



Air Cadet League of Canada (Quebec and Ottawa Valley)

Annual Report 2025-2026



October 2026

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1. The QOVPC

The Air Cadet League of Canada (Quebec and Ottawa Valley) (QOVPC) is a provincial committee authorized by the Air Cadet League of Canada (ALCL or national headquarters). The QOVPC has been incorporated in the province of Quebec since 1976. The QOVPC is a not-for-profit organization, incorporated under the laws of the province of Quebec, and governed by a Board of Directors (Board) elected at the annual general meeting (AGM). The Board is responsible for ensuring that the QOVPC respects and fulfills its mission, and complies with applicable laws and national requirements. The Board manages the QOVPC's financial affairs by establishing a budget, but it is the executive director who manages day-to-day finances of the QOVPC, based on the budget approved by the Board. The organizational structure of the QOVPC extends to the provincial, regional and local levels.

1.1 Mission, vision and values

The mission, vision and values of the QOVPC were revised in 2022 and are in line with those established by the League's national headquarters.

Mission: To promote and encourage the youth of Quebec and the Ottawa Valley to develop and maintain an interest in leadership, aviation and citizenship, in partnership with the Canadian Armed Forces and the community.

Vision: A progressive civilian organization focused on excellence in support of its members and the Air Cadet Program.

Values: Integrity, respect, inclusiveness, commitment, teamwork and continuous improvement.

1.2 Our structure

The QOVPC currently has over 1,200 volunteer members throughout Quebec and the Ottawa Valley. The majority of these volunteers work at the local level in one of our 94 squadron sponsoring committees (SSCs). There are also regional teams, made up mainly of regional coordinators and SSC advisors. The 10 regions of the QOVPC are grouped into 5 sectors, as follows:

- North sector: Abitibi and Saguenay/Lac St-Jean/Northern Quebec regions (15 SSCs);
- South sector: Montérégie and North Shore regions (22 SSCs);
- Centre sector: Estrie/Bois-Francs and Mauricie regions (15 SSCs);
- East sector: Quebec and Lower St. Lawrence regions (16 SSCs); and
- West sector: Ottawa Valley, Montreal West and Montreal East regions (26 SSCs).

Each sector reports to a sector director who is a member of the Board.

1.3 The Board of directors

The Board began the 2025-2026 year with 10 directors, out of a maximum allowed of 15. When a director position becomes vacant, the Board of Directors may appoint an interim director to fill that position until the next annual general meeting (AGM). As of September 2026, the Board has 12 members, including 2 members appointed on an interim basis in recent months. The Board met 11 times during the period covered by this report, primarily virtually. In addition, Board members met in person in November 2025 for a strategic meeting. Other virtual meetings were held throughout the year by subcommittees of the Board.

1.4 The provincial office

The provincial office is responsible for the administrative services of the QOVPC and reports to an executive director. In addition to the executive director, the provincial office has 3 employees and engages accounting and IT support services.

The provincial office team provides liaison between volunteers, regional coordinators and Board members. This liaison complements the administrative and organizational support provided by the team to members at all levels. In addition to working together on a daily basis to receive, process and respond to incoming e-mails and telephone calls, the office team is dedicated to supporting volunteers in the performance of their duties, providing full support for various requests, needs and events throughout the year.

According to statistics compiled for the year 2025-2026, the provincial office sent over 9,200 emails and received more than 30,000. It also received or placed more than 5,000 calls by phone or through Teams. Employees at the provincial office have been working remotely since the fall of 2023.

Distribution of main tasks:

- Diane Robert handles administrative processing and follow-up, including scholarships, insurance and organization recognition.
- Manon Gravel handles the processing and follow-up of member and SSC files, ensuring the accuracy of forms and the national database.
- Cynthia Morin is responsible for files that culminate in an event (e.g., lottery, effective speaking), as well as managing social networks and documents and forms.
- Our executive director, Jonathan Caisse, is responsible for managing the office and staff. In addition, he liaises with the Board of Directors, manages events and the budget according to the Board's directives, and follows up with the national headquarters and its committees, as well as the RCSU-E and other QOVPC partners.

In addition to the main files described above, our employees share the multitude of tasks that need to be accomplished at the provincial level. A typical day for our employees might include:

- Handle incoming e-mails;
- Answer phones;
- Process password reset requests (5 mins/request);
- Follow-up on outstanding requests (e.g.: CPQVO-101 and 107 not received; incomplete awards files);
- Respond to requests for assistance in filling out screening forms or other forms;
- Offer a short training session on how to use our Intranet;
- Transfer access to an e-mail account (10 mins/request);
- Update lists (chairpersons, follow-up on current requests, etc.);
- Process incoming member files;
- Send background check requests to the Sûreté du Québec;
- Update database; and
- Plan current events (e.g., preparation of AGM documentation).

2. The national headquarters

At the League's national level, leadership is assumed by the Board of Governors, a committee of fifteen Canadian citizens appointed as representatives for each province and territory. Since September 2026, Colonel (Ret'd) Jeremy Hansen, a Canadian astronaut and Royal Canadian Air Force officer, serves as the honorary president of the Air Cadet League of Canada.

The LCAC has eleven provincial/territorial committees (one for each province and one for the territories). Each provincial committee has an affiliation agreement with the ACLC that defines the roles and obligations of both parties. For example, the national headquarters maintain up-to-date lists of ACC9 submissions and of reports to the Canada Revenue Agency. They also maintain the national volunteer database. Similarly, the QOVPC has an affiliation agreement with each squadron sponsoring committee. Provincial committee chairpersons attend monthly meetings with national headquarters to discuss new developments and provide updates. Communication between the QOVPC and national headquarters is not limited to these monthly meetings, and includes participation in several national committees, such as those related to communications, effective speaking and risk management.

3. Our partnerships

3.1 Partnership with the Canadian Armed Forces

The Cadet Program is a partnership between the Canadian Armed Forces (CAF), the Navy League of Canada, the Army Cadet League of Canada and the Air Cadet League of Canada. It is governed by a memorandum of understanding, revised and signed in 2026, which formalizes

the shared roles and responsibilities in support of cadets and cadet corps and squadrons. The memorandum of understanding is available at: https://aircadetleague.com/wp-content/uploads/2026/07/20260708-MOU-CAF-and-Cadet-Leagues_EN.pdf.



The Air Cadet Program is based on a partnership between the Air Cadet League of Canada and the CAF's Cadets and Junior Canadian Rangers (CJCR) program. Our partnership is essential at all levels of our organization, and we can only benefit from its success. Communication is key to preventing problems and resolving those that arise. The Quebec provincial chairpersons of the three leagues (Navy, Army and Air) have been taking part in monthly meetings with the Commander and Deputy Commander of the Regional Cadet Support Unit Eastern (RCSU-E). But it's important to note that communication is never limited to these monthly meetings, and that the RCSU-E command is sensitive to our concerns; the dialogue has been constant and productive.

In March 2026, the Department of National Defense (DND) released the report [Social Impact and Return on Investment of the Canadian Cadet Organizations](#). This report estimates the potential social value associated with participation in the Cadet and Junior Canadian Rangers Programs by comparing outcomes of former participants with those of comparable Canadians. It draws on Cadet and Junior Canadian Rangers Programs administrative and financial data, a national survey, and Canadian benchmark datasets. More than 27,000 cadets, Junior Canadian Rangers, parents/guardians, and leaders completed a detailed questionnaire as part of this study.

The CAF has launched a Phase 1 data-gathering initiative for the 2026–2027 fiscal year to better understand the actual costs associated with providing facilities for cadet corps and squadrons.

This initiative is intended to support future funding and policy decisions by collecting consistent and reliable information on facility-related expenses across the Cadet Program.

Discussions are ongoing to revise the glider program and negotiate new contracts between the LCAC and the CAF, and subsequently between the LCAC and each of the provincial committees regarding the use of the gliders and tow planes owned by the latter.

3.2 Partnership with the other Leagues

As mentioned above, the partnership with the other leagues regarding summer canteens lasted only two years and ended for reasons beyond the control of the leagues or the CAF. However, the partnership with the other leagues continues on a more low-key basis, through the sharing of information and invitations to participate in activities. For example, a representative from the Army League was present throughout our 2026 congress.

4. The 2025-2026 year

4.1 Effective speaking

The provincial effective speaking competition was held on April 30, 2026, in Drummondville. Cadets representing ten of our 11 regions participated in this competition in person. First place went to Warrant Officer Second Class Sarah Bucevschi of Squadron 709 Vimont-Auteuil; Flight Corporal Béatrice Blondeau of 682 Laurentides Squadron placed second, and third place went to Warrant Officer Second Class Ayemen Alt Braham of 801 Montréal Nord Squadron. Congratulations to all the participants!



The national competition took place in Ottawa on June 19, 2026. The provincial winner,



Warrant Officer Second Class Sarah Bucevschi of Squadron 709 Vimont-Auteuil, represented the QOVPC at the event. The master of ceremonies was Warrant Officer First Class Nathaniel Brennan-Lee, the 2025 winner of our Chairperson's Award. The gold medal winner of the national public speaking competition was none other than our Warrant Officer Second Class Sarah Bucevschi!

4.2 Chairperson's Award

The interviews for the Chairperson's Award took place the same weekend as the effective speaking competition, on April 30, 2026, in Drummondville. Six candidates from various regions of Quebec and the Ottawa Valley participated in the interviews. The 2026 recipient of the Chairperson's Award is Warrant Officer First Class Tristan Gingras of 211 Ottawa Kiwanis Squadron. Congratulations to all the participants!



4.3 International Exchange

This international program was established during a meeting between representatives of the UK Air Training Corps and the Air Cadet League of Canada, which took place on April 11, 1946, in Montreal. The first exchange, involving 23 cadets from each country, took place in the summer of 1947. The United States joined in 1948, Sweden in 1950, followed by Norway, the Netherlands, and Denmark in 1952. Membership continues to grow. The Air Cadet League of Canada has represented Canada within the International Air Cadet Exchange Association since its inception. However, cadet participation and the majority of the costs associated with the participation of our cadets and their escorts are the responsibility of the CAF. Canada did not participate in the international exchange program during the summer of 2026, and no decision has been made regarding the future of Canada's participation in this program.

4.4 The 2026 congress

The QOVPC's biennial congress returned in September. The congress theme, "Our strength is our people," focused on the exchange of information among members, including best practices, resources used, and challenges and/or obstacles encountered. Four plenary sessions provided members with important information on harassment prevention, military financial forms (CDT135), Law 25 and risk management, while workshops on specific topics fostered discussion. Close to 100 members attended the conference, and numerous comments were received in response to the survey conducted among participants.

4.5 Where to start

Our website (www.cadetsair.ca) contains the vast majority of QOVPC publications and links to relevant documents from the national headquarters and the CJCR. It is updated regularly and always contains the most recent versions of our documents. Document CPQVO-116 (Who We Are) provides an overview of our program, and CPQVO-612 (Annual Planning Guide for Local

and Regional Committees) is designed to help committees plan their year and provide them with timely information. Always check the website to ensure you have the most recent version—all our documents are dated!

5. Finances

5.1 Financial realities of the QOVPC

The Cadet Program is often described as being free. Obviously, it cannot truly be free, but it is free for parents. In reality, the entire Canadian population contributes to this program through their taxes. Thanks to this process, the CJCR pays for the training of cadets, their uniforms, officers' salaries, summer camps, etc. The CJCR also contributes an annual amount for the administration of each league's national headquarters. So why are there assessments for provincial committees and squadron sponsoring committees?

The main costs at the provincial level are employee salaries, the lottery, and major maintenance of our fleet of 6 tow planes and 15 gliders:

- **Salaries:** With approximately 1,200 volunteers and federal and provincial obligations, in addition to those of the national headquarters and the CAF, having a provincial office with employees from various fields of expertise is essential. The expenses incurred are entirely justifiable, and our employees are always busy. A critical and laborious part of their responsibilities is following up with SSCs and sending them reminders to ensure compliance with the obligations already mentioned.
- **Lottery:** The sole purpose of the lottery is to help SSCs pay their assessment. The lottery requires an investment of time and funds from the provincial office, but does not generate any revenue for the QOVPC since all profits are returned to the participating SSCs. The portion of the proceeds retained at the provincial level covers the costs incurred (licensing, printing, postage) but not employee salaries. The provincial office must plan the lottery before contacting the SSCs, even if the lottery is subsequently cancelled due to insufficient interest to proceed with the planned campaign.
- **Fleet:** It is the League that puts the air in Air Cadets! Yes, we own the planes and gliders, while the RCSU-E is responsible for their routine maintenance. Gliders generally do not require much maintenance, as they have no engine or propeller. However, the tow planes (SuperDogs) require frequent regular maintenance and major (and expensive!) maintenance after a specific number of flight hours. For planning purposes, we estimate approximately 225 flight hours per plane per year. Engines must be overhauled every 2,000 flight hours (approximately eight years) and propellers must be replaced after 2,400 flight hours (estimated at ten years). The schedule for these major maintenance operations and the associated costs is part of the five-year plan.

5.2 Fundraising successes

Since the pandemic, it has become increasingly difficult for non-profit organizations to obtain funding. Funding requests must always be for specific projects, and the funds obtained must be used exclusively for those projects and never for the organization's administrative needs.

As noted in the previous annual report, the QOVPC successfully secured external funding to repair the tow plane, which had suffered a mechanical failure. In addition to the \$20,000 received from Top Aces in 2024–2025, the organization received \$37,000 from Globatech in 2025–2026.

We also received funding from Air Canada to finance two annual scholarships of \$2,500 each for cadets who have served as senior cadets in aircraft maintenance and are pursuing technical studies in aircraft maintenance at a school recognized by Transport Canada.

For over 20 years, the QOVPC has been rewarding cadets who have logged at least 10 flight hours after obtaining their glider pilot license through our region's Air Cadet program by awarding them a \$300 qualification award. These hours are essential to enable new glider pilots to fly the familiarization flights offered to cadets in our region. The Royal Canadian Air Force Association has donated \$5,000 to us to increase these awards for cadets, raising them to \$800 per grant for this year.

6. Our challenges for the upcoming year

The main challenge for 2026-2027 for the QOVPC, as for all non-profit organizations, remains the recruitment and retention of volunteers at all levels of our organization. This need is particularly acute at regional level and within the Board of Directors. We encourage those of you who have been with the league for a few years and would like a new challenge to consider joining your regional team or the Board of Directors.

Despite difficulties in recruiting and retaining volunteers, and a similar situation with officers, the number of cadets in Quebec and the Ottawa Valley continues to see a significant annual increase:

2022–2023 Population (Fortress) = 2023–2024 Quota = 5,175 cadets

2023–2024 Population (Fortress) = 2024–2025 Quota = 6,386 cadets

2024–2025 Population (Fortress) = 2025–2026 Quota = 7,642 cadets

2025–2026 Population (Fortress) = 2026–2027 Quota = 8,378 cadets