 2025 year end surplus to our Legal Defense fund and our Rainy Day fund to help get us to our mandated levels.

Balance Sheet

The balance sheet is in a strong position. Current assets are at **\$424k** compared to last year's **\$1,011k** and current liabilities sit at **\$98k** compared to **\$314k** in 2025. Our cash balance is currently at \$209k, made up of our operating account cash and internally restricted cash. Here are some highlights of the major variances:

Variances

- Our account receivable balance of \$7k is made PC fees from 1 province outstanding at the end of March, and this is expected to arrive in May.
- Short term investments are now showing at \$0 as the GIC's that were held there came due and these were rolled over into our main investment portfolio.
- Prepaid expenses of \$50k consist of the remaining prepaid insurance premiums that will be expensed. Our policy renewal starts on July 1.
- Our current liabilities balance of \$98k 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 \$50k to our rainy-day fund as we had budgeted to do.

Income & Expenses

Net income for the year ended at **\$54k** compared to income of \$228k for 2025. Revenues were reduced in 2025 given the decrease in cadet assessment charges to the PTCs. We will transfer \$50k out of our operating account to our Rainy-Day Fund, pending BOG approval at our May meeting.

Our Legal Defense fund has now surpassed our \$500k mandate and we continue to contribute to our Rainy Day fund until our limit per our Trust fund policies is reached.

Here are the highlights of the main variances:

Variations

- Total fundraising revenue for the year was on par with 2025 at \$40,908.
- PC assessments were billed at 100% of full value of \$320k driven by the \$10/cadet fee and the increased cadet population. All PC's paid their assessment fees in full although 1 PTCs paid their balances in May after the year end close
- Expenses for the Leadership Forum came in at \$66k. Our next in person event is being held in Ottawa and will be delivered as a Leadership Forum on June 19 - 20 2026. The actual AGM will be held virtually on June 13, 2026.
- The costs for Career Expo listed was held in April. There will be no career expo for this fiscal year.
- Committee activity funding is higher than the prior year as we covered the cost for the Effective Speaking competition in June 2025.

INVESTMENTS

Our investments grew with a return that averaged 3.4% or \$86k. Fair market value adjustments made to adjust the funds to March 31, 2025 market values totaled \$117k or 4.6%. Trust funds assets are sitting at a market value of **\$2.65M**, showing an increase from 2025's value of **\$130k**. The Lockheed Martin fund was a new trust fund created this year to support cadets in the STEM disciplines.

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 \$24,045. The funds were broken down as follows:

- President's Club - \$0
- Glider Prints - \$199
- Other donations - \$23,846

The balance of the fundraising revenues shown in our financial statements are the sponsorship payments received for the Career Expo which are offset by the Career Expo expenses listed in the expense section.

ACC9 STATUS

Results for the **2024/2025 year** end as of April 30, 2026 are listed below. These were due to National office by February 28, 2026 and must be submitted ASAP.

AB – 91.1%	BC – 100%	MB – 79.2%	NB – 70%	NL – 35%	NS – 92.3%
OPC – 68.1%	PE – 100%	Terr – 66.7%	QOV – 92.6%	SK – 70.6%	

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 – 100% BC – 100% MB – 95.8% NB – 90.5% NL – 65% NS – 100%
OPC – 84.9% PE – 100% Terr – 66.7% QOV – 93.5% SK – 94.1%

CRA COMPLIANCE

The status of SSC registrations as registered charities is currently sitting at 59.6% overall.

We did seek legal advice on the requirement that all SSCs must be registered, and the answer we received is that it is not a requirement. It is recommended for large SSCs that do a lot of fundraising so they can issue tax receipts and claim back 50% of their GST paid on purchases, but for those smaller SSCs that don't do much fundraising, it is not a requirement.

What was recommended is that all SSCs become incorporated – either federally or provincially – to satisfy the CRA requirement of reporting income/expenses. Incorporating also helps protect the volunteers should any legal action ever be brought against the SSC.

A revision to the PPM is being presented to the BOG at the May meeting to state that SSCs must either incorporate or be registered with CRA as a registered charity. They must do one or the other. They cannot just do nothing.

ONLINE ACC9

The Finance Committee has been involved with the development and requirements of our new online ACC9 tool over this last year. Our consultant Guillaume has been working hard to get the Beta version created with input from the test team. So far, the project is on time and on budget.

The test team from various areas of the country and from all 3 levels of the organization will be using the Beta version as their ACC9 submission for 2026/2027 year. As they use the tool, the test team will be bringing any issues found to Guillaume for resolution. They are all excited to be part of this next step in our evolution of financial tracking for the ACL. The release of the live version to all SSCs is expected in September 2027.

Respectfully submitted in June 2025,

Sue Madden, CPA, CGA
Chair, Finance Committee

GOVERNANCE COMMITTEE REPORT

The Governance Committee was newly established this year, with the Committee's Terms of Reference approved in late fall. Since that time, the Committee has been actively engaged in identifying both short- and long-term priorities to strengthen governance practices and support the continued effectiveness of the Board.

The Committee is currently comprised of three Board members: Jacquie Pepper-Journal, Angele Mullins, and Dee Davis.

One of the Committee's first key initiatives was the development and implementation of a Board Performance Survey. The survey was completed in March, and the results will be shared with all Board members. A summary update will also be presented during the upcoming Leadership Forum to help inform future Board development and governance planning.

Additional initiatives currently underway include:

- Reviewing and recommending policy changes.
- Conducting a review of the current Governors Handbook; and
- Evaluating and looking at ways to enhance our onboarding process for new Board members to ensure a strong orientation and transition experience.

The Committee looks forward to continuing its work over the coming year in support of effective governance, continuous improvement, and Board sustainability.

Ad Hoc Futures

The Ad Hoc Futures Committee has had a productive and engaging year, with regular meetings held throughout the year and strong participation from all committee members. The committee focused on several key priorities aimed at supporting the long-term sustainability, relevance, and growth of the League.

Significant progress was made on the development of the *Pathway Forward* document, which will be presented at the upcoming Leadership Forum. This document is intended to help guide future planning and strategic discussions as the League continues to evolve and respond to emerging opportunities and challenges.

In keeping with the committee's commitment to engagement and collaboration, a survey was also conducted across all levels of the League. The survey sought feedback on key questions and themes identified during the previous Leadership Forum and reflected our commitment to ensuring members have a voice in shaping the future direction of the organization. The survey results will be shared with delegates at the upcoming Leadership Forum and distributed more broadly to all members following the event.

Looking ahead, the committee's primary objective at this year's Leadership Forum is to work collaboratively with participants to identify and establish organizational priorities for the next two to three years. These priorities will help position the League to embrace necessary change, strengthen its impact, and ensure it remains relevant, responsive, and effective in supporting cadets, volunteers, and communities well into the future.

Respectfully submitted,

Jacquie Pepper-Journal, CD
1st Vice-President

HONOURS AND AWARDS COMMITTEE REPORT

Process

The 2026 Honours and Awards process was completed with the preparation and distribution of the awards. A total of 90 nominations were received and 81 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 received
- 33 Certificates of Merit
- 31 Certificates of Recognition

The number of nominations received from each P/TC were:

P/TC	AB	BC	MB	NB	NL	NS	ON	PEI	QOV	SK	TERR	TOT
#	9	8	6	1	3	12	2	7	33	9	0	90

The nominations were reviewed by sub-committees comprised of members of the Advisory Council and, in some cases members of the Executive. Specifically:

Medal of Honour: Chair of the Honours and Awards Committee, President, 1st Vice President plus serving Medal of Honour recipients,

President’s Citation and Director of the Year: Chair of the Honours and Awards Committee, President and 1st Vice President,

Certificate of Honour: sub-committee chaired by Len Jenks,

Certificate of Merit: sub-committee chaired by Keith Mann,

Certificate of Recognition: sub-committee chaired by Ron Ilko,

Officer of Year: sub-committee chaired by Gilles Cuerrier

Announcements and Presentations

The President’s Citation and Certificates of Honour, Merit and Recognition were announced on social media during National Volunteer Week April 19 to 25th 2026. 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.

Conclusion

The Honours and Awards Committee extends its appreciation to members of the Advisory Council, president Marc Lacroix, 1st Vice President Jacquie Pepper-Journal and Patricia Dagenais and Josée Woodford of 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.

We also extend our gratitude to Keith Mann, who has stepped back from active involvement in the Advisory Council, for his many years of participation in the Honours and Awards process.

Respectfully submitted,

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

INTERNATIONAL AIR CADET EXCHANGE COMMITTEE REPORT (IACE)

In September 2025, I attended the International Air Cadet Exchange Association (IACEA) Annual Conference in Christchurch, New Zealand. Representatives from New Zealand, Australia, Belgium, Canada, Germany, Hong Kong, the Netherlands, the Philippines, Sweden, and the United States attended, while updates were received from Japan, Luxembourg, the United Kingdom, and France. The discussions were both informative and productive, reaffirming that the IACEA remains a strong and vibrant organization. During the conference, Canada was invited to host the 2026 IACEA Annual Conference, which the Air Cadet League of Canada (ACLC) will host in September 2026 in Ottawa, Ontario. All associated hosting costs will be covered through IACEA member registration fees and will not impact the ACLC budget.

Following the conference, the Committee focused its attention on the future of Canada's participation in the International Air Cadet Exchange (IACE) program, which remains on indefinite hold under the Canadian Armed Forces (CAF). Discussions centered on potential pathways for the ACLC to assume responsibility for the administration and delivery of the program.

A proposal was subsequently developed outlining a model whereby the ACLC would fully fund and administer the IACE program. This proposal has been submitted to the Executive Committee and remains under review.

In addition, the Ad Hoc Future Committee's IACE Subcommittee developed a second proposal for the establishment of an interprovincial and territorial Air Cadet Exchange program. This initiative is intended to provide an alternative opportunity for cadet participation and engagement should the international program remain unavailable.

Preliminary results from the Ad Hoc Future Committee survey indicate limited support for the introduction of new programs at this time. However, it should be recognized that the IACE program is not a new initiative, having been established in 1947. At its inception, the program was administered by the Air Cadet League.

I would like to take this opportunity to thank my committee members for their support.

Respectfully submitted,

Terri Hinton
Chair, International Air Cadet Exchange (IACE) Committee

LEAGUE-INDUSTRY PARTNERSHIP COMMITTEE REPORT

No report submitted.

MEMBERS COMMITTEE REPORT

Overview of Activities

The primary focus of the Members Committee for 2025/2026 was the completion, approval, and national release of the **ACL Competencies** and the accompanying **Skills and Knowledge Inventory**. This represents a major milestone for the Air Cadet League, providing a clear, modernized framework that supports volunteer development at every level of the organization.

These tools now serve as the foundation for consistent, competency-based training across the country and will guide future curriculum development, resource creation, and volunteer onboarding.

Key Initiatives and Achievements

- **Completion and Release of the ACL Competencies & Skills and Knowledge Inventory:** The most significant accomplishment this year was finalizing the full competency framework and distributing it nationally. This work establishes shared expectations for volunteer roles and provides a structured pathway for training and development.
- **Training Resource Compilation:** Following the release of the competencies, the Committee began compiling training resources aligned to the new framework. This work is ongoing and will continue to expand, forming the basis of a refreshed and more comprehensive **League Training Programs Catalogue**.
- **Support for Mandatory Training Programs:** The Committee continued to provide oversight for national mandatory training, including Spam training for League-controlled email accounts and Harassment and Risk Management training, ensuring a safe and professional environment for all members.

Looking Ahead

The Members Committee will continue to advance national training capacity by:

- Expanding the training resource collection to support all competency areas and volunteer roles.
- Building on the League Training Programs Catalogue to create a more complete, accessible, and user-friendly national training library.
- Encouraging broad representation from all Provincial and Territorial Committees to ensure training materials reflect diverse regional needs and contexts.
- Seeking representation from all provinces and territories to ensure that everyone has input into, and access to, the training content we compile.

Conclusion

The Members Committee extends sincere appreciation to all members and P/TC representatives who contributed to this year’s achievements. Completing and releasing the ACL Competencies and the Skills and Knowledge Inventory marks a major step forward for the League, and it has been a privilege to help lead this work.

As I step down from the role of Chair — and conclude my time with the Air Cadet League of Canada — I am confident that we have established a strong foundation for the future. This project will continue to evolve and grow under new leadership, supporting the development of volunteers across the entire organization. I am grateful for the collaboration, dedication, and shared commitment that brought us to this point, and I leave knowing the work is in capable hands.

Respectfully submitted,

Vern Toews
Chair, Members Committee

NOMINATING COMMITTEE REPORT

This year, the Nominating Committee was tasked to identify potential candidates to fill three positions: one on the National Executive Committee and two on the National Board of Governors.

As our current Treasurer, Sue Madden, has been identified as the incoming First Vice-President, it was determined that the Governor appointed to fill her position must have a financial background as well as significant experience at the national level. Only one current BOG member was identified as having the qualifications to fill the opening on the National Executive Committee.

The Guidance for the two Board positions provided by the NEC included the following factors:

Subject matter expertise to include:

- Training design and development
- Government lobbying
- Business development
- Governance

In addition to the above, the committee was also asked to ensure that the BOG should reflect greater diversity and regional representation.

The primary principle that always guides our deliberations is that the Committee will always look for the best candidate for each position, regardless of the region they live in. While we try to maintain a regional and gender balance, it is difficult to do so with limited positions and the geographical location of applicants.

We are cognizant of the challenging times that we are in and will remain in for the next three or 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 in negotiations as we work through significant challenges for our cadet program. We are also aware that many of these challenges will also be faced by our Provincial and Territorial Committees. With that in mind, we try to minimize “poaching” provincial leaders such as Chairs and First-Vice Chairs to fill positions on the Board of Governors.

Following receipt of the Guidance document, we created an internal posting for distribution through all levels of the Air Cadet League. We received six applications within the deadline specified in the posting and offered interviews to each of the applicants. From this cohort, the Committee ranked each candidate and then provided a list of the top three candidates to the National Executive Committee for their consideration.

The Nominating Committee was also tasked with providing recommendations for the unfilled positions of Honourary President and Honourary Treasurer. We have provided the National Executive Committee with two names to fill these positions. The candidate for the position of Honourary Treasurer has accepted the nomination. The candidate for the position of Honourary President was a little busy during this time frame; he will be approached by the National President at an appropriate time.

I would also like to extend my sincere thanks to the members of the Nominating Committee. This was a challenging year to be filling vacancies and their deliberations, based on their varied experiences helped us find the best candidates for the available positions.

Respectfully submitted,

Craig Hawkins, CD
Chair, National Nominating Committee

POLICY, PROCEDURES, AND BY-LAWS COMMITTEE REPORT

Committee Members: William Cahill, Chair
Kevin Robinson
Craig Hawkins
Guy Albert
Pierre Forgues, Executive Director

The PPBLC continues to meet on a monthly basis and continues to make progress in working its way through the suggested amendments the Policy and Procedures Manual (PPM) and other policy and procedure initiatives which were identified for discussion by the PPBLC. Some of the key items reviewed and/or under review include:

Conflict Resolution Policy - The committee is discussing a policy dealing with conflict and complaint resolution policy. The proposed policy blends a formal grievance procedure and a more general approach to conflict resolution. It was decided that the ability to deal with conflict should be listed as a common competency in the League Competency Manual.

In Camera Policy - As recommended by the ACL lawyer, the PPBLC has developed a policy to provide guidance to the BOG and committees as to the conduct of in camera meetings and the keeping of records in relation to same. A draft policy has been prepared and is expected to be presented to the NEC on 15 July 2026.

Policy Amendment Flowchart - The PPBLC has developed a flowchart to map policy changes. Based on the flowchart, it has been determined that policy amendments can take as little as one (1) month provided no special meetings are required.

Confidentiality Agreement - The PPBLC worked with the screening committee and the governance committee to review and recommend changes to a confidentiality agreement for league members.

Thank the members of the PPBLC for their hard work and dedication and we look forward to continuing the committee's important work in the months to come.

Respectfully submitted,

William Cahill
Chair, Policy, Procedures, and By-laws Committee

RISK MANAGEMENT COMMITTEE REPORT

The National Risk Management Committee continues to support the League's ongoing commitment to responsible governance, volunteer support, and organizational risk awareness.

While the sub committee did not meet this year, input was provided to other committees with focus aligned with the League's established Risk Management framework, including maintaining awareness of emerging operational, governance, volunteer, and organizational risks impacting the Air Cadet program across Canada. Some areas kept coming up throughout the year regarding risk, were in the areas of technology and cyber-related risks, governance modernization, public trust, and crisis communications.

There's still good work ahead. We see real room to sharpen practical guidance, improve communications protocols, and bring more national consistency to how risk management actually gets practiced across the League.

Respectfully submitted,

Pat Stoddart
Chair, Risk Management Committee

SCREENING & REGISTRATION COMMITTEE REPORT

The screening coordinators across the country have been performing their duties efficiently throughout the year. There have been a few issues that needed to be addressed, mainly relating to minor individual queries.

Our major task has been the creation of the Confidentiality Agreement. After several drafts, a version was ready for review by the Policy, Procedures and By Laws committee. This version was edited and ready for final approval; however, after the standing up of the Governance Committee, we discovered that we were both working on a confidentiality agreement. To avoid duplication of work, the Screening Committee confidentiality agreement was forwarded to the governance committee for review. Some minor amendments were made, and the new final version was approved in March 2026 and now forms part of the screening package. (current volunteers will sign this as their screening is renewed)

Other tasks have included: the development of a form to be used when volunteers move from one league to the other which is available for use on the national website; standardization of the screening package; adding digital signatures to forms; and the ongoing matter of coordinating our screening with that of the CAF.

I must commend all the screening coordinators across the country for their ongoing commitment to their tasks and the efficiency with which they perform them. It has truly been a pleasure to chair this committee over the past year.

Respectfully submitted,

Dee Davis
Chair, Screening & Registration Committee

STRATEGIC PLANNING COMMITTEE REPORT

The Strategic Planning Committee was tasked with updating the Strategic Plan and Workbook to incorporate the AD HOC Futures Committee guidance. Over the past few months, a review of the Strategic Plan Workbook was completed and revisions made to reflect Committee Lead changes on the various Action Plan Items. During the revision period it was decided not to amend the Strategic Plan document itself as it is believed to be generic enough to be relevant as a high-level document and will be updated in the next year or two anyways, so efforts were directed at updating the Strategic Plan workbook as that is the working document for the National Air Cadet League.

At the same time the Ad Hoc Futures responsibilities were integrated into the workbook as this is the document that directs implementation of the plan.

KPI's were created and introduced into the workbook to reflect the updates. A more robust framework will be developed that will identify the threshold standards for the red, yellow, green markers and the criteria for reaching each of those levels.

Over the next few months, the committee will develop a new tracking system for the KPI's and send the workbook out to the Committee's responsible for implementation of the identified Action Items.

A Power Point presentation was created and will be shown at the Leadership Forum as information on the way forward. If anyone knows someone who would like to join the Strategic Planning Committee, I am always looking for people to join the team and happy to chat.

My thanks to Tom Sand for his help in reviewing the documentation and providing comments as I progressed through the revisions.

Respectfully submitted,

Kevin Robinson
Chair, Strategic Planning Committee

EXECUTIVE DIRECTOR'S REPORT

The report is organized as follows:

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

OPERATIONAL MANAGEMENT

Liability Claims

BCPC Wrongful Dismissal

- Demand letter received 15 May 2025 and insurance file opened.
- Negotiations initiated between BCPC and complainants.
- Matter remains unresolved.

BCPC Defamation

- Draft Notice of Claim received March 2026 alleging defamation at a BCPC General Meeting.
- Insurers notified and adjusters assigned.
- Notice of Claim formally served in May 2026.

MacMurray

- Statement of Claim received August 2025 naming both the Crown and ACL.
- Allegations relate to events at Shilo, Manitoba in 1970.
- ACL counsel retained and sought dismissal from proceedings.
- Department of Justice became engaged in January 2026.
- Request for Particulars issued March 2026; plaintiff responded April 2026.
- ACL Statement of Defence and Cross Claim filed 19 May 2026.

Little

- New Statement of Claim received in May 2026 regarding a slip-and-fall incident in OPC
- Royal Canadian Legion also named.
- Matter referred to insurers and adjusters.

Aircraft Accident Damage Claims

OPC GFMM (Glider Rope Break – April 2025)

- Estimated repairs of \$11,776 USD.
- Aircraft cleared for transport and repairs.
- Awaiting final repair invoice.

QOV FQYI (Hard Landing – August 2025)

- Repairs completed by K&L.
- Final repair cost \$3,117 USD.
- Insurance reimbursement received and file closed.

OPC C-GPKB (Nose-over incident at Borden in May 2026)
• Damage assessment initiated.

Corporate Administration and Operations

- Annual Corporations Canada filing completed.
- National cybersecurity awareness training delivered in English and French.
- NAV CANADA sponsorship agreement finalized providing three annual aviation scholarships.
- Lockheed Martin sponsorship agreement completed and \$25,000 USD received for STEM scholarships.
- Kit Shop operations continued to expand, exceeding 1,675 items sold and over \$12,000 in sales.
- National Education Scholarship Program received 280 applications for 2026, supporting \$114,000 in awards.
- More than \$21,000 in unspent flight training awards were recovered and policy amendments initiated to improve utilization.

CAF PARTNERSHIP

Cadet Training Review (CTR)

League representatives participated in advisory panels covering Air Cadets, STEM, Fitness and Wellbeing, Citizenship and Leadership, Team and Precision Skills, and Effective Speaking. Multiple rounds of consultation were completed. Throughout the reporting period the League maintained engagement with CJCR while awaiting publication of the final review and the Social Return on Investment (SROI) findings.

The Comd provided a preliminary report to League Presidents on the CTR and SROI on 19 May. The CTR key findings include:

- The program is delivering meaningful outcomes: cadets are building communication, collaboration, and responsibility skills that carry into their adult lives.
- Resource gaps present an opportunity to invest in modernized equipment and infrastructure, including IT, navigational tools, marine vessels, and aging fleets.
- There are approximately **1 million former cadets** in Canada who took part in the Cadet Program for at least one year and who are currently aged 19 to 65.
- Curriculum refresh is needed to strengthen progression pathways and better align content with how training is delivered on the ground.
- Delivery consistency varies regionally due to staffing, facilities, and geography, with post-pandemic recovery of hands-on experiences still underway.

The SROI survey results are also very interesting:

- There are approximately 1 million former cadets in Canada who took part in the Cadet Program for at least one year and who are currently aged 19 to 65.
- Cadets are community leaders: 52% hold leadership roles in the program, 61% at school, and 40% in their communities.
- Strong civic engagement: 62% volunteer regularly and 76% participate in community groups or clubs outside the program.

- 89% of current cadets would recommend the program
- Leadership outcomes persist beyond participation: 69% of former cadets report leadership roles at work and 55% in their communities
- Parents, guardians, and program leaders consistently observe improvements in teamwork, confidence, and communication

The CJCR will provide a summary of the CTR report and graphics from the SROI.

National Cadet Council and CJCR Engagement

Key topics discussed with CJCR leadership included:

- Renewal of the Memorandum of Understanding.
- Treasury Board grant enhancements.
- League indemnification in legal actions.
- Cadet program growth to approximately 65,000 cadets and a waiting list of approximately 3,000 youth.
- Facility funding and Local Support Allocation utilization.
- Flying program accessibility and modernization.

Flying Program

The Air Cadet Flying Program National Steering Committee met on 2 Feb 26. DCOS Operations, LCol David Wright, provided a report on training and gliding operations. Highlights included:

- 109 Pilot Training Program graduates from 116 starts.
- 94 Glider Pilot Training Course graduates from 100 starts.
- More than 9,000 glider and tow aircraft flights.
- Aircraft modernization initiatives, including energy-absorbing seats.
- Development of revised aircraft movement procedures.
- Ongoing work on the Air Cadet Gliding Program contract renewal.

Policy Issues

The League engaged extensively with CJCR on:

- Vulnerable Sector Check requirements.
- Communication and consultation processes at regional and local levels.
- Assessment fees and participation barriers.
- UAS restrictions and implementation of CANCDTGEN 005/26.
- Facility funding and reimbursement policies.
- Legal indemnification of Cadet Leagues.

External Relations

- Initial discussions regarding future cooperation with India's National Cadet Corps.
- Engagement with RAF Air Cadets to identify opportunities for mutual learning and collaboration.

COMMITTEE SUPPORT

The National Office continued to provide administrative, governance, financial, communications, and policy support to national committees. Dedicated staff support was provided to P/TC Chairs, Finance, Policy and Bylaws, Screening, Members, Staff Management, Communications, Scholarships, Honours and Awards, Effective Speaking, IACE, and Aviation-related working groups.

SPECIAL PROJECTS

Online ACC9 Modernization Project

The Online ACC9 project progressed from requirements development through the deployment of beta testing. Strong participation was achieved from P/T Committees and Squadron Sponsoring Committees. The project remained on schedule and on budget throughout the reporting period.

Government Relations and Advocacy

A national lobbying strategy was developed and implemented. League representatives, Marc and Jacquie, met with Members of Parliament and Senators on 13-14 April to advocate for sustainable federal funding, recognition of League contributions, and support for long-term program delivery.

Additional Initiatives

- 85th Anniversary planning.
- 50th Anniversary of Women in Cadets recognition activities.
- Fundraising platform (Raisin) webinar for P/T Committees and SSCs.
- National ACL Speakers initiative.
- Aviation Committee in-person planning meeting.
- Scholarship administration and awards programming.
- Lockheed Martin cadet engagement activities.
- Development of CRA compliance policies and governance amendments.

Pierre Forgues
National Executive Director
13 June 2026

85th ANNUAL GENERAL MEETING



ANNUAL GENERAL MEETING INVITEES

Invitees

Board of Governors

Marc Lacroix, CD President
Thomas Taborowski Imm. Past President
Jacquie Pepper-Journal, CD 1st Vice-President
Sue Madden V-P & Treasurer
Angèle Mullins Vice-President
Thomas Sand, CD Vice-President
Kevin Robinson
William Cahill
Michele Claveau, CD
Dee Davis
Terri Hinton
John Nolan, CD
Lokesh Purbia
Arlo Speer
Patrick Stoddart
Vern Toews

Members at Large

Duane Schippers
James Simiana, CD
Jackie Smith

Advisory Council

Leonard Jenks, CD
Ron Ilko
Gilles Cuerrier, CD
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