



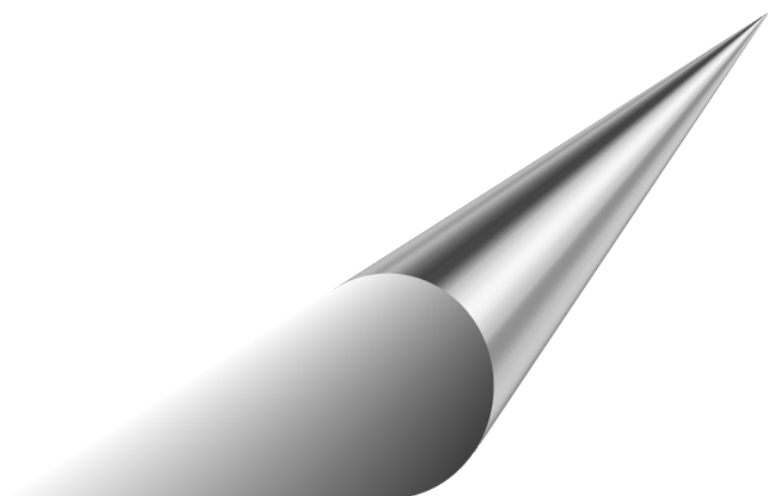
BRITISH COLUMBIA PROVINCIAL COMMITTEE

# Annual Report

## 2010/2011



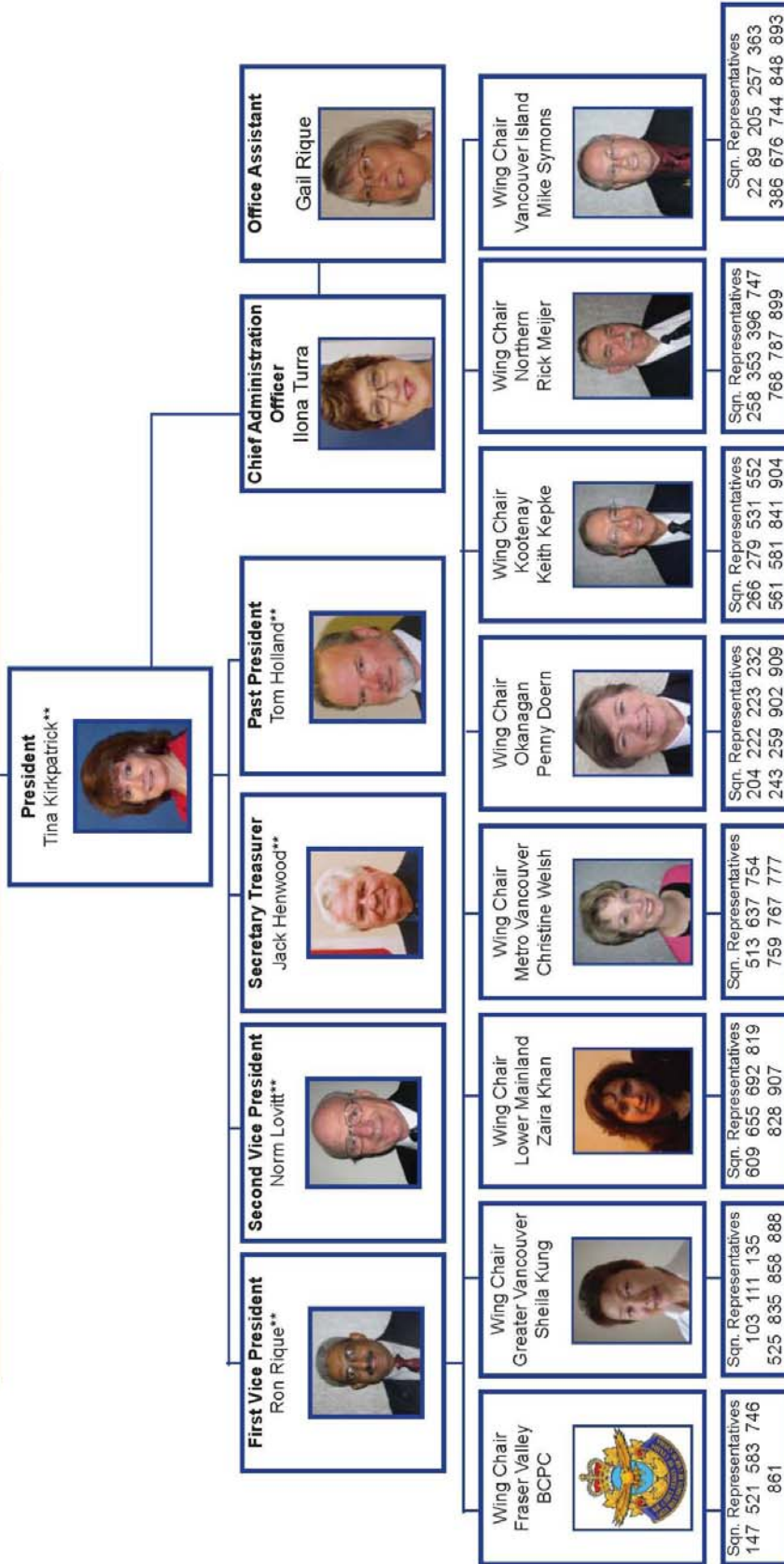
To Learn - To Serve - To Advance  
Apprendre - Servir - Progresser



# Organizational Chart Air Cadet League of Canada British Columbia Provincial Committee



Board of Directors				
Penny Doern	Jack Henwood	Tom Holland	Geoffrey Johnston	Norm Lovitt
Ron Rique	Rick Meijer	Don Watt	Keith Kepke	



**Air Cadet Foundation of B.C.**  
Geoffrey Johnston  
Tom Holland  
Stanley Horton  
Doug Sutherland

**Effective Speaking**  
Terri Slater

**Aviation/Aerospace**  
Norm Lovitt\*\*

**Vice-Chair  
Aviation Committee**  
Geoffrey Johnston

**Review Boards**  
Tina Kirkpatrick\*\*

\*\* Executive Committee

## PRESIDENT'S REPORT

*Tina Kirkpatrick*



It was indeed a great honour to be nominated as President of the BCPC ACL on 14th December, 2010. Being the first female President also made my nomination rather special given that we are also celebrating 70 years of the Air Cadet League of Canada.

I would like to thank the Executive Committee for their exceptional work during this extremely busy year. In true BC fashion, when we decided that something needed to be done, the committee jumped right on in and you will see the fruits of the labour during this AGM.

Thank you to the Wing Chairs; your unwavering dedication to the program has made a huge impact on the work we are doing from matters which you have raised. The issues, and resolutions, will be worked on by the ACICOs and the Wing Chairs at the next joint meeting in November. The intent of these sessions is to ensure that both partners are aware of existing problems and can take the necessary actions to resolve them in a timely manner.

The Directors have worked well too, ensuring that the Wing Chairs and SSCs had the support they needed and acted on concerns immediately and moved some of the issues up the "chain of command" when required.

I am delighted by the number of new members; League Representatives and Wing Chairs that have stepped up during the year alleviating the Executive and some of the retired members from some of the positions. We continue to encourage and promote candidates into the League and are always keen to hear of people that are prepared to join the League because of their belief in the program.

We concentrated on SSC training during the year and have attempted to cover all the Wings. Our intention is to ensure that these sessions will "train the trainer" in order for each Wing to have a person close at hand should any questions arise. Ron Rique has done an outstanding job of creating the training materials and presenting them to the Wings and SSCs. Although these sessions focus purely on the League, we have seen some CIC officers attending the sessions and they advise us that they do learn a lot about the League. This can only ensure that the partnership will continue to flourish when we all have a common understanding.

As many of you are aware, we had two L19 accidents at the beginning of Summer 2010. One of the aircraft was written off and the other one sustained damage that could be repaired. It was at this point that the Executive Committee made the decision of a replacement tow plane program; replacing the aging fleet of six L19s with Cessna 182s. With the combined efforts of the Pacific Gliding School, LCol Tony Appels; Maj. Keith Stewart; Chris Tuck (retired); and the BCPC Aviation committee, Norm Lovitt, Jack Henwood and Geoffrey Johnston, an MOU was created and a plan was put in place to replace the L19s. This project was fast tracked to ensure the reliability and safety of the gliding program. To date we have purchased two 182s and have put in a bid on a third one. Many thanks to the group who worked on this important task.

At last year's AGM, the members were presented with the need for office space as the existing office at the Boundary Bay Airport Terminal was to be demolished following the building of the new terminal. The airport graciously offered BCPC the space of the Heritage Hangar which was vacant. As you will see from presentations during the AGM, we now have a well equipped office which may be used for Squadron meetings; Ground School; Wing meetings; Effective Speaking Provincial Competition and with the inclusion of space for Pacific Region, it is anticipated that they will be able to provide localised training at the facility as well.

Commander Hughes advised that there is a large shortage of CIC officers and the recruiting team were put on alert and were advised to move people through the system as quickly as possible. We are hoping that this will prove positive results for the cadets and squadrons. Retention still remains a key factor in the program, cadets and officers, and it would behoove all of us associated with the League to encourage people to join us.

The Wing Chairs are in a position to guide you and provide you with the tools that you require to maintain the evolution of this amazing program. Please communicate as often as required, there is no issue too small that we can't afford to address.

### Scholarship Courses

Although the Athletic and Survival scholarship courses were moved to regional courses for 2011, we noted a considerable drop in the number of candidates applying for the Scholarships. As with the previous year, cadets were able to apply for more than one course. However, the number of cadets who applied for 2 or 3 courses this year was less than 2010, and could also have been caused by the 2 courses being moved to Regional level.

Table of cadet courses by Wing Scholarship applications received

	2011	Var.	% Var.	2010	2009	Var.	% Var.
FV	33	(20)	(37.7)	53	36	17	47.2
GV	35	(26)	(42.6)	61	42	19	45.2
LM	57	(38)	(40.0)	95	66	29	43.9
MV	54	(34)	(38.6)	88	59	29	49.2

Total	179	(118)	(39.7)	297	203	94	46.3
KO	8	(16)	(66.7)	24	23	1	4.3
NO	20	(33)	(62.3)	53	26	27	103.8
OK	43	(26)	(37.7)	69	42	27	64.3
VI	69	(62)	(47.3)	131	83	48	57.8

TOTAL	319	(255)	(44.4)	574	377	197	52.3
Total apps	407	(167)	(29.1)				

Note - 2011 total numbers exclude over quota, total applicants was 407

My sincere thanks to the League members and DND staff who travelled and interviewed the cadets.

### National Governors

While we were sad to see Geoffrey Johnstone and Gladys Jarvie step down from National, we are delighted to have Ken Higgins, First Vice President and Bob Burchinshaw, Chair Policy/Procedures and Bylaws, who is now ably assisted by newly appointed Governor Don Doern, remain at the National level. Tom Holland was also made a Governor at the National AGM in June and BC continue to retain a strong presence on the National Committee.

Congratulations Don and Tom.

Tina Kirkpatrick

## FIRST VICE-PRESIDENT'S REPORT

*Ron Rique*



I will start my report by saying "Thank You" to everyone who volunteered their time and effort over the past year in support of the Air Cadet Program in British Columbia. A special "Thank you" is extended to the BCPC Wing Chairs for the many hours they devote to the program.

Rick Meijer	Northern Wing
Keith Kepke	Kootenay Wing
Penny Doern	Okanagan Wing
Mike Symons	Vancouver Island Wing
Zaira Khan	Lower Mainland Wing
Christine Welch	Metro Vancouver Wing
Ilona Turra	Fraser Valley Wing
Sheila Kung	Greater Vancouver Wing

A Very Special "Thank you" is extended to our CAO Ilona Turra and her assistant Gail Rique for the direction and support they provide to the SSCs.

Through the collective efforts and input of all these individuals, the BCPC made many advances over the past year in shaping the way the Air Cadet Program is delivered to the youth of BC.

### **Cadet Recruiting and Retention:**

Through the combined efforts of our DND partners and the dedicated parents who volunteer their time at the 57 Squadron Sponsoring Committees around the province, we surpassed our 2010/2011 CPGI (Cadet Population Growth Initiative) targeted goal of 3.25%. The number of cadets registered in BC increased from 3196 to 3388. This is a 6% increase.

The pattern of losing cadets during the second and third year levels continue to be a challenge for us. This is not a condition that is unique to our program or this province. Together we will continue to work on developing different ways to address this challenge.

### **Wing Cadet Strength from Fortress**

Wings	07/08	08/09	09/10	10/11
Lower Mainland	633	629	650	727
Greater Vancouver	437	420	443	455
Metro Vancouver	572	558	593	635
Fraser Valley	348	326	351	392
Vancouver Island	560	517	506	500
Okanagan	279	259	271	299
Kootenay	178	174	175	164
Northern	234	230	207	216
Totals	<b>3241</b>	<b>3113</b>	<b>3196</b>	<b>3388</b>

Based on nationally set Cadet recruiting/retention targets, BC's goal for the 2011/2012 cadet year is to show an overall provincial cadet population growth of 3.36% or 114 cadets (2 cadets per squadron)

### **Accommodations:**

As the overall cadet population grows, so does the need for SSCs to provide adequate quarters from which their squadrons can flourish. In some cases where building capacities restricts the growth of a squadron, forming a new squadron is considered only if doing so does not jeopardize the smooth operation or community support of the original squadron. This is a debate that has been ongoing between the DND and the BCPC for some time. Every effort will be made in the 2011/2012 training year to develop plans and policies to address this concern.

For squadrons whose quarters are, for other reasons, compromised or in jeopardy, our League Reps and Wing Chairs will continue to work closely with these Squadron Sponsoring Committees to assist them with locating suitable parade facilities.

### **Parent/Member Recruiting and Retention:**

A change in the process of delivering training to our SSC members was implemented during the 2010/2011 Cadet training year. Past member surveys identified the need to develop and deliver



squadron/wing specific training to SSC volunteers. This training was developed to not only assist SSCs with the day to day management of their societies but also to assist them with building strong business and succession plans for the future.

The process of taking the training to the various wings, as and when requested, will continue in the 2011/2012 Cadet training year with the long term goal of recruiting and training local League Representatives for every squadron in the Province. Distance Training options and programs are also being developed nationally to further facilitate this need.

SSC Member and League Representative training sessions were conducted in the Lower Mainland, Greater Vancouver, Fraser Valley, Okanagan, and Vancouver Island Wings and at individual squadrons around the Province.

In January 2011 Penny Doern replaced Don Watt as the Wing Chair for the Okanagan Wing. We are currently considering potential candidates to assume the responsibilities of an Assistant Wing Chair to assist Penny with overseeing squadrons in the South Okanagan.

We welcomed Mr. Larry Calvert as a League Representative in the Okanagan Wing and look forward to accepting the other SSC members from the Okanagan Wing who expressed their desire to step up to this position following the completion of their terms at the SSC level.

In the Vancouver Island Wing, Jan Hogan's resignation as the Assistant Wing Chair to Mike Symons created a void in our organizational structure.. We are currently considering potential candidates to fill this vacant position

Several current and past Vancouver Island SSC members and retired CIC officers attended the April 9, 2011 League Representative Training Session that was conducted at 205 Squadron in Nanaimo. The VI Wing currently has a healthy slate of League Reps. Because of the extensive travel that is required in the Northern and Kootenay Wings all options for recruiting and training Assistant Wing Chairs in these regions are being explored. Any

and all input is welcomed.

The search for a Wing Chair for the Greater Vancouver Wing identified Sheila Kung as the top candidate for this position. Sheila's appointment to this position took effect on September 6, 2011. The search for a Wing Chair for the Fraser Valley Wing continues. This position is temporarily being filled by Ilona Turra with the assistance of Ron Rique

During the 2010/2011 training year the BCPC Executive accepted and approved applications from the following dedicated individuals to serve in various capacities on the BCPC: Joanne Hall, Joan Irvine, Barb Zurowski, Michael Deane, Nancy Chapman, Darcy Montgomery, Adele Vos, and Larry Calvert.

Almost all of the changes and improvements that are made to the program come from input received from SSCs and BCPC members like you. The knowledge and training you receive as SSC members is a resource that is lost to the program when your sons or daughters age out or leave the program and you leave with them. If becoming a BCPC League Representative or Member is a volunteer position that you can aspire to, please contact your Wing Chair or the BCPC office to receive information on the training we provide.

#### **Dispute Resolution Policy:**

While every effort is made to avoid disputes between the SSC's and our DND partners, the need for a detailed process for resolving disputes was very evident over the past two years.

Through collaboration with DND a Dispute Resolution Process for BC Air Cadet Squadrons and Squadron Sponsoring Committees was developed and adopted. This process can now be accessed in section **3.1.24** in the BC Policy and Procedure Manual.

A dispute resolution process for SSC Members and parents is currently being developed and will be added to the BCPC Policy and Procedure manual after it is adopted.

**Compliance:**

Since the responsibility of maintaining the membership records of the 57 Squadron Sponsoring Committees in BC, (a responsibility previously held by the BCPC Lawyers) was handed over to the BCPC in 2009, we have seen a very large improvement in the quality of membership records being maintained by SSCs at the squadron level. Your continued support in maintaining this trend is very much appreciated.

The annual confirmation of SSC Membership and changes to same must be recorded on the BCF016 SSC/Squadron Information Sheet and submitted to the BCPC. All changes or additions to the Society's membership must be recorded in the Society's monthly meeting minutes. Copies of these minutes are also required to be submitted to the BCPC office.

**Assessment fees:**

All Air Cadet Squadron Sponsoring Committees in British Columbia are required to provide financial support to the BC Provincial Committee of the Air Cadet League of Canada through an Annual Assessment fee of \$100.00 per cadet. The amount assessed to each squadron is based on the squadron's annual average cadet strength. These numbers are provided to the BCPC by DND and are maintained in DND's Fortress records. The CO of each squadron is responsible for keeping these numbers accurate.

In addition to expenses for administration, liability insurance, League and program activities, funds received by the BCPC through SSC Assessments pays for the upkeep, maintenance and replacement of the six tow aircraft and 12 gliders owned by the BCPC. (See treasurer's report). 10% of the Annual Assessment goes to support the National Air Cadet League of Canada.

To date, 55 of 57 squadrons have paid their

Annual Assessment to the BCPC. For this we thank you. We are here to assist SSCs to be successful. If your SSC is having financial hardships you are required to contact your League Rep/Wing Chair or The League Office for advice or assistance in overcoming these hardships.

Non compliance with this requirement will result in SSC's losing their status of good standing with the BCPC. This can further lead to the decertification of the Squadron.

**ACC9:**

The SSC deadline for submitting ACC9s to the BCPC office is October 31 annually. This year 41 of 57 squadrons complied with this requirement. The overall content of the majority of these submissions were balanced and complete. Some ACC9s had to be returned to the SSCs for various reasons.

Thanks to the dedicated and persistent efforts of Gail Rique, 57 of 57 ACC9s (100%) were delivered to the National Office of the Air Cadet League of Canada by June 14, 2011.

Training in the preparation of ACC9s will continue. Gail can be contacted through the BCPC office if assistance is needed with this filing requirement.

**Conclusion:**

To conclude this report, I would be remiss if I did not recognize the efforts and contributions of our Military Partners at every level of the program.

The positive and supportive communication that was articulated from both sides of the partnership enabled us to make the advances that we did. Together we will continue to speak with one voice in support of the Air Cadet Program for the youth of BC.

## TREASURER'S REPORT

*Jack Henwood, BComm, MBA, CD*

*Secretary/Treasurer*



The financial statement information presented in this report includes seven Schedules:

- Schedule 1: "Balance Sheet" as at August 31, 2011
- Schedule 1(a): "List of Assets" showing Insured replacement values
- Schedule 2 "Operating Statement" as of August 31, 2011 with a comparison to the 2010/11 Budget
- Schedule 3: "Dedicated (Restricted) Fund Accounts Synopsis": showing Gaming Grant Account, "National Assessment Funding Account", "Aircraft Replacement Fund Account" and "Business Centre Building Fund Account" summaries.
- Schedule 3(a): "Business Centre Office" showing Leasehold Improvements, Lease/rent sub-schedule and estimated Operating costs
- Schedule 3(b): "Tow Fleet Renewal Program" current and forecast financial data
- Schedule 4: "Proposed Cash Budget 2011/12"

### **"Balance Sheet" (Schedule 1)**

Our cash position to start the 2011/12 fiscal year is within our guideline of two months "unrestricted" cash reserves to carry us through until operating assessment cash inflows begin in mid-November. Those accounts listed as "Dedicated (Restricted) Cash Accounts" are cash reserve funds approved by Director/Exec resolutions and/or donor-specific programs/projects as noted by the Account designation. Amplification of some of the Balance Sheet items is listed on "Notes to Balance Sheet". **Schedule 1(a)** shows a summary of our major assets and their insured replacement value.

### **"Operating Statement as at 31 Aug" (Schedule 2)**

"Schedule 2" is the "Revenue and Expense"

statement for 2010/11 fiscal year. It also shows the variance between the 2010/11 budget amounts presented and approved at our last AGM. The following table summarizes Schedule 2:

<u>Account</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Operating Revenue	\$394,072	\$367,800	Favorable \$26,272
Administration Expense	\$115,609	\$116,250	Favorable \$641
League Member Expense	\$89,624	\$106,960	Favorable \$17,336
Program Activities Expense	\$141,285	\$122,500	Unfavorable \$18,785
Total Cash Expenses	\$346,518	\$345,710	Unfavorable \$808
Net Operating Income	\$47,454	\$22,090	Favorable \$25,364

We ended 2010/11 fiscal year with Operating Revenues, Administration Expenses, and League Activity Expenses in a "favorable" position compared to budget. We completed the year in an "unfavorable" position for "Cadet Program Activities". The over-budget was due primarily to Flying Program related expenses. However, we concluded the year in a favorable "Net Operating Income" position.

### **"Dedicated (Restricted) Fund Accounts Synopsis" (Schedule 3)**

Of the seven "Dedicated (Restricted) Fund Accounts" listed on the Balance Sheet, four of these funds deserve further amplification. **Schedule 3** shows financial activity of the following Accounts:

#### **(A) Gaming Grant Account:**

In February of 2009, BCPC was approved for a \$117,000 "three year grant" (\$39,000 per year). We received the last of our three year \$39,000/yr Gaming Grant in December 2010. Use of Grant funds is restricted to our Flying Program (\$35,000) and Effective Speaking Program (\$4000). I plan to make a new application for a Gaming Grant funds sometime



before the end of November. However, Gaming Grant approval is not assured.

(B) **“Aircraft Replacement Fund Account” (ARF):** The ARF was established in 2004/05 with the Budget approval of a \$40,000 per year fixed annual amount to be allocated to an “Aircraft Replacement Fund” (line item # 31 Sched 2, #33 Sched 4). In addition, other sources of funds specific to our Flying Program are also placed in this account. The ARF is a financial aide to manage the Source and Application of funds for our “Tow Fleet Renewal Program” (TFRP) initiative. More details on the TRFP can be found in Norm Lovitt’s “Aviation Coordinator’s Report” in your “AGM Report” book. Further amplification of the TFRP will be presented at the AGM. Schedule 3 shows the “Source and Application” of funds since 2009/110 as well as a projection to the end of our next 2011/12 fiscal year.

(C) **“National Assessment Funding Account”.** In 2007/08 a “National Assessment Fee” initiative was introduced. This initiative is intended to provide financial support for our National Headquarters. The rationale for the initiative was the concern with the decline in revenue sources in conjunction with the cost of Operations for our National office to more effectively administer 11 Provincial Committees and the 450 Squadrons across Canada. This cost/revenue squeeze was, in part, due to the drop in traditional donations and the growing complexity and cost of fund raising campaigns. The financial support is to come from all Provincial Committees in the form of an annual “National Assessment Fee” (NAF). The NAF is intended to not only contribute to the day-to-day operating costs, but also covers those items that National needs to support specific Provincial financial needs such as cadet & Director liability insurance, IACE fees, National Legal Fund and Web site maintenance,. Prior to the introduction of the NAF these costs where invoiced separately to Provincial Committees for inclusion in respective Provincial budget process. The NAF is a “per cadet” charge based on 31 March DND “Fortress” cadet enrollment. The current charged by National to all Provinces is \$10/cdt. BC’s NAF obligation for 2010/11 was \$31,960 based on 3196 cadet

enrollment. Our obligation for 2011/12 is \$33,880 based on 3388 cadet population. Schedule 3 shows a summary of the Fund since its inception.

(D) **“Business Centre Office Fund” Account:** This account was established this fiscal year to manage the Source and Application of funds for the Leasehold Improvements of the new Office at Boundary Bay Airport. Schedule 3 shows the financial activity to 31 Aug of the current 2010/11 year with a projection to its completion September or our 2011/12 fiscal year. I would be remiss not to recognize the effort Tom Holland put forth in the design and implementation of the “1 in a 1000” fund raising campaign for the new Business Center. As of the 31 Aug., the campaign had generated total donations just under \$20,000 (net after promotion costs approx \$18,800).

#### **Business Center Office (Schedule 3a)**

There will be a short presentation by Geoffrey Johnston at the AGM on the new Boundary Bay airport Business Centre. At the time of this writing, the plan is to show a “visual tour” of the completed facility for your viewing pleasure. Aside from the many qualitative or “soft” benefits of the new Business Centre, the financial benefits should also prove to be a good business investment. Schedule 3(a) shows a breakdown of the “Leasehold Improvements” costs, lease/rent costs for the initial 10yr of our 30 year lease agreement with Alpha Aviation, and some estimated projected Operating Costs. I have also included a sub-Table that highlights the very favorable 10yr \$4.45/sq ft Lease/rent “advantage” that BCPC will benefit from as compared to paying \$15.35/sq ft Commercial Lease rates for a comparable 1952 sq ft facility. It is estimated that BCPC Lease/rent advantage (not having to pay) would be around \$220,000 for the initial 10 yrs .....in today’s dollars (Present Value) of around \$173,000 for the investment of \$145,000.

#### **“Cash Budget 2011/12” (Schedule 4):**

Four years ago at our 2007/08 AGM, membership approved an increase from \$75 to \$100 per cadet in our Squadron “Operating

Assessment Fee" (OAF). The fee increase justification was to support an enhanced level of administrative assistance given to cadet program and Squadron Sponsoring Committees (SSC). The OAF in combination with unit 31 March, DND "Fortress" cadet effective strength figures, is an integral part of our budget process. The OAF is reviewed annually in March/April to review projected program activities for the forthcoming year and to ensure the OAF will sustain sufficient funding to cover anticipated expenditures. On or around mid-July of this year, SSCs were notified that BCPC did not anticipate a change in the \$100/cadet OAF structure for 2011/12 although it was expected we would need to increase the budget for expenses related to the Tow Aircraft Replacement initiative. The budget for 2011/12 that is presented for your approval, therefore, is based on a 31 March, **3388 cadet population at \$100 per cadet** for "Squadron Assessment Revenues". With regards to Total Operating Revenues, some key factors that could impact future per/cadet OAF:

**Gaming Grants:** Since 2005 we have applied for and received \$300,000 in BC Gaming Grants...\$280,000 for our Flying Program and \$20,000 for our Effective Speaking Program. These Grant funds have been a key factor in holding the \$100 assessment fee since 2008. The Tow Aircraft Fleet Renewal Program initiative will no doubt put a heavy demand on our cash requirements for our flying program. A new Gaming Grant approval will be submitted sometime in November. However, based on my experience with Grant applications, approval will not be a "slam-dunk". If we are not successful in our Grant application, it could impact our fee structure for 2012/13.

**HST Rebates:** For charities and not-for-profit organizations (as we are), the HST system allows a 57% tax rebate on Provincial taxes paid (not available prior to HST) as well as the 50% GST rebate on Federal Taxes paid. As of 31 Aug we had \$17,800 in HST rebates (\$7800 GST/\$10,000 PST). This relatively large amount of rebates is primarily due to costs related to Business Center Office

renovations and Tow Fleet Renewal Program. The rejection of the HST and revert back to the "old" tax system may put the current budgeted rebates in jeopardy. Moreover, the loss of the Provincial rebate is one of the factors that could negatively impact the "Tow Fleet Renewal Program" over the next five years could be a factor in an OAF adjustment.

**Cadet Enrollment:** A key component in our Squadron Assessment Revenues is the our Cadet Effective Strength. For example, in 2010/11 we had a 6% increase in cadet enrollment over 2009/10.(3388 from 3196) which translated into \$19,200 additional revenues for 2010/11 over 2009/10. A drop in enrollment, therefore, could necessitate an increase in OAF in the future,

#### **ACC9s**

Although there were a few Squadrons that seem to have problems with their ACC9 preparation, there was a notable improvements in the quality and timeliness of submissions of last years ACC9 returns. BC submission rate to National for 2009/10 ACC9 was 100%. Well done! Remember, your 2010/11 ACC9 is due at BCPC office by the 31 October. The only acceptable format is one of the following versions: ACC9 (M), ACC9 (S), ACC9 (P-Excel), and ACC9 (P). All versions, complete with instructions, can be found on both the National and BC/s Web site.

#### **Air Cadet Foundation of British Columbia**

*"The Air Cadet Foundation of British Columbia"* (the *Foundation*) was incorporated under the British Columbia Society Act in September 2006 as a means of establishing a long term funding source for the *Air Cadet League of Canada, British Columbia Provincial Committee (BCPC)*.

The purpose of the Foundation is to provide a suitable registered charitable structure to allow the creation of a permanent fund, with the interest revenue to be used to support the charitable activities and operation of the BCPC. While all donations, regardless of size or type are sought after, the Foundation, by way of its favorable "disbursement quota" requirements, is ideally suited to receive and administer donation bequests from "Planned Giving"; Gifts-

in-Kind; Charitable Remainder Trusts; “special gifting”; “ten year gifting”; Life Insurance, and “Monthly Giving” charitable donations. As of 31 Aug 2011, there was \$5880 in the Foundation Fund.

On behalf of the BC Provincial Committee, I would like to thank Sponsoring Committees for their timely submission of the Squadron Operating Assessments...this has been essential factor in the financial management of the BC cadet program. We look forward to your continued support for 2011/12

Jack Henwood  
Treasurer

The Directors  
Air Cadet League of Canada  
British Columbia Provincial Committee

We conducted a review of the Balance Sheet as at August 31, 2011 and the Statement of Income and Expense of the British Columbia Provincial Committee for the year ended August 31, 2011.

Our review consisted of selecting, on a test basis, invoices, bank statements and other documentation to ensure that the financial statements reflect an accurate representation of the financial position of the Society.

During the course of our review we did not discover any material items that would substantially affect the accounting records and accordingly we are in agreement with the Financial Statements as presented.

Respectfully Submitted  
The Audit Committee

*The Air Cadet League of Canada  
British Columbia Provincial Committee  
Balance Sheet as of 31 August 2011*

Schedule 1

**ASSETS**

**Current Assets:**

**Bank Accounts (Unrestricted)**

Chequing Accounts	\$4,820	
Savings Account	<u>\$71,166</u>	
Total Unrestricted Cash		\$75,986

**Dedicated Accounts (Restricted)**

Gaming Grant Account	(Note 1)	\$0	
Aircraft Replacement Fund Account	(Note 2)	\$91,576	
Business Centre Fund Account	(Note 3)	\$42,101	
Aviation Awards Fund Account	(Note 4)	\$2,763	
National Assessment Fund Account	(Note 5)	\$20,656	
National AGM 2016 Fund Account	(Note 6)	\$1,515	
Trust Fund Accounts (3)	(Note 7)	\$44,906	
Total Restricted Bank Accounts			<u>\$203,518</u>

Total Cash \$279,504

**Other Assets**

Accounts Receivable	\$1,700	
Prepaid Expenses	\$3,585	
HST Rebate Receivable	\$17,787	
Inventory - Glider Models/Long Service Medals	\$3,588	
Total Other Assets		\$26,661
Total Current Assets		<u>\$306,165</u>

**Fixed Assets**

L-19s and Gliders	(Note 8)	\$1	
Cessna C-FCGS	(Note 8)	\$1	
Cessna C-FTUG	(Note 8)	\$1	
Leasehold Improvements (Office)	(Note 8)	<u>\$75,476</u>	
Total Fixed Assets			\$75,479

**TOTAL ASSETS** \$381,643

**LIABILITIES**

**Current Liabilities**

Aviation Awards Reserve	(Note 4)	\$1,451	
National Funding Reserve	(Note 6)	\$20,623	
Aircraft Replacement Fund Reserve	(Note 2)	\$86,812	
Total Current Liabilities			\$108,886

**Long Term Liabilities**

National 2016 AGM Hosting Reserve	(Note 8)	\$1,500	
Trust Funds	(Note 7)	\$44,906	
Total Long Term Liabilities			\$46,406

**TOTAL LIABILITIES** \$155,291

**EQUITY**

**Capital**

Retained Earnings	\$178,898	
Current Earnings (1Sept-31Aug)	<u>\$47,454</u>	
Total Retained Earnings		<u>\$226,352</u>

**TOTAL EQUITY** \$226,352

\$381,643

**LIABILITIES AND EQUITY**

Director

*Thomas S. Hetherington*

Director

*Tina Kirkpatrick*

Tina Kirkpatrick (President)

**Notes to Balance Sheet 31 August 2011**

- Note 1** "Gaming Grant Account": See written report and Schedule 3 for detail
- Note 2** "Aircraft Replacement Fund Account" See written report and Schedule 3 for Fund detail
- Note 3** "Business Centre Fund Account" See written report and Schedule 3 for Fund detail
- Note 4** "Aviation Awards Fund Account" is for donations specific for flying awards such as "Glider Pilot Training Achievement Award" (see Aviation report) , "Bill Batchelor CFTA" and the "Harry Astoria Glider Pilot CFTA)"
- Note 5** "National Assessment Fund Account" See written report and Schedule 3 for Fund detail
- Note 6** "National 2016 AGM Fund Account"  
BC Committee will be "hosting" 2016 National AGM. Effective 2009/10, an annual budgeted amount of \$1500-\$2500 will be placed into this account to accumulate a "Reserve" fund to offset the 2016 cost
- Note 7** Trust Funds:
- <sup>1</sup> "Philip H Stevens-Guille Bursary". This bursary was funded by the estate of S/L Philip Henry Stevens-Guille. The Principal to be held in Trust with annual interest allocated to aviation Flying awards (Value as at 31 Aug: \$22,370)
  - <sup>2</sup> The "Thunderbird Fund" was established through a donation by Mr. Norman McSween, retired Airline Pilot and an x-cadet of the "103 Thunderbird Squadron" of North Van. The fund was established for the benefit of cadets of the 103 Sqn but administered on their behalf by BCPC. (Value as at 31 Aug: \$10,857)
  - <sup>3</sup> The "Jim Campbell Cadet Music Trust" was established to provide support for the BC Provincial Tri-Service cadet music program. The Trust Fund was Transferred from Vancouver Island Tattoo Society. BCPC has agreed to administer the Fund on behalf of the three cadet Leagues and is to provide monetary awards to the winners of Cadet Corps or Squadron band competitions held on Vancouver Island (Value as at 31 Aug: \$11,679)
- Note 8** The Tow aircraft & Gliders are recorded at nominal value of 1\$.  
Insured Value of Aircraft Assets are listed in Schedule 1(a)
- Note 9** "Capitalized" portion only for "Leasehold Improvements" (see Schedule 3 & 3(a) for detail)



**British Columbia Provincial Committee**  
**Asset Summary as of 22 August 2011**

**Schedule 1(a)**

**(A) Aircraft Inventory**

<u>Description</u>	<u>Registration</u>	<u>Acquisition Date</u>	<u>Insured Value</u>	<u>Total</u>
<u>Tow Aircraft</u>				
Cessna L-19 A Single Eng/2 seats	C-GRGS	1992	\$110,000	
Cessna L-19 A Single Eng/2 seats	C-GKNK	1978	\$110,000	
Cessna L-19 A Single Eng/2 seats	C-FTGF	1973	\$110,000	
Cessna L-19 A Single Eng/2 seats	C-FTAL	1989	\$110,000	
Cessna 182 Single Eng/4 seats	C-FCGS	2009	\$200,000	
Cessna 182 Single Eng/4 seats (Note 1)	C-FTUG	2011	\$75,000	
				\$715,000
<u>Gliders</u>				
Schweizer 2-33A Glider	C-GCLL	1975	\$20,000	
Schweizer 2-33A Glider	C-FJSN	1991	\$20,000	
Schweizer 2-33A Glider	C-GCLB	1984	\$20,000	
Schweizer 2-33A Glider	C-GFMB	1977	\$20,000	
Schweizer 2-33A Glider	C-GLIT	1981	\$20,000	
Schweizer 2-33A Glider	C-GQRT	1982	\$20,000	
Schweizer 2-33A Glider	C-FXGX	1999	\$20,000	
Schweizer 2-33A Glider	C-GDXR	2001	\$20,000	
Schweizer 2-33A Glider	C-FABQ	2001	\$20,000	
Schweizer 2-33A Glider	C-GCLY	1989	\$20,000	
Schweizer 2-33A Glider	C-FWMT	2003	\$20,000	
Schweizer 2-33A Glider	C-FCLK	2007	\$20,000	
				\$240,000
Total Insured Value of aircraft				\$955,000
<u>Office</u>				
Leasehold Improvements				\$150,000
Office Contents				\$35,000
Total Asset Insured Replacement Value				\$1,140,000

Note 1: C-FTUG on "Ground coverage" only- undergoing refurbishment at Victoria Air Maintenance  
 Estimated Date for completion November 2011. Coverage increase to \$200,000 after completion

**The Air Cadet League of Canada, BC Provincial Committee**  
**Operating Statement as at 31 August 2011**  
**(With Comparison to Budget)**

Schedule 2

	Actual to 31-Aug-11	Budget 2010-11	Variance (under)	
<b><u>REVENUE</u></b>				
# <b><u>Income</u></b>				
1 Squadron Assessments	\$319,620	\$319,600	\$20	
2 Gaming Commission Grant	\$39,000	\$39,000	\$0	
3 Donations (Regular)	\$7,617	\$5,000	\$2,617	
4 Business Centre Donations ("1 in a 1000")	\$19,980	\$0	\$19,980	
5 Miscellaneous Revenue	\$0	\$200	(\$200)	
6 Interest Income	\$6,892	\$3,500	\$3,392	
7 Continuation Flying Awards Donations	\$863	\$500	\$363	
	-----	-----	-----	
<b>TOTAL REVENUE</b>	<b>\$393,972</b>	<b>\$367,800</b>	<b>\$26,172</b>	(Favourable)
<b><u>EXPENSE</u></b>				
<b><u>Administration</u></b>				
8 Bank Charges/Visa/MasterCard	\$1,013	\$800	\$213	
9 Insurance - Office contents	\$569	\$450	\$119	
10 Telephone/internet/WEB	\$5,470	\$5,000	\$470	
11 Legal Expense	\$19,132	\$21,000	(\$1,868)	
12 Office: (supplies, postage, equipment)	\$5,559	\$10,500	(\$4,941)	
13 Wages/Benefits: C Adm O/Assistant	\$60,528	\$58,500	\$2,028	
14 Office File Storage	\$1,618	\$2,000	(\$382)	
15 Business Center Renovations	\$18,851	\$18,000	\$851	
16 Business Center Fund Raising	\$2,871	\$0	\$2,871	
	-----	-----	-----	
<b>Total Office Admin</b>	<b>\$115,609</b>	<b>\$116,250</b>	<b>(\$641)</b>	(Favourable)
<b><u>League Activities</u></b>				
17 Exec/Directors Meetings/Misc	\$1,940	\$2,000	(\$60)	
18 League Rep/Member Travel	\$32,259	\$45,000	(\$12,741)	
19 Wing Travel/Meetings (8 Wings)	\$2,947	\$5,000	(\$2,053)	
20 Provincial AGM (Kamloops)	\$9,396	\$11,000	(\$1,604)	(Note 1)
21 National: AGM/SAGM	\$11,122	\$12,000	(\$878)	
22 National Assessment Fee Funding	\$31,960	\$31,960	\$0	
	-----	-----	-----	
<b>Total League Activities</b>	<b>\$89,624</b>	<b>\$106,960</b>	<b>(\$17,336)</b>	(Favourable)

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....page 2 - Operating Statement

	Actual to <u>31-Aug-11</u>	Budget <u>2010-11</u>	Variance <u>(under)</u>	
<b><u>Program Activities</u></b>				
23 Cadet Selection/Review Boards	\$9,067	\$6,500	\$2,567	
24 Competitions/Special Events	\$337	\$1,000	(\$663)	
25 Trophies & Awards	\$2,915	\$2,500	\$415	
26 Promotion & Recruiting	\$2,003	\$1,500	\$503	
27 Effective Speaking Program	\$10,123	\$9,000	\$1,123	
28 Scholarship: Continuation Flying	\$1,000	\$1,000	\$0	
29 Aircraft Insurance	\$3,409	\$0	\$3,409	
30 Aircraft Maintenance & Parts	\$72,432	\$61,000	\$11,432	
31 \$40M/yr Aircraft Replacement Fund	\$40,000	\$40,000	\$0	
	-----	-----	-----	
<b>Total Program Activities</b>	<b>\$141,285</b>	<b>\$122,500</b>	<b>\$18,785</b>	(Unfavourable)
	-----	-----	-----	
<b>TOTAL EXPENSE</b>	<b>\$346,518</b>	<b>\$345,710</b>	<b>\$808</b>	(Unfavourable)
	-----	-----	-----	
<b>NET OPERATING INCOME</b>	<b>\$47,454</b>	<b>\$22,090</b>	<b>\$25,364</b>	(Favourable)

\*\*\*\*\*

Note 1 **Provincial 2010 AGM (October 2010)**

**Revenues**

Registration fees	\$27,153
Fee refunds	<u>(\$415)</u>
<b>Sub total</b>	<b>\$26,738</b>

**Venue Costs**

**(For Setting Registration Fee)**

Meeting Rooms/Catering	(\$26,718)	
<b>Net Revenue</b>		<b>\$20</b>

**Other Costs:**

**(For setting Budget)**

Prizes/supplies/misc	(\$2,949)	
League Reps/Execs/Directors/Guests	<u>(\$6,467)</u>	
		<u>(\$9,416)</u>

**Net Total Cash Cost**

(\$9,396)

**2010/11 Budget**

\$11,000

**Actual vs. Budget** (Favourable)

\$1,604

**Restricted (Dedicated) Fund Accounts Synopsis**

Schedule 3

**A. Gaming Grant Account**

<u>Source of Funds:</u>		<u>Effective Speaking</u>	<u>Flying Program</u>
Grant Rec'd 21 Dec 2010	\$39,000		
<b>Total Available</b>	<b>\$39,000</b>	<b>\$4,000</b>	<b>\$34,940</b>
 <u>Application of Funds</u>			
Bank Charges	(\$60)		
Wing/Provincial ES Competitions	(\$4,000)	(\$4,000)	
Tow Fleet Renewal Project (Refurb #2 C-FTUG)	(\$6,665)		(\$6,665)
Tow Fleet Renewal Project (Refurb #2 C-FTUG)	(\$1,177)		(\$1,177)
Tow Fleet Renewal Project (Refurb #2 C-FTUG)	(\$27,098)		(\$27,098)
<b>Balance 31 Aug</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**B. Aircraft Replacement Fund (ARF)**

	<u>2009/10</u>	<u>2010/11</u>	<u>Projected 2011/12</u>
<u>Source of Funds:</u>			
\$40M/yr Budgeted Amount @ \$10/cdt	\$40,000	\$40,000	\$40,000
<b>Fwd from previous year</b>	<b>\$0</b>	<b>\$59,500</b>	<b>\$91,576</b>
Allocated from "Aircraft Maintenance" budget	\$19,500		
Aircraft Insurance claim proceeds C-FTGF		\$109,500	
2011/12 Maintenance Budget			\$95,000
Sale of L-19 C-FTGA to Atlantic Region		\$3,000	\$29,000
Bank Interest		\$1,548	
Estimated HST Rebates			\$9,000
<b>Total Available</b>	<b>\$59,500</b>	<b>\$213,548</b>	<b>\$264,576</b>
<u>Application of Funds</u>			
Applied to purchase of Cessna 182 #1 C-FCGS			
Purchase of Cessna 182 #2: C-FTUG		(\$64,622)	
Engine and Prop Cessna 182 #2: C-FTUG		(\$54,850)	
Balance of Refurbish C-182 #2 C-FTUG (Est)			(\$98,000)
Purchase of C-182 #3 (Est)		(\$2,500)	(\$71,000)
Purchase Engine/Prop C-182 #3 (Est)			(\$60,000)
2 mths Refurbish C-182 #3 (Est)			(\$46,000)
<b>Total Expenses</b>	<b>\$0</b>	<b>(\$121,972)</b>	<b>(\$275,000)</b>
<b>Balance at year end</b>	<b>\$59,500</b>	<b>\$91,576</b>	<b>(\$10,424)</b>

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<b>C. <u>National Funding Account</u></b>		<b>Projected</b>	
	<b><u>2009/10</u></b>	<b><u>2010/11</u></b>	<b><u>2011/12</u></b>
<b><u>Source of Funds:</u></b>			
Annual Budgeted amount @\$10/cdt	\$31,000	\$31,960	\$33,800
Fwd from previous year	<u>\$25,138</u>	<u>\$25,248</u>	<u>\$20,621</u>
<b>Total Available</b>	<b>\$56,138</b>	<b>\$57,208</b>	<b>\$54,421</b>
<b><u>Application of Funds</u></b>			
National Website up-grade contribution			
National Legal Fund Contribution			
National Website up-grade contribution			
2010 National Assessment (3110x\$9.25 Per cdt)	(\$28,768)		
2011 National Assessment (3190x\$10.00 Per cdt)		(\$31,960)	
2012 National Assessment (3388x\$10/cdt)			(\$33,800)
BCPC Paid: Governor's Travel , Accom, Reg fee	(\$2,122)	(\$4,627)	(\$4,000)
<b>Total Payments for year</b>	<b>(\$30,890)</b>	<b>(\$36,587)</b>	<b>(\$37,800)</b>
<b>Balance at year end</b>	<b><u>\$25,248</u></b>	<b><u>\$20,621</u></b>	<b><u>\$16,621</u></b>
<b>D. <u>Business Centre Office Fund Account</u></b>		<b>Projected</b>	
	<b><u>2010/11</u></b>	<b><u>2011/12</u></b>	<b><u>Totals</u></b>
<b><u>(Lease Hold Improvements)</u></b>			
<b><u>Source of Funds</u></b>			
Cash Reserves (Director's Resolution)	\$100,000		\$100,000
Donations "1 in a 1000"(net of promo)	\$18,800		\$18,800
From 2010/11 Budget	\$18,550		\$18,550
HST Rebates		\$8,800	\$8,800
From 2011/12 Budget		\$5,495	\$5,495
Bank Interest	\$697		
<b>Carry Forward</b>	<b>\$0</b>	<b><u>\$42,100</u></b>	
<b>Balance Available</b>	<b>\$138,047</b>	<b>\$56,395</b>	<b>\$151,645</b>
<b><u>Application of Funds (Incl HST)</u></b>		<b><u>Total (HST In)</u></b>	
Office Design & Muni Permits	(\$7,868)		(\$7,868)
Construction	(\$56,380)	(\$50,810)	(\$107,190)
IT Systems	(\$15,126)	(\$1,600)	(\$16,726)
Sewage System	(\$14,105)	(\$1,000)	(\$15,105)
Security System	(\$2,468)		(\$2,468)
Signage		(\$2,985)	(\$2,985)
<b>Total Application of Funds</b>	<b><u>(\$95,947)</u></b>	<b><u>(\$56,395)</u></b>	<b><u>(\$152,342)</u></b>
<b>Account Balance</b>	<b><u>\$42,100</u></b>	<b><u>\$0</u></b>	



**BUSINESS CENTRE OFFICE (Boundary Bay Airport)**

Schedule 3(a)

**A Leasehold Improvements (BCPC Investment)**

<u>Activity</u>	<u>Cost</u>	<u>HST</u>	<u>Total</u>	<u>HST Rebate</u>	<u>Net Cost</u>
Office Design	\$7,232	\$636	\$7,868	\$344	\$7,524
Construction	\$95,706	\$11,484	\$107,190	\$6,211	\$100,979
Sewage System	\$13,487	\$1,618	\$15,105	\$875	\$14,230
Internet/Tech	\$14,934	\$1,792	\$16,726	\$969	\$15,757
Security System	\$2,204	\$264	\$2,468	\$143	\$2,325
Signage	\$2,665	\$320	\$2,985	\$173	\$2,812
<b>Total all</b>	<b><u>\$136,228</u></b>	<b><u>\$16,114</u></b>	<b><u>\$152,342</u></b>	<b><u>\$8,715</u></b>	<b><u>\$143,627</u></b>

**B Leasehold Improvements Summary**

	<u>HST Amt</u>	<u>Est Rebate</u>	
<b>Total Cost Incl HST</b>			<b>\$152,342</b>
<b>GST</b>	<b>\$6,801</b>	<b>\$3,401</b>	
<b>Prov</b>	<b><u>\$9,521</u></b>	<b><u>\$5,427</u></b>	
<b>Total HST</b>	<b>\$16,322</b>	<b>\$8,828</b>	<b><u>(\$8,828)</u></b>
 <b>Net Estimated Cost of Leasehold Improvements</b>			<b>\$143,514</b>
		<b>Rounded</b>	<b><u>\$145,000</u></b>

**C Business Centre Operation****Lease Agreement (Alpha Aviation)**

<u>Alpha Lease Year</u>	<u>Cost Per sq ft (1769 ft<sup>2</sup>)</u>	<u>Cost/year</u>	<u>HST</u>	<u>Total Cost</u>	<u>HST Rebate</u>	<u>Net Cost</u>	<u>Net Cost per Mth</u>
<u>1 Jun-31 May</u>							
1	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0
2	\$2.50	\$4,422	\$531	\$4,953	\$287	<b>\$4,666</b>	<b>\$389</b>
3	\$3.50	\$6,192	\$743	\$6,935	\$402	<b>\$6,533</b>	<b>\$544</b>
4	\$4.00	\$7,040	\$845	\$7,885	\$456	<b>\$7,429</b>	<b>\$619</b>
5	\$4.50	\$7,960	\$955	\$8,915	\$516	<b>\$8,399</b>	<b>\$700</b>
6	\$5.00	\$8,845	\$1,061	\$9,906	\$574	<b>\$9,332</b>	<b>\$778</b>
7	\$5.50	\$9,730	\$1,168	\$10,898	\$632	<b>\$10,266</b>	<b>\$855</b>
8	\$6.00	\$10,614	\$1,274	\$11,888	\$690	<b>\$11,198</b>	<b>\$933</b>
9	\$6.50	\$11,499	\$1,380	\$12,879	\$746	<b>\$12,133</b>	<b>\$1,011</b>
10	\$7.00	\$12,383	\$1,486	\$13,869	\$804	<b>\$13,065</b>	<b>\$1,089</b>
 <b>Avg 10 yrs</b>	<b>\$4.45/ft<sup>2</sup></b>	<b>\$7869/yr</b>				<b>\$8300/yr</b>	<b>\$692/mth</b>
		<b>\$656/mth</b>					

**D    Business Center Annual (1 Sept-31 Aug) 5 yr Operating Cost Estimates**

	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
<b><u>Lease:</u></b>					
1 Sept-31 May	\$0	\$3,499	\$4,900	\$5,572	\$6,299
1 June-31 Aug	<u>\$1,166</u>	<u>\$1,633</u>	<u>\$1,857</u>	<u>\$2,100</u>	<u>\$2,333</u>
<b>Net Lease</b>	<b>\$1,166</b>	<b>\$5,132</b>	<b>\$6,757</b>	<b>\$7,671</b>	<b>\$8,633</b>
<b><u>Est Costs:</u></b>					
Muni Tax	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Hydro	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Insurance	\$525	\$525	\$525	\$525	\$525
Security	\$45	\$45	\$45	\$45	\$45
Sewage	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
<b>Sub total</b>	<b>\$6,236</b>	<b>\$10,202</b>	<b>\$11,827</b>	<b>\$12,741</b>	<b>\$13,703</b>
<b>Off-sets</b>	<b>(\$1,200)</b>	<b>(\$1,800)</b>	<b>(\$2,400)</b>	<b>(\$2,400)</b>	<b>(\$2,400)</b>
<b>(DND &amp; other)</b>					
<b>Est Total cost</b>	<b><u>\$5,036</u></b>	<b><u>\$8,402</u></b>	<b><u>\$9,427</u></b>	<b><u>\$10,341</u></b>	<b><u>\$11,303</u></b>

**E    Is the \$145,000 Leasehold improvements a good investment?**

<u>Lease/Rental Advantage</u>	<u>Sq ft rate</u>	<u>Sq ft**</u>	<u>Per Year</u>	<u>Per Month</u>	<u>10 Yr (120 mths)</u>
<b>Commercial Lease Rate</b>	<b>\$15.35</b>	<b>1952</b>	<b>\$29,963</b>	<b>\$2,497</b>	<b>\$299,632</b>
(Avg 10 yr Market rate)					
<b>BCPC Lease costs</b>	<b>\$4.45</b>	<b>1769</b>	<b>\$7,872</b>	<b>\$656</b>	<b><u>\$78,721</u></b>
(Avg 10 yr )					
<b>BCPC Lease/Rent advantage</b>				<b>\$1,841</b>	<b><u>\$220,912</u></b>
				Rounded	<b><u>\$221,000</u></b>
<b>Lease Advantage over 10 yrs</b>	<b>\$221,000</b>				
Discount rate	<b>2.5%</b>				
Period	<b>10 yrs</b>				
<b>Present Value.....</b>		<b><u>\$173,000</u></b>	<b>(value of \$221,000 Lease/rental savings in 10 yrs in present day \$)</b>		
<b>For an investment of.....</b>		<b><u>\$145,000</u></b>			

\*\* Actual Square Footage is 1952 sqft. Alpha added an additional 180 sq ft space subsequent to Lease Agreement at no extra charge, We pay on 1769 Sqft

**Tow Fleet Renewal Program****Schedule 3(b)****Source of Funds:**

2010/11 Gaming Grant Funds	\$34,940
2010/11 a/c Maintce Budget	\$4,593
Cash Reserves	\$4,608

**Aircraft Replacement Fund (ARF):**

L-19 C-FTGF Insurance Claim	\$109,500	
2009/10 \$40M/yr "New a/c Funding"	\$40,000	
Balance 2009/10 a/c Maintce Budget	\$19,500	
2010/11 \$40M/yr new a/c funding	\$40,000	
Interest on Account	\$1,640	
Deposit on L-19 sale (Atlantic Prov)	\$3,000	
Total source from ARF Fund	\$213,640	
<b>Total Sources</b>		<b><u>\$257,781</u></b>

**Application of Funds**

Purchase of a/c #2: C-FTUG (incl import/broker fee)	(\$69,322)	
New Engine & Prop for C-FTUG	(\$54,851)	
Mods and Refurbishment C-FTUG	(\$39,532)	
Deposit on Cessna a/c #3	(\$2,500)	
Total expended to 31 Aug' 11		<b><u>(\$166,205)</u></b>
Carry forward to 2011/12		<b><u>\$91,576</u></b>

**Projection 2011/12****Fund Source Sept '11- Aug'12**

Carry forward from 2010/11		<b><u>\$91,576</u></b>
Est HST Rebates	\$9,000	
Balance of L-19 sale (Atlantic)	\$29,000	
\$40M/yr "New a/c Funding"	\$40,000	
2011/12 a/c Maintce Budget	\$95,000	
<b>Sub Total</b>		<b><u>\$173,000</u></b>
<b>Total funding Available</b>		<b><u>\$264,576</u></b>

**Application of funds: Sept '11- Aug'12**

Balance to Purchase a/c #3	(\$71,000)	
New Engine & Prop a/c #3	(\$60,000)	
Balance of Mods and Refurb C-FTUG	(\$98,000)	
Mods and Refurb of a/c #3 (2 mths)	(\$46,000)	
Total expended to 31 Aug' 12		<b><u>(\$275,000)</u></b>
Carry forward to 2012/13		<b><u>(\$10,424)</u></b>

**Acquisition of a/c #2 C-FTUG - "The Bottom Line":**

Aircraft Purchase	\$69,000
New Engine & Prop	\$55,000
Mods and Refurbishment	\$138,000
	<b><u>\$262,000</u></b>
Insurance claim off-set	<b><u>(\$109,500)</u></b>
<b>Net cost to BCPC(approx)</b>	<b><u>\$152,500</u></b>

# Cash Budget : 2011/12

Schedule 4

		<u>Actual</u> <u>2009/10</u>	<u>Actual</u> <u>2010/11</u>	<u>Budget</u> <u>2011/12</u>	
<b><u>REVENUES:</u></b>					
	<u>Assessment Fee/cdt</u>	\$100	\$100	\$100	
#	<u>Cadet Eff Strength</u>	<u>3110</u>	<u>3196</u>	<u>3388</u>	(Note 1)
1	Squadron Assessment	\$311,200	\$319,620	\$338,800	
2	Gaming Grant Income	\$39,000	\$39,000	\$0	(Note 2)
3	Donations	\$7,941	\$7,617	\$7,000	
4	Business Centre "1 in a 1000" Donations	\$0	\$19,980	\$0	
5	Interest Income	\$4,116	\$6,892	\$4,000	
6	Continuation Flying Awards Donations	\$818	\$863	\$500	
7	GST/HST Rebates	\$8,004	\$7,470	\$17,000	(Note 3)
		-----	-----	-----	
	<b>Total Revenues</b>	<b>\$371,079</b>	<b>\$401,442</b>	<b>\$367,300</b>	
<b><u>EXPENSES</u></b>					
<b><u>Administration</u></b>					
8	Bank/Visa/MasterCard Charges	\$803	\$1,013	\$950	
9	Insurance - Office Contents	\$425	\$569	\$600	
10	Telephone/Fax/Internet/Web	\$3,251	\$5,470	\$5,500	
11	Legal Services	\$22,517	\$19,132	\$23,000	
12	Office Expense( postage/supplies etc)	\$4,422	\$4,828	\$4,829	
13	Office Equip Maint & Purchase	\$5,283	\$730	\$3,000	
14	Wages/Benefits: CAdminO/Assistant	\$54,399	\$60,528	\$62,000	
15	Business Centre Operation	\$3,067	\$4,488	\$6,000	
16	Business Center Leasehold Improvements	\$0	\$18,851	\$10,000	
		-----	-----	-----	
	<b>Total Administration</b>	<b>\$94,167</b>	<b>\$115,609</b>	<b>\$115,879</b>	
<b><u>League Activities</u></b>					
17	Insurance - D & O Liability	\$3,578	\$0	\$0	(Note 4)
18	Exec/Directors Meetings/Misc	\$1,312	\$1,940	\$2,000	
19	League member Travel	\$40,809	\$32,259	\$35,000	
20	Wing Meetings (8 wings)	\$2,267	\$2,947	\$3,000	
21	Provincial AGM (Kamloops)	\$9,980	\$9,396	\$11,000	
22	National ACL: AGM/SAGM	\$9,859	\$11,122	\$13,000	
23	National Assessment Fee Funding	\$30,889	\$31,960	\$33,880	
		-----	-----	-----	
	<b>Total League Activities</b>	<b>\$98,694</b>	<b>\$89,623</b>	<b>\$97,880</b>	

**Budget 2011/12**

	<i><u>Actual</u></i> <i><u>2009/10</u></i>	<i><u>Actual</u></i> <i><u>2010/11</u></i>	<i><u>Budget</u></i> <i><u>2011/12</u></i>
<b><u>Program Activities</u></b>			
24 Cadet Scholarship Selection Boards	\$5,859	\$9,067	\$9,000
25 Insurance Liability- cadets	\$8,398	\$0	\$0 (Note 4)
26 Parades/Special Events/Competitions	\$238	\$337	\$500
27 Trophies & Awards	\$3,356	\$2,915	\$2,500
28 Public Relations/Recruiting	\$0	\$2,003	\$1,000
29 Effective Speaking Program	\$6,988	\$10,123	\$10,000
30 Continuation Flying Awards (CFTAs)	\$3,349	\$1,000	\$1,000
31 Aircraft Insurance	\$0	\$3,409	\$5,000
32 Aircraft Maintenance & Parts	\$57,611	\$72,432	\$95,000
33 \$40M/yr Aircraft Replacement Funding	\$40,000	\$40,000	\$40,000
	-----	-----	-----
<b>Total Program Activities</b>	<b>\$125,799</b>	<b>\$141,285</b>	<b>\$164,000</b>
	-----	-----	-----
<b>Total Cash Expenses</b>	<b>\$318,659</b>	<b>\$346,518</b>	<b>\$377,759</b>
	-----	-----	-----
<b>NET CASH REVENUE</b>	<b><u>\$52,420</u></b>	<b><u>\$54,924</u></b>	<b><u>(\$10,459)</u></b>
			<b><u>\$76,000</u></b>
			<b><u>\$65,500</u></b>

Note 1 Source: DND "Fortress" Effective Cadet Strength as of 31 March

Note 2 New application for Gaming Grant 2011/12 will be required. Approval is not assured

Note 3 With the recent rescinding of HST, rebates will be subject to the Feds honoring our claim

Note 4 Expense now paid by National HQ as part of annual National Assessment fee



# EFFECTIVE SPEAKING COORDINATOR'S REPORT

*Terri Slater*



This year we have had a very successful Effective Speaking program in British Columbia. Of the reporting squadrons we have 37 squadrons and 214 cadets involved in the program. This year, Sgt Kieran Wilson from 89 Pacific, Victoria came home with the Silver medal from the National Effective Speaking Competition in Moncton, New Brunswick.

At the National Meetings held in June, there have been several changes that will impact the coming year's program.

- Speakers must speak in either English or French or a combination of both and continue to speak in the chosen format throughout all levels of competition.
- The Speaker Application form has been changed to indicate that the speech will be in English, French or a combination of both.
- The application must be received by the competition organizer a minimum of four weeks prior to the first level of competition.

This will have a large impact on the competitions if a cadet chooses to do a combination of languages. The utmost effort must be made to find three bilingual judges. If that becomes impossible, the cadet will be asked to speak in the language of the judges. Any difficulties are to be referred to the Wing Chair and the Provincial Effective Speaking coordinator. As well, an evaluator is suggested to be used at all competitions.



The Evaluation sheets are returned to the cadet at the end of the competitions so that the suggestions can be used to improve their speeches.

The Excel scoring System is being widely used and is working well. It is being used at the Provincial and National competitions. Any competition organizer who wishes to use the program, please contact the Provincial office for a copy. Timing lights are being used at the Wing, Provincial and National Competitions. The BC committee has two sets of lights that can be borrowed by the squadrons.

## Topics For The National Effective Speaking Competition 2012

1. The British Commonwealth Air Training Plan and What It Means to Canadian Aviation Today.
2. Using Cadet Leadership to Improve Your Community Environment.
3. Canada's Contributions to the International Space Program.
4. 70 Years of Air Cadets.
5. My Greatest Air Cadet Achievement.
6. Why Is Giving Back to the Community Important?
7. What Leadership Skills Acquired in the Air Cadet Program Have Affected My Life and Future?
8. Social Media - Its Impact on Air Cadets.

DVD's of the 2011 Provincial Effective Speaking competition will be available by request.

Terri Slater,  
BC Effective Speaking coordinator

# AVIATION/AEROSPACE COORDINATOR

*Norm Lovitt*



## Introduction

The Provincial Aviation /Aerospace Committee is responsible for managing the BCPC's aviation resources and facilitating the development of cadet programs between the Regional Cadet Support Unit (RCSU) and our Aerospace Industry partners.

Norm Lovitt is the Aviation/Aerospace Coordinator and Jack Henwood and Chris Tuck are committee members.

Provincial Aviation Coordinator - although responsible to the President of BCPC, the Aviation Coordinator works within the guidelines and policies as set out by the National Flying Committee (NFC). All Provinces have representation on the NFC. The Department of National Defence (DND) is represented by the National Cadet Aviation Operations Office, and the National Technical Authority. The NFC, under the guidance of Chair, John Walker, is responsible for making recommendations to the National Board of Governors in matters dealing with the Air Cadet Flying Program. Formal meetings of the NFC were held in conjunction with the November, 2010 Semi-Annual General Meeting (SAGM) in Ottawa, and again at the National Annual General Meeting (AGM) in Moncton NB, June 2011.

Provincial Aerospace Coordinator – is responsible to the President of BCPC for developing and promoting a partnership between the BCPC, RCSU and our Aerospace Industry partners. The main objective of this partnership is to obtain the direct involvement of the provincial aerospace industry in contributing their industrial expertise and resources to broaden and enrich the Air Cadet aerospace programs. The Aerospace Coordinator provides the League Industrial Partnership Committee (LIP) with periodic updates on a semi-annual basis at both the AGM and SAGM.

## Aviation

Tow Fleet Renewal Program – After the loss of C-FTGF the aviation committee and RGS staff in Sept began the process of selecting a replacement tow aircraft by completing a Tow Aircraft Replacement for Pacific Region-Options Assessment Paper which included both an operational and cost benefit analysis of available tow aircraft on the market. The paper established that the modified Cessna 182 with its greater utility for deploying/recovering crews and gliders to/from remote mountainous glider sites, larger passenger capacity for familiarization flying and guaranteed long term availability of both airframe and engine parts was the only aircraft that clearly meet all of Pacific Region's unique operational requirements. Consequently, the Flying Committee/Pac Region selected the Cessna 182 as the replacement aircraft for C-FTGF and drafted a proposal that recommended the BCPC approve a five year plan to replace all our L-19 Tow Fleet with heavily modified Cessna182. In Nov, the BCPC Executive Committee formally approved the Tow Fleet Renewal Project which was subsequently approved by both DCdts and Air Command.

A Joint Operational Implementation Working Group (JOIWG) comprised of members from RCA Ops (Pac) and ACL / BCPC was then formed to develop and manage the Tow Fleet Renewal Master Implementation Plan (MIP). The JOIWG completed the MIP and submitted it to the CO of the RCSU and BCPC President for approval in late March. After the MIP was approved the working group embarked on two concurrent activities. The first was to commence an aircraft market search to identify and purchase a suitable Cessna 182. The second was to invite three aircraft maintenance/overhaul companies to bid on the work required to complete the Cessna 182 Refurbishment Program outlined in the MIP. In May based on the recommendation of the JOIWG, the BCPC purchased a 182 from a dealer in Olympia, Washington. Also in May,

the bidding process was completed with the selection of the winning bid by Victoria Air Maintenance, Victoria Airport.

On June 6, Jack Henwood and Norm Lovitt signed a contract with Mike Ingram President of Victoria Air Maintenance for the Cessna 182 Refurbishment Program and C-FTUG (our recently registered 182) entered the program with an expected completion date of Nov, 2011.

Additionally, at the Moncton National AGM in June a Purchase Agreement was signed by the Atlantic Aviation Council (PEI New Brunswick and Nova Scotia) and the BCPC for the sale of L-19 C-FTGA to the Atlantic Region on 1 Nov 2011. The sale is the result of lengthy negotiations between BCPC, DND and Atlantic Region which resulted in DND augmenting Atlantic purchase price by injecting additional money into the Cessna 182 Refurbishment Program so that the BCPC received the equivalent of the appraised market value for C-FTGA. (Financial details of the aircraft purchase and sale are included in the Treasure's Report)

Glider Pilot Training Achievement Awards Program (GPTAA) – The aim of this program, which is carried out in March Spring Break at Comox, is to foster the retention of more cadet glider pilots in the flying program by recognizing their achievement in glider pilot qualification upgrades. Cadets are awarded a suitable certificate, a flying suit badge and a cash benefit, which can be used at their discretion to compensate for out-of-pocket expenses or for advanced gliding training program. Again at this year's spring camp, the GPTAA has helped to motivate and retain glider pilots in the program with a total of 7 cadets receiving an award for achieving front and/or rear seat qualification up-grades.

Approximately 80 flying qualification upgrades have been awarded since program was initiated in 2006/07. As a result of the continued success of the BC GPTAA most regions have now implemented similar achievement award programs for their glider pilots.

Winch Modernization – The second winch was delivered to Comox in early Feb. Regrettably, both winches have been experiencing a series of mechanical problems and have required a number of repairs and modification which are being completed under warranty by the manufacturer. Consequently, the schedule for winch training and qualifications has been significantly delayed and its programmed deployment is currently under review.

## **Aerospace**

Canadian Air Maintenance Council (CAMC) and Air Transport Association of Canada (ATAC) AGMs - Both CAMC and ATAC held their National AGMs in Vancouver in Oct and Nov 2010, respectively, and extended an invitation for a limited number of senior Cadets to attend. Our past president, Tom Holland with the support Maj Deck organized the cadets and attended both events. Both AGMs were well attended by members of the aerospace (CAMC) and aviation (ATAC) industries and provided the cadets a unique experience of attending various workshops and learn about the myriad of career opportunities available in the aerospace/aviation industries. Additionally, Tom was invited to be the key note speaker at one of the CAMC workshops. \_

British Columbia Aviation Council (BCAC) – After a year of unsuccessfully trying to re-establish a relationship with AIABC the Aviation Committee entered discussions with the BCAC regarding the mutual benefits of a possible partnership. It became clear that the BCAC offered the opportunity for the BCPC to be accepted as a member of an aerospace/aviation association with an organizational philosophy that provided greater access to their membership. Consequently, in Mar the Executive Committee approved a recommendation from Aviation Committee that the BCPC take out a corporate membership with the BCAC.

BCIT Recognizes the Value of Air Cadet Air Maintenance Training – In Feb a meeting was arranged with the Associate Dean of BCIT Aerospace Faculty and the chairman of BCAC to discuss the Air Cadet Aerospace Training Programs and mutually beneficial ways to

support it. The meeting has resulted in BCIT giving greater visibility of the Air Cadet Program by acknowledging the value of the training air cadets receive on their Aerospace AME Engineer Website <http://www.bcit.ca/study/programs/1010dipts#entry> with the statement “ *Courses in aircraft maintenance offered by the Air Cadets are helpful in preparing students for the (AME) program*”. Also the BCPC agreed to promote BCIT’s ‘Student for a Day Program’ by providing cadets/parents direct access for to the BCIT information/application webpage by establishing a hyper-link <http://www.bcit.ca/spendaday/> on the BCPC website.

Graduation Transition Work Experience Programs - The work experience program has built on the success of our Aveos Program and been expanded to include two new Aerospace Industry partners, Conair at Abbotsford Airport and Victoria Air Maintenance at Victoria Airport. Consequently, this year we will have four work experience programs available to cadets in different geographic locations Comox Valley area, southern Vancouver Island, the Lower Mainland and the Fraser Valley. At the time of writing we have been in touch with the management of Kelowna Flightcraft and are hoping to open a dialogue with them in the near future. Parents and cadets can access the detailed guidelines and applications for each of the four programs on the League website.

Due to the successful experience and the positive response to the Aveos program DCdts has approved adjustments to the work experience program format that will allow cadet to attend as high school students. Consequent, under this new format CIC officer supervision of cadets at the work site is no longer required.

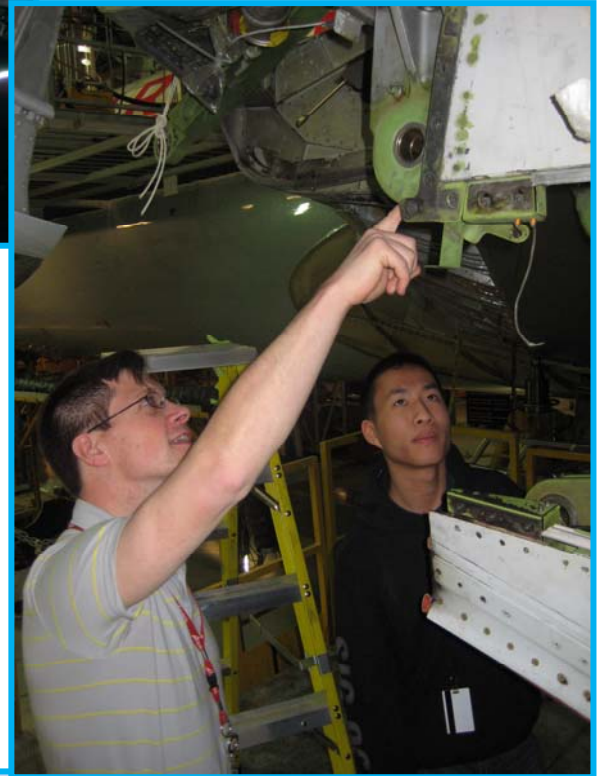
- Lower Mainland - Aveos program was successfully completed this year with 10 cadets from the Lower Mainland attending

4 one week serial during Jan-Feb. All the stakeholders (the cadets, the Aveos folks, the RCSU staff and the escorting CIC officers) were extremely pleased with the management and outcome of program. As a result plans are currently underway to repeat the program in Jan-Feb of 2011.

- Fraser Valley - Conair will be sponsoring a work experience program for cadets from the Fraser Valley at their maintenance facility at the Abbotsford Airport. The program consists of 2 one week serials of 4 cadets each (total of 8 cadets) sometime between Jan and Mar 2012.
- Comox Valley - RGS program is directed primarily for cadets within commuting distance of CFB Comox and will be conducted from October 2011 thru February 2012 with 1 cadet a month (total of 5 cadets) being accepted by RGS. Successful cadets will work at RGS for a period of 5 working days during which time they will work on the hangar floor under the direction of an aircraft maintenance engineer.
- Southern Vancouver Island – Victoria Air Maintenance recently agreed to sponsor a program in their facility at the Victoria Airport sometime in the Jan to Mar 2011. This is a new partnership and the details regarding the number of cadets and serial dates are still being negotiated.

Again this year has been a very busy one requiring many hours of hard work by a number of dedicated individuals to bring the Tow Fleet Renewal Program to fruition. It has been a team effort all the way. I would like to thank the members of the JOIWG, Jim Lowdon, John Calderwood, Norm Chalmers, Maj Keith Stewart and acknowledge the ‘heavy lifters’ Jack Henwood, Chris Tuck and LCol Tony Appels for their herculean effort.





AVEOS: Brian Kim (Above)  
Jeffrey Chow (Right)





## CHIEF ADMINISTRATIVE OFFICER REPORT



*Ilona Turra*  
*Chief Administrative Officer*



*Gail Rique*  
*Office Assistant*

Hello everyone! Congratulations to the Air Cadet League of Canada, British Columbia Provincial Committee on their 70<sup>th</sup> Anniversary!

### **BC Provincial Office Changes:**

It has been a busy year for the BC Provincial office. We have been working on all our usual tasks at the office however; it has been most exciting to watch the construction and completion of the new Business Centre. We are now officially moved in, settled and ready to start the new cadet training year. Be sure to check out the Virtual tour of the Business Centre on the website.

### **New Website**

The BC Provincial Committee has a new website. This website has been updated and is more user friendly. The website will now be maintained by the Provincial Office staff.

I encourage all SSC's to send me photos of activities in your Squadron as we will be posting these on the website. Please forward all "News Releases" of Squadron activities and community involvement. Check it out!  
[www.bc.aircadetleagueofcanada.bc.ca](http://www.bc.aircadetleagueofcanada.bc.ca)

### **Scholarship Applications**

The Air Cadet League Scholarship application deadline date for all Squadrons is **December 2**. This date worked out very well for BCPC, RCSU, Squadrons and Squadron Sponsoring Committees ensuring that all applications are in prior to the December holiday break.

**ALL Scholarship applications will now be sent to the ACL/ BC Provincial Committee office (address is on the website) The ACL Scholarships to be boarded in 2012 are:**

- International Air Cadet Exchange
- Power Pilot Scholarship
- Glider Pilot Scholarship
- AATC- Airport Operations
- AATC- Aircraft Maintenance
- Advance Aviation Aerospace
- Oshkosh Trip

### **SSC Compliance**

#### **BC Registry for Societies:**

The British Columbia *Society ACT* requires all incorporated societies to file required information about the Society with the Corporate Registry office.

These filings are:

- FORM 11-Annual Report (include AGM Minutes) ANNUALLY
- FORM 5 -Change of Address of Society (*only if address has changed*)
- FORM 7 – Change in Directors (only if directors change midyear)
- FORM 10 – Change in Constitution /Bylaws (only if change is made)
- *These are the key forms that must be completed ONLY if they apply with the exception of the FORM 11 which must be completed ANNUALLY>*

#### **ACL/ BC Provincial Committee:**

- 1) Payment of SSC Assessment Fee to Provincial Committee
- 2) Completion and submission of the ACC9
- 3) Completion and submission of Members of the Society
- 4) Registration and Screening of ALL Volunteers

#### **Society Annual General Meeting:**

A Society's annual general meeting (unless written otherwise in the Society's Constitution &

Bylaws) must be held within 6 months of the Society's year end, August 31. (Completed by Feb 28)

When the AGM is complete and the Directors have been elected, the secretary will need to complete the "Form 11" (Listing of Elected Directors). The FORM 11- Annual Report, along with a copy of the Society's AGM Minutes and a \$25.00 filing fee (cheque made payable to the *Ministry of Finance*) Form 11 and payment must be sent directly to:

Mary S. Stewart, Barrister and Solicitor  
280 – 12340 Horseshoe Way  
Richmond, BC V7A 4Z1

### **Society Membership**

Thank you to all SSC's for working with Gail Rique to assist in maintaining the accuracy of the Membership of the Society. Changes to membership, whether new members or resigning, changes to executive etc. need to be recorded in your minutes, and the minutes then submitted to the BC Provincial office.

### **ACC9's**

BC's submission rate to National was 100% again this year. Well done Treasurers! Saying that, we still have some work to do. Accurate and timely submission of ACC9's is improving but 27% were submitted after the deadline of October 31<sup>st</sup> with 20% being rejected requiring resubmission. This is a timely and frustrating exercise for all concerned. Should you require any assistance or have questions pertaining to the completion of the ACC9, please call or email the BCPC office so we can work together to get the rejection rate down to zero.

### **Volunteer Screening**

Screening is **not an option** for Volunteers, it is a requirement.

1. A Volunteer makes application to the Society for membership.
2. Screening package is handed to the Volunteer and completed.
3. A copy of the MEMBERSHIP Application to the Society and the entire Screening Package, including the Police Records Check/Vulnerable Sector Screening must be sent to the BC Provincial office for processing.

*(All necessary forms are available on the BCPC Website)*

Any questions may be forwarded your Squadron League Representative, Wing Chair or the BCPC office.

Thank you all for the great work you do as volunteers! Good luck in the 2011/2012 training year!



Chief Administrative Officer  
Air Cadet League of Canada  
British Columbia Provincial Committee  
#2-7630 Montreal Street, Delta BC V4K 0A7



## Lieutenant Colonel Maryse Carmichael, CD

Lieutenant Colonel Carmichael was born in Québec City, Québec in 1971. She began her career in aviation as an Air cadet from 1984 to 1988 as a member of 630 Squadron, in Beauport Québec. She enrolled in the Canadian Forces in 1990. On completion of pilot training in January 1994, she received her Wings at 15 Wing Moose Jaw, Saskatchewan. Lieutenant Colonel Carmichael was selected to remain in Moose Jaw as a Flying Instructor with 2 Canadian Forces Flying Training School (2 CFFTS), where she was awarded the A2 instructional category and served as the School Operations Officer and Standards Officer. She subsequently flew the Bombardier-Canadair CE-144 and CC-144 Challenger Aircraft with 434 Combat Support Squadron in Greenwood, Nova Scotia, and then with 412 Transport Squadron in Ottawa, Ontario, in the VIP transport role.

In November 2000, Lieutenant Colonel Carmichael was selected to fly the #3 position with 431 Air Demonstration Squadron, becoming the first female pilot to ever fly with the Snowbirds Aerobatic Team. Upon promotion to the rank of Major in 2001 and in her second year with 431 Squadron, Lieutenant Colonel Carmichael served as the team's Executive Officer. In 2003, she was posted to 3 Wing Bagotville to serve as the Deputy Wing Operations Officer mainly supporting the Fighter Force in their role in Operation Noble Eagle, defending North America against possible air threats. Lieutenant Colonel Carmichael returned to flying in 2007, this time on the CC-130 Hercules, flying Tactical Transport with 436 Transport Squadron, at 8 Wing Trenton and supporting the Squadron as the Operations Officer.

Lieutenant Colonel Carmichael was promoted to her current rank and appointed as the 431 Air Demonstration Squadron's Commanding Officer in May 2010. This new assignment marks a return to 15 Wing Moose Jaw, to command the Canadian Forces' Air Demonstration Team, the Snowbirds. She has accumulated, to this day, over 3300 hours of flying time in her flying career. She is married to Lieutenant Colonel Scott Greenough, the Commandant of 2 Canadian Forces Flying Training School in Moose Jaw, and they have two daughters, Georgia and Danielle.



For the past several years, our glider flying program has received generous financial assistance from the BC Gaming Commission. This has covered a large portion of BCPC's aircraft maintenance costs. Another program that benefits from the Direct Access grant is the Effective Speaking Program. Since 2005 BC Gaming Commission has provided in excess of 60% of the Programs operating costs.



**THE AIR CADET LEAGUE OF CANADA**

British Columbia Provincial Committee

#2 – 7630 Montreal Street

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