



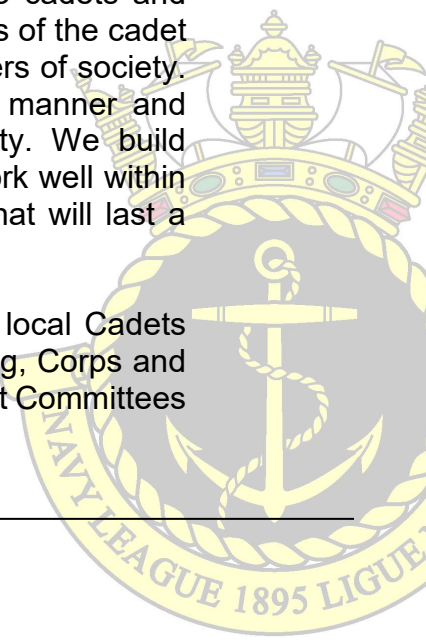
My third year as Division President was more positive as we returned to in person activities for Branches and Corps and had more opportunities for engagement of cadets and hands on training. We are in a time of rebuilding in many areas of our program and Branch business and the challenges keep coming, requiring more of our attention and creativity to handle the different obstacles as they come up and local situations keep changing. We've also had some great success stories as some Corps have grown in the number of cadets and are doing interesting and engaging training.

Last April, we were very pleased with the Ontario Provincial Government's proclamation of Bill 45 to establish an annual "Ontario Cadets Week" to recognize the three Cadet programs of Ontario (Army, Navy, and Air) plus the Navy League Cadet Program as well as those who deliver and support the program across the province of Ontario launching on October 1st, 2022. The 1st reading of the bill was held on November 4, 2021, and the 2nd and 3rd readings were conducted on April 7, 2022. Bill 45 "An Act to Proclaim Ontario Cadets Week" was passed into law by the Ontario Lieutenant Governor on April 11, 2022.

The inaugural Ontario Cadets Week kicked off with an opening ceremony on Saturday, October 1, 2022 at Queen's Park, Toronto with a tri-service Cadet Parade with more than 130 Sea, Army, Air and Navy League Cadets from across Ontario and representatives from the Canadian Armed Forces as well as volunteers from the three Leagues. Her Honor Elizabeth Dowdeswell, the Lieutenant Governor of Ontario congratulated the cadets on their dedication to the program and the training as well as their outstanding and significant community service. She also remarked on the important contribution the program makes to the development of youth and the future leaders of our country, province, and local communities. Lieutenant-General Frances Allen, the Vice-Chief of the Defence Staff, also congratulated the cadets and thanked all the officers, instructors, and League volunteers who enable success at the community level.

CPO1 Mackenzie Nolan, from RCSCC Illustrious in Brampton and the National Legion Sea Cadet spoke at the ceremony on behalf of all Ontario cadets and delivered a message about her personal experience and the benefits of the cadet program highlighted that "As Cadets, we aim to be valuable members of society. We learn to organize and present ideas in a logical, persuasive manner and implement these ideas in ways to add benefit to our community. We build confidence and encourage self-expression but also learn how to work well within our team. We are forging connections and building relationships that will last a lifetime."

In addition to the launch event at Queen's Park, there were other local Cadets Week events throughout the province. With short notice for planning, Corps and Squadrons came together with their Branches, Sponsors and Support Committees





to develop a range of activities and events including municipal Flag Raisings and special Cadets Week Proclamations in Ottawa, Peterborough, Barrie and Windsor and as well a municipal Clocktower lighting at City Hall in Mississauga. Open house events were conducted in several communities including Beamsville and Belleville and there was excellent media and community interest and engagement to promote the four cadet programs and recruit new cadets, officers, and volunteers.

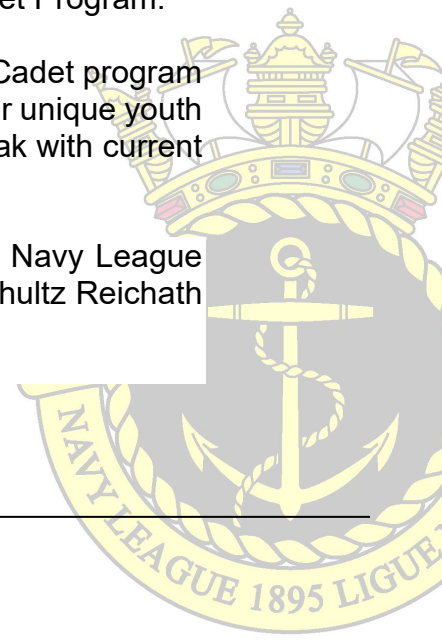
We look forward to building on foundation of the inaugural Ontario Cadets Week to expand the provincial outreach and engagement as well as the collaboration between the three elements and Leagues with our CAF partners.



The Navy League Cadet Program has seen many positive changes over the past two years. The Command staff for Ontario Division and the Navy League Cadet Corps within Ontario Division have adopted the vision and the mission of “Grow the program” to rebuilding and re-grow our great Navy League Cadet Program.

As we begin to celebrate the 75th Anniversary of the Navy League Cadet program in April 2023, we look forward to more opportunities to showcase our unique youth program and invite previous participants back to their Corps to speak with current cadets.

We were very pleased and proud that one of our Ontario Division Navy League cadets from NLCC Vice Admiral Kingsmill in Ottawa -LC Martin Schultz Reichath was the winner of the 75th Anniversary Pin contest.





As we started the 2023-2024 training year, and with most of our NLCCs back to in-person training, the process of sending in monthly reports, and ACR reports and the information that is required on a monthly basis is still a challenge for some. However, we have made great strides to ensure that this information is completed on a monthly basis. The Command staff and DSO's are sending out request monthly regarding the required information. As per our monthly tracking reports, we are capturing the number of cadets transferring to Sea, Air, or Army Cadet Corps and those who left the program after aging out of the NL Cadet program (others) as well as monthly strength for Navy League cadets and officers.

Below are the September 2022 numbers.

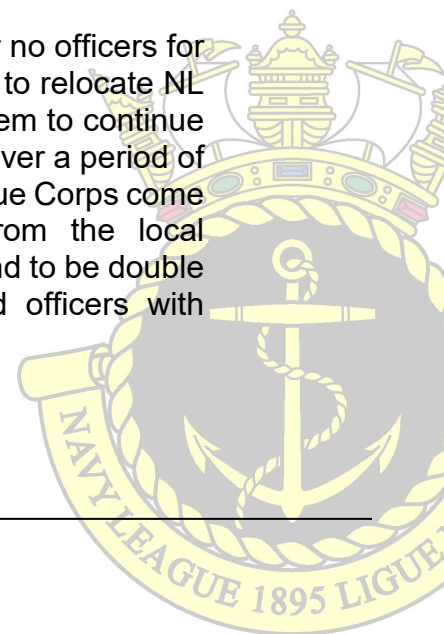
Sea Cadet Corps transfers	Air Cadet Corps transfers	Army Cadet Corps transfers	Other	NL Cadets	NLCC Staff
12	2	2	52	336	107

Current numbers as of end February 2023

Sea Cadet Corps transfers	Air Cadet Corps transfers	Army Cadet Corps transfers	Other	NL Cadets	NLCC Staff
6	2	1	24	729	165

We have seen steady growth of the number of cadets and a slight increase in NLCC staff, although we are still struggling to balance the number of female and male officers and ratio of officers to cadets. Our Corps and Command team are working hard with the assistance of their Branches to fulfil the vision of rebuilding and regrowing the program. As per the numbers above, as of the end February reports we have 729 Navy League Cadets and 165 Officers. We have also seen a great interest of parents, inquiring at a National and local level regarding enrolling their youth into the Navy League Cadet program.

Of our 33 NLCCs we still have 5 that are not parading due to either no officers for the Corps or no viable Branch to support the NLCC. We have tried to relocate NL cadets to other Corps in close proximity where possible to allow them to continue their training. We also had one Corps where all of the officers left over a period of four months but we were able to have officers from other Navy League Corps come in as interim staff while the Branch recruits new officers from the local community. Several of our Division Squadron Officers have also and to be double hatted with additional Division duties or assisting as CO's and officers with NLCCs.





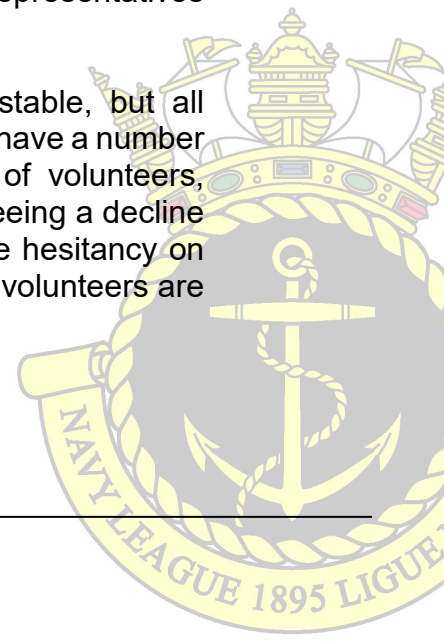
On Feb 25, 2023, we had a Commanding Officers and Executive Offices conference with a great turn out from across the majority of our NLCCs. Information provided included Introduction of new Navy League Committee members a presentation on the P 64 – Branch – Navy League Cadet Relationship Guide and P 22 – Navy League Harassment Prevention, Workplace and Child Abuse as well as updates on Officer training and Classmarker plus a very interactive and engaging question and answer period. The conference was also an opportunity for the officers to provide valuable input on how their Corps how doing and what if they anything they require form Ontario Division to assist them with their Corps and Branches.

We have implemented the new training packages for all officers, as well as Classmarker a program and our Trillium Officer Training Center (Ontario Division) has all the new training packages developed by National for all officers and CIs.

We were very pleased to see the CAF approve the participation of Sea, Army and Air Cadets in uniform as volunteers with Navy League Cadet Corps and the response from senior cadets has been good to date and the additional volunteers are really helping many of our Corps. This has also caused some confusion regarding dress as the CAF has changed the Cadet dress policy, but the Navy League has not yet completed the review and update. The updates to the CAF dress policy and gender-neutral language have been reflected in the Sea, Army and Air Cadet dress policy and are expected to influence similar changes for Navy League Cadet and officer dress. This will be one of the topics discussed during the National Commander's meeting in Ottawa in mid April.

This year was not without its challenges, and the prolonged restrictions and uncertainty of COVID have had an impact on retention of cadets, officers and Branch members and we continue to focus our efforts on improving outreach, engagement, attraction, recruiting and retention as we rebuild. Everyday tends to bring new challenges of urgency which has taken away some of the ability to move forward with some of the more strategic issues. There are many new Branch Presidents who require guidance and assistance and many new representatives in key Branch positions.

We have a good percentage of Branches that are financially stable, but all Branches need to build up their assets through fundraising. We still have a number of Branches that are not back to full operation due to a lack of volunteers, especially those in key Executive positions. Pre COVID we were seeing a decline in volunteers and this trend continues as we are now seeing more hesitancy on parents and others to step up to volunteer and many of our current volunteers are moving on to other priorities.





There are many Branches hanging on with 1 or 2 volunteers working hard to bring others in while also trying to recruit cadets and NL officers and attract new parents to assist. Some of the Branches with challenges of declining numbers and minimal members are: Elliot Lake, Orillia, Terrace Bay, Sudbury, Kawartha Lakes.

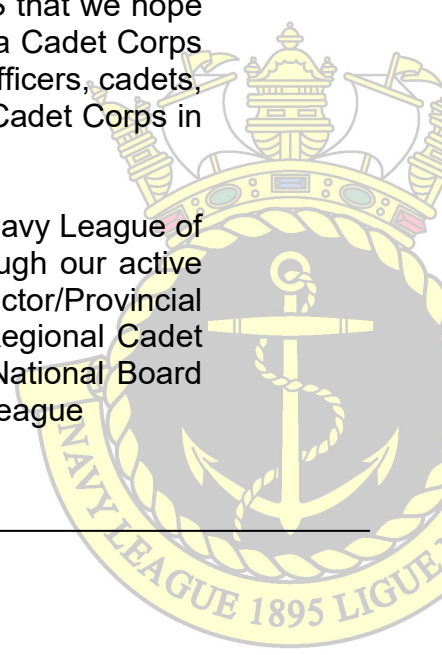
Given the number of new Branch members who are stepping up into Executive roles, we are offering some training just prior to the AGM to help provide an introduction for Branch Presidents and Branch Treasurers or those members who might be considering these positions in the future. We has also been working on some resources and checklists that would be helpful for Branches but those have been delayed due to other priorities. Treasurer training has continued through this year and our Treasurer's Manual will be augmented with additional information on Quick Books Online and MiCharity.

We are very fortunate to have an excellent relationship with RCSU Central and meet regularly through RCAGs every six weeks. Information sharing has also been good and we have addressed several policy implementation and interpretation challenges though good discussions with the RCSU command team and staff. RCSU Central has also been very good about sharing reports with the three Leagues to help us have visibility on approvals of fundraising and training activities, LSA plans and claims, Corps/Sqns at risk and overall cadet and officer strength.

Of note has been our success in improving the number of Sea Cadet Corps LSA claims through a more concerted effort of engagement with Branches and Corps and regular updates from RCSU Central.

As noted by all of the Divisions in our meetings of the Division Presidents, Branches will need a vigorous recruiting program in all areas including Cadets, Branch members and Officers. The new NL pamphlets and videos have been very helpful, and we saw a spike in the number of inquiries about the NL cadet program following the release of the "PSA". There has been some recent encouraging news from RCSU Central about devolution of recruiting for COATS that we hope will help the Sea Cadet program. However, we do have a few Sea Cadet Corps or Branches that we are considering amalgamation due to lack of officers, cadets, or Branch volunteers and will do a similar review of Navy League Cadet Corps in close proximity with declining numbers.

The relationships between the Division and National Board of the Navy League of Canada and our partners in DND/CAF have been enhanced through our active participation and engagement in the regular Executive Director/Provincial Secretary meetings with the National office and RCSU Central, Regional Cadet Advisory Group (RCAG) meetings, Division President meetings, National Board meetings, strong connections with the Army Cadet and Air Cadet League





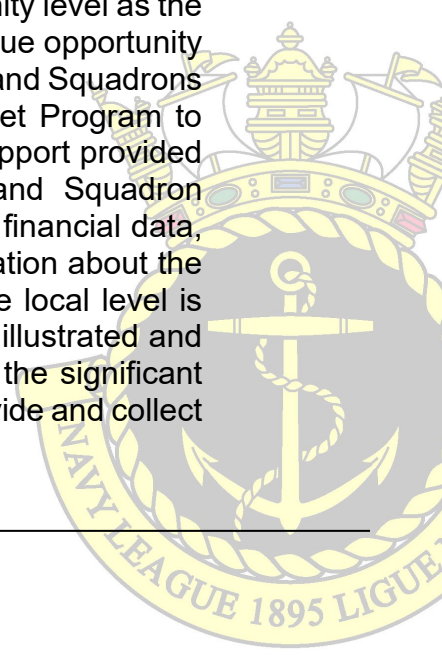
provincial counterparts, and regular communication with national and regional partners. This has helped me to achieve one of my goals of improved communication and information sharing while also ensuring that you had a representative and voice “at the table” to ensure that our concerns and comments were not only heard but we could influence decision making and policy development.

Throughout the past two years, the three Provincial Leagues have developed a more collaborative approach as we have all been facing the same challenges. Consulting on several new policies from the CAF, we have been able to present a more united front for our responses and recommendations. This had a positive impact on the new screening policy and changes to fundraising with Sea Cadets.

We have worked hard to build the relationships between our Branches and Corps and clarify responsibilities. Thank you to Wayne Davis for coordinating and ensuring regular communications with Branches in addition to taking on the additional work as the VP NL Cadets.

At the National level, it has been my honour and pleasure to have represented the Division Presidents as the VP Division Presidents Representative on the National Executive. The change to the order of the meetings has meant that the Division President’s have been able to identify and bring forward items of concern and interest in a more effective and efficient manner and I have appreciated the active participation of the Division President’s in our meetings and their continued assistance and advice as well as feedback on policies and issues of note. I also enjoyed the opportunity to represent the National President and the National Board at several Provincial AGMs and National level meetings and events.

I have been a member of the League Support Working Group and have recently assumed the lead as the Army Cadet League turned over the Chair role in January 2023. One of our early goals was to focus on creation of performance measures related to the support provided by the League mainly at the community level as the data collection from local SSCs and Branches would provide a unique opportunity to share information about community level support to Cadet Corps and Squadrons to reflect the real costs associated with the operation of the Cadet Program to better inform the Leagues and, in turn, the CAF on the extent of support provided by the three Leagues, particularly at the local Cadet Corps and Squadron level. We assessed that while some Leagues had been capturing financial data, not all of us had the same fidelity and much of the financial information about the extent of Branch and SSC support to Corps and Squadrons at the local level is unknown but the contributions are significant and should be better illustrated and understood. Our initial discussions focussed on how to illustrate the significant financial and non-financial support that our SSCs and Branches provide and collect





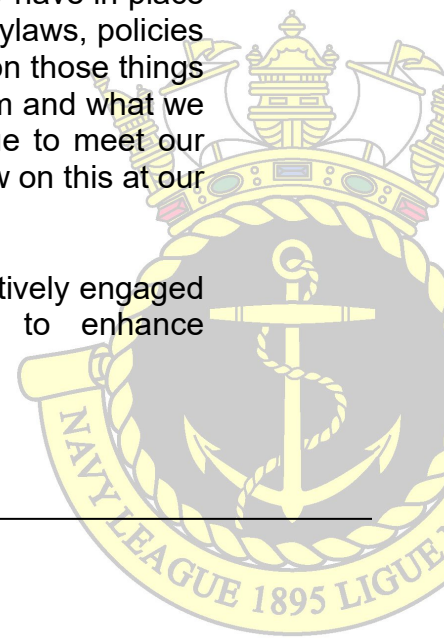
then measure data to provide information that would allow for greater understanding of this key support component and enable enhanced collaboration and consultation, as well as fact-based discussions and decisions locally, regionally, and nationally.

To get started and try a new method of data collection and interpretation, we chose to begin with Facilities as an easily understood, concrete “deliverable” of all three Leagues at the community level in direct support of the Cadet programs and developed a survey on Facilities to be sent by each League to their local SSCs and Branches. As of January 2023, our response rates to the survey for the Navy League was significantly better than the other two Leagues but still not enough to provide the level of fidelity required. However, thank you very much to the Division President’s for your assistance in encouraging 114 of 230 Branches to respond (49.56% response). The information is still valuable to us internally and there were some good lessons learned about building trust and facilitating local response. As we learned through our initial facilities survey, Performance Measurement is not a concept that is important or understood at the local level and there is some lack of trust as to why we are asking for information, what it will be used for, and by whom.

The LSWG has just developed a new Performance Measurement Framework that will use existing methods of assessment and information collection that are already in use across all three Leagues at the Provincial and National levels. The timing for a new approach this year aligns well with the Formation review of the Cadet Program ReScope and the various National Planning Groups (NPGs), IMATs, the seven activities and lines of business and most important, the pace of change. The most recent update on the Cadet Program Re-Scope is that the Formation is now going to slow the pace significantly and to better coordinate the Issues Management Action Teams (IMATs) and particularly League engagement while also monitoring any overlap or potential crossing or confusing of work plans and objectives.

So we will be providing more information at National and Provincial AGMS on our proposed new approach utilizing some of the tools that we already have in place to “monitor” the effectiveness of our SSCs and Branches like our Bylaws, policies and procedures, Branch and Corps visit checklists, and focusing on those things that are “measures” of the support we provide to the cadet program and what we do to address shortfalls at the local level so that we can continue to meet our obligations and responsibilities in the National MOU. More to follow on this at our AGM.

I also joined the Cadet Program ReScope IMAT and have been actively engaged in providing League and Branch perspectives and trying to enhance communications)





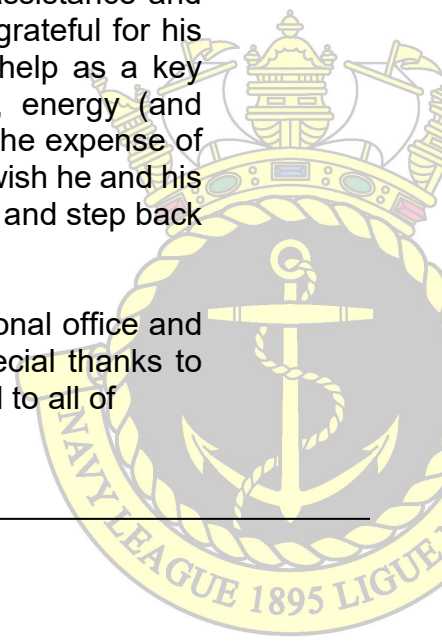
Ontario Branch members have continued to give the Navy League and our cadets an amazing level of enthusiasm, dedication, and their efforts are very much appreciated! It is unfortunate that after three years, we have not been able to gather in person to meet, socialize and build our relationships. However, we have taken advantage of virtual connections and have found that we are gathering more representatives together through this new method and we may continue with a hybrid approach in the future to keep building our connections.

As our 2023 call for nominations went out for Directors-at-Large and officers, we realised that despite the objectives of the Area Representation model proposed in the new governance model presented at the 2021 AGM, representation of members from across the province may take a few years to achieve. While there persists a greater representation overall from the Ottawa and Toronto regions than from other regions on the Executive Committee, this inevitably reflects the challenges of motivating volunteers to assume greater responsibility post COVID 19 and the realities of larger Branches from which to draw experienced volunteers. What is more concerning was that there was not a full slate of nominees to fill all eighteen (18) of the Directors-At-Large positions and at the time of nominations closing for the elections at our April 2023 AGM, there have been no nominations for three key Executive positions – Division President, 1st VP and VP NL Cadets that will now require nominations from the floor at the AGM on 22 April.

The 1st VP and I had hoped to be able to work on succession planning to encourage more Branch Presidents to consider Division positions including the officer roles. However, we have seen the number of volunteers for Branch Executive positions decline and there is reluctance by many to take on greater responsibility at this time. Despite this, I am hopeful we can encourage new members for Branches who will be interested in assuming Executive positions and consider contributing at the Division level in the future.

Through the incredible efforts of our 1st Vice President, Wayne Davis, he has maintained contact with Branches and has continued to provide assistance and support, sharing his experience with all of us. I remain extremely grateful for his leadership, support, mentoring, guidance, sense of humour and help as a key partner. Wayne has given an exceptional amount of his time, energy (and patience) to the Branches, the Executive Committee and to me at the expense of other priorities in his very busy life. I offer my personal thanks and wish he and his wife Carol all the best as they both take a very well-deserved break and step back from Navy League responsibilities.

I, and the Division have also been very well supported by the National office and the National Board as well as my fellow Division Presidents. Special thanks to Jamie Clute who continues to be a key resource to the Division and to all of





us! Thank you as well for the opportunity for Ontario Division to be co-located in the new Ottawa office space in the “Hub” and for welcoming our ED back to in person work in the previous office location. We look forward to the further collaboration, cooperation and teamwork!

The network of dedicated volunteers in support of the Navy League and Sea Cadet Corps and our Branches across Ontario Division continues to amaze and impress me and we could not deliver the training, competitions, and activities without our Branch members. We still have some challenges and uncertainties ahead, but we also have a unique and rewarding opportunity following the return to in-person activities and engagement to refocus our efforts, energy, and enthusiasm as we work together to support, facilitate, and deliver the best youth programs in Canada and attract new members, instructors, and cadets!

