

**Minutes of the Annual General Meeting of the Alberta Provincial Committee Air Cadet League of Canada Saturday & Sunday, October 28th and 29th, 2017
Four Points Sheraton Edmonton South, Edmonton, Alberta**

Meeting Called to Order at 8:30 am

March on the Flags

O-Canada

Moment of Silence

Welcome & Housekeeping

Tom welcomed attendees and guests in attendance.

Tom also introduced the head table LCol Denis Letillier, Commanding Officer of RCSU (NW), Darren Fung, guest speaker for this evening, Jim Hunter, Vice Chair of the Air Cadet League of Canada, Christine Welch, BC Provincial Committee Chair, and Ron Ilko, Parliamentarian for the meeting.

Thank you for attending and giving us excellent attendance at 144. Thanks to the planning committee for their hard work.

Notice of Meeting

The Secretary, Angèle Mullins, confirmed the notice of meeting was duly distributed in accordance with the bylaws of the APC, on September 15, 2017

Attendance Report

The Secretary reported there are 144 registered attendees with a total of 66 voting members, 16 APC Directors and nominating committee members, 16 Wing Delegates and 34 SSC Chairs (including 6 proxy holders).

Approval of Minutes of 2016 AGM

Motion: It was moved by Brian Lewis, seconded by Lorraine Forsen, that the minutes of the 2016 AGM be accepted as presented; carried.

Nominating Committee Report

Kevin Robinson presented the slate of candidates as recommended for the nominating committee as follows:

- Standing for the position of Chair: Tom Sand
- Standing for the position of Vice Chair - Rhonda Barraclough
- Standing for the position of Director Finance - Anna Lewis
- Standing for the position of Secretary – Angèle Mullins
- Standing for the position of Director Aviation – Derek Blatchford
- Standing for the position of Director Netook – David Lanz
- Standing for the position of Director Camp Worthington – Burt Gillings

- Standing for the position of Director Camp Wright – Doug Frost
- Standing for the position of Director Public Relations – Corey Dodge

The four Wing Directors, elected at their respective Wings, are as follows:

- Dawna Morgan (North East)
- Evelyn Hutchings (North West)
- Bob Thompson (Central)
- Lorraine Forsen (South)

Kevin advised if you wish to submit a nomination for any position, the submission must be made by a screened member and the candidate must be a screened member. Nominations must be received by end of business meeting today, Saturday, October 28, 2017.

Report from the Director of Finance: Anna Lewis

Anna Lewis presented the Finance report, focusing on the following areas:

1. Assessment fees: All fees have been paid in full for the past year. Only one outstanding from prior years that is in process.
2. Anna confirmed the Assessment Fees for the coming year, if paid by December 1 would be \$62.07; if paid after that date would be \$72.07. The ACC9 is due no later than December 1 to take advantage of the discount. We are 100% compliant in Alberta for ACC9 submission for the past year, one of the few provinces.
3. The Annual “Coffee’s on Me Award” was presented to the Treasurer of the squadron that submits the first ACC9 for the year - presented to 755 Parkland, Karen Vandenburg. Congratulations!
4. Budget & Financial Statements – the unaudited statements and budgets were sent out at the beginning of October with request for questions to be provided by October 20. No questions were received. Anna noted that both a summary as well as the detail for each area was provided in the e-mailed financial packages
5. Audited Financial Statements – Anna reviewed the Audited Financial Statements. Deferred revenue and depreciation were the only changes from the earlier version distributed. Anna referred the attendees to look at copies distributed on each table. Income was higher than budgeted due to mostly Camp Wright rentals. Expenses were also higher due to the rentals at Camp Wright and several other charges including expenses for the 75th Anniversary Gala and a variety of other expenses. We also did not get the grant we had applied for to assist in the new hangar at Netook which has strained our financials
6. Anna reviewed the 2017/18 Budget Highlights page outlining changes from prior years. Three unexpected increases were vehicle insurance, lower crop income and increase in National Assessment Fees for a total of \$17,000; all directors contributed in the effort to produce a balanced budget for the future years. National assessment fees have increased from \$10 to \$13 per cadet and we also experienced an increase of Cadets in the programs. National assessment fees had not increased in many years and had to do this. Big increases in insurance had to be covered by the assessment fees.
7. Anna presented details of what assessment fees were used for: Expenses vs Revenue Streams – Expenses covered by Assessment Fees. Only 83% of fees that should be covered by assessment fees are being covered. The APC is managing the balance of the expenses through other income.

If we did go back and charge everything to SSC's, the cost per cadet would need to go to \$75. It is interesting to note that BC charges \$100 per Cadet in assessment fees.

8. We need your help to seek donations for vehicles, major camp repairs, and other assets. We need the help of all members to support these assets. Anna encouraged that any squadron with excess funds, casino funds, etc... PLEASE consider donating to the APC as many capital projects require funding and it is a worthwhile charity

Motion: Anna Moved that the 2016/17 audited Financial statements be approved as presented; seconded by Darlene LaRoche, past chair; carried.

Motion: Anna moved the 2017/18 budget be approved as presented; Seconded by Trudy Loucks, Wing Delegate; Carried.

A question was asked regarding department details 5068-6 indicated expenses with HART ceremony but no counter income line of \$200 per Squadron. Anna responded that this was not in the budget but any additional expenses over the budgeted \$6600 had been funded with donations.

It was noted that of the Squadrons in British Columbia, 58 are registered charities and all charge Cadets a registration fee. The average fee is \$200-225 per Cadet and no Cadet is turned away for lack of payment.

Expenses vs Revenue Streams – It was asked what this expense for public relations; this includes travel for the director, swag for Calgary Stampede and Edmonton Air Show, Lethbridge Air Show; some advertising; some swag available in the Dream Flyer trailer when it is loaned at.

It was asked for confirmation of what the increase from National was: \$10 to \$13 in 2017/18 and from \$8 to \$10 in the prior year.

Motion: Dawna Morgan made a motion to increase the assessment fees by an additional \$2 per Cadet for the 2017/2018 year, over the 3% increase. Seconded by Bob Thompson; Carried.

It was requested that this additional amount, if collected, would be accounted for transparently for members to see. A comment was made to consider leasing vehicles vs. purchasing new vehicle to spread out the cost. A \$2 per Cadet increase was considered very high for larger squadrons that are already spread very thin for costs and expenses. It was suggested that technology be used for meetings. A question was asked why we cannot implement a registration fee in Alberta? Tom Sand commented that the program in AB is designed and advertised as No Fees. DND contributes approximately \$5000 per Cadet for all Basic requirements of training. There are many other opportunities and experiences that Cadets enjoy and participate in that cost money that must be supported by the APC and SSC. Kevin Robinson commented that National Board of Governors is discussing registration fees and looking at the BC model.

Angele Mullins read Article 5 from the Bylaws regarding Eligible Voters to clarify who is eligible to vote on which matters.

Motion: Anna made a motion to recommend that Doyle & Company be appointed as Auditors for the coming year; Seconded by Claude Carignan; it was noted that fees are low as had been reviewed last year; Carried.

Please let Anna know if you have any questions or would like to see anything presented in a different way. Anna encouraged members to continue volunteering long after their Cadets time out.

Dawna Morgan on behalf of the APC and other accountants in the room, thanked Anna for her excellent work in keeping us on track.

Anna reported that Survivair is looking for 8 to 10 volunteers to support the program. Stan Monkman is **retiring this year. May 2018 is the date – target May long weekend. As well the Lord Strathcona trust** is not supporting the \$3000 needed to support the activities in staff shirts and hats, whistles and awards; at the Rocky Mountain Cadet Training Centre.

Anna thanked everyone for supporting the 50 50 and Silent Auction and Candy Bags. Please be generous to support the program!

Anna thanked everyone for their passion in the program and for their diverse opinions.

Report from the Chair

Report as presented.

Report from the Past Chair

Report as presented.

Vice Chair Report – Rhonda Barraclough

Report as presented; Rhonda mentioned the Scholarship Manual has been provided and Scholarships will be in Innisfail February 17, 2018.

Director of Finance Report

Report as presented; Information is on the Website – if you have any further questions, please ask.

Secretary

Report as presented; Angele noted a savings of \$650 from last year by going green and not printing the report book for each attendee.

Report from the Director of Air Resources – Derek Blatchford

Report as presented.

Report from the Camp Worthington – Burt Gillings

Report as presented.

Report from the Director of Camp Wright - Doug Frost

Report as presented. Doug noted 2018 is the 50th Anniversary of the Camp and he invited anyone to assist at camp if you are interested.

Report from the Director of Public Relations – Stan Monkman

Report as presented; Stan reported the new website is up and running and Corey Dodge was introduced as he is responsible for creating it.

Kevin asked everyone to thank Stan for all his years of service as he is retiring this year.

Report from the Director of Netook - David Lanz

Report as presented.

Report from the Director North West Wing – Evelyn Hutchings

Report as presented

Report from the Director of North East Wing - Dawna Morgan

Report as presented; Donna thanked everyone in the Wing for all their help over the year.

Report from the Director of Central Wing - Bob Thompson

Report as presented;

Report from the Director of Southern Wing - Lorraine Forseen

Report as presented; Lorraine thanked her Assistant Wing Directors for all their work over the year.

Report from the Alberta Membership Coordinator – Bev Burke

Report as presented.

Motion: Darlene LaRoche moved that all reports distributed in the Report Book via e-mail be approved as presented, seconded by Bob Thompson;
Carried.

Meeting Break at 10:15 am – resumed at 10:30 am

Cash Calendar Presentation – Keith Mann

Keith commented on the motivation that working with the Leadership Symposium Cadets provides – why we all work with the Cadet program.

All programs require fundraising of some sort. While attending the National AGM, Keith came upon a fundraising opportunity in Manitoba where they did a Cash Calendar to share funding between SSC's and the APC. This is a joint approach fundraiser. Both selling a calendar and a lottery approach with prizes. The proposal is based on selling three calendars per cadet. The theme of the calendar would be "a salute to the Cadets of Alberta".

Keith reviewed the proposal to do a joint cash calendar with squadrons and APC and asked for questions.

A question was asked whether the national Air Cadet League doing a calendar? Keith clarified it is the provincial committee.

Keith clarified the split on funds would be on number of calendars sold.

A question on the age of who can sell a calendar? There are no restrictions – Cadets can sell the calendars but there is a minimum age of 18 for the purchaser. This has been confirmed with AGLC.

How does it work for families with more than one Cadet in the program? No commitment to number of calendars to sell. Squadrons will adjust how many calendars they commit to sell.

In some Wings, most squadrons do not attend wing meetings, so distribution will be a challenge. Plans will be made to distribute where required.

A concern was expressed with the increase in unemployment in AB therefore lack funds to purchase this type of thing.

How does the GST work and has it been accounted for appropriately? Keith will investigate this.

After reviewing this opportunity, each Squadron must take a hard look at how this will impact the balance of fundraising the SSC does. It is unlikely the larger squadrons will be able to sell three per Cadet.

A comment was made regarding the paperwork for running your own raffle is difficult and having this coordinated provincially could be added value; 187 ran a raffle and are looking forward to not having to do that and get free fundraising.

Motion: Keith Mann made a motion that the APC proceed with the Cash Calendar;. seconded by Chris Wilson, 524 Squadron; A discussion followed; A request to review shipping options was taken; Carried.

Business Arising from Previous AGM

No matters were tabled.

Report from RCSU (Northwest) – LtCol Denis Letillier

LCol Letillier provided an update from the RCSU NW; First, he provided thanks to the members for being the Heart of the Cadet program – without the members, there would be no Cadet program.

Key Program Principles

Any Canadian between 12 & 19

Instill Canadian Military Values

Develop Citizenship, Leadership and Fitness

Balance safety and challenge
Leave a positive lifelong impact

This is a truly national program – 55,000 Cadets – almost as large as regular forces. 23,000 Cadets move in a six-week time frame every summer – momentous task.

Mission

To contribute to the development and preparation of youth for the transition to adulthood, enabling them to meet the challenges of modern society, through a dynamic community based program.
To develop culturally diverse youth by delivering a safe, dynamic and efficient cadet training experience.

Vision

A relevant credible and proactive youth development organization offering the program of choice for Canada's youth, preparing them to become the leaders of tomorrow through a set of fun, challenging well-organized and safe activities

The Commander's Intent

- Programmatic success through renewal
- Focus on the cadet – our future
- Agility in thought and process
- Resources effectively managed
- Exciting and quality training
- Retention of senior cadets
- Own the COO narrative
- Differentiate/leverage everyone's talents and skill sets
- Comprehensive COATS and Cadet fitness
- Enjoy what you are doing.

Regional Goals & Guiding Principles

Recruiting: Without our league partners to address the shortfall of COATS members focusing on isolated and remote corps and squadrons, and those with the most acute need; this is critical.

Refocus RCSU Support: Our primary focus will be placed on the support provided at the community level to our corps and squadron officers, sponsoring committees and cadets

Enhance league partnership:

- Ensure cadets receive the mandated program in a respectful manner
- Support the personnel delivering the program
- Find innovative ways to collaborate while respecting the structure that guides us

RCSU(NW) is divided into four areas: South AB is Major Fisher, North west is Major Perry. Each area is divided into zone training areas. The zone training officers work with the elemental advisors for each area.

Governance activities will begin in the November time frame:

1. CCC – Community Coordinating Committee – to take ideas from the front up with the Area/Zone officers, League reps, senior Cadets
2. RCAG – Regional Cadet Advisory Group – with ACL APC Chair and the RCSU Staff
3. Then move up to national

There are currently eight working groups with representation from league partners in every group. The LCol noted some successes to date: Single Command, National Biathlon, National Marksmanship

He also noted some challenges, including: managing change, officer discipline, mandatory training – specifically how to manage paid training; infrastructure and

OP Honour – to eliminate harmful and inappropriate sexual behavior/harassment was discussed. The CIC are youth developers with a fundamental goal of “Do no harm” – focusing on Leadership, Respect and Honour. Any and all allegations must be reported IMMEDIATELY – League responsible to do this as well – everyone of us.

Some opportunities have been identified, including: recruiting and transfers, cadet program identified as a key strategy of defense, training plans, Cadet uniform update and Regional Training Coordinator.

Public Affairs/Social Media were identified as key tools but it is important to ensure we use them properly.

The League should be proud that 50% of the Cadets in the region are Air Cadets!!! In a program offering Canadian Values with a Military Flavour!

LCol Letillier presented a video on summer training courses.

Cheryl Jamieson from 341 commented on why we are all here and how important it is for us all to support the program and the inspiration that our Cadets provide. Please step up!

Report from the Air Cadet League of Canada

Jim Hunter provided comments from National Air Cadet League. He brought greetings from Don Berrill our National Chair. He proceeded to note several important national objectives.

Registration and Screening

A part time coordinator has been hired and will begin with BC. Screening is critical for several reasons, insurance being a big one. Please cooperate with the program which will be rolling out over the year.

ACC9

This is our method of Financial Compliance for CRA. They may be difficult, but they are really important from a national perspective. Just as important we need to be efficient on costs. It is our way of demonstrating the funds that the League/SSC's bring to the table, which is about \$25 million per year (Air Cadets alone). The DND funds the entire program by about \$200 million per year. This is critical nationally.

CRA is reviewing the charitable status of the league. It is taking time and challenging as the project head at CRA has changed a few times. ACC9 supports this work and will continue.

Semiannual meetings are being changed to be just the Board of governors advisory committee – most important being a cost perspective. This meeting in November will be a full strategic review. Provincial chairs will be involved via teleconference. A big focus will be funding. Also, communication with military partners will be discussed. The governance structure is under review as well. Several teams have been struck to review various programs.

A question in regard to VSS and what is required for screening was asked. CIS and CIC will continue to require VSS but will require a police check and application form. Darlene LaRoche provided information that VSS is no longer a possibility. We do what we legally can do.

The meeting adjourned at 12:15 pm for lunch.

Breakout Sessions followed lunch. The meeting reconvened at 3:35 pm.

Alberta Provincial Committee Strategic Plan – Tom Sand

Tom provided an overview of the APC and the strategic plan under development.

Wayne Reitsma provided an update on CRA rules. Last year we delayed our APC strategic plan waiting for CRA rule changes. Initially, CRA was unaware that all SSC's were independently registered as charities. This is still in process. Those who are registered charities will get more information from National ACL later in the year. Those that are not registered charities have different rules. Not for profits that are not registered charities may have to start filing reports, may have penalties for past late filings, may have costs associated with an accountant for reporting.

A question was asked as follows: Does the income tax act apply to SSCs? The short answer is yes. But How? Definition of your organization depends on how you are defined. Wayne will provide copies of his slides for distribution to the Wing Directors and squadrons.

As National Governor, Kevin Robinson updated on his work with National and APC with affiliation agreements. Alberta is the test for the agreements, to be followed with Bylaws and then provincial policies, so that all are aligned with National.

The meeting was adjourned for the day at 4:18pm.

Sunday, October 30, 2017 AGM Reconvened at 0830

Tom welcomed everyone back and encouraged attendees to complete their feedback forms.

Nominating Committee Final Report – Kevin Robinson

Kevin presented the final slate of candidates for the 2017-18 year as listed below.

Motion: Kevin moved that the following be the slate for the coming year, seconded by Claude Carignan;
Motion carried.

Chairman: Tom Sand

Vice Chairman: Rhonda Barraclough

Director of Finance: Anna Lewis

Secretary: Angèle Mullins

Director Aviation: Derek Blatchford

Director of Netook – David Lanz

Director of Public Relations – Brian Lewis

Director of Camp Wright – Doug Frost

Director of Camp Worthington – Burt Gillings

Air Cadet Gliding Program Update – Derek Blatchford

Success this year:

- After a challenging weather summer at Gimli, 58 glider pilots have now successfully completed their license

Challenges:

- Large Cadet population and growing
- Very short flying season – 9 weekends in the fall and 7.5 in the spring
- Field conditions can be challenging
- Must re-train all staff and Cadets between fall and spring sessions
- There is no flexibility when weathered out
- There is no spare aircraft when not in service - this provides no capacity for rescheduling weathered out days
- There is limited facility for provision of aviation training days when weathered out
- Attitude – There is a leadership challenge getting so many cadets through the program due to the drain on resources

Scheduling is a major challenge – there is a demand for 2600 Cadets to move through each year and no opportunity to reschedule if a day weathered out or training delayed.

The immediate goal would be to add two gliders and two trucks which would add 1500 flights in AB and allow us to handle growth of 1100 more Cadets.

Staff succession is also a problem. The program is not designed to train adults. They must come from Cadets and they typically move on. Cadets must attend mandatory training but there is a suggestion to modify Fortress to allow tracking of activity at the Gliding Center as optional activities, or at least some an accepted report to their CO to credit their participation.

Derek noted that last year, eight squadrons did not attend the ground school exam and three who did attend failed the exam. The goal is to increase participation and success. One reason may be training materials. There is no standardized training in our region. Atlantic and Eastern region have training

materials. J35 have approved it for use at any Squadrons in RCSU NW. If your squadron does not have a subject matter expert, contact Derek and he will provide resources.

Capital Funding Challenges

1. Aircraft – Glider is \$20,000 – once we purchase, DND maintains it
2. Vehicles – at least two are required immediately
3. Infrastructure – no buildings for shelter or materials for training when weathered out: Grand Prairie, Vulcan and Josephburg; DND has provided a 40 foot sea-can for storage purposes.

A question was asked of LCol Letillier, as to whether we would be able to confirm DND's support if we fund the purchase of another glider.

It was suggested that there easily can set up a “roving” ground school for some squadrons. The challenges for squadrons not participating in the program are typically small squadrons and remote squadrons.

It was asked if there is an option to fly at different locations such as Edmonton Soaring Club? It is a cost issue. The average flight cost would be \$60 per flight.

It was asked who owns winches: they are owned by DND and maintained by RCSU.

Regarding rain out training days, the session held on the ground is the same and many Cadets have experienced it many times. Is there no better way to predict weather and cancel the event? Officers can be cancelled but the call for food and bus must be confirmed by Thursday at noon. It was suggested these contracts should be negotiated to provide lower time limits. LCol Letellier suggested the contract would be more expensive if it was more flexible. As well, making the call for weathered out is rarely made unless weather is absolutely clear, which doesn't often happen.

What about selection of buses? Why coaches vs school buses? It is about the contract and most cost-effective option. Burt Gillings also indicated that busing was a huge issue for camp transport. DND must do the coordination for liability reasons.

Major Caswell also suggested that ground school be offered via webex, etc. They are available resources for all Squadrons.

Derek provided contact information.

Presentations

Following up from the awards presentations, Kevin Robinson presented some awards to individuals who were not in attendance at the gala last evening.

Leadership Symposium Presentation

Keith Mann commented on the excellent AGM and successful Leadership Symposium and thanked the officers for supporting the Cadets. Fifteen Cadets participated in the symposium. Over the course of

Saturday guest speakers were invited to speak at the symposium on the topics of leadership and community. The Cadets were asked three questions and will each answer them as below.

Question 1: What do you like about the program?

Favorite thing is the opportunities that it gives – limitless. Directly influencing a cadet and recognizing your impact is incredible. You are always making an impact on each other and others in general.

Opportunity to develop in many aspects such as leadership and be a contributing member of community. Had opportunities to learn and use many skills in leadership and planning.

The program is very broad and teaches you things you do not learn at school. Many choices of who you want to become and many opportunities to learn and take advantage of options. It changes people's lives – the program is like home for me to learn skills and develop.

One opportunity is gliding, and aviation program is what is enjoyed. A great opportunity to fly and glide and earn your wings.

The social connections within the squadron are great – meeting people with common interests. In addition, you can meet people from many areas at summer camps and meeting people from all over Canada and built very strong bonds with people.

Many opportunities such as scholarships, leadership, etc.. but the comradery is great. Many have been able to share experiences. There is always great experience with respect when you are in uniform. It makes you feel part of a team and be respectful with each other.

There are so many great things about the program, but one key thing is the challenge and the competition – always strive to be better in everything you do. Many opportunities to strive to be better.

Comradery is the best part of the program. Some of those in attendance went to Whitehorse this summer and will be best friends forever even though you may not live near one another.

Friends all across Canada through the program; no matter where you go, you will see someone you know and will have support when you need it.

Love the change in a person who was unmotivated, non-interactive, etc. into an amazing enthusiastic Cadet who takes initiative and is a great Cadet.

Sergeant on SI Course, one Cadet who wanted Band and assigned SI, not enthusiastic or interested in being there, but mentoring and guiding a young Cadet he went from failure to full success and even enjoying the program.

The Music Program is amazing – It took a few weeks to understand the program and when he joined there was no band. Due to interest, a band was started and is now at 20 members. It builds a sense of teamwork and comradery. They practice together and are the top team and top flight in the Squadron. It adds the connection and it increases the fun on the parade square.

The aviation program is amazing – before joining Cadets, had no interest in the program but since has a strong interest in the program and is interested in joining the Military as well as pursuing his wings. This also encourages him to participate in aviation outside of Cadets.

The experiences and opportunities to grow as a leader. Experiences in camps, scholarships, etc. is great. Also watching new cadets grow in the program and develop is very fulfilling and pushes leaders to be a better leader.

So many good things hard to define which was best. Overall the sense of purpose is the most important thing about the program.

Question 2: If you had an opportunity to improve one aspect of the program, what would that be and what would you suggest doing about it?

Forestburg is remote and hard to attend a squadron – it would be ideal to get more small-town squadrons back up. Suggestion to get youth recruiting programs through social media and messaging to attract youth and appeal to the rural lifestyle.

Improve training for new seniors – moving from Level 4 to 5, there is some training but a big change to what you do. The Level 5 workshop at the beginning of the year would be ideal – right now it occurs too late in the year and Leaders would do better if they had that training prior to the transition.

More feedback – particularly positive feedback – when they complete a task. – Not just negative when something goes wrong. This would help us grow and become better leaders. In level 4, the training includes giving positive feedback to the younger Cadets. Attending four summer camps, some cadets have expressed they don't want to be there anymore. This may be due to training of leaders and focusing on the positive not the negative.

In the music program, it should be more present at Cadet events and at the Squadron. For instance, on Friday, a few of the Leader Symposium attendees realized they were part of the Band. Recommend a portion of the Level 1 class includes exposure to band. Sometimes those who are introverted in the program and join band opens the Cadet up to a successful Cadet career. This adds self-worth and feeling more important on the parade square

It would be valuable to have regular visits from Zone Officers. More frequent visits and talking to the Cadets in the Squadron would open up lines of communication and help with issues that may not be discussed comfortably with squadron officers. It would also enforce the Squadron Standards, dress, etc... It also creates a stronger bond and connection, particularly with the recent move for the squadron. It creates awareness of Chain of Command. Suggest monthly visits.

CICs are tri-service now. Much of training is the same but how is different. Recommend more sharing between tri-service particularly in smaller squadrons where there would not be another Air Cadet Squadron nearby but there may be a Sea or Army to share resources.

Take advantage of Senior sharing and connecting from nearby squadrons, planning local squadron activities like Drill, sports, etc. For example, there are 6 squadrons in the Edmonton area but they do not share or connect.

Improve knowledge of the Air Cadet League – this would help at scholarship board. Offer a league training session. This impacts multiple squadrons. Have a representative from the League visit every squadron and provide a training session to prepare Cadets for this – or even offer it to all Cadets.

A problem with the Cadet program for a long time – Organization and Communication. Belief that the problem is officers are overwhelmed and perhaps insufficient support. First – don't criticize the officers for forgetting – give them suggestions on how they could do better. Teach officers a course on how to manage their time and schedules.

Friendly and available people to be used in recruiting – ideally Cadets - and inform people on all the promotion of the Cadet program, focusing on scholarships and activities. Use posters, advertisements to inform people of the program.

One flaw is advertisement – perhaps billboards and tv advertisements – to change the image that the program is all about uniforms and marching.

Why are we in the program? Encourage others to participate and learn and enjoy the program. Those who are forced to be in the program should get involved or leave the program.

Level 4 and 5 don't feel prepared when going into Level 5. In a squadron of 283, this is very magnified. Having a Senior Leadership scholarship or summer course would be ideal. Drill & Ceremonial is only part of what is required – the Leadership course is key. It will better equip our seniors and also offer the basic course to start training in the area earlier.

Maintaining consistency of rules and regulations from squadron to squadron. Some squadrons do not enforce all the stipulated rules and they should do so. This will cause less conflict and inequality between Cadets.

Within the city of Edmonton there are about 6 squadrons but not much interaction. Inter-squadron comradery is what needs improvement. By creating a chance to have meet and mingle and shared experience, it would help us all to Learn, Serve and advance together,

Question 3: With this Leadership Symposium, what have you learned to improve your leadership to pass on to your squadrons?

When arriving on Friday I did not know what to expect. Made her realize leadership is not one thing, it is a quality. Once you find it you are aspiring leadership. It is a way for someone to interpret something. You need to aspire to leadership and always be loyal to your people, your leaders and your beliefs. Leadership is what you choose it to be.

Always keep your objective in mind. Without an aim, no reason for a team to be present.

Real leaders want to do something and NOT be somebody. A Cadet can be a leader or just one who wants all those medals on his chest. I am a leader because I want to do something.

Conductors need to love two things – music and people. If you are assigned to a task you need the leader and the people.

Opportunity to learn lots as a more junior Cadet – Leaders want to do something not be someone. Want to do what you do to be a good leader. Good opportunity to self-reflect.

Hard to pick only one thing that was learned. The biggest value was different opinions on leadership. This makes us all unique. I want to teach leadership as picking your own way to develop their definition of leadership.

Huge learnings this weekend. Don't be afraid to speak your mind. Be respectful on how you do so but if you see something not right, speak up.

I did not realize how much I would learn over the weekend. Learn many ways to inspire my Cadets and seniors back at the Squadron and that is my plan to do so. Not only having a mission in mind, keep your people otherwise you cannot complete your mission. Give Cadets something they can work for so they can become a leader on their own. Squadron suggested when you become a Sgt you would get a personalized dog tag. Something to inspire the younger Cadets.

Mission first, people always! This is the key. Have a balance where your people are safe, fed and rested but mission is the key.

Confirmation – it is ok to be the bad guy – deliver the bad news when required. Don't need to pamper your cadets – keep them safe and drive to the mission.

Everyone in the room has faced some kind of emotional hardship – be an umbrella not a waterfall – protect your Cadets – maintain that professional image – lead by example. Don't let your personal problems impact your interaction with your Cadets.

Learned more this weekend than entire level 4 training year. Some of the classes in Level 4 are ok – working together to achieve a common goal – hearing the different definition was very valuable. Mission First, People Always resonates as the real definition. Also, using delegation is key to success.

A personal learning: A good leader is someone who influences a group to do something they already want to do (Eisenhower); Anything you excel at is usually something you want to do. It is critical that we bring this info back to our level 4s so they are better prepared next year.

Where's the line? You don't want to be micromanaging, but you don't want to be too distant. Where are you so you can still be communicating effectively but not too close. Just guiding in the right direction.

Identifying leadership types: Often leaders find "the way" and stick to it. Not always effective. May be better to use different types in different situations.

On behalf of the Cadets, Big thanks to Stan Monkman and Keith Mann for making this happen.

The officers and Keith Mann thanked the Cadets for their excellent work. Keith also thanked the speakers who talked to the Cadets over the course of the day.

Closing

Tom Sand thanked the membership for attending and participating and engagement in the weekend activities. Especially, Tom thanked all the DND members for being in attendance and giving their time and participation in the event. Thank you all for your time. Please pass on our thanks for their passion, commitment and time in your SSC from the APC. Thank you to the planning committee for their hard work. Our next AGM will be the last full weekend in October 2018 at the Sheraton Cavalier Hotel in Calgary.

Tom wished everyone safe travels.

The meeting was adjourned at 11:14 am.

Recorded by:

Approved by:

Angèle Mullins, Secretary

Tom Sand, Chair