

**Minutes of the Annual General Meeting of the Alberta Provincial Committee  
Air Cadet League of Canada  
Saturday & Sunday, October 26<sup>th</sup> and 27<sup>th</sup>, 2019 at Four Points by Sheraton, Edmonton South Hotel  
Edmonton, Alberta**

**Meeting Called to Order at 8:05 am**

**March on the Flags**

**O-Canada**

**Moment of Silence**

**Welcome & Housekeeping**

Rhonda Barraclough welcomed all attendees and guests in attendance, and introduced the head table: Mr. Jim Hunter, Chair, Air Cadet League of Canada, and Col Warren Vest representing the Civil Air Patrol (CAP) and Mr. Kevin Robinson, acting as Parliamentarian for the meeting . Rhonda welcomed representatives of RCSU (NW), Major John Cater and Major Randy Fisher.

**Notice of Meeting**

The Secretary, Angèle Mullins, confirmed the notice of meeting was duly distributed in accordance with the bylaws of the APC, on September 11, 2019.

**Attendance Report**

Angèle reported there are 135 registered attendees with a total of 59 voting members in attendance and six proxyholders, with 41 Squadrons being represented at the meeting.

**Approval of Minutes of 2018 AGM**

Motion: Claude Carignan moved to accept the minutes of the 2018 AGM as presented; seconded by Lorraine Forsen; carried.

**Nominating Committee Report**

Tom Sand presented the slate of candidates as recommended by the nominating committee as follows:

- Standing for the position of Chair - Rhonda Barraclough
- Standing for the position of Vice Chair - Dawna Morgan
- Standing for the position of Director Finance - Anna Lewis
- Standing for the position of Secretary – Angèle Mullins
- Standing for the position of Director Aviation – Derek Blatchford
- Standing for the position of Director Netook – Ron Moritz
- Standing for the position of Director Camp Worthington – Burt Gillings
- Standing for the position of Director Camp Wright – Cher Lindley Scott
- Standing for the position of Director Public Relations – Brian Lewis

The four Wing Directors for the 2019-20 year, as elected at their respective Wings, are as follows:

- Todd Swyers (NE Wing Director)
- Carole Reichart (North West Wing)
- Len Granson (Central Wing)
- Lorraine Forsen (South Wing)

Tom advised if you wish to submit a nomination for any position, the submission must be made by a screened member and the candidate must be a screened member. Nominations must be received by end of business meeting today, Saturday, October 26, 2019. This is the first call for nominations and there will be a total of three calls throughout today.

### **Greetings from Air Cadet League of Canada**

Rhonda introduced Jim Hunter who brought greetings from the Air Cadet League of Canada. Jim noted a number of projects underway and successes including:

- \$300,000 grant has been received to fund a three year project to help you and research and development projects, building bridges between the Air cadet program and employment in the aviation industry.
- Fleet replacement: a goal has been set to generate sufficient revenue at the national level to support provincial fleet replacement needs; working with BGen Cochrane on this initiative as well.
- The CRA business number establishment is complete and ensuring registered status by all provinces is in process
- A new MOU is under development to streamline and simplify processes between the League and DND and is expected in the coming months.
- Affiliation Agreements are underway and expected to improve how the League works together.
- Risk Management has been introduced from the national level and will be rolled out to ensure resiliency of the organization
- A new strategic plan is underway
- A national screening program has been designed and deployment is underway using Sumac; plan to have it running by the end of December 2019

Jim thanked all in attendance for their commitment to the program; volunteers are the hear of the program and are doing a fantastic job. He welcomed questions from anyone over the course of the weekend.

Rhonda thanked Jim and welcomed Col Warren Vest

### **Greetings from CAP**

Col Warren Vest thanked everyone for the invitation to be back again, bringing greetings from CAP National and the Montana Wing Commander. CAP is dealing with many of the same issues as ACL. In that spirit, CAP is now offering a selected few Cadets a Private Pilot Certificate – a learning from ACL. Two month stay at Perdue at university to earn their PPS In Lafayette Indiana, as a top notch program – four CAP Cadets were able to do this. He thanked ACL for letting CAP steal one of our good ideas. Six Canadian Cadets attended CAP Cadet Officer School for Leadership and Aerospace Training in Montgomery Alabama. Approximately 100 in attendance in each year. It was an excellent program.

With approximately 300 members in Montana, there is always a struggle for funding, geography is large, and there had not been a Cadet encampment since 2012 – first time in 2019.

He expressed anticipation to be once again participating in HART. Emergency service, Aerospace education and the Cadet program are the three missions. Cadet program is becoming major focus.

Rhonda thanked Col Vest and welcomed Anna Lewis to present the Finance Report.

**Report from the Director of Finance: Anna Lewis**

Anna asked all attendees to plan for the next AGM – Scheduled for October 23 to 25 at the Sheraton Cavalier Hotel in Calgary. She also asked that everyone carefully read the online registration package and make sure you are confirmed to attend.

Anna thanked all squadrons for paying their assessment fees and noted that fees are based on the number of Cadets in Fortress at December 31 of each year. For this assessment, \$82.99 is the rate with a \$10 discount if your ACC9 is submit in complete form and on time.

The 4<sup>th</sup> Annual “Coffee’s on Me” Treasurer’s Award goes to Michael Clalow from 533 St. Albert Squadron for submitting the first ACC9 on Sept 5 2019. Anna also wanted to recognize a number of Squadrons who have already submitted their ACC9 for the year and thank them for doing so.

Anna presented the Budget and Financial Statements. The Draft version was sent a month ago – the final was sent last week which only included minor changes made by the auditor in the area of depreciation.

Anna noted:

1. Variance from the budget: overall revenue came in higher than budget and expenses slightly lower than planned
2. Capital Purchase highlights for the year
3. Anna reviewed the breakdown of the significant expenses
4. New this year is the provision of a Five Year Capital Budget for each facility – Camp Wright, Camp Worthington, Netook, Aviation Program, Aircraft Maintenance, Camp Reclamation Contingency Fund, and general contingency
5. Anna reviewed the success of the Donations & Fundraising – For this year, \$111,576! We need to continue to do this

Motion: Anna moved the 2018-19 financials be approved as presented; Michael Evans Seconded the motion; Carried, one opposed.

Motion: Anna moved the 2019-2020 operating budget be accepted as presented, Seconded by Michael Evans, Carried, one opposed.

Motion: Anna moved the 2019-20 Capital budget be accepted as presented, Seconded by Lorraine Forsen, Carried.

Motion: Anna moved the APC use Doyle and Company as auditors for 2019-20, Seconded by Mike Evans; Carried.

Anna announced the Central Wing is responsible for the Silent Auction at the AGM next year and 50/50 – Please start planning now!

Rhonda thanked Anna and asked if there were any questions.

Major Caswell thanked Anna for an excellent report. He noted mileage for wing directors is high and he thanked volunteers for committing so much time to the program. He suggested the cost could be reduced by leasing fleet vehicles. Rhonda committed to adding this topic to a APC agenda to review the best way – practically, safely and cost effectively.

Major Kushner asked regarding \$1600 in the Survivair category that would be used for other programs. He asked if there was an opportunity to have the league support programs such as Sports & Drill, etc. in a more regional manner, such as invitational drill competitions. Cadets are asking for cross regional events. Rhonda suggested this is bigger issue – funding is one element but advancing planning to get things in the training plan would be required.

Major Kushner brought forward the opportunity to have AGMs biannually, and then in the alternate years to have phone meetings, which could be a cost savings. Executive would then have a two year mandate . Rhonda expressed a number of valuable things happen at annual meetings including the opportunity to get all squadrons together. Rhonda said the idea would be discussed and considered.

Anna and Rhonda called the next winners of the Cash Calendar so the attendees can experience the response.

### **Director Reports**

Rhonda listed all the Director Reports provided in the AGM Book and asked for any questions to be brought forward to the Directors; there being none:

Motion: Brian Lewis moved the reports be approved as submitted, seconded by Michael Evans; carried.

### **Questions and Follow-Ups From Reports**

Rhonda asked Dawna Morgan, Vice Chair, to review some supplemental information.

1. Regarding the Leadership Symposium Dawna recognized Darlene LaRoche; vice chair; empowering youth for a better tomorrow. The package the Cadets received will be available on the website. Thank you Lt. Alberto and Capt. Pilkington
2. The Effective Speaking Competition was moved to the Vice Chair and Kenn Nixon has been appointed as the Effective Speaking Coordinator for all the Squadrons in the province.
3. Shared pilot training program in the north. Five squadrons were involved in the program and the training sessions have been taped and will be available on line.
4. Scholarships –Dawna expressed thanks to all the volunteers - both Civilian and Military - that make this happen. There will be a number of changes in 2020. The dates will be Feb 14 & 15 in Innisfail. Friday night arrival, all day Saturday. Invitation will be out in November. The region wants to be consistent. Only IACE, GPS and PPS will be boarded. The other technical courses will be selected through the Squadrons. Other changes include: Maximum number of applicants vs. Maximum number of eligible selections (no more +1); No more narratives to be required for the application, but COs have the option to require a narrative for squadron selection; Percentage for selection has changed; education marks continue to be required. The exam mark must be a minimum of 50%. Exam change: Only the top candidates to be submitted for the scholarship

may write the exam. Maj Cater and Maj Fisher will evaluate whether this can be changed and report back to the membership.

A question was asked about the change to the exam mark and not allowing additional Cadets to take the exam; Maj Cater & Fisher will review this. There was a potential this would not be applied fully in 2019 but to be determined.

Capt. Enns asked whether practice exams could be made available; Derek Blatchford advised they are available in the Pilot Training information.

Concerns were expressed; would simplifying the process increase the RTU rate? AB's process has been different but among the lowest RTU rate; SSCs not pleased with the changes; the process itself is a huge value to the Cadets – huge life skills – that now are available to fewer Cadets.

Rhonda expressed that the APC does not agree with these changes however they have been negotiated nationally and are better than where it started from. We must comply with the CATO and the National direction. Gen. Cochrane has been invited to participate in AB Boards this year to see the process.

Rhonda asked Derek Blatchford to provide an update on Netook.

Netook is the only league owned and operated gliding field in Canada and was initially built as a relief field for Bowden training center and was a training location back to 1941.

David Lanz is retiring. A new Director is required for Netook. The biggest change this year was the new hanger door which was required due to repair costs and safety. It needs a logo if anyone has the talent to assist! Other required projects are:

- Potable water well needs to be rehabilitated
- Complete metal cladding on the Ross Hamilton Learning Center
- Repair/replace old terminal storage building
- Install cement floor in new storage hanger

Derek noted In 2019, 82% of Squadrons participated in exam process, showing high interest in the flying program.

Air Cadet Flying Program Force Generation: Our mission in the Gliding Program is to provide Familiarization training. Getting GPS is to support that mission. Keep the program growing and address growing numbers in the program. After Age Out, many move to CI or CIC and can become fam pilot, with enough flying time can become instructors at summer training centers.

In the last three years, there was a very low graduation rate from the program, limited the ability to do Force Generation – this is a significant problem we are addressing.

CFS Staff are challenged due to this and less willing to take on the role.

Derek suggested an approach to improving this portion of the program:

- Investigate the problem – it is more than the weather.

- Reducing GPS spots is not a good option – number of training spots is in the CATO and has been successfully completed in many prior
- Request RCSU advocate for a Glider familiarization site at 4 Wing Cold Lake in support of the CTC and for ACGP Force Generation

Rhonda advised the NW region is working together to try hard to resolve these problems.

### **Business Arising from Previous AGM**

No matters were tabled.

### **Meeting Break at 11:40 am – resumed at 11:55 am**

Due to timings Rhonda requested with move ahead with discussion of the Affiliation Agreement with our guest, Yvonne Chenier, and then continue with the report from RCSU.

### **Strategic Plan, CRA & Affiliation Agreements – Rhonda Barraclough & Yvonne Chenier**

Rhonda reported the Affiliation Agreement between the APC and National is expected to be signed by the APC within the next month. We will follow with a rollout of agreements to SSCs.

Yvonne Chenier talked about the Governance levels: Overall statute is the societies act; legal entity being the overriding governing requirement which is the incorporation. Next is the what your “objects” are – what we have advised the Societies Act that we do. Followed by the third piece – the Bylaws – the laws the society must live by – approved by the members and approved by the Societies. Often, policies are also in place and can be changed by the Directors.

CRA grants the charitable status. If you do not meet your obligations under the Societies Act, it can withdraw your status.

In AB, there is no provision for one society to control another society. The only thing that can be implemented is an Affiliation Agreement – similar as what was done from Federal to Provincial.

How will we do this?

1. Review all legal documents
2. Develop a standardized set of basic documents that can be used by everyone – such as bylaws
3. Allow each SSC to create their own policies, in compliance with ACL; the only loss is the control of the legal relationship with the provincial and national levels of the organization.

Several questions followed:

- Does each SSC need to become a charitable organization? No, but needs to be incorporating as a Society.
- What is the time frame? Rhonda is aiming for completion by the end of 2020. The first step is to collect everyone’s bylaws and review them – only four outstanding to date. This should be done by the end of 2019 and then review into next year.

- A concern was brought up regarding all the additional filings, returns, etc. that increases the burden on the SSC. Yvonne responded that the incorporation is to protect the directors. It is important to do that. If you have charity status, you have tax exemption, so have to file different returns.
- Who will pay for the bylaw and document review? The APC has set money aside and applied for a grant to do this and will support the SSCs to get this done – unless a SSC prefers to get their own legal help – which they will need to pay for directly. Anna advised the T3010 is a simple filing attached currently to the ACC9. The CRA process may change but ideally just filing method and not a significant change to manage.

### **Report from RCSU (Northwest) – Major John Cater**

Major Cater reviewed some key principles of the programs:

- Invites all Canadian youth
- Instils Canadian military values
- Develops citizenship, leadership and fitness
- Balance safety and challenge
- Leave positive lifelong impact

There are five regions nationally. RCSU NW is the largest geographic region in the country – geography is challenging!

Mission: To develop our culturally diverse youth by delivering a safe, dynamic and efficient cadet training experience. – Community based, teach hard and soft skills

Vision: Cadets developing to their maximum potential led by a highly motivated, innovative and unified team who ensure a supportive environment in all our unique communities

The Commander's Intent is as follows:

- Focus on the Cadets – effective leaders, safe and respectful environment
- Build and Deliver Quality Programs – achievable, affordable and sustainable
- Ensure Program Success – through continuous improvement (lessons learned, effective program success and cooperation with key partners.

Current priorities are as follows:

- Refocus RCSU Support - Our primary focus is on the support provided at the community level to our Recruiting – Added a Sgt to streamline the process to improve success of enrollment process
- Refocus RCSU Support
- Enhance league partnership.

Major Cater thanked everyone in the room and reminded us of the incredible importance of the partnership and everything the league does.

Renewal process is rolling out and has included:

- Zone Training Officers at different areas of the province looking after all three elements
- Area Elemental Advisors provide the expertise on the specific element
- Established a Governance Model
- Established CCC: Community Coordinating Committee: Area/zone officers, league branches/ reps & Sr Cadets

Program Update:

1. Uniform Modernization
2. Field Training Uniform
3. Music – non discretionary
4. Musical instrument loan program
5. Identity project - increasing awareness of the program

Regional Metrics Update:

- 217 total Units with Air being 106
- Currently 6,791 in region with 3,695 cadets in AB

RCSU challenges are consistent with prior years:

1. Regional Funding Allocation
2. Recruitment – particularly of staff
3. Communication – always a big issue particularly as the program changes

Major Cater reviewed Operation Honour – simple but very serious message – Leadership, Respect and Honour – Do No Harm: Be a leader, Respect all, Act with Honour, be courageous, don't turn a blind eye, get involved, speak out, take action, seek support, provide assistance, notify authorities.

Report all allegations immediately - reporting chain is very quick.

Rhonda thanked Major Cater for his presentation. Prior to breaking for lunch, Rhonda presented ACL coins to Derek Blatchford, Len Granson and Angèle Mullins for their commitment to the Provincial Committee.

Rhonda also announced the Government of Alberta has declared next week Air Cadet Week in Alberta from 28 October to 3 November 2020, and requested that up to ten Cadets let her know if they could be available on Monday afternoon to Attend the Legislature and accept this award.

Tom Sand asked for the Second Call for Nominations.

**Meeting Break For Lunch at 12:12 – to be followed by Breakout Sessions to begin at 13:05**

**Meeting Resumed at 1530**

Tom Sand provided a final call for nominations.



## **Risk Management Program – Angèle Mullins and Peter Davis**

Angèle introduced Peter Davis and Tom Sand, both who have been working with her on the Risk Management Program with National over the past year. Peter went through the details of the plan and information was distributed to the attendees. All Risk documentation is available electronically.

Rhonda thanked Peter for the presentation.

Given the time, Rhonda recommended the balance of the agenda could be moved to Sunday morning and provided some final announcements for the day:

- Please fill out feedback forms and return them before you leave on Sunday
- Cecelia Brugma, Membership Coordinator, is here; please see her if you have any questions.
- Our Representative from the Duke of Edinburgh program is available if you have any questions
- Tables are assigned; if you are aware of anyone who will not be in attendance tonight but was planning on being here, please advise Anna Lewis ASAP.
- Rhonda thanked the excellent staff at our flying centers for the work they do and their attempt to complete the glider Cadets in their program.

**Meeting adjourned for the day at 16:05**

**Sunday, 27<sup>th</sup> October – Meeting Convened at 8:35 am**

Announcements:

- Rhonda welcomed everyone back and reminded all to complete and submit their evaluation forms prior to departure today.
- 810 SSC has created an avenue for a closed group to communicate; it will be open to join for one week and then be by invitation only if you are interested
- Derek Blatchford announce the sale of the plane donated to the APC by Glenn Rippon for \$25,000 with proceeds to go to the APC Aviation Fund

**Report from the Nominating Committee – Tom Sand**

Tom announce the slate of directors for 2019-20 are acclaimed as follows:

- Chair - Rhonda Barraclough
- Vice Chair - Dawna Morgan
- Director Finance - Anna Lewis
- Secretary – Angèle Mullins
- Director Aviation – Derek Blatchford
- Director Netook – Ron Moritz
- Director Camp Worthington – Burt Gillings
- Director Camp Wright – Cher Lindley Scott
- Director Public Relations – Brian Lewis

Rhonda Barraclough thanked all levels of the league, directors, all SSC members for their hard work they do, have done and will do.

Strategic and Operating Plan Report – Rhonda Barraclough

Rhonda provided an update on progress made on the APC Strategic Plan. Overall, committees have been created to get work done and Coordinators have been added for the Effective Speaking Program, Social Media and Historian.

Rhonda asked the Camp Committee, Capt Adam Colburne, Cher Lindley Scott and Burt Gillings to provide an update on the work done by their committee. Both camps require a significant amount of work and planning for the future. To date,

1. Created an engagement survey to go to all the Squadrons in the province – who used the camps and why or why not?
2. Developed a short term and a long term plan - there have been years where the camps have not been in breakeven and planning for the future life of the facilities is critical
3. Re-evaluated fee structures
4. Created Marketing plan and developed a information pamphlet; developed a Facebook account for Camp Wright with plans to do the same for Camp Worthington.
5. The committee continues to meet approximately once per quarter.

Cher Lindley-Scott thanked everyone for their support over the past year. We need more help – Lots more work required and labour is a needed. Cher listed a number of things that need to be done.

Burt Gillings talked about some issues at Camp Worthington. It was conceived as a Wilderness Survival Camp. This is what the facilities provided. The long term plan is to increase the size of the mess hall and add one Bunk house to allow the accommodation of larger squadrons. Major Cater advised that the fuel for the generator will be paid by DND – SSCs not required to pay.

Rhonda invited anyone any time to visit either camp and get involved.

Rhonda asked Kenn Nixon to comment on Effective Speaking – the desire is to increase the profile of Effective Speaking across the province to give the Cadets an opportunity – and encouragement – to participate in the Effective Speaking program. Kenn invited anyone to contact him. He also referred to all the resources on the Air Cadet League national website.

Rhonda invited Tom Sand to talk about the Advisory Committee. This group is made up of five past chairs who also are the nominating committee and the Honours and Awards Committee. Tom directed people to the provincial website for all the information on the Honours & Awards program. It was aimed to be simple and easy. The next goal is to add a pdf fillable application form.

The group is now working on the Bylaws. His goal is for the bylaws to be ABC – Accurate Brief & Concise. Details can be moved to the policy manual.

Rhonda advised that the updated bylaws need to be voted on. We will distribute and call for an electronic vote when they are complete.

Questions were brought forward regarding CRA compliance and affiliation agreements. Rhonda advised anyone with questions to speak with Anna Lewis. It is National's preference is for everyone to be a charity. You can then write tax receipts. In either case you get a business number – a charity Business

number or a regular business number. The APC will no longer be able to issue charitable receipts for donations provide to SSCs who are not registered.

Rhonda commented that fundraising programs are making progress. More work is required. In addition to the successful Cash Calendar, the APC ran a golf tournament and another event to try to raise funds directly. Canvassing for funds have resulted in some good donations as well as the plane to sell.

A new Social Media Coordinator has been appointed – Jo Hansen – and will be taking over and more active in this area. Kevin Robinson currently manages the twitter account: @aircadetalberta and invited everyone to follow it.

Rhonda invited Brian Andrus to update the group regarding his work as Historian. He provided the plan of what the goals are for the role. He is looking for historic photos. He will be sending a form to SSCs to see if he can gather as much history as possible on the group, former chairs, CO's , etc... For more information, you can review his presentation on the APC website. He asked each squadron to consider appointing someone as its Historian to work with him. He also suggested Squadrons consider an Alumni organization, which for example could hold a reunion in conjunction with the ACR every five years.

Brian asked for any assistance, photos, documents at any time. He will look at setting up a DropBox to collect and share this information.

Rhonda mentioned one Cadet from SK attended CAP Leadership training in Montgomery Alabama – Six from Canada attended this year and ten will attend next year.

It would be good to share some of the intra squadron activities – many are happening. Maj. Cater mentioned some of the mandatory FTXs are occurring as joint activities – in same element or inter elemental.

Rhonda also announced that any costs for FTX that are in the rules should be submitted for payment – example being fuel for generator at Camp Worthington.

Rhonda provided some further information regarding areas of focus for the coming year:

- A Career expo and air show – Likely similar at Stampede – in Edmonton
- Parade Space is a requirement – currently searching for two in Calgary and one in Edmonton
- A National Cadet Career Expo with industry partners is in the planning stages by the ACL
- Netook and Aviation Committee are required – if you are interested in volunteering please contact Derek Blatchford or Rhonda

Several closing questions followed:

Would the three leagues work together – for instance when looking to recruit staff? Rhonda said this will be looked at and already multi-elemental meetings are being planned. It was suggested we target the Teachers' Convention for recruiting staff.

Would VIP Gliding/Volunteer Appreciation Day be re-introduced? It is a source of funding and support for the program. Rhonda noted it was not possible in 2019 as the Glider program had many challenges completing the summer program and staff were not available. Other opportunities are being looked at.

The following announcements were made:

533 St. Albert will be doing its 15<sup>th</sup> Proclamation on Thursday with the City of St. Albert.

24 Squadron is hosting its 75<sup>th</sup> anniversary this year – check out their website.

HART will be on November 16<sup>th</sup> – all are welcome to attend and BGen Cochrane will be in attendance.

Next week is Air Cadet Week – acknowledge your Cadets!

Thank you for everyone volunteering for the Alberta Aviation Casino – Alberta Aviation is a sponsor of the program and they need this support.

Next year's AGM will be in Calgary at the Sheraton Cavalier Oct 23 weekend.

### **Leadership Symposium – Dawna Morgan**

Dawna Morgan provided an update from the 2017 and 2018 symposiums. Cadets are looking for more experience in leadership in different forms. In working with the AB Mentoring program, a toolkit has been made available for all Cadets to use. Maj. Caswell reiterated the value of the mentoring toolkit for both Cadets as well as Staff. Various leadership activities have been leveraged in each area. Mentoring is also a learning opportunity in the base program. Senior Cadets are provided with a voice at every level of the program in a more organized fashion. Please let everyone at your level know that these programs are available.

Dawna introduced the Leadership Symposium Cadets for their presentation; a summary follows the meeting minutes.

Rhonda thanked the committee and in particular Dawna Morgan and Darlene LaRoche for co-chairing this year's symposium, and all the Cadets for participating and sharing their ideas.

### **Closing**

Rhonda thanked everyone for attending, congratulated all on their awards and for an excellent year and wished safe travels to all.

The meeting was adjourned at 11:32 am.

Recorded by:

Approved by:

---

Angèle Mullins, Secretary

---

Rhonda Barraclough Chair

## Leadership Symposium

The Cadets attending the Symposium were divided into four groups and asked to present on a topic of how they can affect change in their Squadron.

Group One formulated the question as: How have we personally affected change in our Squadron?

- Instruction – Cadets is an organization run for Cadets and By Cadets
- Good instructors gets to know their cadets to help motivate them
- Critical role in the program to motivate and engage Cadets
- Instructors biggest resource – learning from each other – knowledge and resource development
- Instructors need to learn best ways to manage class; - suggest joint class teaching, allowing Instructors to share resource with each other
- Help Cadets learn and leverage their preferred streams
- MENTORSHIP – key word and method to ensure learning and growth
- Encourage all Cadets to focus on solving micro issues rather than ignoring them
- Connect cadets with resource
- To foster mentorship, make it more frequent and consistent, encourage more inter level interaction to help unify the unit – everyone in it together
- Examples included:
  - Official squadron mentorship program – offers constant and consistent mentorship opportunities
  - Focus on Teamwork in all areas of the program
  - Push senior cadets to get to know the younger Cadets: Get seniors to sit with Level ones at break
- This will make the squadron much better as it can continue to improve
- Another recommendation is to encourage clubs; they boost morale, aid Cadets in finding an area of interest within program ; create a sense of community and allows Cadets more time to engage with their peers
- Gear Clubs toward younger Cadets – avoid boredom of some of the level one classes (less intriguing portions!)
- Offers Cadets the opportunity to explore areas of interest in more depth
- Also creates subject matter experts that we can use in teaching, etc.
- Force Cadets to work with each other and form new relationships.

Group 2 formulated the question as: What opportunities are there at my squadron to effect change?

- Inter-squadron engagement and interaction- Cadets need new ways to meet other Cadets – more than summer camps
  - Bring back Survivair, Marksmanship and drill competitions
  - Have days or weekends with Cadets from multi Squadrons to get together
  - Have one of these with only junior Cadets

Level 1 and 2 Cadets are more interesting – wild ideas – but great feedback. They hold a perspective senior Cadets don't always recognize and they don't have the same opportunities – they need resources to fully reach potential; suggest:

- Feedback ideas – meetings to get their input
- Invest in our people
- Relationship building between Junior and Senior Cadets – create more opportunities to “know your people”
- Juniors want a positive relationship with each other and with seniors
- Add teambuilding activities
- More Fun Activities: EG Halloween night – grouped into teams
- Seniors can be more relaxed and show a friendly face.

Use communication to help:

- If you want things to happen, communication is vital
- Set up a Facebook group chat
- Suggestions to improve communication: more advance notice, more detail
- Would be ideal if Cadets across multi regions could communicate and share activities: ie: Cadets from BC, AB and ON all communicating!
- Suggestion: monthly conference call with all seniors across the country
- We need to be the change we want to see
- How to pay for this: Volunteering and fundraising
  - 5K or 10K race across AB, could sell things at even “\*food”
- Exchange volunteers for goods and services
- Younger demographic volunteers 66% - it is beneficial for their physical and mental health and wellbeing.

Group Three formulated the question as: What opportunities are provided to the junior cadets at my Squadron to effect change?

This weekend has been an amazing way to gather ideas across the province. Suggestion this Symposium be geared towards Sgts and FSgts – They still have time to affect change at their Squadron; habits take 66 days to be change, WO1 and 2 won't have the time to do that.

One Cadet who was in attendance two years ago commented on things he learned then and ideas he had implemented, which was a significant advantage.

Set up a way to capture ideas so if something doesn't work don't try it again two years later. What about changing something big – that doesn't work? Don't redo it 2 years later – have the continuity to know it has been tried and is not perfect.

Perseverance is a key part of the program and encourage ways to ensure Cadets are motivated to stay with it. For example:

- Learning Drill is hard – make it more fun by learning it to Disney music – more fun and learning sticks
- Not getting Scholarship the first time but trying again and getting it.

Larger squadrons often have opportunities that smaller ones do not have ability to do; keeps Cadets interested; look to other ideas like more time with the Dream Flyer, assemble a glider on parade square

The group asked for provincially available resources such as: a repository of training aids – such as dream flyer, cockpit, etc..., also the continuation of trips and opportunities, and inter-squadron activity such as survival and sports and drill – also gives more opportunities to lead.

Group Four addressed the question of training resources to impact success both mentally and physically

Internal Resources –

1. what are needed to affect change at our squadron; include personal attributes on how we do this;
2. Create a good plan – so that we can show we know what we want to do and how we will do it; makes it faster to implement changes, also that we are passionate about wanting to do something
3. Personal Attributes: initiative, respect, passion about the program, - finding the drive and goal to set for yourself as a leader

External Resources – not directly under squadron control

1. Provide opportunity – to hold power, speak up about issues; squadron environment that listens to feedback and encourages input; a positive environment to speak up.
2. Seek approval – what are CO or SSC willing or able to give approval to? Idea: provincial wide Photography or media weekend
3. Physical – monetary, need to effect change: most difficult to for Cadets to get – financial support, location, training aids, equipment.

Dawna Morgan thanked the Cadets for their excellent presentations (synopsis follows minutes). She highlighted three things the APC should pursue:

- Allow Cadets to nominate for Honours and Awards Program
- Add some Junior Cadets to the Leadership Symposium as they will be able to go back to their squadron and take some great learnings back
- Introduce a method to share resources across the province

If you would like to be part of organizing the next Leadership Symposium, please contact Dawna Morgan.