

Air Cadet League of Canada

Alberta Provincial Committee

2015 ANNUAL GENERAL MEETING & CONFERENCE

Saturday, October 25th 2015 – Edmonton Four Points Sheraton – Argyll Road

Call to Order: 08:35 a.m.

1. **March on the Flags, O CANADA**

2. **MOMENT OF SILENCE** for fallen soldiers and past members.

3. **Announcements/Housekeeping** reviewed by Chairman Kevin Robinson, any questions or concerns regarding the hotel, please talk to Carol Cox to have them addressed and cleared up. This meeting is going to be recorded, so please use the microphones if you have a comment or question. Also, if you don't want something recorded in the minutes and you are not at the microphone, please be aware that they are sensitive and can pick up a lot of things in the background.

Our Chairman noted the increase in public awareness for the Alberta Air Cadets with the use of public media such as Facebook and Twitter, when someone is following you, please be sure to have DUE DILLIGENCE on who it is that is following you and what they are about.

Special thanks goes out to our ACO's who go above and beyond as far as Kevin Robinson is concerned. They are Cher Lindlay-Scott, Mitchell Krasey, Doug Eaglesham and Bob Bogovoics. Your hard work for this program ensures that we offer one of the best for today's youth in our country.

Darlene LaRoche brought to the attention of the attendees – The National AGM welcoming video produced for AB hosting the AGM this past June was produced by a valued member of the Province. Sadly, she passed away this year and will be missed by all those that knew her. To honor her memory, there has been a cadet award produced in her name by the AB Provincial Committee. The Holly Jones memorial public relations award of excellence to be awarded to one cadet in Alberta and will be awarded and presented at the annual AGM here in Alberta each October. Criteria will include that it is open to every cadet in Alberta; it will require a letter to be submitted on the cadet's behalf including the accomplishments regarding Public Relations to be submitted to the Honors and Awards committee no later than June 30 each year. The cadet should take an active part on the squadron's social media such as facebook, twitter, website and all photography and video recordings, while being under the guidance of the officers or the SSC. The cadet should strive to ensure that all material be mature and interesting and of professional nature. The cadet should be promoting regularly within the social media, while actively seeking new opportunities to record photographic or video diaries of the squadron's activities and special events. A sample of the cadet's work shall be submitted with the application, a letter of recommendation will be required by the CO of the squadron explaining and advising the role the cadet has had within the squadron that supports the nomination for the cadet; there also needs to be a letter from the SSC Chairman as well as any other community persons that have worked with the cadet outside of the squadron activities that can speak of what this cadet has done in efforts of promoting the cadet organization.

4. **Welcome and Introduction of Guests** – Chairman Kevin Robinson welcomed all attending this 2015 AGM and Conference of the Alberta Air Cadet League. He then introduced the head table guests; Fred Johnson, First Vice President of the National Air Cadet League; Mr. Keith Mann, Past President of the National Air Cadet League and our governing presence for today; Major Randy Fisher representing the RCSU Office from Winnipeg; Ed Kent from EFT Tours to talk to you about opportunities for your cadets during breaks. Life Members in attendance this year have been asked to stand up and receive our thanks for their efforts and constant support.

5. **Notice of Meeting** – The Secretary reported the Notice of Meeting for the 2015 AGM and Conference was sent out via email to the Wing Directors for dissemination to their Squadrons on August 08, 2015.

6. **Approval of Minutes – Oct 25 and 26, 2014** – The Minutes of the 2014 AGM were adopted by Mr. Stan Monkman Director of Public Relations, seconded by Mrs Trudy Loucks of 878 Squadron. Amendment to be made to the minutes – “Wayne Reitsma”, not Kevin Reitsma on page 3 and KISS not RESS on page 7. CARRIED.

7. **Nominating Committee Report** – Past Chairman Darlene LaRoche read out the 2015 Nomination Report for the Executive Board of Directors as follows: Mr. Kevin Robinson – Chairman, Tom Sand standing for Vice Chair; Finance Director Carol Cox and Anna Lewis; Kathy Cross for Secretary; Mr Stan Monkman for PR Director, Mr Burt Gillings for Camp Worthington Director, for Camp Wright this position is vacant, Mr Dave Lanz for Director of Netook, Director of Air Resources – Rhonda Barraclough. Directors for NE, NW, Central and South Wings are voted on by the Squadrons and will be ratified by the Executive. They are Mrs Evelyn Hutchings for NW, Mrs Dawna Morgan for NE, Mrs Evelyne Huseby for Central and Mr Rob Bauhuis for the Southern Wing. Nominations from the floor will be accepted and a form is available from the Nomination Committee Chair. Nominations need to be in by the end of the Banquet tonight and voting will take place at the Sunday morning meeting.

8. **Registrar’s Attendance Report** – The Secretary, Kathy Cross, gave the attendance report for registered members attending the 2015 AGM and Conference. There are 105 registered attendees.

POINT OF ORDER – Keith Mann has noted – The secretary needs to have the Breakdown inclusive to show how the voting will be broken down – 12 Executive Committee Members, 2 Past Chairmen, 14 Voting Wing Delegates and 26 Squadron voting members. Total = 54 voting members.

9. **Director of Finance** – Mrs Carol Cox referred to the Report Book. There are only 2 delinquent Assessment Fees not yet paid for last year. This year’s assessment fees are due by December 1st at the rate of \$57.93 per Cadet as per the 3% increase approved at the 2011 AGM. After December 1st the fee is \$67.93 per Cadet. Carol Cox referred to the audited Financial Statement made available to all members here today.

MOTION: Carol Cox made the motion to accept the 2014–2015 audited Financial Statement, seconded by Tom Sand. Chris Wild of 52 squadron – would like to have the motion postponed as there is not enough time to

have a proper chance to review them. Receiving them the morning the AGM starts does not give enough time to go through things to know what is there. MOTION HAS BEEN TABLED UNTIL AFTER LUNCH.

The Operational Budget for next year was sent out; however there was additional pages added this morning to the copies provided in hand upon arrival. No revisions were sent out by email as Carol notes that they were not received from the auditor until the Thursday afternoon before the AGM.

Wayne Reitsma, Assistant Finance Director handed out a summary of all ACC9's that were filed to date for 2014. There are four squadrons not included as they are still being worked on and clarified. If you go to section 4200 – Gaming Fundraising, Bingo's raised \$119,144 the Casino income was \$843,199 from all the 40 squadrons. Going down to section 4400 which is other fundraisers, \$513,407 was raised. Another interesting fact, if you are registered with CRA you cannot be claiming back the 50% of your GST rebate. It is very small – \$2,345. The total revenue on the second page line 4999 total revenue earned in the Province was \$2,281,486 – mind boggling. As for the expenses 5030 – squadron quarter rentals \$253,072; spending on additional cadet activities was \$561,180. Section 5875 – any squadrons that paid for tours such as Vimy Ridge this is a new line to show that. It is sitting at \$419,453. In future when filing the ACC 9, please break out the trip you are planning so that we can record this in our data. This will show the additional activities that squadrons are planning for their cadets. Total expenses for the squadrons was \$2,012,722 they ended up with a surplus of \$268,764 was to be revenue neutral however some squadrons don't show deferred revenue so things show differently and are not picked up when looking at things. If you go to the asset balance sheet, section 1020 shows there is \$1,028,092 in the bank – general account. The interesting one was the Casino account showing \$754,668 along with investments of \$342,881. On the last page attached, Carol made a note as to what the squadrons have done over the years and made a summary to show what other squadrons are doing.

POINT OF ORDER – Keith Mann has noted – Need to add to the agenda a section for motioning to approve the Motions the executive committee held over this past year. This needs to be ratified at the AGM as accepted by the members of the Province.

Kevin Robinson encourages squadrons to be as detailed in their ACC9's as possible to show what they are doing as the information is not only used on a Provincial level but also at a National level. Looking at the cost of rent is a good reminder of what it takes to allow the cadets to parade or to have weekly accommodations to allow them the access to the program. Some are faced at costs that are so high that force a lot of fundraising. We are sitting at 97–98% of completed ACC9's on a National level. Congrats for the due diligence to our squadrons to making sure you keep things current.

10. Directors' Reports – Chairman Kevin Robinson referred to the reports submitted in this year's 2015 AGM Report Book. Each Director was invited to stand and comment or answer any questions from the floor. Kevin Robinson started with his report and being the Chairman for his third year. He would like to note how far things have come over the last three years. There have been a lot of changes in the last two years alone with restructuring and a strategic plan. There will be a little presentation on the strategic plan, please keep in mind that the provincial committee has not seen this prior to today and so this will be the first time they will be seeing it as well. We will be discussing it at our first meeting right after the AGM. I would like to thank everyone across the province for their help this year. The last year for IACE was held this past summer and the cadets are still talking about it. Thanks to Darlene LaRoche, her team that assisted like Rhonda Barraclough,

Tom Sand and Anna Lewis. We promised to do three years, we did the three years and it has now moved on to the Maritimes allowing us to breathe a little. Another big event was hosting the National AGM in Edmonton in June, the delegates had a great time. Thanks to the officers, and SSC's that stepped up and helped out with everything. We are getting requests from BC for information to help them with planning their AGM hosting next year. Executive did great in attending ACR's this past year, as you can imagine travelling from Ft. Mac to Calgary is more than a challenge to do in one day. The changes to the cadet program are in its second year and we will be talking further on that today. There is some interesting and exciting changes coming. How this will affect down on the local level where it is the most important. The volunteers, the staffing, money to allow the program the best opportunity to the cadets. Maj Fisher will talk further on that later today. Our twitter account @aircadetalberta is now up to 592 followers, we just got followed by a movie star...exciting. If you have a squadron twitter account, follow us and we can share what you are up to. Roughly 70% of our followers are squadrons out of the UK, as well as CAP. We still have a few squadrons that have twitter accounts and are not "minding the store" to say in a way.....meaning that they aren't being sure of who is following them and what they are standing for or sharing. We have a lot of not so kind organizations out there that like to bash what we are doing. No difference for facebook or anything like that. Smugmug sites have thousands of views over the summer to see what the cadets are up to. We are really gaining in Social Media, it's all part of marketing and showing who we are.....let's stop being the best kept secret. We need to continue encouraging and pushing the fact that the league and the DND side are partners and we are here to support each other on a daily basis. If we are missing something the squadron will suffer and so will the cadets. This is why we need to focus on that we are partners. One cannot stand without the other, if you take one out the program cannot run. As we head into the 75th anniversary in November we have a busy year ahead. We have four cadets travelling to Ottawa to be part of the leadership symposium. Congrats to the squadrons that has cadets attending. As you know we had a meeting last night about the 75th program to discuss the activities for the year.

Carol Cox stepped in between the change of reports to explain the budget. The very first page is a summary to match the approved budget by the auditor. This will match the auditors financial statements, the second page is the one that was sent out on Wednesday. It explains the revenue expenses, it details committee expenses, squadron expenses, survivair and other such related expenses. The last page, is a letter from Kevin Robinson, it is very difficult to get this out any earlier as it is based on what the auditor confirms for numbers and where things are at for the financials. Our year end is Aug 31; Carol gets things to the auditor by the 10th -12th of September giving him roughly 5 weeks. We need to give him time to get things done, if this is an issue, maybe the AGM should be pushed back to allow the auditor time to do his job.

Tom Sand, Vice Chair - report is predominately around the selection boards. There is a meeting to be held to obtain a National standard for the selection board requirements coming up in Ottawa. There is a subjective and objective portion to the marks and consistency despite the constant moving parts to the boards. At the national meeting next month, there will be talks about how the national data can bring for accuracy and to allow selections of the most suitable candidates. Although the pool of cadets changes each year, the competition remains tough. The manuals that you have from last year are about 90% the same as last year, if there are any major changes they will be sent out to you by the end of November.

Jim Kruk of 88 Airdrie – Pre-boards and why? – Tom, when there are circumstances beyond control that the cadet is not able to attend the boards in Red Deer this allows the cadet all chance possible to meet the requirements and markings to give them the best opportunity to be awarded a scholarship. This board is done and results are held in confidence until the rest of the boards are done. Jim would like it noted that he feels unless it is a medical emergency he feels that since there is enough notice of when this takes place that there is not a reason to have the pre-boards. Darlene LaRoche explained how timeline changed previously and it made it difficult for certain squadrons to attend and allow their cadet the proper opportunity to be boarded. This is something that they want to avoid in future by allowing these opportunities.

Rob Caswell of 52 squadron – would like to have it noted that there are other issues that can cause a cadet to miss boards that are out of their control such as custody arrangements, school activities, other outside activities, it would be unfair to stop the cadets from preboards and the opportunities they have around the scholarships.

Cadets in power and glider competitions have marks in high 90's in both school and ground school to win scholarships. It's not that cadets aren't qualified; it's that the competition is that tough.

Darlene LaRoche – Past President – would like to add congrats to all that assisted with the IACE, it made a world of difference and was a world of joy to be working on. Assisting the maritimes with the Alberta advantage. Effective speaking competition for the province is to be held on April 2, striving to hold this on the first Saturday of April each year. There are new flash cards produced for time keeping, you will find these on the flash drives provided to each squadron. There is a FAQ also loaded on the memory stick for your use. Two new workbooks, one for the cadets, one for the volunteers doing the competitions.

Wanting to thank everyone for all the nominations this year to recognize our volunteers and their efforts. It is an honour to see the recognition being shown for efforts made throughout the year.

Kathy Cross – Secretary – Fairly new coming into this last year, working with Mr. Bauhuis on the SWING. Has been a great experience, learning about what “getting stuffed” is. Seeing the program through the experience the cadets are feeling and learning. Looking forward to another year with the executive.

Kevin Robinson took this time to speak about the VIP gliding day and how it is a great opportunity to experience the gliding program as well as being able to speak about what it offers after experiencing it.

Ross Hamilton for Dave Lanz on Netook – Dave gives regrets as he was told he had to attend some sort of a 30 anniversary event. The gliding program started a lot of years ago, allowing opportunities to see what goes on. The next project is a storage facility for our mower, it is going to take a little money. If anyone has any extra cash, Netook would appreciate receiving it. There was a National Soaring competition held this past summer, they have already started the process to hold it again next year at Netook.

Rhonda Barraclough – Director of Air Resources – would like to thank Ross Hamilton and Dave Lanz for their work at Netook, we are the envy of Canada. We have two other locations, one in Vulcan and another now going to be in Grande Prairie who has accepted the program. Gliding is good for the next 15 years, so we are not shutting down, but growing the program. We have bought 1/3 of a glider to share with SK and MB. We have increased the team for the resources, new assistant – Mr. Brian Lewis as well as gliding officers appointed by Winnipeg. They are Capt. Angela Schuurman and Capt Chris Harke. The goal is to increase the program and to keep the equipment running smoothly. Only 1/3 of the cadets gliding in the province, we are working to grow this. Our cadets are the highest academically going to national scholarships. It is also our job to ensure

squadrons are able to provide cadets ground school. If you have trouble offering it, let us know so we can assist with this and allow the kids the opportunity to grow their ground school knowledge.

Thanks to all squadrons as there was something be it silent auction, cadets or volunteers to assist with the National AGM in June.

Stan Monkman – Director of Public Relations – Facebook, I am the APC contact and the only one that can load to that page. I peruse facebook daily and will share what I find that fits into the standards. Anyone can make a comment, however they cannot post. If you want to have your squadron activities shared, please friend Stan and that way he can watch your page and share your activities with the rest.

Burt Gillings – Director of Camp Worthington – Nothing to add to the report submitted.

Evelyn Hutchings – Director of NW Wing – Effective speaking competition for the wing will be March 12. Also looking for Squadron Advisors for the wing, we have some doing double/triple duty.

Wally Johnson – Director of Camp Wright – As submitted

Dawna Morgan – Director of NE Wing – Would like to say a special thank you to her ACO Capt Lindlay-Scott, she is the best ACO someone could have to work with. Thanks to Leo Lammers, a wonderful assistant. Thanks to all the squadrons for working together and assisting each other where and when needed.

Bob Thompson for Evelyne Huseby – Central Wing Director – One squadron started effective speaking last year and managed to send one cadet to National competition, showing this is never too late.

Rob Bauhuis – South Wing Director – Thanks to his “harem- Jojo Howard, Lorraine Forsen and Anna Lewis and Lynn Manchur” for supporting him and keeping him off the ledge. Capt Eaglesham and Maj Fisher, thanks for the wisdom and guidance; to the lunches in past and to future ones. Fantastic year, but still a little discontent within the wing, documentation and governance changes and clarification should correct this. Currently at 1,000+ cadets in the wing which is over 25% of the province with 40% of the cadets. Stampede recruiting tent went over well again this year; thanks to all the volunteers and Capt. RJ Vanderlee as well as the cadets. With the interest in the tent, you would be surprised to hear the responses from visitors all over the world. We enter a tri-service band into the Stampede Parade thanks to the efforts from 604 and Maj. Vargas; hopefully we can continue with this. We hosted IACE families, unfortunately we are not going to be hosting again for the next while. This was the number one things of highlights from the visiting cadets and they will communicate with others when they thank Canada for hosting them. We have a cadet based Remembrance day service at Mewata armories where we had an attendance of over 1200 people last year. We host a HART ceremony (Honoring Allies through Remembering Together) in Lethbridge. This is something we have a joint venture with Civil Air Patrol out of the US with our AB cadets from throughout the province. This is where we recognize some of the mom’s that have lost their fallen children through conflict while serving by presenting them with a wreath to reflect the memory of their child. It is a very Solemn occasion, with a lot of stories and a wonderful ceremony for the cadets to participate in. Effective Speaking workshops, one of our largest this past year; while we didn’t have provincial champion we did send in some very amazing talent. We had over 300 participants in Survivair, 604 Moose was the top squadron in Calgary for Air training group, which is outstanding. In September our League was invited to the CO’s conference, we now have a standing invitation. This is something that our military partners facilitate and have invited us in to. This upcoming year we will have a strong emphasis on governance so that we can get our own house in order. This will allow us to provide the cadets the best opportunity possible.

COFFEE BREAK

EF Tours Rep – Ed Plant – Thanks to the AB ACLC for having me here today. We are an Educational Touring Company that has been around for 50 years. We have had millions of travellers join us on a tour abroad. Right now we are focusing on the tours of Vimy Ridge for the 100th anniversary of the Battle of Vimy Ridge. The number of groups and organizations that are joining us for this are increasing; as of today 121 groups are joining us at Vimy; 41 of those groups are Cadet groups and of that 15 of those are from AB. Our goal is to have 10,000 youth from Canada at Vimy to participate in the ceremony. Couple of changes on our side that are occurring; we have recently opened a Vancouver office to deal with the West organizations. We have also made some changes based on the experience at the VE celebrations. For cadet trips, we are ensuring that each cadet has their own bed. We have discovered that many of our locations we can accommodate two cadets per room. Working with a sea corps and an army corps we have worked on developing a cadet focused trip for Vimy 100; the trip starts in London with two days of cadet focused visits, including going to the RAF museum to the imperial war museum and to tour the HMS Belfast. We are also working on other tours other than Vimy; we are looking at developing some Western Canada and Western US tours. Part of my job as cadet liaison is to put squadrons together who want to go on a trip; there are many smaller squadrons and corps that on their own couldn't fill a bus, couldn't make the trip cost effective. Part of my job is to put those groups together; we are working on a number of tours. I also help at the squadron level to get information out to sponsors and parents as well as provide wording for the op orders. Part of my liaison role is to advocate for you with EF Tours, if there is a specific location that you are interested in, we can make customized stops for any group on the tour. I am here also to ask the League for support in helping the cadets that can't afford the trip. We are seeing many of squadrons and corps raise their funds to pay for the trip. The trips range in cost from \$3200 to \$5400, which is a significant chunk of change for fundraising. Many squadrons, corps ask the cadets to chip in from their own pockets and we will be formally asking the league for support for those cadets that can't afford to chip in. Finally, a trip to Vimy or an educational trip that you book with us can be a recruitment/retention tool for you if you publicize a trip you are planning in two years. We are also working on a program where we are taking a professional camera team over to Europe and will be filming a documentary of the road to Vimy. This will be including an Army, Sea and Air cadet squadron (570 squadron) with interviews after the trip. That will be a big PR item that we look forward to sharing with you.

Kevin R- Before we go to business arising from previous minutes I would like to have someone motion that we approve all the motions in the report book as presented. Darlene LaRoche – Past Chair makes the motion as well as to include the reports as presented in print. Bob Thompson – Central Wing SECONDED – CARRIED none opposed

11. Business Arising from Previous Minutes – Chairman Kevin R anything from the previous minutes. NONE brought up.

12. National ACLC Representative – Mr Fred Johnson, First Vice President and Past Chair of the Alberta Committee, Past Governor, Past Officer, Past everything – you name it, he's done it. Bringing greetings from our National President Don Doern, he wishes all the successes possible. Hello to Maj Fisher, working with you for a long time and appreciate all you have done for the Province of Alberta. Thanks to the Alberta Provincial

Committee for allowing me to speak here today. One of the big things we talk about with SSC's and Carol brought it up, is the \$2 million dollars. With the SSC's and parent groups across the board, you are raising over \$40 million dollars a year for the cadet program and I want to say thank you to all those people that are a part of the organization. It was also mentioned that if you don't have a strong SSC, you don't have a strong squadron. With that the SSC's are the backbone of this organization and I thank you for everything you do. I am going to talk a little bit about moving forward; what we are going to be doing with the cadets and junior ranger program, they are kind of mingled together right now. We are focusing on the one League concept, a special strong communication linkage between the PC's and National, accomplishing this in a more than two way communication, the new organization provides a more direct pathway for thoughts/concerns to reach the executive at a National level. It means that concerns or issues shouldn't take as long to get through the PC's to see some action. This new process is not an attempt by national to micromanage but to provide an opportunity to serve as a collection point to provide the best practice and information throughout the entire League and provide guidance if called upon. This is why we are requesting from our PC's, an activity report from at least a monthly basis. This report will be an agenda item and will be scheduled at PC's meetings and at Semi Annual meetings to iron out the format. The phrase "We are here to help" should not be taken as Jest; we are truly there to provide support. If you have an issue, bring it to me and we will go from there; or you're Provincial Chair.

One of the other things we did and it was a lot of work by a lot of people including our legal people; was to update the National Constitutional Bylaws. They are now in the PPM Manual, this update was required to ensure the National ACO constitution bylaws comply with the new Canada Non-for-profit corporations act. This meant we had a certain timeframe to get this all done, it was a lot of work. We had a concentrated effort to increase the membership at smaller PC's or committees. The financial constraint that is being put upon our League are growing and if we are wanting to keep the cadet program alive and vibrant; we the civilian partners are likely going to have to provide more resources in the future. Smaller undermanned PC's are going to have a harder time of achieving those goals than if they had more members to share the duties with. Two or three person PC's will not allow the small number to keep up with the workload. There are a few of these groups nationally and are being worked with right now to get their numbers up. We have a tremendous opportunity to strengthen the bonds between the squadrons, the cadets and the United States CAP. I know Alberta is heavily involved in the cross border shopping and the Wreathes Across the Border. We have two provinces and territories that are already involved in the Wreathes Across the Border and are looking into expanding this with our sister squadrons across the border. I worked with these folks when I was assisting with IACE and ended up in California and being hosted by the CAP. What an awesome bunch of folks who are really dedicated. Some of the other projects we are working on are the screening and registrations, going over a review program to ensure the cadets have a safe environment. This is really important to us and is kind of dear to my heart. Our board scholarships are available to our volunteers and cadets. The onus is on you; I know we sent out reminders from our National office. Please make sure that you pay particular attention to the qualifications and deadlines. The cadet program renewal, MOU negotiations, this is all part of going forward. ASU, the Air Cadet League and business and strategic plans, directions, sports and guidance; between the PC's and SSC's building the political and government relationships; building industry, corporate support. There is a lot of time being spent in this area; you can see that we have a full plate of projects that need assistance. Remember that

we have our military partners that have an important role; we all have a role to ensure the success of our cadet program and the wellbeing of the air cadets. You should be very proud of what you do as part of the air cadets. It goes for everybody in this room, thank you for coming out and giving up your weekend.

Kevin R – Thanks Fred; the knowledge Fred has on bylaws is just unbelievable, we utilize him quite a bit in the province when we are looking at updating bylaws or when SSC's need to redo bylaws which we will also be talking about shortly. Keep your ears tuned for lots to come on bylaws, an exciting subject.

Before we go to lunch, I would like to introduce to you our brand new officer in charge of training Major Randy Fisher. Most of you know him as Capt Randy Fisher, one of our ACO's from the Southern Wing who is now graduated on higher levels. See I told you that those night classes would work. Randy is here to bring greetings from RCSU and also to give us a presentation on the next steps coming for the cadet renewal process.

13. **RCSU (NW)** – Maj Randy Fisher started off with answering a common question that he has been receiving – “How is Winnipeg, what's it like to live in Winnipeg?” Randy's response is that he doesn't live in Winnipeg; he just has an office there. Home is still here in Alberta, so it's nice to come home. Randy then went into talking about what is happening on the Air Training side of things. There are a number of changes in a number of ways we approach the business side of things since April 1. Couple of things we are going to cover today, we are going to take a look at corps and squadron management components, squadron assessments, we will take a look at cadet summer training and it will be done on an overview across the region so that there will be a good idea as to how things will play out with regards to summer training as it seems to remain a bit of a mystery to some people. Hopefully we can provide some insight as to exactly where the successes are; we are going to take a look at Local Support Allocations (LSA) and a quick review on the behind the scenes.

Taking a look at the Air Cadet team, one of the fundamental shifts and philosophies was to find a better way to provide the front lines of the corps and squadrons the support they need. When looking at the front line support, Randy is also looking at the four ACO's that are here in Alberta. Previously we were on our own and feeling a little isolated, so we have taken the steps to redo the concept of “team”, that is hopefully what they are finding at the back line. It's a big focus for RCSU to ensure that they are not feeling left out and on their own. To be sure they feel that they have a support team behind them when they are out.

The Team that is responsible for looking out for the needs of Alberta on a higher level is Capt Corinne Chisolm; of whom many of you have already met throughout the selection board process. Her soul mandate is to look out for the four ACO's and the squadrons that are here in Alberta; focussing primarily on Alberta and the North. It creates a bit of an opportunity for the ACO's, the squadrons and the squadron staff to build a bit of a relationship with an individual within the air training section. That doesn't mean that she is left alone to do this, we have two brand new Warrant Officers that are new to the team, who came into this section this summer (WO Paul Hanneberry, from Trenton and WO Mike Mannie whose entire family is part of the cadet program in Manitoba). When it is said that Alberta has four of the best ACO's that is not an untrue statement. You probably have the best team of ACO's throughout Canada. A lot of the work that is done at RCSU cannot be done without the great work and support of the ACO's assistance, so thank you to the ACO's for everything that they do as it certainly makes my job much, much easier. Because the ACO's need time for breaks and

vacations, we have back up officers that you might deal with from time to time, they are Capt Nazer, WO Don Robertson and WO Brian Commault who is also new to the team this year.

Randy also wanted to cover off corps and squadron status, given that this hasn't been covered in a few years and there are a lot of new people at the AGM, this would be a good time to discuss and explain things. Red, yellow, green, green plus...what do they mean? They are more of a way of showing the health of a squadron. We have four indicators that we essentially use, they are green plus - which is essentially capable of functioning on its own and require very minimal supervision, there is a strong interaction in the community, a strong interaction with the officer staff, parents, with the sponsoring body and it has gelled together as a team. They are doing some pretty amazing things; they are kind of leading the program and moving forward in their community. Those people require very little "support" from the ACO's. The green status is almost as good, only there are one or two things that need some help from the ACO's to go in and provide help. The yellow status comes in where there are a few problems, but not insurmountable challenges by any means. It just means that there needs to be some additional coaching, mentoring and guidance to get them through the trouble spots. When you get to the red side of things, it is noted that there needs to be solutions created and partner with the leagues directly for assistance. Things like enrollment, struggling with parents or adult volunteers; could also be trouble with something as simple as a succession plan. This may be surprising to some, but being a CO is not something a lot of people want, however this is the next step. In this case, we have coaches and mentors come in. We will have the team in Winnipeg as well as Alberta work together with the squadron to resolve the issues so that things can move forward in a positive way. It is a very formalized process once you hit that red status in terms of creating an action plan and figuring out who is going to be accountable for what and how we move things forward. In the province of Alberta we have 18% of our squadrons at a green plus status, which is fantastic. The greens are bringing it in at a 52% , yellow which is not a bad thing is at 25% ; so really some great work is being done by parents, league members and ACO's, corps and squadron staff to make sure that the cadet program here in the province is successful. There are a very few squadrons at a red status and so this allows us to focus on assisting those squadrons with their needs to make their squadron successful.

The vast majority of the program here in Alberta is phenomenally successful and I don't get to say that a lot. You guys deserve a big round of applause, because what you are doing is pretty bang on.

What is it that we do see when we face challenges? There are a few common areas that we look at, or that we are noticing at least. One thing is staff, we are doing a really good job recruiting cadets, but if we don't have adults, we don't have staff to provide the program; it's like filling your bucket full of sand with holes in the bottom - eventually it's all going to run out. We need to remember to treat our parents and adult volunteers well so that they will want to stay within the program. The other challenge we face is low cadet enrollment. It's really dependant on the community, we are experiencing some phenomenal growth here in Alberta with cadet enrollment. Where there is low enrollment we need to look at what it will take to increase the cadet numbers. The challenge will always be in the rural areas where the resources are limited, where the staffing pool is limited too. We are looking at the fact that adult volunteers are harder to come by as they are involved in other activities and programs in the community causing a form of competition with other youth programs. Those are going to be challenges and concerns that we have moving into the future. If there are some tough decisions that we will have to make, then we will. One of our mandates is not to close squadrons; our mandate is to

grow this program and to see more cadets come through the program. Our mandate is to see qualified and trained officers leading those programs; and leading them in partnership with the league volunteers and sponsors. As well as creating strong working relationships that aren't based on conflict; but are based on collaboration and team work.

Covering off the Cadet Training Centres – Something people have been asking is “With the closure of Penhold, where do people go?” the answer is – all over Canada with some leaving the country. We are sending cadets to a phenomenal amount of different places; they are having some amazing experiences. They are going to places that include BC, Cold Lake, Whitehorse, Ontario, Manitoba (spending a wonderful amount of time in Gimli). The cadets are getting a great opportunity to travel the country and see what Canada has to offer. The feedback from the cadets is that they are having a lot of fun. The billet allocation – did we lose spots? Looking at the Sea/Army/Air programs, you will see that Air is slowly taking up what billets the Sea/Army is not using. We aren't stealing lots of spaces, but we are filling more of them. So with the closure of Penhold, did we lose anything? No we didn't; and it was important to share this information as Penhold is near and dear to a lot of people. From National we are allocated roughly 3200 billets. Cadets may not be getting their first choice, however they are being given the opportunity to go to camp and have a new experience. We actually fill 101% of our allocation as there are calls that come in with requests asking if there is a need for extra cadets to be sent to a training centre. We work with this so that we can provide the cadets that we have the best opportunity to go away for the summer. We fill the billets that PAC region doesn't fill when the opportunities arise. The training staffs are on those billets when they come up like nobody's business. They are doing a really good job and are not vacationing in Winnipeg when everyone has been deployed to summer training centres. We sent about 40% of our cadet billets out of the area; considering we are supposed to send about 30–35. Once again this shows a lot of good work being done in the background to get things done for the cadets. Let's talk about Return to Unit statics – RTU's. Everyone wants to know what happened to those kids that got sent home. Comparing 2014 to 2015; one of the things that show immediately is that Cold Lakes went higher. What it doesn't show is that there were 33 sent home from Penhold the year before (2014). When you look at things a little closer it actually shows that there were fewer cadets sent home in 2015 from Cold Lake than in 2014. We are doing this intentionally as sending the cadet home is not always the best solution. What are we teaching the cadet by sending them home because they were bad. We are teaching them absolutely nothing, so the philosophy is what we can teach them by keeping them. When we do RTU, it shows that we haven't done enough for the cadet in order for them to be prepared for going away to camp and what is important. At a squadron level we are not properly preparing the cadet and their families as to what to expect when going to camp. Parents are not communicating what the restrictions are about their child and what their possible limitations may be. Such as being able to sit in a classroom for a set amount of hours, not knowing this and communicating it to the officers and training centre, how we are setting the cadet up for success. We need to work on this collectively so that the parents, sponsors and officers are all on the same page for the benefit of the cadet. Sometimes while having these crucial conversations it is discovered that maybe going to camp is not the best decision for that cadet. We don't want to set somebody up to fail. The other thing that is troubling is with the technology we have today and having a parent show up before the training centre is aware that there is a problem. That happens a fair amount, calls to home as they are on the bus heading to camp and the call to home happens that they don't want to go to camp. So by the time we get

the kid checked in, mom is there to check the kid out. We are looking to minimize those instances as soon as we can. We sent home 32 cadets from Cold Lake this past summer with over 1700 graduating, not to say that those 32 cadets didn't take up a lot of time. When you focus on the 32 you are not fully able to see the success that is happening around you. When you look at the numbers and how many kids are sent away to camp, this is a 98% success rate. Question was raised asking about use of staff cadets this past summer. Maj Fisher advised that there were more staff cadets used this year as there weren't enough adults to cover off summer training. With that, there were 2 staff cadets for every 1 adult staff.

Local Support Allocations (LSA) – is one of the mysterious entities that we have within the cadet program. Squadrons need to apply for this allocation by Dec 1 in order to receive the funding to spend by the end of March. There are three basic categories that we have for the LSA's, category 1 is for optional training activities, this is where you can have part of your rent, telephone or entry fees covered off. Category 2 is for physical activity – this is used to buy more sports equipment for a squadron. If we were to do an inventory of squadrons, we would probably be the largest supplier for sports equipment. We want to get away from buying equipment, why not take them to a yoga class? How about a Zumba class? Do something with them that they don't normally get to do. Category 3 is administrative which covers off electric bills, lighting bills, etc. There are some none eligible things that you can't have covered such as assessment fees, gifts or even gift cards; capital expenditures of any kind. Alberta has \$139,170 allocated to squadrons to go forward and spend, the timeline is that they have until Mar 31 to spend, however people get busy come January and then it gets forgotten or overlooked until it's too late and the deadline has passed. This is why it is time to relook how you use the LSA and when you apply for it. Randy wants to be able to not have to give money back to the DCO because the money wasn't spent in time. This is your money; we are giving it to you so please spend it. Currently the Calgary training has \$52,050 and they are currently at \$0 for spending. Edmonton East has \$30,360 of which they have spent \$1,650. Edmonton West has \$33,180 and they have spent nothing. Penhold has \$23,580 and have spent 0. I have never been part of an organization that spends so much time fundraising, sending letters for donations and yet the government is here to give you money and you don't spend it. My challenge to you is to work with your CO and ACO and spend \$139,000 by Dec 1. Please note that we are working with you to spend this money, so we are willing to be a little flexible to assist you within the given timeline.

There are some changes coming and we have a bunch of new members on our team. One of the things that we want to continue to focus on and promote, who you have to work with is who you have to work with. We want to be sure that we work together in order to provide the cadets the best programming possible. We are looking at personnel, that when you put on the uniform there is going to be more asked of you to possibly help out other squadrons. Looking at time management, working at smarter not harder. We want to get out there and be part of the support and communications before there is a problem. Encouraging staff to have some professional development and allow them the tools and resources to provide cadet training and opportunities.

14. **LUNCH** – Presentation by WO Elizabeth Ng on her IACE trip to Turkey. Followed up by two change of command ceremonies.

15. **Governance** – Rob Bauhuis – One of the biggest issues we had in the Southern wing was around roles and responsibilities within the SSC's and conduct. Over the past year with the help of the AB Provincial Committee, Fred Johnson in particular as well as others; is getting information together so that we have a governance model or information that can be provided to the SSC's to help them understand their roles and responsibilities as well as where the lines are with regards to themselves as well as the League and the staff. I am going to walk you through quickly where the MOU is and SSC and how it should be constructed. MOU – Memorandum of Understanding, which is the charter and principles by which we are constructed. We are going to talk about the roles and responsibilities of the DND, League, the AB Provincial Committee as well as the SSC's. We are going to talk to about roles and responsibilities and the documentation that has been constructed around it. The MOU is an agreement that was created almost 75 years ago. It was designed to attract CIC, CI officers and volunteers, provide suitable accommodations for the cadets and the program itself. To raise and manage money and assets; provide insurance for volunteers and the assets that we do; communications and PR. Provide optional training activities, which again is designed to enrich the experience of the cadet. It helps with retention, recruiting and growing the organization; to support our military partners in delivering the program. How to create/how to disband squadrons as required and to advance concerns. The partnership that was created with the MOU is designed to have the DND in partnership with the league which is in partnership with the cadets represented by the SSC. That really is the magic sauce that keeps everything together. When we get into the responsibilities at a very high level (DND) – training for our military partners, command supervision and administration at cadet squadrons. CATO, supplies that are not facility related transportation as authorized (to and from gliding, to and from ftx), facilities and staff for summer training centers, to be a liaison with cadet units and to develop military policies. The responsibilities of the Air Cadet League of Canada is to make recommendations to the CDS (chief of defence staff), for formation of a squadron, organization of that squadron within the league, disbandment of cadet squadrons, to provide supervision where required. To provide advice and assistance to the SSC and the cadet units, we are an intermediary level between National and the local squadron. To oversee with DND to squadron operations and their SSC's, to review applications of squadron officers, to assist with financial management. Most importantly, to conduct screening of SSC persons, directors and any person who maybe in direct contact with cadets. That is a big issue and is going to be addressed. At the APC level we do facilities, such as Netook gliding center, Camp Wright and Camp Worthington, then we have gliders, winches, trailers and not to forget the hangers. At the BOD level, we obtain insurance on all of our assets, we also obtain liability insurance, we oversee scholarships, summer scholarships and award scholarships with regards to post-secondary education. We also cover effective speaking, survival and other events such as HART. We also liaise with the aviation industry and educate allowing us to provide knowledge to the cadets. At the SSC level, we are there to attract and assist possible CIC officers, recruit new members, provide facilities for squadron training. Assisting the CO with training, providing transportation when not available from DND for local training exercises. SSC's also provide administrative and financial support for the squadron. Completing and submitting the ACC9 to the BOD. Local Partnership team, this is the magic sauce, the CO with collaboration of the SSC advisor in good collaboration with the SSC chair; if this is working well within your squadron you will have success beyond all measure. Rob then covers off the duties of the CO, SSC Chair and SSC Advisor, SSC Vice Chair and SSC Secretary. Each Air Cadet Squadron needs to have a sponsor, the SSC can be that, or it can also be something like a legion. With

all this information we have developed a terms of reference document that covers off the details of roles and responsibilities for the chair, vice chair and treasurer. This is going to be something that the wing directors will be moving forward with in getting reviewed and signed off by each SSC so that we are knowing that people are understanding what is expected of them when working with the APC and DND. Upcoming, we are going to be working on developing a Code of Ethics and/or a Code of Conduct, so that we create that respectful path and don't push away people. We have all heard of OP Honor, we are going to use that to clean things up on our side as well as with the DND enforcing it. All of this information was provided on a USB stick to each squadron in attendance today.

Kevin Robinson – I spend 60% of my time as a Chair dealing with he said/she said/ they said, please remember that we will not all get along and like each other. However we are here for the cadets and need to work together even if we don't like each other.

15. Insurance – Kevin R liability insurance for the Provincial Committee and working its way down. So that if something happens we are all covered and you aren't at risk of losing your home. The Canadian Cadet movement works in partnership with DND. The potential for legal action and resulting court costs with indemnity is immediate and surreal. Therefore the Air Cadet League has taken the steps to protect all cadets and screened volunteers as well as league employees from the risk by contracting and administrating the proper insurance coverage to protect them while working to assist in delivering the program. If you are holding an event, please be sure to complete all your paperwork and documentation correctly and in a timely fashion to ensure that the insurance company has enough time to provide coverage for your activity. Kevin then went on to explain what an Additional Insured is and why it is needed. Kevin asks that you be sure to know your terms and conditions of your rentals before signing the agreement to be sure that you are correctly covered. To access the form online, go to the national website and you will find it under the forms tab. Use the comments section for advising the sense of urgency for issuing the coverage.

16. Update on Renewal Process – Maj. Randy Fisher – As many of you know there was a study done a few years ago. There were a few recommendations; one of the recommendations that came out was about how we do business with the Cadet program nationally. Randy gave a brief description as to how things are being reviewed and how the discussions came about and why. That there is an ongoing discussion about how to improve the cadet program and what it will take to get this done efficiently. The Vice Chief of Defense Staff was provided with a variety of options; feedback was provided by each region. This feedback provided the decisions that are being enforced and restructured as we are seeing now. There will be a change in the naming conventions as well as the labelling of "J" staff. Support from the RCSU will also have a combined look and feel happening as they will all have the same sort of responsibility. There is going to be a shortened chain of command for passing information up/down, this could be good and/or bad depending on the message. This will be happening behind the scenes in order for it not to affect our cadets and the program being offered to the cadets. With this there is going to be someone taking care of the Administrative side and someone taking care of the training side. There will no longer be a specific Army/Sea/Air for certain positions; it will be based on who is the best qualified and suited to fill that role and have them cover all three programs. With the new

structure and revisions of the ACO's for the areas we are looking at more visits and less overnight stays, meaning lowering costs overall. The average mileage to a squadron now would be 96 kms; there will be a few squadrons still requiring an overnight stay due to the location, there is just no getting around it. There is also going to be an ACO to cover off all three services in an area such as Red Deer so that there isn't three ACO's coming in and duplicating things. Having one ACO covering all three can also show a benefit to the cadets and to the finance side of things. Job descriptions are still confirmed and ready for sharing, it is an ongoing task and mission. It is important to realize that there are some things that are not going to change. Cadet training is not going to change, CIC training is not going to change, elemental training is also not going to change. There are a few more things that are not going to change, however we are working to make sure that things are going to become more modernized.

COFFEE BREAK

17. **Budget** – Carol Cox – Financial Plan from last year – Carol wanted to clarify on the statement, page 3 there was current revenue other income (see schedule 2)– \$3,164 which was received to offset expenses for the National AGM. The actual cost was \$20,798 and there was also a grant applied to the AB government to request coverage at an estimated \$16,000 budget. They haven't said no, but there is no confirmation at this time. Carol is hoping to see roughly 50% back from the government. On the National Assessment fees, there was an expense of \$19,664 that was at \$8 per cadet. There is a possibility that next year we will see that at \$10/cadet. Professional fees for legal for a consultant on the strategic planning; and a retaining fee for a lawyer to give us information regarding the AB Provincial committee and a registered society. Rentals went up as there were some increases that we were unaware of. Repair and maintenance, went down as the repairs to the glider was fit into the last year's costs. On the supplies, there is a PR cost which is from last year, we should be looking at putting that into its own category. Right now there are multiple things going into that such as IT, dreamflyer, HART and special events like Stampede. Travel and lodging is for the entire executive and their travelling to National, squadrons and other activities. Utilities are propane and electric for Camp Wright, propane for Netook. Telephone costs come under a separate category.

Chris Wilde 52 SSC Chair – What is the funding for the HART ceremony? – Carol \$4,189.75 is what we spent. Chris would like to know why 1/3 of our revenue is travel, accommodations and AGMs. There is an offset above for registration fees of \$12,570. Chris Wilde is pointing out how that is still a substantial amount not going to the cadets. Also why are we supplementing Army and Sea cadets at Camp Wright – Kevin R we look at the fact that they are all cadets and we are supporting our family as such. Rob Bauhuis – discussed what is happening with the travel budget and why there is such a cost associated. Kevin R – confirmed to attendees at AGM that there will be work to have a more detailed financial for review from League members.

MOTION revisited – MOTION: Carol Cox made the motion to accept the 2014–2015 audited Financial Statement, seconded by Tom Sand. CARRIED

Carol C – now for approving the budget, the first page is grouped together, the second page is broken down for revenue and the third page is reflecting expenses. Graham Pilkington 810 Squadron – had the question as

to why there was nothing in the budget for the last five years until now for the 75th anniversary. Kevin R – initially it was a National program for the 75th and then it was sent down to Provincial responsibility. Things were changing and nothing was put away as there wasn't any precursor that we needed to have some money aside initially. Claude Carignan – Can we not have it reflected in the budget to show what we are getting from National to cover the 75th. Anna Lewis – We can make an amendment to the motion to have the budget reflect the estimated amount coming from National to AB. We can then request in the motion to have the revised budget sent out as an Amended budget.

Anna Lewis – would like to know how the budget for supplies goes from \$19K to \$30K, is there a reason for this? Carol states that this increase is from the PR portion of the budget. Anna would like to know how we have a change in repairs and maintenance from \$18,900 to \$37,600. What is this increasing for, what are we covering. Rhonda Barraclough – Has the answer to this question; there has been a large increase to our airport costs. It appears that airport costs and repairs/maintenance got placed under the wrong categories; they should be reversed as presented at this time. We need to amend the budget to have them reversed to cover off correctly. Anna L – The distance in travel for AGM's from \$135K to 126K is that a decrease due to cost cutting or an event that is no longer being held. Carol C – that is because of cutting costs in multiple areas.

MOTION: Rob Bauhuis made the motion to accept the 2015–2016 budget as provided. Darlene Laroche seconded. Keith Mann – There has been a great deal of discussion on this budget this afternoon, do we want to table the budget until tomorrow and vote then? Anna Lewis – We started this discussion today, let's get it voted on and move on while it is still fresh. Kevin R – we as an executive have gone over this budget line by line at nauseam. Claude Carignan – The questions are coming from trying to understand the budget as there is lacking details as to what is being placed where and why. –

MOTION: Claude Carignan made the motion to table the budget until Sunday, seconded by 781(representative) – 25 in favor, 28 opposed – DEFEATED

MOTION revisited: To approve the proposed budget – 44 in favor, 9 opposed – CARRIED

Kevin R – Moving the Strawdog presentation to tomorrow, as this afternoon has been long enough. It is time to break and prepare for the banquet. Cocktails are at 6:30, see you then.

AGM 2015 AWARDS

The first 2 presentations were made by Erwin Lowen, President of 700 Wing Air Force Association.

Top Alberta Glider Pilot Scholarship: WO I Cadon Wiebe, 755 Parkland Sq

Top Academic Glider Pilot Scholarship: Cadet David Hollik, 395 Edmonton Sq.

Top Alberta Power Pilot Scholarship: Cadet Bianca Christakos, 11 Lethbridge Sq. – not attending already presented at Gimli this summer – Congratulations!

Outstanding Alberta Air Cadet Nominations:

NE Wing: WO I Kaitlyn Morgan 810 Grant McConachie Sqn.

WOI Kaitlyn Morgan has a passion for Air Cadets and was recognized many times by her Squadron and her community. She has received the Lord Strathcona Trust Fund Medal, Royal Canadian Legion Cadet Medal of Excellence and the Gold Duke of Edinburgh Award are some of the many achievements she has made. She is hard working, determined and dedicated to whatever task she takes on. She has developed commendable leadership skills and has passed these on, by example, to the cadets of her squadron. Miss Morgan has recently aged out and is now pursuing a career as a Veterinary Medical Assistant. Congratulations on being the NE Wing Outstanding Air Cadet.

NW Wing: WO I Cadon Wiebe 755 Parkland Sqn.

WOI Wiebe has not only excelled in all aspects of the Air Cadet program, but is regarded by both his peers and supervisors as exemplifying the model cadet and truly serves as a role model for all cadets. The list of WOI Wiebe's cadet activities includes: Drill Team Commander twice, SurvivAir Team and SurvivAir staff, Marksmanship team, Biathlon team, basketball and volleyball teams, poppy days, community parades, veterans nights at the legion, community clean-ups and any community based fundraising the Squadron does. As you heard earlier he was also awarded the Top Alberta Glider Pilot this past summer. He maintains exceptionally high standards and that is evident by the medals he wears: Legion Medal of Cadet Excellence, Lord Strathcona Trust Fund Medal and Air Cadet Long Service Medal. Congratulations on being the NW Wing Outstanding Air Cadet

Central Wing: WO I Grayden Kruk 88 Airdrie Sqn.

WOI Kruk is a very actively participating Air Cadet in his Squadron and his community. He has taken advantage of the training offered in the Air Cadet program and received scholarships for Oshkosh, Glider Pilot, Air Maintenance and Power Pilot. Within his squadron he has been awarded Top Cadet for the past four years. He proudly wears the Lord Strathcona Medal, Legion Medal of Excellence and the Air Cadet Long Service Medal. WOI Kruk has also achieved the Gold Duke of Edinburgh Medal which required among other criteria, over 276 hours of volunteer work over a one year period. He volunteers at the Aerospace Museum as a tour guide, selling poppies for the Legion, assisting the Salvation Army with Christmas Kettles, military fund raisers, food bank drives, shoveling snow for seniors and volunteering his time at Netook Gliding Centre. He also volunteers flying gliders at Netook Gliding Centre and has not missed a gliding day from the time he obtained his glider pilot's licence in 2013 to present. WO I Kruk was nominated last year as Top Central Wing Air Cadet and we congratulate him for again being the recipient of the Central Wing Top Air Cadet.

South Wing: WO II Gunnar Raycroft 903 Strathmore Sqn.

WOII Gunnar Raycroft of 903 Strathmore Squadron is the epitome of what a Cadet should aspire to become. He is involved in all aspects of the Squadron, drill, flag, athletics, biathlon, range, and effective speaking. As a leader WOII Raycroft has won squadron awards for teaching technique at Gimli Advanced Aviation summer course, and applies that to his classroom management at 903. He scores high marks when evaluated and

takes his role of teacher, mentor and senior rank seriously. This is a passion. Congratulations WOII Raycroft as the Top Cadet Southern Wing

AND NOW I WOULD LIKE TO CONGRATULATE THE Outstanding Alberta Royal Canadian Air Cadet: WOII Gunnar Raycroft 903 Strathmore Sqn.

I will continue with some of the reasons this fine young man was chosen. You will see that he is a well-rounded Air Cadet and understands well community service. Well Done WOII Raycroft!

Awards received during his Cadet career include:

- Top Cadet of Flight
- Best Dress and Deportment
- Top Junior Cadet
- Bronze and Silver Duke of Edinburgh – working on GOLD level
- Perfect attendance 4 years running
- Top Dress and Deportment – 604 Moose Invitational Drill Team Comp
- Outstanding Senior Cadet
- Lord Strathcona Medal Award recipient
- 1st Place Biathlon – Zone Senior Males
- Basic Aviation Scholarship
- Advanced Aviation Technology Scholarship
- Long Service Medal

Outside of Cadets, Gunnar is involved with hockey, citing his Cadet training as instrumental in leading his team. He is an Honor Roll student at Strathmore High School, and is involved in school cross country, and Breakfast of Champions (peer nomination) and fundraising activities to benefit the Alberta Children's hospital Pediatric Cancer Ward. Gunnar also volunteers time and skills with Strathmore Minor Hockey, providing coaching, mentorship and companionship to players that may not come from the best of circumstances. Just to round out a very busy schedule Gunnar also volunteers with the Strathmore Lions Club, Royal Canadian Legion #10 and RCMP Community programs.

WOII Raycroft plans a military career once graduating from Cadets. He was to have gone on power pilot scholarship this past summer which would have been a significant stepping stone to his career choice, but sudden onset diabetes prevented that dream. That did not stop Gunnar from carrying on with a cheery disposition and continuation of his hard work and perseverance at 903. WOII Gunnar Raycroft will continue to pursue a pilot's license and aviation career.

Bob Barraclough Leadership Scholarship:

This Scholarship is named for our friend in Cadets, Robert (Bob) Barraclough who passed away in December 2013. He started his career as a cadet at 24 Red Deer Squadron in 1973. He became the WOI and was awarded gliding, power and International Exchange scholarships. Bob then joined the Cadet Instructor Cadre and was an officer with 24 Red Deer, 524 Sturgeon, Penhold and Gimli Summer Training Centres, and the Regional Cadet Instructors School. He worked full time as an instructor at the RCIS until he suffered a Spinal Cord injury in a motor vehicle accident which ended his career as an officer. In 2008 Bob became involved with the Alberta Air Cadet League and served 810 SSC, was the NE Wing Director and Alberta Provincial Committee Vice Chairman. Bob was an avid believer in the

cadet program and would encourage all cadets to strive to do their best. This scholarship is dedicated to his time in the organization as an officer and a League member and is offered by his family to support a cadet in their post-secondary endeavors.

This Scholarship has a gift of \$1,000. Nominations for this Scholarship are meant to further a cadet's post-secondary education.

WOII Michelle Carnicero, 868 Rotary Northstar Sqn. Fort Mac.

WOII Carnicero is currently the Squadron Adjutant at 868 Squadron and is in her 6th year. She started her cadet career in 2009 with RCSCC 170 in Trois-Rivieres, QC and joined 868 in 2013. She is responsible to the Administration Officer and mentors other senior cadets within the squadron. She is a dedicated, responsible cadet who takes the opportunity to participate in many activities the squadron offers. Her letters of recommendation include terms like, responsible, adaptable, motivator, concerned with morale of the cadets, helpful, and "out of the box" thinker. These are all wonderful attributes of leadership. She may not always be in the front dedicating action, but she is very effective in leading in a quieter way. Michelle is quite effective with the younger cadets in using creative techniques during classroom time. She leads by example by having excellent dress, deportment and participation with the unit. She has a very positive and cheery attitude that is a joy to be around. Coming originally from Venezuela she speaks three languages - French, Spanish and English with English as her third language. She earned the International Air Cadet Exchange Scholarship last year as an ambassador to the USA. She also proudly wears the Air Cadet Long Service Medal, The Royal Canadian Legion Medal of Excellence and two awards from her training with the Sea Cadets. Michelle has achieved the Master Cadet Level 5, Air Rifle Marksmanship Instructor, Drill and Ceremonial Instructor and attended summer training for basic drill and ceremonial and general training as a sea Cadet. In her youth, Michelle nearly lost her sight and after much medical intervention her sight was saved and from this experience she has decided to dedicate her life to being a doctor. She is currently attending Keyano College and will transfer to the Uof A to concentrate on her Bachelor of Science in neurology. Once she has obtained her Bachelor of Science she will pursue Medical school and is currently interested in cardiology, neurology and oncology.

Congratulations WOII Michelle Carnicero on earning the Bob Barraclough Leadership Scholarship of \$1000

FSgt Akanksha Bhatnagar, 810 Grant McConachie Sqn. Edmonton

As I read through FSgt Bhatnagar's application I really struggled to figure out when she slept! In speaking with her officers, I got the distinct impression of the Ever-ready Bunny that just keeps going and going and going! Akanksha has a passion for aviation and it is that passion that lead her to Air Cadets just over four years ago. She has completed her Basic Training, Basic Musician, and has received her Glider Pilot Wings. Akanksha has also worked as Staff at the Gimli Summer Training Centre last year. FSgt Bhatnagar is a flight commander of 25+ Cadets which entails her being responsible for their dress, drill and deportment. She also assists with the band playing the clarinet. She is an experienced instructor and ensures that her lessons are well executed for her cadets. She has participated in training in activities such as: Effective Speaking, ground school, Remembrance Day ceremonies, poppy sales, chocolate sales, sports teams, bottle drives, Battle of Britain

parades and drill team. Akanska has earned her Duke of Edinburgh Silver Award and proudly wears the Air Cadet Long Service Medal.

Her volunteer commitment and involvement in the community is a very long and impressive list. At her high school she is a member of the Arts Events Student Activities Executive which showcases the talents of the students in the Winter Festival and Arts Festival which showcases the drama students, jazz band students and musical theatre students to the community. Akanksha is the Founder of the Adventure Edmonton Club that focuses on smooth integration of international students into Canadian society and the school environment. She is also the President of the Math Africa club which raises funds in support of training teachers of Southern Africa in Science, Technology, Engineering and mathematics. Akanksha is a member of the Lillian Osborne's Random Acts of Kindness Club and the Canadian Model United Nations Program at the UofA. Throughout her application and letters of reference she has been commended on her leadership skills and how she leads by example and in a positive and humble manner. These are the attributes that this scholarship strives to recognize.

All of these activities have lead her to a global attitude and interest and she will be pursuing her Bachelor of Arts in International Political Sciences at the Uof A. Her goal is also to be an International Law Lawyer for the United Nations.

Congratulations FSgt. Bhatnagar on earning the Bob Barraclough Leadership Scholarship of \$1000

5 Year Volunteer Service Pin:

Brenda Gerrard, 7 Penhold – will present at Sqn. (no one from 7 Penhold is attending)

Certificate of Recognition: These awards will be presented at their squadrons. I will just name them here and would ask the SSC Chairs or Wing Directors to collect them after the awards presentation.

Captain Darlene Williams, 88 Airdrie not attending

Thelma Lacharite, 664 Cold Lake not attending

Tara Munn, 664 Cold Lake not attending

Shaunnah Blackmore, 664 Cold Lake not attending

Lisa Anderson, 664 Cold Lake not attending

Hans Zundel, 664 Cold Lake not attending

Garry Therrien, 664 Cold Lake not attending

Cindy Qian, 664 Cold Lake not attending

Belinda Roscoe, 664 Cold Lake not attending

Royal Canadian Legion Branch #104 Innisfail for sponsor of 7 Penhold Sqn. not attending – have been the sponsor of 7 Penhold Squadron for 75 years

Don Petty, 878 Sqn. – not attending

I would like to acknowledge Mr. Petty's work for 878 Squadron. Don volunteered as the general contractor for the construction of the new Squadron Training Facility. His number of volunteer hours toward the project are uncountable.

Certificate of Merit:

Jacqueline Plooy, 287 Beaumont Sqn. coming

Jackie has been involved with the squadron since 2013 and has been instrumental in running the Biathlon training program for the squadron as well as the Effective Speaking program. She fills in for secretary when needed and bakes for squadron events and drives cadets when needed.

Kevin Bartley, 287 Beaumont Sqn. – This award will be presented at the Squadron.

Bob Thompson, Assistant Central Wing Director

Bob has volunteer continuously for over 10 years. He is steadfast, reliable and a source of inspiration and knowledge in the Central Wing. He is passionate about the cadet program and has seen first hand the benefits to his own kids in Cadets. He has been a motivator, mentor, fundraiser and get the job done kind of guy that we can depend upon.

Angela Crone, 88 Treasurer not attending

Darren Miller, past SSC Chair at 88 not able to attend

Ursula Tauscher, 533 St. Albert

Ursula has been involved since 2006. She assists with and coordinates the squadron scholarship pre-boards, and volunteers as a board member at the provincial boards. She provides kitchen support at FTXs and mess dinners. She takes an active role in planning squadron activities, assists with fund raising and with legal advice and notary services to the squadron as needed. Ursula was a dedicated parent while her child was a cadet and continues to be a very valuable volunteer on our SSC.

Lucille Rider, 903 Strathmore Sqn.

Lucille has been involved with 903 since 2003. She was the Supply Officer for the past 12 years. For the past 3 years she has also volunteered to work with the cadets on pre-boards for scholarships. Lucille is the glue that helps keep 903 together.

April Campbell, 11 Lethbridge Sqn.

April has been involved since 2010 and has volunteered countless hours ever since. She takes initiative to help the new parents to learn about the program and has made it a welcome place for them on parade nights. As Fundraising Chair, she is very active in fundraising activities and has planned and executed many different events to raise funds for the squadron. She has created a volunteer database which makes it easier when running an event. She helps with transporting cadets, keeping score at tournaments, serving food at a BBQ and someone that can be counted on to help out when and where needed. Her guidance and support to the squadron and the SSC is commendable.

Shelley Stefaniuk, 341 Mundare not able to attend

Jim Stefaniuk, 341 Mundare not able to attend

Officer Recognition Award:

Capt Bob Bogavics – Capt Bogavics is the ACO of Central Wing and the CO of 572 Coronation. Bob has been a huge support to the Central Wing Director, coordinating his schedule with the Wing Director so that they could accomplish multiple tasks at the same time. This has saved a lot of money in less travel. He has been a great listener and champion of what cadets need to have and how to solve the shortfalls on both the DND and League side. He has been very patient and has been a wonderful asset to the Central Wing.

Squadron Sponsor Committee Award:

Small: 15 Medicine Hat SSC

Medium: 952 Westjet SSC

Large: 533 St. Albert SSC

Volunteer Recognition Award:

Dawn Hindson, 664 Cold Lake SSC not attending

Marcel Paquet, 65 Ponoka – wife is coming – called her and he will now be coming

Marcel has been involved since 2012 and has benefited 65 Ponoka Sqn substantially through his tireless volunteerism. Marcel humbly and selflessly gives every extra minute he can. He volunteers many hours on the Building Committee, donated weekends and evenings setting up 2 flight simulators, drives cadet bus, participates/promotes all fundraising events, attends and promotes Cadets at Trade Shows and takes initiative to do whatever is required for maintenance at the Squadron Hall.

Certificate of Appreciation:

Michael Giannelia, Vice-chair 88 Airdrie – not attending – to be presented at sqn

Helene Mailloux, 810 SSC Advisor

Helen has been involved with 810 for 8 years and after her son aged out she became the SSC Advisor. Helen is responsible for organizing the NE Wing Effective Speaking Competition this year.

Tammy Whelan, 7 Penhold – not attending

Teena Price, 11 Lethbridge SSC

Teena is an organizer and contributor to successful fundraising effort of the dinner and silent auction taking on and organizing all aspects of the event.

Certificate of Honour:

Dawn Morgan

Dawn is a parent, Board Treasurer, Chairperson, Pastchair and NE Wing Director. She has shown outstanding dedication in the positions she has held and maintains a high level of commitment to the Alberta Provincial Committee. She has been a positive role model in many cadet lives, parents and fellow volunteers. Dawn is dedicated to the Cadet movement and is a strong believer in the program and its ability to mentor strong young adults.

Rhonda Barraclough

Rhonda has been an active participant in the Cadet movement starting when she was an Air Cadet herself many moons ago. She has been active in so many areas over the years it is really hard to count. She was an able assistant to her husband Bob in preparation of the Scholarship Boards and after his passing became the interim Vice Chairman. Prior to her current position she was the NE Wing Director. She currently holds the position of Director of Air Resources on the Alberta Provincial Committee and has done wonders to open up communication with RCSU NW to deal with our Air Resources. She has initiated meetings of the Directors of NW to discuss strategies to make the flying program better for everyone. There is a question on the nomination form for substantiation for the award and it simply said: "Because she deserves it."

Leo Lammers, NE Wing Assistant coming

Leo has been extremely supportive and a wealth of information to the Wing. He is always available to attend squadron events and will step into any advisor role for the squadrons who find themselves without one.

Thank you Leo for your years of service to our organization.

Tom Sand

Tom is currently the Vice Chairman of the Alberta Provincial Committee. He has served as Squadron Advisor, and Director of Air Resources. Tom has worked continuously for the advancement of the Air Cadet program for the benefit of the Air Cadets, the squadrons for which he is an Advisor and for the Air Cadet movement.

Anna Lewis is recognized with this Certificate of Honour for her significant contribution in financial management and training for SSC's across the Southern Wing. She was also instrumental in cleaning up all outstanding ACC9's and Assessments. Anna has helped organize ACC9 workshops to assist Treasurers wade

through the detailed ACC9 completion, and set then on a good footing for prudent financial management. She has created guides and manuals that are a great resource used not just by Treasurers but SSC Chairs as well. Anna also took on extra responsibility providing oversight for 859 Crowsnest Squadron when they needed extra help in organizing a complete change in SSC personnel and financial reporting. Anna's positive attitude, professionalism and gentle hand guiding the SSC brought stability and best practices – setting 859 Crowsnest up for success today and into the future.

Honorary Life Membership:

Claude Carignan

Claude has been the SSC Chair of 533 St. Albert for as long as I have known him and I am sure more years than that. Claude is a wonderful leader, mentor and someone who can be depended upon to get the job done and done right. He has, over the years, ensured that his squadron was recognized in the community, as well as on a provincial and national level. He works with a team of volunteers and officers who respect him for his work ethic, patience, positive attitude, thoroughness and kindness. For your many years of service to our organization, we bestow upon you Honorary Life Membership in the Alberta Provincial Committee. Congratulations.

Fred Johnsen

Fred was a CIC Officer and served as CO of 868 Fort McMurray and 524 Squadron. When he had to retire he became a League Representative for 810 Squadron, followed by several executive positions at 533 Squadron. He then was elected as the NE Wing Director, APC Vice Chairman and then Chairman. Fred is currently 1st Vice Chair of the National Air Cadet League and will step up as National President in June 2016. Fred has taken initiative in every area he touches and improves it. He has also been a wonderful helpmate to his wife Wally at Camp Wright and has spent many hours of work there. Fred for your dedication to the Air Cadet movement, we bestow upon you Honorary Life Membership in the Alberta Provincial Committee. Congratulations.

2015 ANNUAL GENERAL MEETING & CONFERENCE – Day 2

Sunday, October 25th 2015 – Edmonton Four Points Sheraton – Argyll Road

19. **Call to Order** – 0830 hours.

20. **Strawdog Presentation** – Tom Sand Provincial Vice Chair – Tom reviewed a PowerPoint presentation regarding a successful Provincial Committee and volunteer organization. What planning, problem solving will be done to be sure that we measure our success while meeting our goals of delivering the program to the Cadets. Communication is a huge item to be sure that particulars are shared in a timely fashion that decisions are made with informed knowledge and with the correct approvals. The current mission of the provincial committee is to support the Royal Canadian Air Cadets and the DND partners in order to provide the best program to youth in Alberta.

Kevin R – Strategic Directions – Last year at the AGM, we did a lot of brainstorming for what people wanted to see. We have since been working on it and boiling it down to what you feel our focus should be on. We noted that you want to see were Services; Investing in the people, program and assets; accommodations; recruiting; and governance. We need to make sure we have enough people with the correct training and education; we need to invest in our people. We need to update our website and the honors and awards. How do we make the screening process easier and stronger? Are we using our assets effectively? What is the APC's role in assisting with LHQ's for squadrons as well as places for training? We need to be advocates with the schools for credits to acknowledge what the cadets are doing. We cannot afford to be the best kept secret anymore. We need to develop a marketing role to get our brand out there, so we can sell what we are offering. Succession planning there needs to be the staff and for people ready to step up. It ties into the marketing and training again to give people the most knowledge as possible. Bylaws need to be updated, please send a copy of your bylaw to your wing director so we can review and make sure that they are in line with National's bylaws. Some haven't been revised since the 50's. Where do we stand as registered charity vs a society; what are the legal implications associated with both of these designations. We have to clarify our policies and guidelines. Our focus for the next year will be first and foremost Governance; supporting DND's restructuring; bylaws; director's roles and responsibilities with terms of references. Recruiting is a big issue as well; we are looking at if we need a recruiter or if that can be done with a few people on hand already. We need to make sure that all of our SSC's and bodies are properly trained and ready to take on the tasks they have been assigned to do in their position. There are seven most expensive words that will kill a company today are – “We've always done it this way”, we cannot continue to go down this road.

Tom Sand – We need to have support and leadership at every level so that everyone benefits. We need to make sure that our internal alignment is there and that we have external communication. Make sure that we have people know we are here. We need to make sure that this comes through as a project and not a hobby, projects have end dates and hobbies are on-going.

Kevin R – Keep in mind that this will be started at the next APC, which is right after the AGM to get the ball rolling. A strategic plan is about adjusting as things change, this is something that is always happening and we need to accommodate for. We have to ensure that people in certain roles have duties and they need to be done in a timely fashion. We are trying to limit the pace on how we do things so that we are not like others that have charges to parents and assessment fees over \$100/cadet. We are all volunteers and things do take time, however we do know things have to be taken care of.

Jenny Price 868 squadron – Bylaws, is there a template somewhere for squadrons to use. Kevin, yes there is but we need to make sure that it is current and revised to be shared. We need to confirm that it references the APC in the bylaws, there are multiple items we need to confirm are in the template. Everything will come down through the Wing directors as we get things completed. We still need to have a legal opinion on the bylaws to ensure that we capture everything we need to. Rob Bauhuis – I am working with Fred Johnson on this so that we have a template that includes some of the new National bylaws and to be consistent with what National has amended. Sponsors do not play the same role they used to and don't control the SSC. They have responsibility for establishing the SSC and getting things in place, once things are ready and confirmed they are then to step back as the SSC will then be part of the APC.

21. Elections – Darlene Laroche – this is the third and last call for nominations from the floor. This now ends the call for nominations. We have Carol Cox and Anna Lewis who are going for the role of Finance Director. They will be given 10 minutes to have their turn to talk and let the APC know why they should be voted for. Only people holding the Yellow cards will be allowed to vote and there are 63 cards out there for voting. Keith

Mann will be chairing the vote as he will be neutral on the vote. Once Anna and Carol both spoke and gave their reasons for running and why they are suitable a vote was held. Keith Mann advised that it would be a closed ballot vote, people are to write down who they are voting for by placing "Anna" or "Carol" when done, it will be picked up for tallying. Outcome of vote – Anna Lewis is the Director of Finance for 2015/2016. Anna Lewis stepped up to mic to thank Carol Cox for all her work done over the years. Applause held by room for honoring Carol.

MOTION – Kathy Cross made motion for destroying the ballots, Lorraine Forsen seconded – CARRIED

22. Auditor for Next Year – MOTION – Carol Cox to have Doyle and Company from Edmonton performs the audit for next year. Bob Thompson seconds. Rhonda Barraclough – Proposes that we go to an RFP (request for proposal) so that we can be sure that we are getting the best value for service. Carol C – to clarify our current auditor is putting in anywhere from 15–20 hours a year, complimentary to us. If we go to a new auditor our fees will increase significantly as they will need to review everything.

MOTION has been CARRIED – that we will send out an RFP for auditors. If we find a new auditor, we will send out notification – if there is no update, and then we will be moving forward with the current auditor.

23. 75th Anniversary – Keith Mann has a couple of points to clarify, he isn't just another smiley face. Keith is the National chairman for the 75th anniversary. We need to get this "Best kept secret" out of our heads, let's get rid of the saying. With the 75th coming up, this is the best time to tell the world who we are and what we are celebrating. Each and every squadron should be doing something to celebrate the 75th anniversary, be it small or large there should be something done by everyone to celebrate. One of the key things we are working on was hosting celebrations in Ottawa, when we looked further into costs and saw that there was going to be a cost of $\frac{3}{4}$ million dollars we knew that it wasn't going to be an option. The second thing is that we were looking at DND support and they had concerns about holding something so big in one location. This led us to having things done across Canada and allowing each province to produce their own ideas for celebrations. Which leads to the \$8,000 that was allocated to Alberta to assist with planning; to be clear on this, you spend the money, send us receipts and we will reimburse you to the maximum that was allocated. The other major event we are doing is the Fun Raiser – this is going to be held on a national level. We would like to see every squadron participate across Canada. The date we will be using is Sunday June 5 2016, we know that ACR's are planned and dates are chosen. We are hoping to have as much participation as possible, information also to come out as soon as we can. Anna Lewis is currently the Provincial Representative for this activity and will be sending out material as soon as she can. For now, please have someone from your area secure a location for the run on that date to be sure you are good to go for permits and location. Catalogue Sales – there is special merchandise for this occasion as well for everyone to go and order to also help celebrate the anniversary.

Stan Monkman – There is one more thing being done for the anniversary. It is going to be a 75th anniversary poster and made up from all the squadron crests across each province. We have 44 squadrons in Alberta that will be making the Alberta poster. At this time there are three squadrons in Alberta that don't have a crest; you have until Dec 31st to provide an approved crest. Stan asks that those squadrons reach out to Stan to get the email for National to obtain an approved crest with the set requirements laid out for an Air Cadet League crest. The squadrons that need to talk to Stan are 11 Lethbridge, 572 Coronation and 721 Whitecourt, we need crests please; otherwise your squadron will have the Air Cadet logo in place for the poster. Banner photos, we are asking all squadrons and SSC's to please participate in this activity. There is one banner floating in the South and one floating around in the North, please pass the banner on to the next squadron once you have taken the photos at your squadron.

Keith Mann – Poster contest, as you see the posters on the wall at the back the top poster that is there will be moving on to the Semi Annual meeting in Ottawa and the cadet will be part of the Leadership symposium with other cadets in attendance. Once there, they will attend the banquet where it will be announced the top three and they will have the opportunity to have their poster framed and displayed at the Aviation Museum in Ottawa for the period of one year.

24. Volunteer Bonding – Kendra Fisher from 781 Squadron would like to know if there is any information regarding a policy for charging a registration fee like in other provinces. Kevin R – yes there is a “policy” in place that allows for such a thing. Provincially is it based on what the Provincial Committee decides, we in Alberta have always had the outlook that we try not to charge as this is a volunteer organization. There are a few squadrons that have taken this on in the province without really taking a look at the effect and cause. If you do want this, please be sure that you are doing it properly. Dawna Morgan NE Wing Director – was the SSC Chair of 810 squadron at the time of enforcing a volunteer bond at 810 to encourage parent involvement. The bond is where you have a training plan in place and has your casino/bingo/bottle drives planned or whatever it is that you will need volunteers. The bond was set out so that each family had to volunteer four times within a cadet year; on registration night you request 4 cheques for \$100 that will be returned at the end of the volunteer shift that they signed up for. If cancelled for any reason, cheque would be cashed in place. It wasn’t meant to be a slush fund or that type of financial aid, it was meant to be a commitment from the family. Some wrote the cheques and said just cash them so they didn’t have to volunteer. This in no way covers the cost of what it takes for the activities the cadet will partake in as there will never be a cadet stopped for failure to fundraise. Rhonda Barraclough – when we started this, we figured out that a cadet would receive roughly \$2,000 each in activities and training. A \$400 bond doesn’t really cover off the cost of that cadet taking part in the program. There are also families that can’t afford the bonds, so there needs to be some give to ensure that they have alternate ways of helping out. It worked at 810 because of the consistent communication and discussion with parents. You need to ensure that this is not a fee, only a bond for parents to commit to volunteering to assist with fundraising.

25. Farewell – Chairman Kevin Robinson – everyone please be sure to hand in your comment cards at the front, turn in your name badges so we can reuse and bring down some of our costs. Executive, please stick around for the meeting right after the AGM. Thanks to all for attending the AGM, it is you who makes us who we are and your insight is what we use to go forward. Thanks again to 810 squadron for supplying our flag bearers this year.

27. Motion to Adjourn – Dawna Morgan

NEXT MEETING – Calgary – DATE TBA.

Recorded and submitted by Kathy Cross, Secretary 2015/16.