

**Minutes of the Annual General Meeting of the Alberta Provincial Committee  
Air Cadet League of Canada  
Saturday & Sunday, October 27<sup>th</sup> and 28<sup>th</sup>, 2018 at Sheraton Cavalier Calgary Hotel, Calgary, Alberta**

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

**March on the Flags**

**O-Canada**

**Moment of Silence**

**Welcome & Housekeeping**

Tom Sand welcomed all attendees and guests in attendance. He indicated the exits in the event of an emergency.

Tom introduced the head table: Mr. Don Berrill, Past Chair, Air Cadet League of Canada, Major Randy Fisher, representing RCSU (NW), Col Warren Vest representing the Civil Air Patrol (CAP), Mr. Vern Toews, Chair, Manitoba Provincial Committee, Ms. Christine Welch, Chair, BC Provincial Committee, and Mr. Ron Ilko, Parliamentarian for the meeting.

Tom noted the excellent turnout for this meeting and thanked the planning committee for their hard work.

Tom read the declaration of Air Cadet Week in Alberta, culminating in this meeting, and noted it will be requested on an annual basis

**Notice of Meeting**

The Secretary, Angèle Mullins, confirmed the notice of meeting was duly distributed in accordance with the bylaws of the APC, on September 11, 2018

**Attendance Report**

Angèle reported there are 145 registered attendees with a total of 64 voting members in attendance, 16 APC Directors and nominating committee members, 14 Wing Delegates and 34 SSC Chairs (including 10 proxy holders).

**Approval of Minutes of 2017 AGM**

Motion: Claude Carignan moved to accept the minutes of the 2017 AGM as presented; seconded by Darlene Laroche; carried.

**Nominating Committee Report**

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

- Standing for the position of Chair - Rhonda Barraclough

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

The four Wing Directors for the 2018-19 year, as elected at their respective Wings, are as follows:

- Open (North East Wing) – to be decided at the Wing and ratified by the APC at the next Board meeting, as Dawna Morgan, NE Wing Director, is standing for Vice Chair
- Wayne Reitsma (North West Wing)
- Len Granson (Central Wing)
- Lorraine Forsen (South Wing)

Kevin noted that Bev Burke, Membership Coordinator, has expressed her intention to step down from the position at the end of 2018 to allow for a smooth transition of the National database and she will be willing to train the person who steps forward to assume this role. Please speak with Bev for more information, or let Kevin know if you are interested in standing for this position.

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 27, 2018. This is the first call for nominations and there will be a total of three calls throughout today.

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

Don Berrill brought greetings from the Air Cadet League of Canada. He noted Alberta is one of the strongest provincial committees and it is wonderful to have such a strong group supporting the program. Don mentioned he was a Cadet and did spend time in Penhold during his Cadet career. Don will bring more detail in the strategic planning session this afternoon. The national role is to streamline the process as we follow the regulations. He thanked everyone for being in attendance. He noted we continue to work within the league as we want to be with our friends. He applauded everyone for everything they do for the Program.

#### **Greetings from CAP**

Col Warren Vest addressed the meeting on behalf of Maj Gen Mark Smith who could not attend as there is a national meeting this weekend. Col Vest is the Montana Commander and has met many League members over the years, particularly with the HART event. He expressed his jealousy of CAP Cadets as he did not know about the program until he was 38 and there is so many great aspects of the program to experience. Col Vest suggested the Air Cadet Program is even better than the CAP program. His first exposure to Air Cadets was hosting 6 IACE Cadets in Maryland.

Col Vest also said the HART program is fantastic on so many levels and he will be in attendance once again and extended his thanks for extending him the privilege of attending.

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

Anna Lewis thanked everyone for attending and participating. She announced that next year's AGM will be held at the Four Points by Sheraton in Edmonton on October 25 -27, 2019.

This year, we had online web registration which worked very well. If you have further suggestions or comments for improvements, please let Anna know. This process aids in reading forms (avoiding unclear writing!), sends automatic confirmation and invoice receipt – saving time and paper.

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 \$66.29; if paid after that date would be \$76.29. 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 that can say that.
3. This year there were 7 SSC's that did not meet the deadline – the latest was received in May. Filing on time is imperative due to the CRA rules and the Board is considering imposing a late fee structure. The hope is that money may motivate success of timely submission. We are asking members for comments on this process. Evelyne Huseby asked why squadrons are late? Anna responded that there is no one reason, but often due to new treasurers or volunteer issues. She noted training and support for new treasurers is always available. Wayne Reitsma asked if a penalty was applied, would there be consideration for exceptional circumstances? Anna noted the Board would consider the circumstances. Claude Carignan asked if there would be just as much time chasing the penalty fees as simply providing support to get this done? Bob Thompson responded the squadron that was five months late submitting did not respond no matter how many questions and offers of help were made. Claude Carignan asked if there was another way to approach this such as something we could "cut out" for the squadron – an example being like less fam flying, or something? Anna responded that this type of thing may impact the Cadets too much. Danielle Wilson asked about the ACC9 and relationship to assessment fee. The late fee was proposed as a per Cadet fee. Jamie Thompson mentioned that the just received a full slate of SSC volunteers. Lt. Hunt asked if the officers or CO would be aware and suggested they would need to know. Anna responded that the Wing Director notifies the CO of the issue.

**MOTION:** Darlene Laroche moved All SSC who fail to make the deadline of ACC9 by December 1 would be imposed a fine of \$5 per cadet for each month until the ACC9 is successfully filed. Seconded by Evelyne Huseby. Discussion followed, and it was requested that policy and procedures be created prior to this being implemented. It was also considered that future affiliation agreements may cause other considerations.

**MOTION:** Anna Lewis moved to table this motion to allow us 3 to 6 months to work on the policy and procedures, and any other implications; seconded by Kevin Robinson; Carried with one opposed.

4. Anna presented the annual “Coffee’s on Me Treasurer Award” to the Treasurer of the squadron that submits the first ACC9 for the year - presented to – Michael Clulow - 533 St. Albert, Treasurer. Accepted on his behalf by Claude Carignan. Congratulations!
5. 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 22. 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.
6. 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. Anna noted Camp Wright incurred some major unplanned expenses due to sewer line freeze, and other maintenance items as well as higher rentals. Also, at Netook, new lighting was required in the hanger as well as siding on the classroom building
7. Anna presented details of what assessment fees were used for: Expenses vs Revenue Streams – Expenses covered by Assessment Fees.

**MOTION:** Anna Moved that the 2017/18 audited Financial statements be approved as presented; seconded by Dawna Morgan; carried.

**MOTION:** Anna moved the 2018/19 budget be approved as presented; Seconded by Dawna Morgan; Discussion and questions followed; The motion was carried.

A question was asked regarding sales for the cash calendar. Anna suggested revenue will be directed towards capital purchases. The numbers have not been considered in the budget as the funding is not set yet. Keith mentioned that the budget from the sale was expected to be approximately \$65,000 but we will not know the number until all is done at the end of November.

Major Caswell suggested that travel is a very large expense in the budget and other options should be considered such as travel with CIC visits, negotiating rates with rental car company and a requirement of most cost-effective means of travel.

A suggestion was made to eliminate the \$10 discount on assessment fees. Danielle Wilson suggested that squadrons would prefer to pay less fees to allow Squadrons to do more within their Cadets higher fees means more -Squadron fundraising or less activities at the Squadron.

Capt Bromley asked about the PR budget and the reduction of costs with HART ceremony. Anna replied the HART budget is fixed at a lower level and any additional costs must be fundraised for.

**MOTION:** Dawna Morgan moved to increase the Assessment fees by \$6.50 higher than prior year; seconded by Bob Thompson. A discussion followed. Jamie McGurgin, 504 Chair, was not in favour as many costs are increasing for Squadrons including increased food costs for special events and requirement to provide food for events. Increasing assessment will hurt Cadets. The motion was carried.

**Note:** The new assessment fee confirmed post meeting as \$80.57 for 2018/19 year; 3% increase per year in future years.

A question was asked regarding the expenses for public relations. Anna explained this account includes travel for the Director, swag for Calgary Stampede, Edmonton Air Show and Lethbridge Air Show; some advertising; some swag available in the Dream Flyer trailer when it is loaned at.

A question was asked for confirmation of what the increase from National was; confirmed to be \$10 to \$13 in 2017/18 and from \$8 to \$10 in the prior year.

**MOTION:** Anna made a motion to recommend that Doyle & Company be appointed as Auditors for the coming year; Seconded by Brian Lewis; 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 after their Cadets time out.

Anna thanked everyone for supporting the 50/50 and Silent Auction over the course of the AGM. 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 updated Scholarship Manual has been distributed through the Wings and is posted on our Website. Scholarships will be in Innisfail February 16, 2019.

#### **Director of Finance Report**

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

Keith Mann thanked all SSCs for selling calendars and welcomed questions regarding the Cash Calendar. Tim Wall shared his experience with a large Squadron; about 40% of their Cadets did a great job selling but the other 60% did no sales; he did say the product was very good, good quality, and good feedback from those sold.

It was asked whether there was any ability to provide only a calendar and reduce the administration burden required by AGLC. A number of other people suggested the sales were only successful due to the chance to win cash.

Elisabeth Timm said her squadron's experience was not so positive. It was difficult to sell due to the number of Cadets and their experience is that there is high value in the draw – would be impossible to sell without it.

### **Secretary**

Report as presented; Angele requested that everyone complete their feedback form to help us continue to improve this AGM and conference every year – we need your feedback.

### **Report from the Director of Air Resources – Derek Blatchford**

Report as presented. Derek commented on the challenges of this year's PPS and GPS programs. The Gliding Centers are trying to get all the Glider Pilot candidates finished their flights, so they can get their licenses completed. A request to extend the gliding season beyond the end of October has been submitted. The Gliding Center Staff should be commended for their effort to do this. Also, three squadrons gave up their Gliding days to allow these Cadets to focus on their license completion. Thank you!

In other news, a plane has been donated to the APC for us to sell. The reserve bid is \$25,000. It is a home built Acro Star 2, built in 1993 with 400 hours. It will be moved to Netook for storage in the hangar.

### **Report from the Camp Worthington – Burt Gillings**

Report as presented. Burt was unable to attend the meeting. Lori Craig, Assistant Director, offered to take questions.

### **Report from the Director of Camp Wright - Doug Frost**

Report as presented. Doug was unable to attend the meeting.

A question was asked regarding fees for camps that are very expensive at \$10 per Cadet per night, not considered the most cost-effective option. The APC will be reviewing Camps and their use and will report back to the members once the review is complete.

### **Report from the Director of Public Relations – Brian Lewis**

Report as presented.

### **Report from the Director of Netook - David Lanz**

Report as presented.

### **Report from the Director North West Wing – Evelyn Hutchings**

Report as presented. Evelyn was unable to attend the meeting. Wayne Reitsma, Assistant Director, offered to take questions.

### **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 Forsen**

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. Bev encouraged everyone to attend the session this afternoon to hear from the National Screening Director. Darlene Laroche thanked Bev Burke for all the work she has done in the past in her role as she is planning on stepping down in 2019.

**MOTION:** Darlene LaRoche moved that all reports distributed in the Report Book via e-mail be approved as presented, seconded by Eugene Carnegie; Carried.

**Business Arising from Previous AGM**

No matters were tabled.

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

**Report from RCSU (Northwest) – Major Randy Fisher**

LCol Letillier sent his regrets as he is attending the Saskatchewan AGM this year as he attended Alberta's last year. Major Fisher showed an advertising clip on the tri-service Cadet Program.

Major Fisher reviewed some key principles of the programs:

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

There are five regions nationally. RCSU NW covers a very significant size making it hard to bring people together.

Mission: To develop our culturally diverse youth by delivering a safe, dynamic and efficient cadet training experience.

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

These things can be further explained by the following.

Success defined not by skillset – although great accomplishments – but by have they developed the confidence and leadership to develop into successful and contributing adults. Preparing them to become the leaders of tomorrow.

Stay active and reactive to the programming. One size fits all does not work in this program as the age range is large. How the Cadets learn and react is very different.

We have a new Commander Cadets & Junior Canadian Rangers Support Group, Brigadier General Cochrane. The Commander's Intent is as follows:

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

Major Fisher noted It is great to see how so many Officers in attendance and he recognized they are very busy yet very participative in the Wing Level, Squadron Level and the League Level.

Guiding Principles:

- Recruiting: Should have 300 Officers and we are short 100 COATS members. This is an important part of the league's role and the DND role
- Refocus RCSU Support - Our primary focus is on the support provided at the community level to our corps and squadron officers, sponsoring committees and cadets
- Enhance League Partnership - seek opportunities to broaden and expand our League partnership while striving to be more flexible and innovative in thinking.

CO's Goals:

- 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.

RCSUNW is divided into 4 areas: Edmonton Northwestern, Saskatoon Central Prairie, Winnipeg Northeastern and Calgary Southern Alberta. There is a J3 OIC in each of the four areas: Maj Cater & Maj Fisher in Alberta along with J3 Training Support Coordinators, J3 Zone Training Officers and Area Elemental Advisors – NW is Major Tracy Fiedler and for South is Major Rob Caswell – the links between the leagues & DND

Governance: There are several stakeholders and influencers: Cadets Canada, DND, RCSU, Community, History, Parents

The governance model starts at:

- CCC – Community Coordinating Committee: Area/zone officers, League, Reps, Sr. Cadets
- RCAG: - Regional Cadet Advisory Group: Provincial League Chairs, CO & Staff and RCSU
- CPMB – Cadet program management board – more at national: DComd & staff, COs and national executive director
- CPMC – Cadet Program Management Committee – Comd and League National Presidents
- NCC – National Cadet Committee- VCDS, Command and League National presidents

Major Fisher reviewed Operation Honour – simple but very serious message – Leadership, Respect and Honour – Do No Harm: Be a leader, Respect all, Act with Honour, be courageous, don't turn a blind eye, get involved, speak out, take action, seek support, provide assistance, notify authorities. Report all allegations immediately - reporting chain is very quick. If something is reported of significance, it is on the Commander's desk within 10 minutes.

Major Fisher provided a regional update. RCSU Cadet program is doing very well in the region. There are a total of 5779 Cadets in the region, with 3,014 or 52% in Alberta. The important piece is retention and those numbers are improving as well. The size of the program presents some challenges, but these are good challenges.

Major Fisher reviewed the summer training program of locations and courses offered.

Most significant regional challenges are:

- Regional funding allocation is not at 100% so difficult choices must be made
- Recruitment is a big challenge- particularly for officers; working on expediting enrollment of officers
- Resistance to change is an issue.

A second video clip focused on Air Cadets was shown.

Major Fisher also provided an air operations update. He noted:

- Taylor Black from 11 Squadron was the top Cadet in the Gimli program
- The full-time air ops staff has been short at least one person for long time – now at full staff. Still looking for an AME position on a part basis to support the program
- All AB gliders are serviceable. Repair is underway of tow plane
- Change of command coming to Josephburg.
- There is a shortage of staff cadets at the gliding centers, conflicting between supporting local program and supporting the air ops programs.
- There are challenges at Gimli based on number of Cadets, one runway, crosswinds. This year Smoke and heat also created big issues with completing wings training. The new training plan presented some challenges that are being worked out. Going forward, Gimli will only accept 58 Cadets and only from RCSUNW. Ideally reaching our 60 numbers could be sending cadets to other regions – reciprocating as our region has taken Cadets from other region Cadets in past years.

### **Report from the Air Cadet League of Canada**

Don Berrill updated the audience on National Priorities and Strategy

What makes up the national Air Cadet League?

- 80 voting members
- 16 National Board of Governors
- 44 Provincial delegates – PC chares plus delegates by population

- 12-20 National Past Presidents
- Geographic representation is very important

National Air Cadet League acts as an umbrella organization for policy and governance. The Provincial Committees are the primary operations group of the ACL charity and are responsible for all ACL extensions in their jurisdiction. SSC's are the ACL at the local level, supported and administered by the Provincial Committees

ACL Priorities are:

- MOU Working Group – with DND – scheduled in early 2019
- League costing working group – to review and quantify league revenues and expenses so that DND may better understand and appreciate the contributions of the partners
- Strategic Plan creation & implementation – ensure the ACL has a strong detailed plan of action for short, medium and long term
- Governance Framework – completion of affiliation agreements with all provincial committees is necessary for the ACL of Canada to deliver on its legal responsibilities to DND, CRA, insurance companies and other organizations. This will ensure the individual corporate status of each entity, while recognizing and designating each of the bodies with the proper levels of authority and roles and responsibilities to fulfil the charitable purpose
- Screening and registration – to ensure 100% compliance with registration and screening requirements, while streamlining and bullet-proofing the system
- CRA Compliance – to enable all levels of the ACL to operate as a successful ACL charity while we ensure 100% compliance with the income tax act.
- Policy and procedures manual review – The PPM is a critical strategic and operational document for our organization. Unfortunately, it is currently lacking and insufficient in some areas. An updated and revised within the next 6 to 8 months
- Risk Management Program Implementation – The ACL needs to develop and publish a risk management framework. Risk surrounds us and needs to be identified, managed and steps taken to ensure exposure to risks.

Don reviewed the strategic objectives of the ACL, including the following:

- Growth & Sustainability Model
- Fleet Replacement Renewal Enhancement: Establish \$300,000 annually to ensure fleet replacement
- In addition, the other key programs are:
  - Music
  - Effective Speaking
  - ACES
  - Civil Air Patrol

## **Alberta Provincial Committee – Navigating Change - Tom Sand & Rhonda Barraclough**

Tom and Rhonda presented the work that has been done to date on the APC Strategic plan, noting the following:

- Change is unstoppable, can be disruptive, challenging, and is natural to resist.
- We have the elements for success; resources are available –just need to identify what is needed
- The partnership works because of communication, collaboration, respect, trust, tolerance, teamwork - communication is the key

The APC has developed a Strategic Plan and turned it to an Operational Plan. Rhonda reviewed the Operational Plan that will be addressed over the next two years.

### Plan Principles

- Not everyone has to be involved in everything
- We need to increase the committee work and include SSCs or others on those committees
- We need to grow future APC members from the membership
- We should be tapping into our supporters and retired APC members to help us in various projects

### Need to move from Plan to Action:

- Be proactive
- Assess risks – As an example, we have reviewed all insurance for our assets
- Improving/assessing financial performance

### Operating plan:

- Maps out objectives for our organization
- Identifies what success looks like

### Activities - in no priority order:

- In December the Operating Plan will be posted and you can hold us accountable
- Wing Director Community of Practice – new wing directors need support; need to develop a way for wing directors to work together and learn together
- APC Advisory Committee – using past chairs and other supporters to support our ongoing work
- Camp Review Committee – Camps are an asset but a responsibility we must understand
- Effective Speaking Competition
- Selection Boards – Vice Chair will lead – new manual is on line and available; for 2020, there are national changes regarding scholarships, what will be boarded and on what timeline
- Bylaw Review – required to align with national;
- CRA Compliance
- Flying Program – assets including fleet and Netook – challenge with growth in program – more Cadets need more resources
- Affiliation agreements alignment with National
- RCSU liaison
- Training development and resources
- Financial Management/budgeting and compliance

- Fundraising analyses/planning
- Public relations/recruitment
- Communications
- Special events – fly-in BBQ at Netook? – an example of a fundraising idea
- Future areas of concern

**The meeting adjourned at 11:55 pm for lunch.**

Breakout Sessions followed lunch. The meeting reconvened at 3:30 pm.

**Screening in the Air Cadet League – Ilona Turner – National Screening Manager**

Ilona provided an overview of the national screening program. League volunteer screening began in 2002.

In 2012, a significant update was done to meet the needs of the program at every level. The Screening Handbook was produced by the government of Canada. Insurers expect there is a screening policy and procedures and are they followed. The need for a standardized national screening program is high.

There are Ten Steps to our screening program – it is an ongoing process.

1. Assessment
2. Position Assignment
3. Recruitment
4. Application
5. Interview
6. Reference checks
7. Police checks
8. Orientation and training
9. Support and supervision
10. Follow up feedback and oversight

Police checks are important, but interviews and references are critical to the process. Please refer to the presentation which will be posted on the APC website.

The full process was reviewed and updated and rolled out with a national handbook and a separate handbook for the provincial coordinators and SSC's. It has been recently updated and should be posted on the website within a week.

A national screening database is in progress and is being reviewed for security protocols.

League volunteers do not require a VSS. Volunteers working with Officers and Cadets need a criminal check and VSS. Sterling Talent Solutions is the preferred vendor, which is \$26 – working out to about \$6 per year as the check is good for 5 years. It is up to SSC's to determine who pays. Many do it and it speeds up the process with a 24-hour turnaround.

Ilona demonstrated how the website works and you can find the link through the APC website. Ilona talked about the definition of VSS – Vulnerable Sector Screen.

EPIC is an Enhanced Police Information Check. Through Sterling you can select VSS or EPIC.

Nobody has been added to VSS since 2012 as there are no longer potentials to be pardoned for a sexual offence; the youngest person in the database has a Date of Birth of 1986.

A question was asked regarding e-mailing vs hard copy. It is important this information is not kept at the local squadron level due to security of data as well as security of e-mail.

A question was asked about the procedure as there was no cost before for police check, and now there will be a fee going through Sterling. This is a big expense for SSCs. Ilona responded about the need to standardize the process and this was the best option. It is possible that if it is free for a squadron locally, they can use the free detachment service. Eventually Sterling will be required but it is not mandatory yet.

A member spoke of the importance of the system and the fact that Sterling is an excellent service provider and wanted all to know that he has used and supports well.

A member said they like the idea of standardization, but asked what the timeline until Sterling implementation is required? Ilona suggested it will depend on MOU discussions with DND. Once you have had one VSS it would be hard to have another positive since no data is added. Expect within 5 years it will be mandatory.

As before, the time effectiveness for the check is only 6 months so the full application or renewal must be submitted within this time period to ensure it does not expire.

Tom thanked Ilona and provided information on the evening's schedule. The Reception to begin at 5:30 pm with dinner and awards and speaker to follow. Sunday morning will start with breakfast available at 7:00 am and the meeting to reconvene at 8:30 am.

**The meeting adjourned for the day at 4:20 pm.**

### **Sunday, October 28**

**The meeting convened at 8:35 am**

Tom reminded everyone to return their nametags upon leaving and that hotel checkout time is noon. He also encouraged everyone to complete the Feedback Form and leave it before the end of the day. He called upon Kevin Robinson to report from the Nominating Committee.

### **Nominating Committee Final Report – Kevin Robinson**

Kevin presented the final slate of candidates for the 2018-19 year as listed below.

**MOTION:** Kevin moved that the following be the slate for the coming year, seconded by Boun Chou; Motion carried.

Chairman: Rhonda Barraclough

Vice Chairman: Dawna Morgan

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 – Cher Lindley-Scott

Director of Camp Worthington – Burt Gillings

Northwest Wing Director – Wayne Reitsma

Central Wing Director – Len Granson

Southern Wing Director – Lorraine Forsen

It was noted the position of Northeast Wing Director will be filled by an election in the NE Wing and the result of the election will be ratified by the executive committee at the next Board meeting once the Wing election has occurred. This position will be a full director immediately.

Kevin noted that Bev Burke, Membership Coordinator, has agreed to continue for a few months to allow for transition of the national registration database and to train the new person taking on that role. If you are interested in the role, please contact Rhonda Barraclough.

Questions from the floor were invited.

Major Fisher reminded all squadrons to submit their receipts for LSA as only 1% has been spent to date and the money is returned to RCSU on December 1. \$158,000 is available

Major Caswell and Major Fiedler were asked to comment on their roles as Elemental Advisors and to take questions from the meeting. They clarified their roles supporting the squadrons. A question was asked regarding streamlining the process to encourage CIC officer application. Major Caswell encouraged squadrons to continue connection with Cadets as they age out, inviting them back for events, asking them to take on roles or volunteer with the squadrons – even for roles that may not require weekly attendance.

Darlene Laroche reminded the meeting of the HART Ceremony on November 16-18 weekend at the Lethbridge Armoury. Everyone is welcome to attend. It is a wonderful event for Cadets to participate in as a Citizenship opportunity. Last year there were 250 participants and it was the largest in north America.

Major Fisher announced that Graham McKelvie from the Duke of Edinburgh program was in attendance. There is a MOU between the DofE Program and the Cadet Program. The enrollment fee is \$50 and has

moved to an electronic process which is much easier than the booklets, etc. This fee also includes the ceremonial costs. Princess Anne will be presenting 25 Gold DofE awards soon. There is online training available to become more familiar with the program and help to lead your Cadets through it. There are many similarities between the Cadet program and the DofE. Things like service are part of it – as an example Poppy Sales. A second component is skill and the third is physical recreation. An adventurous journey is part of it – FTX would cover the Bronze level. Minimum starting age is 14 and the program runs to the 25<sup>th</sup> birthday. It was noted that the program is recognized worldwide and the DofE can be used as a reference for jobs.

There will be opportunities for Gold adventurous journeys. 187 Squadron has an excellent program and would be happy to support other Squadrons that wish to do this.

Major Fiedler suggested if there were a Bronze presentation, ask the press to attend and it provides a recruiting opportunity as it opens questions about the Cadet program and the Duke of Edinburgh program and how they could work together.

### **Leadership Symposium Presentation**

Keith Mann commented on the excellent AGM and successful Leadership Symposium and thanked the officers for supporting the Cadets. This is why we are all here and why many of us continue to volunteer long after their Cadets age out. Sixteen of the top Cadets in Alberta were asked to participate this year. A thank you to the two officers who supported the program, Capt. B. Pilkington and Capt. M. Hunt. Keith also thanked Stan Monkman for helping him support the program.

The Leader Symposium Cadets thanked the APC for hosting the program and inviting them to the program. A synopsis of feedback from the Cadets is attached to these minutes.

### **Closing**

Tom Sand thanked the membership for attending and participating and their 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. Thank you to the planning committee for their hard work.

Tom wished everyone safe travels.

The meeting was adjourned at 10:45 am.

Recorded by:

Approved by:

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Angèle Mullins, Secretary

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Tom Sand, Chair

## **Leadership Symposium Synopsis – October 28, 2018**

Leadership Development and Engagement are the two areas of focus this year. Following is a synopsis of comments presented by the Cadets from their time at the Symposium.

Engagement and involvement in Cadets is potentially a crisis of the cadet program. Creating a more engaging and physical program will increase engagement. This may require funding and Cadets will be more energized to participate in fundraising to support the things they want to do in the program.

Having the senior Cadets participating and leading more, will encourage the more junior Cadets to engage more.

Making parade nights more interesting. The first group introduced themselves and talked about their background in their program, their accomplishments and leadership and how they fit into the program.

As an example, the Cadets showed the lesson plan for a level 3 course on reflection and self-assessment – one of the “dryer” topics that may not be interesting or engaging or presented in an interesting way.

The Cadets explained a typical parade night would include three 30-minute classes with a short break in between. Some of the more junior instructors may not have the information to provide anecdotes, and ideas to make it more interesting. These things take time. It is easier for some class materials but much harder for others. The cadets suggested there be networking between squadrons, so they can share ideas. Set up a positive mentoring relationship between the experienced senior cadets and the newer instructors. They requested the course material be made easier to use by DND and that the SSC's provide broader access to training aids.

How can we as senior cadets re-motivate those that don't have the same interest in the program?

The fun stuff – extracurricular activities enhances the program aims and promotes interest and unity of the program. There are many things available: Flag party, Band, biathlon, Drill team, Marksmanship, Effective Speaking, Survivair Team, ground school – taught study habits and how to fail and what to do to motivate improvement - once you are part of these activities, you are engaged, promotes Esprit de Corp.

How do you encourage Cadets to participate in extracurricular? Senior Cadets need to talk to junior cadets about the value, fun, and why it is so amazing. They asked continued support with materials and space to the program extracurricular and encourage us to consider bringing back Survivair.

Volunteering and fundraising in the Cadet Program – Cadets are asked to participate in these opportunities. They usually are fun as you get to meet others and having fun doing the activities. These activities also heighten awareness of the program, encourages supporters in the community and helps with recruitment.

The second presentation was regarding developing the Leadership in the program. How can we train them to be better leaders – specifically in level 3 and 4 Cadets – need opportunities to experience and put their Leadership skills to use.

1. Opportunities to practice
2. More leadership training opportunities for Cadets to Lead groups at level 3 and to manage larger groups for level 4 Cadets.

Recommend the addition of a formalized mentorship program – it has been implemented in some squadrons very successfully. The Cadets created a Mentorship Tracker Form and suggested it be implemented in all squadrons, under the guidance of a senior Cadet to support the process. It is suggested that we provide resources to support a mentorship program. Pair junior Cadets from 1 to 4 with more senior cadets from level 3 through 5. Develops skills of both the mentor and mentee. Maybe some work to organize but it is free.

A subcomponent of this would be that additional days – issues facing these days. It is evident there is insufficient on the job training. Cadets don't know what they are doing wrong in the moment. They may get feedback later but not initially. Suggest implementing additional days to focus on leadership – for levels one to three this would be a fun activity. For the senior cadets, they would be leading the full event. Level 5 would hand off the full responsibility to Level 4 why Level 3 would take on the Level 4 role. You need to practice the skills you learn. This gives the opportunities for the levels one and two to get more engaged as a team.

The Cadets thanked the audience for listening and hearing their suggestions and offered to answer any questions.

The Question was asked whether this was a worthwhile experience for the Cadets and they were unanimous that this was a yes.

The question was asked what they Cadets would bring back to their squadron. The Cadets said they would try to implement mentorship programs and advocate for leader training/activity weekend. Also, the opportunity to hear from amazing speakers and the ability to share with other leaders in their squadrons is very beneficial. A new squadron representative said this was an amazing opportunity for her to bring back and help to set up the new squadron.

A question was asked about retaining seniors – what they need from the officers to keep engaged and stay in the program. As WO1 – mandatory classes are not that engaging – WO1 tries to make them more engaging and assist in the log book management; someone to support the program directly – putting a Cadet in charge. Add time management classes would be ideal as life gets very busy for seniors.

Two main elements are communication and support as key to success – and having fun!!!

Perhaps having a tool to share resources, lesson plan, etc.... would be worthwhile

It was also mentioned that Cadets are mentoring Leaders, SSC, and others by their excellent leadership.

Major Cater and Major Fisher thanked the group for their excellent work. They both took notes will take ideas back to their teams. Leadership and Engagement are key to success. There is an Alberta Mentoring Partnership and Dawna Morgan suggested she can look at having programs put on the website explicitly for this.

Keith Mann thanked Captain Hunter and Captain Pilkington for their support of the program.