



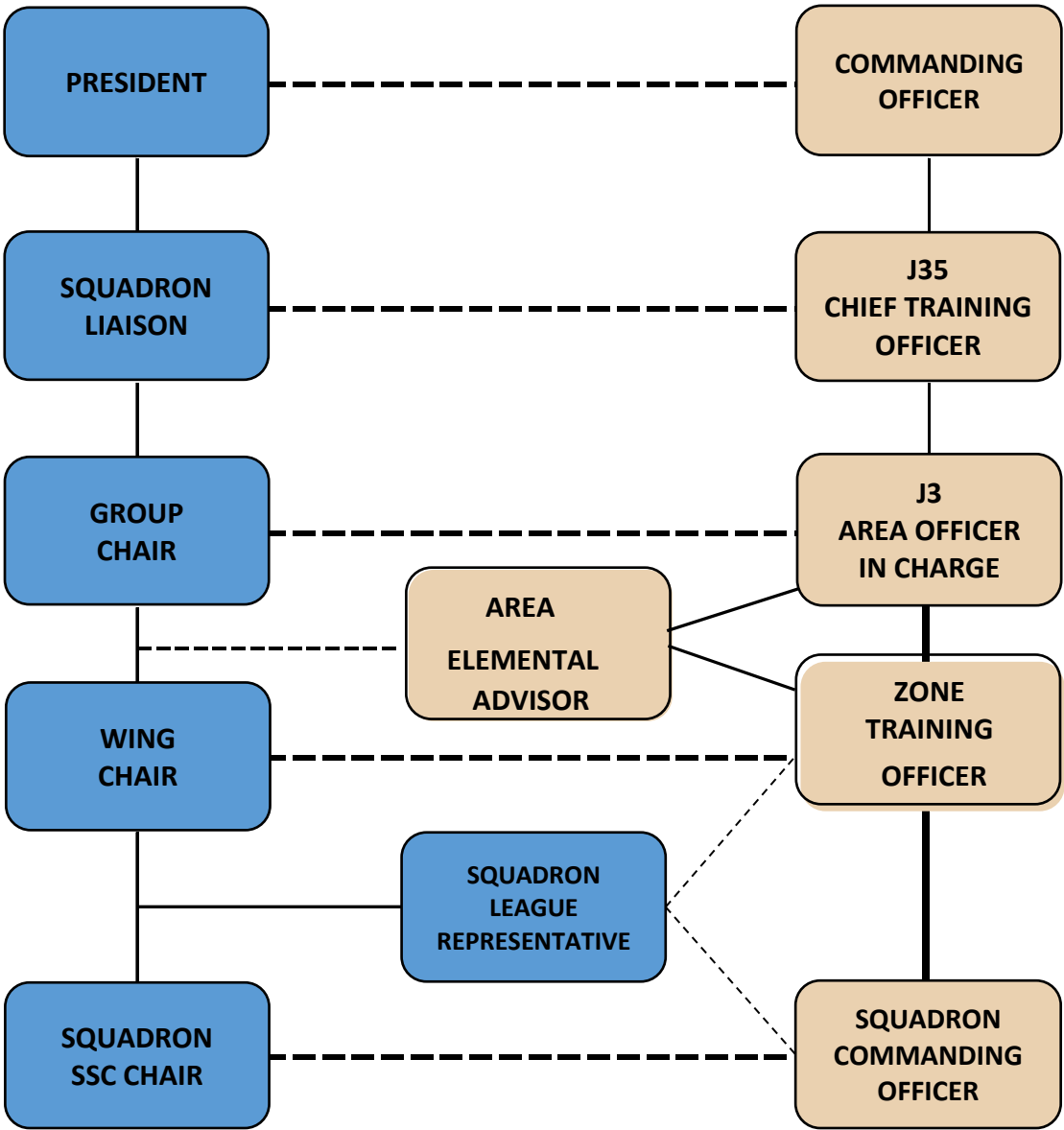
*Air Cadet League of Canada,
British Columbia Provincial Committee
Annual Report
2018/2019*



CHAIN OF COMMAND and COMMUNICATION LINKS
BCPC and RCSU(Pac)

BCPC

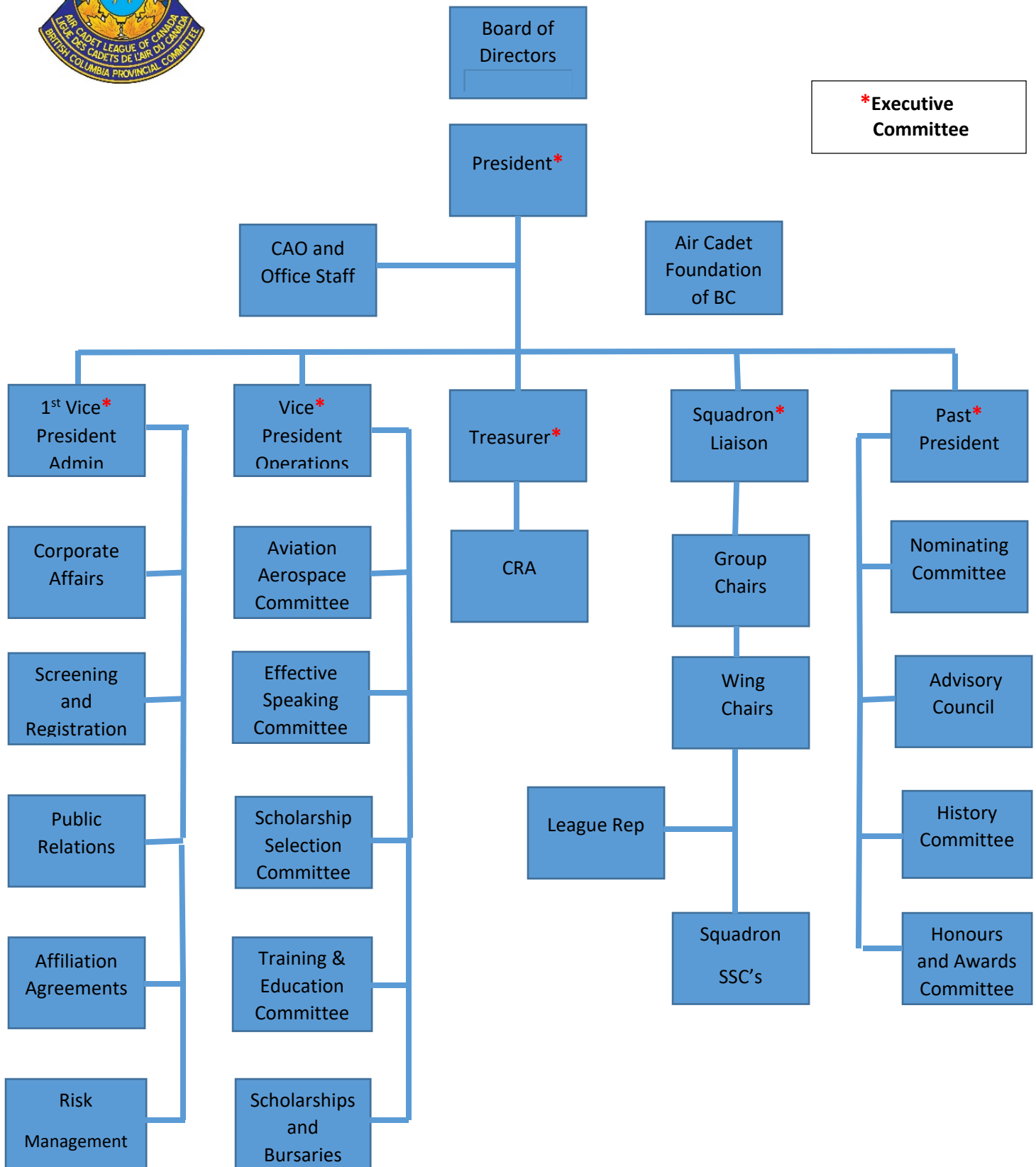
RCSU(Pac)



LEGEND:
Line of Communication: - - - - -
Chain of Command: —————



Air Cadet League of Canada British Columbia Provincial Committee



President's Report

Donald Doern, CD (LCol Ret'd)

78th Annual General Meeting

Air Cadet League of Canada, British Columbia Committee



Welcome all to the 78th Annual General Meeting of the BCPC. Thank you for taking the time out of your busy schedules to attend this meeting and support your organization.

2018 -2019 was a year of transition for the British Columbia Provincial Committee of the Air Cadet League of Canada (BCPC) both in terms of personnel, structure and the refocus of its goals.

For the October 2018 to February 2019 - time frame, operations at BCPC were generally viewed as being within the normal range. Executive Committee meetings were held in October, November, December and February; however, only one Director's meeting was convened during that period and it was in January 2019. Over the course of this period, some concerns were raised by the Directors about the direction that BCPC seemed to be going and a request for a special Director's meeting was made to provide clarification on some of the issues.

In March of 2019, two of the senior members of the executive, the President and the Treasurer, resigned their positions with the Committee. This forced a reorganization within the remaining Director's group and a subsequent reallocation of duties and responsibilities. At this same time, a new organizational and operational structure was adopted by BCPC which better identified the roles and responsibilities of each Director. This new structure also created avenues to establish additional working groups to assist the BCPC Directors and office staff in dealing with the ever-increasing workload the Provincial Committee is encountering. This new format closely resembled the structure put in place at the National Level in 2014 that has proven to be very successful there in dealing with the multi-faceted issues that are being addressed in the operation of the Air Cadet League of Canada on a continuous basis.

In conjunction with the personnel and structural changes that took place, a shift in the philosophy of what our prime directive needed to be was implemented. It was unanimously agreed by the Director's that we needed to refocus our efforts to better supporting the Squadron Sponsoring Committees, especially in terms of providing the necessary training that they require to assist them in the support of their Squadrons. To that end, a designated Education and Training Committee was established. The ultimate goal of this committee is to develop training programs for SSCs, League Representatives, Wing Chairs and Group Chairs. Once these programs have been developed, initial training groups from BCPC will head out into the field to meet with all SSC and League Members in small controlled groups to conduct training. As soon as an instructional base has been established in the field, the BCPC focus group will then concentrate on keeping programs updated and ensuring that the training groups out in the region are achieving their goals. It has long been known that the majority of problems arising at the Squadron level can be traced back to a lack of knowledge of how the program is supposed to function on both sides of the house. It is BCPC's goal to minimize that shortfall and hopefully improve operations at the LHQ.

This training provided at the LHQ level will not just deal with existing operational issues. As has been mentioned in previous year's reports, there are several initiatives being generated out of the National Committee that will affect how we at the Provincial and SSC levels will need to operate in the future. To identify just three, we have already seen the development of the Screening and Registration program which is well established now and continues to improve. With regards to Screening and

Registration, there are ongoing discussions with our Military partners regarding who we, the League, need to screen and the level of screening needed for our members, i.e, the need for Vulnerable Sector Screening checks.

The Affiliation Agreements being proposed between the National and the Provincial Committee levels of the Air Cadet League will be presented in the very near future and, following that, there will be the development of similar Affiliation Agreements between the Provincial Committees and the Squadron Sponsoring Committees that fall within their jurisdiction. In addition to these initiatives, there is a Risk Management program that is being developed at the National level that will also carry on down to the Provincial Committees and the SSC levels. Ultimately, SSCs will be required to do Risk Management Assessments for their individual units and manage these assessments in the day-to-day operation of their Squadrons. With these initiatives and others like them that will most likely be coming in the future, it is imperative that BCPC provide better support to the SSC members out in the field in assisting them to cope with these programs. To do that clearly identifies the need for the development of a training sector that will focus on assisting SSCs.

There are several major initiatives being negotiated at the National Level between the League and our Military partners at the present time that will also impact on operations down at our level. Perhaps the most important is the development of a new Memorandum of Understanding (MOU) between the two partners. This MOU serves as the base document of how the partnership conducts its business and identifies the sharing of the duties and responsibilities in the operation of the Air Cadet Movement. Many issues are ultimately tied to this document, including screening requirements, summer training establishments and quotas, financial support, training directives, etc. Until the MOU is finalized and any following policies and procedures can be developed, we will be living somewhat in a state of flux. The directives that are being enforced at the present time are "status quo" until we hear differently.

By now you will have all heard that the BC Board of Directors has approved the increase of the Assessment Fee to \$115 from the \$100 that has been previously in place for the last 11 years. While no increase is ever introduced without extensive forethought or welcomed, there comes a time when it is necessary to have a hard look at what the operational requirements are and the costs associated in accomplishing these tasks. You are all aware that costs are rising in everything we do, not just with the cadet program but with society in general. Our administration costs have gone up and we must adjust for those increases. This year we are faced with an increased assessment fee from our National Committee. There are also some additional large maintenance costs for our fleet of 182s that must be covered or the aircraft don't fly. The development of the new training program and its delivery also comes with some additional costs but we believe that the benefits of this program will significantly outweigh any concerns about the additional cost factors involved with them.

You will also notice one cost saving item that we have recommended this year and that is temporarily suspending the Aircraft Replacement Fund proposal that was introduced last year. The Directors looked at the schedule of investment that was proposed and determined that it was just too pricy to continue with at this time. The scheduled investment level for this year was to have been \$90,000 which, if implemented, could have resulted in the assessment rate increasing to the area of \$135-\$140. Following discussions with our military partners, it is believed that our existing aircraft are being maintained at such a high level they will be good for at least the next ten to fifteen years. By that time the entire cadet flying program could be structured differently than it is today and the basic needs changed. If we were to follow the planned schedule of investment as laid down in last year's presentation, the annual assessment fee could well rise into the \$200-\$300 range ten to fifteen years

down the road. It was time to reassess the proposal, its pros and cons and, in the end, recommend the proposal be suspended for the time being until we have a better understanding of what the League's needs might be in the future.

In terms of overall operations, I am incredibly pleased with the efforts of the Directors, the Advisory Council Members, and our office staff in the way they have regrouped and all exerted that extra effort in adapting to the new structure and the new philosophy. Our Group Chairs are bringing new League Representatives on line in goodly numbers and, following this AGM, we will be back at a full complement of 10 Directors. We are making some good headway at recruiting individuals to come on line and participate in the various Working Groups/Committees, but we can always use more volunteers. Our Education Committee is making great strides in developing the training programs to take out to the field. As an organization, we are establishing new links of communication with outside agencies for the betterment of the BCPC and the cadets. For example, we are initializing communication and operational links with our kinfolk to the south, the Civil Air Patrol, and working on developing cross-border initiatives between our cadets and theirs. We are working hard at getting the name and purpose of BCPC out into the world, but we cannot do it alone. We need your help, your input and your support. It is our organization and we need your participation to make it work.

In closing, I hope you can make this weekend a meaningful one in terms of learning new things and perhaps helping some of your fellow members by presenting a "best practice" solution to some of their issues. Enjoy yourselves and make the most of the time spent here. Thank you again for attending.

Respectfully submitted

 CD

Don Doern

President, BCPC



Terri Hinton, 1st Vice President
Effective Speaking Report 2019



The Effective Speaking program is an Air Cadet League sponsored activity and is in addition to the Cadet training program as prescribed by the Department of National Defence. The Air Cadet Leagues believes that this program provides an important skill, which will benefit all Cadets in their future endeavors.

This year our program had to overcome a sudden change of coordinator. As director responsible for the Effective Speaking program, I stepped back into to the coordinator position with a new team. Thank you to Joan Irvine, Bryan Lepke, Jermaine Chu and Katherine Chak for your hard work and continued support.

Provincial Competition

This year the BC Provincial Effective speaking competition was held 12 April 2019 in Richmond, BC at the Broadmore Baptist Church. We are very satisfied with this venue and have already booked it for next year. The Provincial Competition will be *18 April 2020*.

The Wing Competitions winners this year were

Fraser Valley	FSgt Rose Patch, 583 Coronation, Maple Ridge
Greater Vancouver	Cpl Jenny Zeng, 111 Pegasus, Vancouver
Kootenay Wing	Sgt Reegan Stetsko-Kallin, 581 Castlegar, Castlegar
Lower Mainland	Cpl Silvia Li, 692 BCIT Aerospace, Richmond
Metro Vancouver	Sgt Elaine Xiao, 808 Coquitlam, Coquitlam
Northern	AC Brandon Janson, 768 Jet Ranger, Quesnel
Okanagan	Sgt Kaelen Berg, 243 Ogopogo, Kelowna
Vancouver Island	FCpl Max Moore, 893 Beaufort, Qualicum Beach

Our Cadet Master of Ceremonies, Sgt Sanam Sangha, the 2018 National Effective Speaking representative from BC, 888 Avenger, and the volunteers of 888 Avenger SSC, Vancouver who acted as hosts, ensured another successful Provincial Competition. Thanks to all of you for a job very well done. Our videographer, Sherri Moore, has produced video clips that have been posted on the BCPC website. Thanks also to Tom Powell, who took the still photographs.

National Competition

The provincial winner this year was Cpl Silvia Li, 692 BCIT Aerospace, Richmond, who was given the opportunity to speaking at the National Competition in St. John's, Newfoundland and Labrador, in June. We are proud to announce that Sgt Li placed third nationally.

I wish to thank WestJet for providing travel for our provincial winner and her escort (dad) to the National Competition.

Data Collection

Every year we gather data regarding the cadet participation numbers. This helps us with planning as well as providing resources where needed. Once again, we need to know if you run the program or not and how many cadets participate. Thank you for sending this information. Our cadet participation has increased by 1.6%. Let us make that number continue to grow in 2020.

Number of Squadrons in BC	57
Number of Cadets in BC	4441
Number of Squadrons participating	43 (75%)
Number of Cadets participating	426 (9.6%)

2019-2020 Training year

Topics for the 2019-2020 Prepared speech

- How do you live with integrity as a leader?
- What does bravery mean to you?
- What are the positive or negative effects of AI?
- What are the health and social effects of vaping?
- Canada's role in international affairs.
- What are the greatest challenges facing the Canadian aviation industry?
- How do you remember the sacrifices made on our behalf by our nation's military?
- Describe an historical event of note, and what it meant to Canada.
- Describe a true Canadian hero, and the difference he/she made to our nation.
- Cadet Choice: must fit into one of these categories: Cadet Life; Science and Technology; Aviation; Canadian History or Citizenship.

All rules and regulations, including the current application form, are available on the Air Cadet League of Canada Website at <http://aircadetleague.com/effective-speaking-program/>

The BC Provincial website <https://bc-aircadetleague.com/programs/effective-speaking-program/> has direct link to the ACL website. Please ensure your squadron is using the current information.

Wing Competitions for 2020 will be confirmed in the next few months by our new effective speaking coordinator. We thank those of you who have volunteered to host.

Thank you to the Legion Foundation of the Royal Canadian Legion-BC/Yukon Command for their generous donation to the Air Cadet League of Canada, BCPC for Effective Speaking Program.

Thank you to all the volunteers from the Squadrons and communities who continue to make this program a success. You are helping cadets to acquire a valuable skill that will serve them well throughout their lives.

Congratulations to all the Cadets who participated. You are now setting yourself up for success in all that you do. Remember, you don't have to be a cadet from a large squadron to do well at Effective Speaking, you just have to be able to speak!

Respectfully submitted

Terri Hinton

31 August 2019

BC Effective Speaking Program



2019 NATIONAL SUMMER TRAINING COURSES

327 Interviews were conducted throughout the Province.

- 234 interviews Lower Mainland Wings
- 54 interviews Vancouver Island
- 24 interviews Okanagan,
- 10 interviews Kootenay Wing
- 5 interviews Northern Wing

117 National Summer Training Courses were awarded in BC as follows:

Wing	Glider	Power	IACE	AA	AM	AO		TOTAL
FRASER VALLEY	7	5	2	4	3	2		23
LOWER MAINLAND	5	7	3	1	2	1		19
GREATER VANCOUVER	9	11	3	0	1	2		26
METRO VANCOUVER	14	5	2	2	2	1		26
VANCOUVER ISLAND	5	4	1	2	1	3		16
OKANAGAN	3	2	0	1	0	0		6
NORTHERN	0	0	0	0	0	0		0
KOOTENAY	0	0	0	1	0	0		1
Province of BC	43	34	11	11	9	9		117

AA – Advanced Aerospace AM – Aircraft Maintenance AO – Airport Operations

There was a shortage this year of flying instructors for the Glider Pilot and Power Pilot courses. This affected the number of cadets that could be selected for these courses, with a delay occurring until the Glider Pilot Instructor Course was completed in mid-June. Going forward, this may be an issue again, as the pilot shortage is a problem throughout the aviation industry.

Significant changes for the 2020 NSTC process.

In June at the National AGM it was announced that the decision was made to remove the Technical Courses - Aircraft Maintenance, Airport Operations and Advanced Aviation – from the Review Board process. These three courses will be selected and processed by RCSU(PAC). The directive for the application process for these courses will be confirmed and distributed to Squadrons by RCSU(PAC).

Squadrons were notified last year that it was anticipated the Flying exam for Glider and Power Pilot applicants would be moved to November, however, the decision at the National level was to keep the exam in January. **The 2020 Flying exam for GPS and PPS will take place in January 2020.**

On September 23rd, BCPC received the 2020 NSTC Directive from the National Air Cadet League office. This document outlines the application requirements and NSTC process for GPS, PPS and IACE. The BCPC office will no longer be processing applications for NSTC. All cadet applications, documentation and questions are to be forwarded to RCSU(PAC) office.

The BC Provincial Committee will book the facilities and schedule the NSTC Review Board interviews.

Deadline for GPS, PPS and IACE applications to arrive at the RCSU(PAC) office is December 15th, 2019

BCPC will update the 'NSTC Preparation Guide' with the changes and make it available on the BCPC website under 'Cadet Resources'.

Nikki Tellem
BC Public Relations
October 6, 2019



Facebook:

We have a total of 818 page likes. This is an increase of 74 for 2019 so far. Most of our likes are still coming from our page. These are organic likes; that is, not from boosted posts, mentions, and page suggestions.

We have had a total of 8 page unlikes in 2019. It is within reason to assume this low number is mostly aged-out Cadets, parents of aged-out Cadets, and League volunteers no longer with the program. Industry standard of unlikes due to content and frequency is much higher than one per month, on average.

Our Facebook reach is excellent. (Reach is the number of timelines our posts show up on. This is influenced by post likes, comments, share, and Facebook algorithms.) All reach is organic, meaning we are not paying for posts to appear on more timelines. Our average for 2019 is 246, which is higher than the industry standard of one quarter page likes for a page of our size. However, having said that, we have had peak averages of 932, 1412, and 2474, which is phenomenal!

Top 3 posts so far for 2019, in regards to engagement (reach, clicks, likes, comments, shares):

1. August 21, Captain Karen Graczyk - 4.3k reach, 1.1k post clicks, 425 engagements.
2. June 17, Continuation Flying Training Scholarship - 2.6k reach, 305 post clicks, 38 engagements.
3. June 25, 363 Captain Brian Barker RCACS ACR - 1.8k reach, 340 post clicks, 88 engagements.

Twitter:

Twitter's new analytics are month to month and quarterly, so more difficult to access performance for 2019 to date.

We currently have 59 followers, up 23 for this year.

Our last quarter (June to August) we reached 7.5k timelines, averaging 82 per day.

Top 3 posts for June to August 2019, in regard to reach and engagement:

1. June 8, video retweet of Cadets marshaling the Snowbirds - 1,516 reach, 24 engagements.
2. June 25, 363 Captain Brian Barker RCACS ACR - 836 reach, 29 engagements.
3. August 10, video retweet of CBC's tickle belly story (reporter gliding with Cadet pilot) - 533 reach, 14 engagements.

These numbers are very impressive, as Twitter is a far less popular platform than Facebook.

Newsletter:

I have not launched the newsletter, as I have received one submission, despite appeals on social media and requests from the committee to submit and promote. Without a fairly large number of submissions (enough content for minimum of 3 newsletters) I do not recommend starting a newsletter to have it discontinue after a couple issues. I still recommend having a newsletter and believe we can reach more League volunteers and supporters, including those not on social media. It has the potential to be a *huge* piece for stakeholder and supporter engagement, celebration, information dispersal, and of course, promoting BCPC. Previous recommendations were: a message from the Chair for the new year, how to start an effective speaking program in your Squadron, behind the scenes in NSTC world and/or upcoming dates and procedure, Ilona's what you need to know for x month, paperwork tip of the month, etc.

Instagram:

While Instagram is a very popular platform, I am concerned about starting an account without a steady flow of photographic submissions as it is a photo-sharing platform. I believe we can get there with further expansion of BCPC PR, and the channel could reach the potential of self populating.

Hootsuite:

I registered BCPC for a free Hootsuite account. The free account does have some limitations, but for the most part works for our needs. I had some issues getting scheduled posts to launch over the summer, but I believe it is working as needed for now. We currently have our Facebook and Twitter accounts on Hootsuite, with room for one more platform on the free account.

YouTube:

I have only just discovered that BCPC has a YouTube channel. I have scheduled a post to share on September 1st, and will brand and populate this platform.

Press releases and articles:

I have received 2 requests to review/edit and edit articles, and one media release review.

Social Media strategy:

For successful social media strategy, it is recommended that there is a clear goal for outreach and message. For BCPC, I was requested to focus on the League, its stakeholders, volunteers, and its work in the Cadet program, and I recommend this continues to be the focus. However, there is a lot of push for Cadet-related content.

PR Potential & Capacity:

The PR role is expanding rapidly. I believe we can fully flex this role to its maximum potential of 3 social media platforms, newsletters, media releases, articles, and full engagement of League volunteers, stakeholders, and supporters. However, in order to do this, I recommend that the role should be shared by 2 to 3 members. In addition, I recommend having someone on this team who is knowledgeable about League history, policies, awards, and can parse what is appropriate for social media from office updates.

Please let me know if you have any questions.

Respectfully submitted

Nikki Tellem

Report by the Interim Treasurer

For the year ending August 31, 2019

D.G. (Doug) Sutherland CPA, CGA

(Retired)



The financial statements for the period ending August 31, 2019, from Murphy & Murphy Chartered Professional Accountants are included in the pages following this report.

At the Annual General meeting held in October 2018, the membership approved the 2017 – 2018 financial statements which also included the budget for the 2018 – 2019 fiscal year. As part of that budget, an Aircraft Replacement Fund schedule was included which identified the funds required to be set aside annually to attain an investment goal of \$3,000,000. The initial contribution which was included in that budget as an expense was for \$50,000 with subsequent amounts being increased on a regular basis.

That fund was established in October of 2018 and the initial deposit of \$50,000 was transferred from the operating account to the investment account as per the approved budget. That fund is identified separately on the Statement of Financial Position. For financial statement purposes, the \$50,000 has been removed from the statement of operations and charged directly to retained earnings which has resulted in a surplus for the year of \$29,149.

As you will note from the President's report, the directors have recommended temporarily suspending further contributions to the fund so the \$90,000 scheduled for 2019 – 2020 has not been included in the proposed budget. As the President stated in his report, that \$90,000 contribution would have necessitated an additional increase to the assessment of approximately \$20.00.

For the upcoming year the budget includes an increase in the assessment from \$100.00 to \$115.00 per cadet. Over the past number of years we have managed to maintain the \$100.00 level but as costs increase, we found it necessary to increase the assessment to \$115.00 this year. There are two significant items within the budget which contributed to the proposed increase.

The directors have taken a proactive position with respect to SSC training and have provided for \$60,000 for the Travel, SSC Training and Wing Travel and Meeting Budgets, an increase of \$32,000 over the previous budget. It is the intention of the directors to actively promote the training and communication programs for the SSC volunteers and the League Representatives.

The aircraft fleet of six tow aircraft and twelve gliders require ongoing maintenance. Over the past few years, we have seen limited major expenditures to the fleet as, in the case of the tow aircraft, new engines were installed at the time of the major restorations. However, with continued use of the fleet, the engines are now coming due for major overhauls. Reference to the 5-year maintenance budget for our current fleet prepared by Major Keith Stewart, indicates that we can expect to spend in excess of \$400,000 over the next 5 years with \$102,850 budgeted for the upcoming year compared to \$35,795 expensed this year, an increase of approximately \$67,000.

We will continue to be ineligible for the Gaming grant due to the internal restriction that has been placed on the Aircraft Replacement Fund. We did not receive the grant this year, nor was it budgeted for the 2019, 2020 year.

We've been informed that, once again, BC had a 100% submission rate to the Air Cadet League National office for the ACC9's. That's great news and we would like to thank all our SSC's for their cooperation and assistance in maintaining our perfect record. It's that time again for ACC9 reporting and we're counting on you to continue our flawless track record. You can find the ACC9 spreadsheet on the BCPC website. Please use the most current version at the beginning of each year as there may have been changes to the older version. Should you require any assistance or information, please don't hesitate to call the office.

Many thanks also go to our office staff who provide such excellent service to the Squadron Sponsoring Committees and the League volunteers.



AIR CADET LEAGUE OF CANADA
BRITISH COLUMBIA PROVINCIAL COMMITTEE
FINANCIAL STATEMENTS

Unaudited - See Notice to Reader

AUGUST 31, 2019

AIR CADET LEAGUE OF CANADA
BRITISH COLUMBIA PROVINCIAL COMMITTEE

AUGUST 31, 2019

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Tsawwassen Office:

5360 C 12 Ave,
Delta, BC V4M 2B3
T: 604.943.6507
F: 604.943.6528

White Rock Office:

#103 - 1548 Johnston Road,
White Rock, BC V4B 3Z8
T: 604.536.7222
F: 604.536.7230

NOTICE TO READER

On the basis of information provided by management we have compiled the statement of financial position of Air Cadet League Of Canada, British Columbia Provincial Committee, as at August 31, 2019 and the statements of operations and changes in net assets for the year then ended. We have not performed an audit or review in respect of these financial statements and, accordingly, we express no assurance thereon. Readers are cautioned that these statements may not be appropriate for their purposes.



Chartered Professional Accountants

Delta, BC
September 17, 2019

AIR CADET LEAGUE OF CANADA

BRITISH COLUMBIA PROVINCIAL COMMITTEE

STATEMENT OF FINANCIAL POSITION

Unaudited - See Notice to Reader

AS AT AUGUST 31, 2019

	2019	2018
ASSETS		
CURRENT		
Cash - (Note 2)	\$ 236,385	\$ 248,072
Accounts receivable	2,880	861
Inventory	5,917	5,530
GST receivable	1,097	2,852
Prepaid expenses	2,586	1,025
	248,865	258,340
LONG TERM		
Long term investments - (Note 3)	52,000	-
Tangible capital assets - (Note 4)	406,841	412,501
	458,841	412,501
	\$ 707,706	\$ 670,841
LIABILITIES		
CURRENT		
Accounts payable	\$ 3,801	\$ 2,558
Deferred revenue	3,670	4,410
	7,471	6,968
	7,471	6,968
NET ASSETS		
Externally restricted net assets - (Note 2)	45,195	39,982
Internally restricted net assets - (Note 3)	52,000	-
Unrestricted net assets	603,040	623,891
TOTAL NET ASSETS	700,235	663,873
	\$ 707,706	\$ 670,841

Approved on Behalf of the Board

Director

The accompanying notes are an integral part of these financial statements.

AIR CADET LEAGUE OF CANADA

BRITISH COLUMBIA PROVINCIAL COMMITTEE

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

Unaudited - See Notice to Reader

FOR THE YEAR ENDED AUGUST 31, 2019

	2019	Budget	2018
REVENUE			
Squadron assessments	\$ 425,200	\$ 425,200	\$ 416,299
Donations: CFTA/GPTAA	493	-	471
Donations: Other	1,395	1000	1,829
Donations: Tax receipts	7,188	5,000	12,359
Miscellaneous income	9,388	13,000	13,641
AGM registration fees	25,280	24,000	23,230
Rental	90	-	6,527
Sales	2,738	3,000	2,802
	471,772	471,200	477,158
EXPENSES			
ADMINISTRATION			
Accounting	2,254	2,050	2,050
Amortization	15,514	14,450	13,693
Bank and credit card charges	2,159	2,400	2,410
Bluejeans video conference system	1,327	5,000	12,042
Business centre operation	20,463	21,000	16,905
Cost of sales - inventory items	6,464	3,000	4,993
Legal	34,911	35,000	25,878
Office	5,535	5,200	4,949
Office equipment repairs and maintenance	873	2,000	1,365
Telephone and internet	7,374	6,000	6,037
Wages and benefits	101,750	100,000	87,083
	198,624	196,100	177,405
LEAGUE ACTIVITIES			
Meetings	3,387	3,500	3,202
National AGM meetings	14,571	18,000	8,162
National assessment fee funding	57,733	55,276	55,276
Provincial AGM	49,661	52,000	46,972
SSC training/screening	2,434	23,700	562
Travel	19,591	15,000	15,119
Wing travel and meetings	14,878	13,000	12,733
	162,255	180,476	142,026

The accompanying notes are an integral part of these financial statements.

AIR CADET LEAGUE OF CANADA

BRITISH COLUMBIA PROVINCIAL COMMITTEE

STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

Unaudited - See Notice to Reader

FOR THE YEAR ENDED AUGUST 31, 2019

	2019	Budget	2018
PROGRAM ACTIVITIES			
Aircraft insurance	13,370	12,500	11,510
Cadet selection boards	10,295	10,000	9,695
Cessna 182 repairs and maintenance	35,795	26,750	86,720
Competitions/special events	3,684	3,825	4,399
Effective speaking program	9,507	12,000	14,203
Glider maintenance	-	10,500	10,063
Glider pilot training awards	4,900	4,000	2,000
Aircraft replacement fund - (Note 5)	-	50,000	-
Promotion and recruiting	2,715	3,000	1,873
Scholarship:continuation flying	500	-	1,500
Trophies and awards	978	4,500	475
	81,744	137,075	142,438
	442,623	513,651	461,869
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	29,149	\$ (42,451)	15,289
CORRECT CLASSIFICATION - (Note 5)	-	50,000	-
ADJUSTED EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	29,149	7,549	-
UNRESTRICTED NET ASSETS, BEGINNING OF YEAR	623,891		608,602
TRANSFER TO AIRCRAFT REPLACEMENT FUND - (Note 5)	(50,000)		-
UNRESTRICTED NET ASSETS, END OF YEAR	\$ 603,040	\$	623,891

The accompanying notes are an integral part of these financial statements.

AIR CADET LEAGUE OF CANADA

BRITISH COLUMBIA PROVINCIAL COMMITTEE

NOTES TO FINANCIAL STATEMENTS

Unaudited - See Notice to Reader

AUGUST 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Tangible capital Assets

Tangible capital assets are recorded at cost. Improvements and upgrades are expensed on an annual basis. Amortization is not recorded on tangible capital assets except for computers, office equipment and leasehold improvements. Office equipment and leasehold improvements are amortized as follows:

Computers	55% declining balance method, acquisition year at one half the rate.
Office equipment	20% straight line method
Leasehold improvements	10% straight line method; lease expires March 31, 2021.

2. CASH

	2019	2018
RBC chequing account	\$ 1,813	\$ 1,609
RBC gaming account	237	282
RBC savings account	3,072	3,259
RBC USD chequing account	66	24
RBC Premium Investment Account	186,002	202,916
	191,190	208,090
EXTERNALLY RESTRICTED TRUST FUNDS		
Wallace Jamieson PPS account	9,082	9,044
Stevens-Guille trust savings	23,282	23,147
Jim Campbell music savings	7,824	7,791
Boeing scholarship fund	5,007	-
	45,195	39,982
	\$ 236,385	\$ 248,072

The accompanying notes are an integral part of these financial statements.

AIR CADET LEAGUE OF CANADA

BRITISH COLUMBIA PROVINCIAL COMMITTEE

NOTES TO FINANCIAL STATEMENTS

Unaudited - See Notice to Reader

AUGUST 31, 2019

3. LONG TERM INVESTMENTS

Long term investments consist of equity shares held with RBC Dominion Securities reported at market value, original cost is \$50,000.

4. TANGIBLE CAPITAL ASSETS

	Cost	Amortization	Net 2019	Net 2018
Schweizer Gliders-nominal value	\$ 1	\$ -	\$ 1	\$ 1
Cessna 182C-FCGS Acquisition	46,778	-	46,778	46,778
Cessna 182C-FTUG Acquisition	69,322	-	69,322	69,322
Cessna 182C-FTRY Acquisition	74,731	-	74,731	74,731
Cessna 182 C-FOAR Acquisition	62,438	-	62,438	62,438
Cessna 182 C-GRGS Acquisition	49,561	-	49,561	49,561
Cessna 182C-FGZR Acquisition	70,390	-	70,390	70,390
Computers	2,070	2,070	-	676
Office equipment	9,855	1,971	7,884	-
Leasehold improvements: office	128,680	102,944	25,736	38,604
	\$ 513,826	\$ 106,985	\$ 406,841	\$ 412,501

The computers were completely amortized during 2019.

5. AIRCRAFT REPLACEMENT FUND

The \$50,000 allocation to the Aircraft Replacement Fund was shown in the budget as an expense. This treatment is incorrect as the \$50,000 was simply a transfer from the operating bank account to an internally restricted investment account. Only the unrestricted net assets are affected.

The accompanying notes are an integral part of these financial statements.

Statement of Operations

	2017/2018	2018/2019	2019/2020
	Actual	Actual	Budget
League Activities			
Business Meetings/Meals Expense	3,202	3,387	3,500
Compliance/Screening	27	57	100
Travel Expense	15,119	19,611	20,000
Wing Expense	12,733	14,964	16,000
Member/SSC Training	535	2,377	24,165
Provincial AGM	46,972	49,661	54,000
National ACL- AGM/SAGM	8,162	14,571	18,000
National Office Funding	55,276	57,733	59,800
Total League Activities	142,026	162,361	195,565
Program Activities			
Glider Pilot Training Awards/Scholarships	3,500	5,900	4,000
Competition/Special Events	4,399	3,684	3,800
Cadet Selection Boards	9,695	10,414	10,000
Trophies & Awards	475	478	4,500
Effective Speaking Program	14,203	9,507	12,000
Music Competition/History Project	143	47	3,000
Promotion & Recruiting	1,730	2,667	3,000
Aircraft Insurance	11,510	13,370	13,800
Glider Maintenance	10,063	0	34,400
Cessna 182 Repairs & Maint	86,720	10,099	64,450
Flying Pogram Special Equipment	0	25,697	4,000
Aircraft Replacement Fund	0	0	0
Total Program Activities	142,438	81,863	156,950
TOTAL EXPENSE	461,869	442,623	566,054
Surplus (Deficit)	15,289	29,149	-14,839
Transfer to Aircraft Replacement Fund		-50,000	
Surplus (Deficit) after Transfer	15,289	-20,851	-14,839
Unrestricted net Assets - beginning of year	608,602	623,891	603,040
Unrestricted net Assets - end of year	623,891	603,040	588,201

ACLC/BC Provincial Committee
Aircraft Maintenance Requirements
For the fiscal years 2019/2020 - 2022/2024

	2019/20	2020/2021	2021/2022	2022/2023	2023/2024	Total Cost 5 Years
<u>In CAD</u>						
Glider Radios	5,000	2,500	2,500	-	-	10,000
Glider Transponders	20,100	6,700	6,700	6,700	3,320	43,520
Glider Instruments	9,300	3,100	3,100	3,100	3,100	21,700
182 Instruments	4,000	4,000	4,000	4,000	4,000	20,000
C182 Propeller overhaul	6,500	6,500	-	-	6,500	19,500
Engine Shipping	1,000	1,000	1,000	1,000	1,000	5,000
Prop Shipping	250	250	0	0	250	750
Total CAD	46,150	24,050	17,300	14,800	18,170	120,470
<u>In USD</u>						
C182 Engine overhaul	40,500	40,500	40,500	40,500	40,500	202,500
Total USD	40,500	40,500	40,500	40,500	40,500	202,500
Exchange rate	1.40	1.40	1.40	1.40	1.40	1.40
Total USD converted to CAD	56,700	56,700	56,700	56,700	56,700	283,500
Total expected annual cost in CAD	102,850	80,750	74,000	71,500	74,870	403,970
Glider Equipment	34,400	12,300	12,300	9,800	6,420	75,220
182 instruments	4,000	4,000	4,000	4,000	4,000	20,000
Engine Prop Overhaul	64,450	64,450	57,700	57,700	64,450	308,750
	102,850	80,750	74,000	71,500	74,870	403,970

Comments

1. Requirement for glider radio purchase in FY 21/22 is for a spare. Current inventory serves as the spare until then.
2. C182 Propeller Overhauls are due every 6 years and are currently quoted at \$6500 CDN.
3. C182 propeller and engine overhauls are estimates based on current flying rates, which may vary from year to year.
4. C182 propeller and engine overhauls are estimates based on the component reaching it's full design life span. Premature failures are possible.
5. We are starting to see some efficiencies in the 2-33 SIRP. It is possible that the schedule can be advanced slightly.
6. Glider transponders are reaching the end of their usefull life and we have no more spares for the Micro Airs. We would like to accellerate the change over the the F.U.N.K.E. Transponders.
7. Requirement for glider transponder and instrument purchases in FY 23/24 is for spares. Current inventory serves as the spares until then.

Trevor Sandwell
Vice President: Operations Report
2019



Summary

At the beginning of the 2019 Training Year, the duties of the BCPC Vice President positions were divided into two areas of reasonability – Corporate and Operations. Being handed the Operations portfolio has meant that the past year has been filled with completing existing projects, plus a number of new initiatives from Aviation through Volunteer Time Surveys.

A review of each project follows, including reports from respective designated committee liaisons.

Operations

Relationship with CASARA

The CASARA/Air Cadet Squadron cooperation project this past year has suffered from inertia on the part of the CASARA organization. The understanding that individual CASARA Squadrons will be evaluated on their involvement with local Air Cadet Squadrons appears to not be the initiative for developing a closer relationship that it was supposed to be. Larry Calvert recently has taken on the reasonability for Cadet/CASARA liaison.

Hands Across the Border

Planning is underway to resurrect the Hands Across the Border program between Canadian Air Cadets and the USA Civil Air Patrol. This cooperative project is anticipated to be held in the Spring of 2020. Details will be provided as plans develop. Larry Calvert and Steve Wallace are heading up the project.

Aviation Committee

During the past year, BCPC has been well represented by John Calderwood, who has tried to coax the National Aviation Committee into making a decision on replacement aircraft, a decision that is years overdue. Unfortunately, there is still no decision, creating a feeling that the success of BCPC in purchasing our fleet of Cessna C182 aircraft many years ago is completely irrelevant to the wellbeing of the National flying program. Years of providing professional experience to the National Aviation Committee without success, and being ignored, has taken its toll on John and he is relinquishing his role as BC's representative in this extremely important position on the National scene.

I would like to take this opportunity to express to John our sincere appreciation for representing British Columbia at the National level, with passionate expertise, knowledge and guidance to all involved. "Thank you, John"

Boeing Canada Grant

Boeing Canada has awarded a C\$5000 grant to BCPC to be used as a NON flying award to a BC Air Cadet (or Cadets). Conditions for applying for the grant are currently being developed; details will be circulated when finalized.

Lockheed Martin

Lockheed Martin has approached BCPC to offer a variety of flight training products for use by BC Squadrons. Full details are not available at time of writing this report.

Volunteer Time Survey

During the 2018/2019 Training Year, three Volunteer time surveys were circulated. Survey responses are still being evaluated, and results will be available and discussed at the AGM. A big "THANK YOU" to all who completed the surveys and offered suggestions. The information that you provided flows to National, then to our DND partners, confirming the importance of your contribution to the Air Cadet program. Additional details will be available at the AGM Round Table event.

Strategic Plan Survey

This past year, one of our objectives was the development of a Squadron-based Strategic Plan. Available time to develop a Strategic Plan survey unfortunately did not materialize. However, a basic Strategic Plan workshop session is planned for the 2019 BCPC AGM. Development of an individual Squadron Strategic Plan is important and will be becoming even more critical in the future. **Make sure that you have a least one of the SSC members attend.**

Marketing Survey & Materials

A marketing plan survey was recently sent to all Squadrons. The survey is intended to provide BCPC with information on what type of marketing materials should be purchased and how to make available to all Squadron SSCs for use at community events and other recruiting opportunities. If your Squadron SSC has not completed the survey, please do so during the AGM.

National AGM

I attended the 2019 National AGM in St. John's, Newfoundland, and found it to be an interesting event. It made me realize that leadership of the BCPC over the past 10+ years has been exemplary, professional and forward-thinking, and has placed BC as the leader of the National program. The executive over the years has not been afraid to make tough decisions, and these decisions are the reason that BCPC can provide the resources to keep flying and aviation in the Cadet program and provide the training required by all SSCs wherever and whenever needed. Having a Provincial Office and the expertise provided by Ilona and Vicky is second to none and is to be appreciated by all involved in the program.

Cadet/Industry Relations

This past August, 12 Power Pilot Scholarship Cadets had the opportunity to attend the Air Defense Security Expo (ADSE 2019) courtesy of the Aerospace Industries Canada Association (AIAC-Pacific). The Cadets met with senior industry leaders, sat in on presentations by expert subject presenters. The highlight of the Cadets' attendance was meeting with Lt Gen Al Meininger, Commander RCAF, and being hosted by Cascade Aerospace at the Abbotsford Twilight Air Show. In 2020 the Cadets will be attending the Air Transport Association Canada (ATAC) conference being held in Vancouver. Whenever you meet our industry partners and representatives, please express your appreciation for all they do for, and provide to, our Cadets. Their involvement in the programs is invaluable, and must be recognized.

Respectfully submitted.

Trevor Sandwell, VP. Dir. BCPC.



2019 PPS Cadets with Lt Gen Al
Meinzing, CMM MSM CD, Commander
RCAF

2019 PPS Cadets with Hon Harjit Sajjan,
Minister National Defence



2019 PPS Cadets with Hon. Carla
Qualtrough, Federal Minister Public Services
and Procurement and Accessibility

**Norm Scott,
Squadron Liaison Report
2019**



Wow! Another Cadet year has come and gone. I wish all squadrons good fortune in the coming 2019-2020 training year.

Several months ago, I was asked to take over this position, which I happily agreed to. Since then, things have been reasonably quiet. We have had some issues in the Interior, which are being handled by the Zone Group Chairs at this time. Further to that, we have learned of the closing of 841 Grand Forks due to the lack of available Officers, especially a CO. The SSC tried their hardest, through advertising and many other recruiting methods, but to no avail. They had no luck finding a candidate to fill this position. Thus, it has left DND with no alternative but to stand down the squadron. I would like to take the opportunity to thank all who have supported this squadron over its time. This is not to say that at some point this squadron could not be re-instated, if and when these areas of concern can be met, and DND requirements can be fulfilled.

I would also like to suggest that all SSCs and DND Officers take a moment to realize what roles each other plays within the Cadet program. This might mean pulling out the Cadet manual and reviewing the sections on your responsibilities in Sections 3.1 to 3.4, and possibly sharing a copy with your CO. Do not hesitate to ask your CO about their responsibilities and the role they play within your squadron. Keep in mind the biggest issue that can arise within a Squadron is a lack of communication between the SSC and CO.

Why is lack of communication the number one reason people quit? "The single biggest problem in communication is the illusion that it has taken place." "The biggest issue, a lack of direction from management, was followed by poor communication overall, and constant change that is not well communicated."

We also ask you to reach out to your local League Reps to help and guide you through any issues or concerns. It is hoped that League Reps will stop by at least once a month to check in to see how things are going. If this does not happen, please reach out to the BC Cadet League Office, and they will have the Group Chair or Wing Chair reach out to you. If you need some training, please advise your League Rep and if the League Rep is not able to give the training, a request should be submitted through the BCPC office, and the Training and Education Committee will be able to arrange the support you need.

In my final words, I would like to say thank you to all our League Reps who volunteered their time and help to the local squadrons of BC. I would like to say thank you to you SSCs for what you do for Cadets of BC. Without you, we would not have any Squadrons. Finally, thank you to all of our Officers, who spend hours volunteering within our program, for the support you give our Cadets.

To Learn, to Serve, to Advance

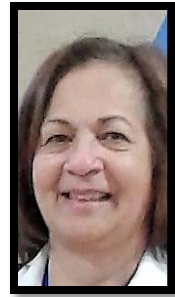
Norm Scott

BCPC Director

Squadron Liaison



Joan Irvine
Training and Education Committee Report
2019



The Training and Education Committee was constituted after the AGM 2018, and the founding members were Joan Irvine (chair), Ron Rique, Doug Slowski, Norm Scott, Penny Doern, Don Doern, Nancy Chapman, Adele Vos and Ilona Turra. During the year, Adele Vos resigned from the committee, and Michele Claveau came on board. The committee met eight times during the year, via BlueJeans.

During this year, the committee

- Established its Terms of Reference, including the Guiding Principles by which it would operate;
- Established a Strategic Plan containing short-, medium- and long-term goals, including actions, time-lines, resources and success criteria;
- Established two sub-committees (program development, scheduling) tasked with realizing these goals moving forward;
- Received reports on Wing training meetings as they occurred;
- Began updating the League Rep training package (nearing completion as of the writing of this report);
- Provided two workshops (Board Responsibilities; Communication) to the Board of Directors at their meeting in April;
- Created and distributed a training needs assessment tool to help in the planning of specific workshops at the AGM and throughout the training year;
- Created a new plan for the training portion of the AGM weekend in October, including separate League Rep training on Friday afternoon/evening and an overhaul of the schedule of workshops on Saturday.

LOOKING AHEAD

The committee has established a strong foundation for the ongoing training and education of all our volunteers, including SSC members and League members in various positions of responsibility or leadership. The goals established by the committee will start to be implemented in the coming training year, with a view to continuing growth over the course of the next several years. Our strategic plan will be reviewed and revised as necessary. The most important principles guiding our work moving forward are: *Training and Education is not a one-time thing, but an on-going process*, and *Training and Education takes place when necessary, and in a timely way*. We all look forward to providing the support you need, when you need it, throughout the year.

If anyone would like to see a copy of our Terms of Reference, Guiding Principles or Strategic Plan, please contact me at joanirvine.bcpc@shaw.ca.

Respectfully submitted


Joan Irvine

August 26, 2019

**Mike Symons,
Historian
Director**



BCPC Director of History Project

It may seem to be a shock to some but the History Project is still alive and well here in BC for our Air Cadet Squadrons. I continue to work trying to gather History for our Squadrons that no longer exist and, while some progress is being made, it is slow.

There are a few Squadrons that are actively working on their Histories and I really appreciate the effort being put into this project. I would request from these Squadrons that I receive, by email, an update on the progress being made and any problems being encountered.

I took it upon myself to complete the History of 89 Pacific Squadron to determine, firstly, if a project of this type was possible and, secondly, how difficult would it be. Yes, it is difficult, but very rewarding upon completion. I am pleased to say the History for 89 Squadron is complete up to the change of Command that took place on September 30th, 2019. For those who are interested, it is an interesting read; many forgotten events, awards and political advancements have been rediscovered and included in the history.

Your Squadron can be just as interesting. Yes, it takes time, but dedication and determination will produce a living document that will continue to grow as long as your Squadron exists.

This year, every Squadron will receive a memory stick that will contain a Procedure Section and the Full History Format so all that needs to be done is to start your investigation. The Procedure Section will give your Historian ideas on where look and whom to contact to find out your historic past.

You will all have my phone and email information, and I can be contacted at any time – within reason. I look forward to seeing and working with all of you in the future.

HAPPY HUNTING AND LET'S MAKE THIS A GREAT PROJECT



The First Three Air Cadettes to get their Power Pilot Wings in 1952
The Right Honorable Louis St. Laurent, Prime Minister of Canada
(L to R) Pat McDowell, Marian Kenmuir and Isobel Pittendreigh

Forever Remembered



Jack Henwood

October 13, 1932 – July 1, 2019

From September 1987 to August 1991, Mr. Henwood was the Commanding Officer of the 828 "Hurricane" Squadron, RCAC, South Delta. He became a member of the Air Cadet League of Canada, BC Provincial Committee in 1993. Mr. Henwood has served two years as the Fraser Valley Wing Chairman and a further two years as Vice-President, Squadron Liaison. From 1994 to 2008, Mr. Henwood was Chair of BC Provincial Aviation Committee and a member of the National Flying Committee. He held the appointed Executive position of Provincial Committee Treasurer until 2002.

Mr. Henwood is one of the five Founding Directors of BC Provincial Committee for their official Incorporation under the BC Societies Act in May of 2001. In 2002, he was awarded the Queen's "Golden Jubilee Medal" in recognition for his contribution to the Air Cadet Program. In 2005, the BC Provincial Committee awarded Mr. Henwood with the "Certificate of Honour" as acknowledgment of his contribution to Air Cadet Program. In 2006, he was awarded the National Air Cadet League "Certificate of Honour" in "recognition of his outstanding services to the Air Cadet League and Royal Canadian Air Cadets".

Jack was a lifelong dedicated volunteer with the Cadet program, forever remembered by all his friends in the Air Cadet program.

