



RCSU-CENTRAL MESSENGER

Fall 2020

Issue 7



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COMMAND TEAM CORNER

LCol Barry Leonard and CWO Gilles Godbout

Welcome to our fall edition RCSU-Central newsletter! This edition is packed with information and marks our transition into a quarterly series of newsletters with personalised pieces from our members, interjected by shorter routine updates to keep you abreast of the latest developments in our cadet program.

First, I'd like to say how proud I am of the immense strides we've made as an organisation since the beginning of the pandemic. Since March, CWO Godbout and I have participated in dozens of exceptional online training activities and ACRs. Your efforts to continue delivering Canada's largest (and finest) youth development program throughout this period are nothing short of extraordinary, and our cadets are the proof that it's working!

The 2020 cadet training year began unlike any other in recent history, and yet it feels remarkably familiar. We began, as we do every year, with our task to deliver the local cadet program and we kicked off with an invigorating virtual commanding officers' (COs) conference with more than 400 participants. But this year we must think more creatively to deliver our program and to deliver it safely. We must use a mix of virtual and in-person training, tailored specifically to the health and environmental conditions at each corps or squadron, and in each community.

As one team with one vision, I am confident that we will work through these challenges in ways that highlight the CJCR as the program of choice, and in ways consistent with society's values and expected behaviours. Doing so requires strong, inspiring, ethical leadership and decision-making. As members of the Canadian Armed Forces, leading and making decisions

are key to what we do, and our decisions are grounded in respecting the dignity of all persons, in serving Canada before self, and in obeying and supporting lawful authority. Ethics, fundamentally, is about building trust within society. Trust strengthens relationships and relationships are key to successfully serving our communities. It is our ethical service that maintains and promotes the safe, challenging, fun and engaging cadet program we have built together over many years.

My regional priorities this year are two-fold: to deliver an outstanding cadet-leading-cadet year through quality local unit training and the Cadet Activity Program (CAP); and, in doing so, to keep our cadets safe, engaged, challenged and motivated to return for more. Regarding local unit training, we understand fully that some units may not be as well-equipped as others, however, virtual training sessions developed this past summer in collaboration with our cadets will be available shortly. Use them and continue to network virtually among each other to ensure best practices are shared, so all cadets may benefit. The CAP will be coordinated by our area offices and delivered during the traditional "March Break" period in local training areas to ensure we challenge our cadets and respect COVID-19 travel and gathering restrictions.

As the saying goes, the only constant is change. Canada's cadet program has adapted in the past and will continue to adapt to serve our ever-evolving society. I am inspired and motivated every day by the passion I see in our cadets and in our staff. Let's take this energy and passion we have for the program and lead together. This is, as CWO Godbout says, our leadership moment!

New CJCR commander starts virtual tour in Central Region

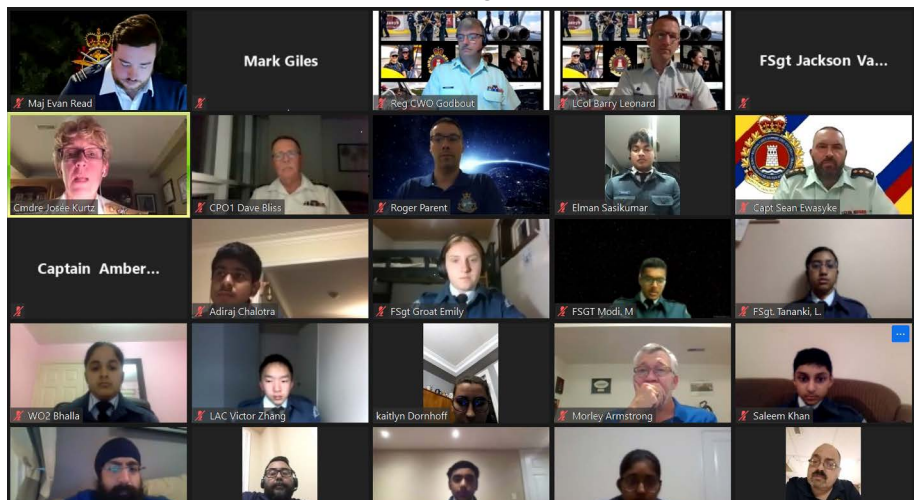
By Capt Mark Giles, RCSU-Central A/PAO

The newly appointed formation (Cadets and Junior Canadian Rangers) commander, Commodore Josée Kurtz (top left, one down, on screen-shot below), held her first virtual visit with a local cadet unit in Caledon, ON. – 892 Snowy Owl RCACS – on Oct. 14 to start off a virtual cross-country tour of the regions.

Commodore Kurtz, who was accompanied by the CPO1 David Bliss, addressed the 40-plus air cadets in attendance -- acknowledging current COVID-19 challenges and encouraging them to stay committed to the program -- before taking questions and observing the unit's scheduled evening training session.

As part of her virtual visit, Commodore Kurtz oversaw the promotion of 892 Snowy

Owl's commanding officer – now Maj Evan Read – and the presentation of certificates of commendation to WO1 Kaitlyn Dornhoff and F/Sgt Jackson Vallance.



Local Cadet Media Story Goes National

Print, online article a great example of what can be achieved across Central Region

By Capt Mark Giles, RCSU-Central A/PAO

After conducting a solid interview for which she was well prepared, 164 RCACS (Shelburne, ON.) CO and spokesperson Capt Ruth Garwood highlighted several key messages in an interview that the Shelburne Free Press included prominently in an article (below), published Oct.1. The Toronto Star picked up the story the same day, quickly giving the community, the unit and the cadet program a national audience and exposure.

With a new website and great initiatives, cadets in Shelburne, ON are among many across the region showing how one of Canada's best youth development programs can not only survive, but also thrive, during these challenging times.

All cadet units are facing the same challenges, and many are enjoying similar successes as 164 RCACS, which can be shared internally and externally.

With many local media outlets looking for community-based content, we encourage all Central Region units to proactively contact your local reporters and offer them an opportunity to get a glimpse inside how cadet units in Ontario are successfully moving much of the program online.

For assistance or advice, please contact your area UPAR or the regional PA team (mark.giles@cadets.gc.ca or anthony.vukojevic@cadets.gc.ca).

Local Air Cadets Program Launches Brand New Website, Takes Programming Online

By Paula Brown, Local Journalism Initiative Reporter, Shelburne Free Press

Thu., Oct. 1, 2020

Shelburne's local 164 Royal Canadian Air Cadets Squadron has launched a website and is now offering their program virtually for the remainder of 2020.

"We hope the website will help other families in our community learn about what a great program the cadets is," said 164 Commanding Officer, Captain Ruth Garwood.

The website, which is directed specifically to the 164 Air Cadets, has been developed over the last six months and looks to inform cadets, their families, and community members about the program. The site, as it expands, will include pictures, upcoming activities, and 164 Air Cadets apparel.

"In the past, we've had a closed Facebook group, that's where we've kept a lot of our pictures and we have always communicated with our cadets that way, but now they'll be able to show their extended family and friends what we do and how much fun we have," said Garwood.

The 164 Air Cadets is headquartered by the Shelburne Royal Canadian Legion Branch 220. Capt. Charles Burbank founded the program in 1975 and according to the 164 Air Cadets website, has since had over 1,500 cadets go through the program. Last year, the program had between 30 and 35 cadets, from Shelburne, Orangeville and other surround areas in Dufferin County.

"It involves thousands of cadets and adult leaders across the country, focusing on building leadership skills, citizenship, and community awareness," said Garwood talking about the cadet program.

Along with creating a website, the 164 Air Cadets have also made the move to a virtual program. Back in March, during the cusp of COVID-19, the cadets program switched from in-person to fully virtual, a change that Garwood says happened in a matter of days.

Since then, staff officers and cadet instructors have been developing a plan to continue teaching lessons from uniforms and ranks to leadership and aviation – all virtually. While some aspects of the program have been able to make the switch others, such as drill practice, Garwood says will wait until they are back in-person.

"Flexibility and adaptability is what we're stressing to our staff and cadet instructors," said Garwood. "We're hoping that keeping the cadets engaged, keeping it fun for not only the cadets taking the lessons and classes, but the instructors, we're allowing them to be flexible and adaptable which helps them bring more to the table." Registration for the 164 Air Cadet 2020/2021 program opened in early September and can be found at www.164aircadets.com. Registration is available year round.



Commanding Officers' Conference Recap

By Lt(N) Sean Costello, UPAR-OSLA

The 2020 Regional Cadet Support Unit (Central) commanding officers (COs) conference was successfully conducted on 19-20 September, with a high level of engagement from more than 400 attendees. Conducted virtually in order to prevent the gathering of a large in-person group, the modified format delivered on its mission to provide all regional corps and squadron COs with direction and guidance with respect to upcoming fall and winter activities. Upon approval, limited in-person activities will be authorized for delivery using protocols and measures which are aligned with public health directives, respecting the current COVID-19 environment.

Closing out the conference was a multi-hour Sunday afternoon Q&A session, hosted by RCSU-Central CO LCol Leonard and supported by regional CWO Godbout, DCO LCol McNeil, Chief of Staff (COS) Maj Wendell and the RCSU's department heads. In his concluding remarks for the conference, LCol Leonard commended the attending unit COs, expressing that he was "intensely impressed over the past year", and that "this level of engagement is exactly what we need". Acknowledging that the hard work is far from complete, however, and with a nod to the 80th anniversary of the Battle of Britain, which was being commemorated that day, he referenced a famous quote of Winston Churchill on the topic of determination and resiliency: "Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning."

Continued page 10 ►

Safety, Support Key Themes at QA Session

Town hall a well-attended opportunity to connect on a wide array of topics

By Lt(N) Terri-Leigh Saunders, UPAR-SWOA

The annual COs conference is traditionally an opportunity for members from across the region to network and receive valuable, updated information. In the wake of the COVID-19 pandemic, this retreat turned into a chance to work from home in a setting that may be the way of the foreseeable future for staff and cadets alike.

The town hall meeting is an opportunity for participants to pose questions to the senior leadership team. Spearheaded by the CO of RCUS-Central, LCol Leonard, collectively there were more than 200 questions posed in advance and during the meeting.

With a smile on his face, LCol Leonard provided the officers under his command with the assurance that his leadership team is there to provide the necessary support and guidance so that they in turn can support the staff and cadets at their respective units.

"Fundamentally, at the corps and squadrons, you are the people delivering the program and we're here for you," he said, noting that he was "intensely impressed" with the commitment and dedication displayed by the officers and civilians who contribute to the success of the cadet program.

A variety of topics were discussed, such as COVID-19 safety procedures, the new online registration tool, and ways to further integrate senior cadets into the instructional and leadership roles in a virtual setting; the latter being a hot topic.



"Fundamentally, at the Corps and Squadrons YOU are the people delivering the program and we're here for you"

~LCol Barry Leonard

RCSU-Central CWO Godbout, commenting on teamwork, reinforced the concept that the leadership is there to support officers on the front lines, and to support the senior cadet leadership as well.

The cadets who make up the Senior Cadet Council "are incredible", he said, noting that "we're supporting a family of 20,000 plus in the region and we want to know right from them how well we're doing."

After a meaningful afternoon of interaction with his officers, recognizing the challenges posed by these unprecedented times, LCol Leonard left participants with wise words to ponder from another prominent leader, which marked a turning point in history – quoting Winston Churchill from WW2 in reference to the COVID-19 challenges of today.

Strong Relationships Key to Success

League leadership emphasizes working together at sea elemental-breakout session

By Lt(N) Gillian Metcalfe, UPAR-SEOA



Maintaining positive relationships was the focus as RAdm (ret'd) Jennifer Bennett addressed the attendees at the sea elemental breakout session at the recent commanding officers' conference.

“We really do want to enhance the relationship and engagement between the corps and branches, and the branches and division,” said RAdm (ret'd) Bennett, now in her new role as president of the Navy League, Ontario. “We need good news now more than ever in this environment.”

Speaking of initiatives that Ontario Division will be implementing to share news more openly, she also encouraged nominations for awards and recognition in the program, while thanking those present for the incredible work being done in their communities and stressing the importance of recognizing their hard work.



Echoing RAdm (ret'd) Bennett, Mr. Wayne Davis, the league's vice-president, reinforced

the importance of branches and corps working together – later extending an invitation for staff to participate in the virtual training being offered to Navy League members.

“We need to make the relationships stronger along with our DND partner,” said Mr. Davis. “We want to be a complete team.”

Both speakers displayed a strong commitment to the Navy League, and the support it provides the sea cadet program, with their energy and enthusiasm throughout.

“We're all in the same boat, using different paddles,” said RAdm (ret'd) Bennett, emphasizing the close relationship and interdependence between all partners in the sea cadet program.



CJCR Name Change

Effective immediately, the name of National Cadet and Junior Canadian Rangers Support Group (Nat'l CJCR SpGp) is being replaced with Cadets and Junior Canadian Rangers (CJCR).

Moving forward, all members of the Formation are to replace all signature blocks and headings to appropriately reflect the new name.

Change: An Opportunity, Not an Obstacle

Stages, adaptability highlighted at SEOA breakout session

By Lt(N) Gillian Metcalfe, UPAR-SEOA

Change may be the only constant in life, according to Greek philosopher Heraclitus, which made it an appropriate topic for discussion during the SEOA breakout session at the commanding officer's conference held in September.

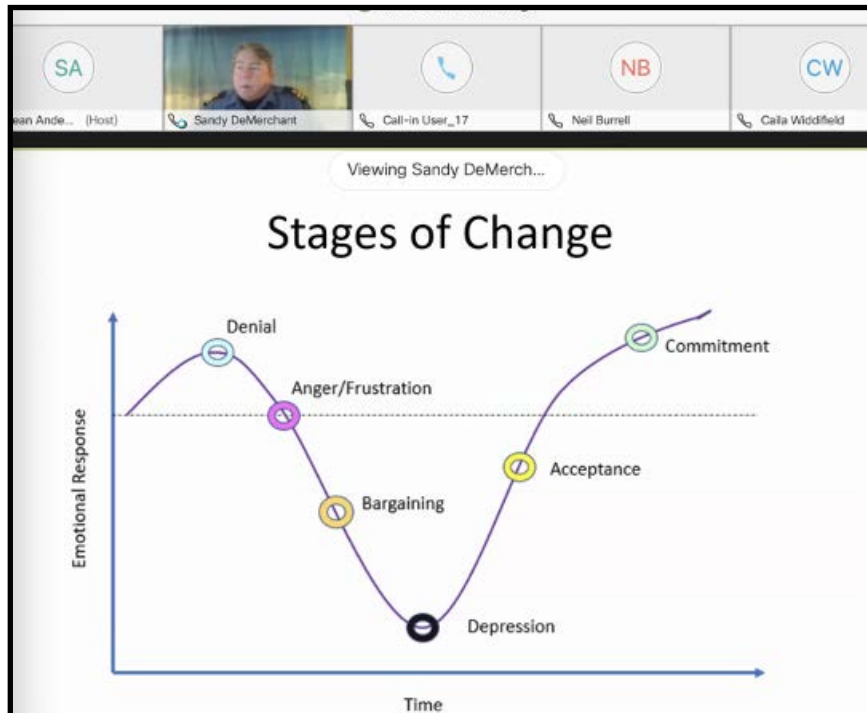
"We will have questions, we've never done this before, we're still finding our way," said Area OC Maj Sean Andersen, acknowledging the great changes that have taken place over the past several months. "It's going to take time for us to get to where we're going."

"Change is never easy; it places emotional stress and toil on people," said Lt(N) Sandy DeMerchant, a zone training officer in SEOA, introducing the topic of change management. Speaking of the stages of change being similar to the stages of grief, as described by psychiatrist Elisabeth Kubler-Ross, she outlined how the process begins with denial and proceeds through anger, bargaining, depression, acceptance and then commitment.

With the model illustrated as a curve, she suggested one think of it as being on a journey through multiple hills and valleys. Each person is at their own place on the curve and before they can help others, they need to know where they are on this curve, she said – explaining that the process is cyclical in nature.

"All it takes is one new change, an email or comment, to put someone back to the beginning of the process," said Lt(N) DeMerchant. "As you develop the hybrid training, give everybody the opportunity to provide input." Emphasizing that every team member is a valuable resource with something to offer. She also noted that encouraging input and providing clear information improves resilience and adaptability among members.

"Recognize that change is part of life; an opportunity, not an obstacle," said Lt(N) DeMerchant, "Our targets may change, the key is to work with each other, be adaptable and meet changes head on."



Did you know you can access low-cost tech tools?

By: Capt Joshua Ryan, UPAR-OSLA

TechSoup is a company that helps non-profits use technology effectively. They offer a variety of software tools at reduced or no cost along with some training offerings on technology use specific to non-profits. TechSoup also provides links to other providers, such as Google, who provide service offerings to non-profits.

While the CAF and CCO are not non-profit organizations, our League partners are and some, including the Army Cadet League, have an established relationship with TechSoup. Corps and squadrons can work with their support committees and their league partners to gain access to TechSoup to support effective training delivery. Consult your support or sponsoring committee or league for more details.

techsoup
CANADA

If you choose to leverage these opportunities and tools, be mindful of the information stored or transmitted using them. Official communications should come from a CCO (cadets.gc.ca) account and Protected A/B information must never be stored using unofficial tools.

Getting cadets flying again!

What's in the forecast for the air cadet flying program in Ontario?

By Lt(N) Darius Soo Lum, UPAR-SEOA

During the reassessment of the Cadet Program this past summer, and as discussed at the COs conference, Regional Cadet Air Operations (RC Air Ops) developed new plans and ideas to get cadets flying again.

More than 30 aircraft are being serviced by aircraft maintenance engineers at Mountain View Cadet Flying Training Centre to ensure all gliders and tow planes are ready to soar the moment that flying is permitted to resume. Flying instructors are going to be trained so that we have dedicated staff across Ontario well into the future.



While flying may not be on the table until 2021, new exciting activities to engage cadets when they visit cadet flying sites are being developed for the parts of their day spent on the ground.



Most importantly, RC Air Ops is working on how to resume flying in a COVID-19 environment; in other words, how to fly in ways that are both health safe and flight safe.

In the meantime keep your interest in aviation going by:

- Brushing up on some ground school material to keep your knowledge fresh; and
- Engaging with your squadron regarding virtual ground school opportunities.

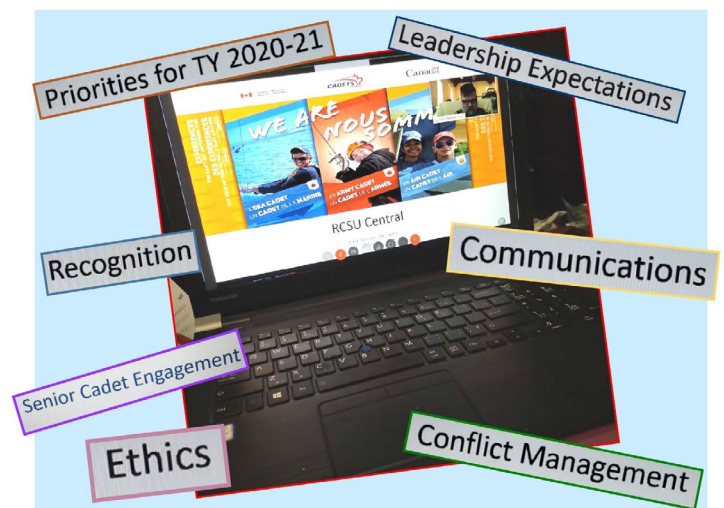
Discussing the Way Ahead in SWOA

Managing leadership expectations and league/CAF partnerships in a new environment

By Lt(N) Terri-Leigh Saunders UPAR-SWOA

With the COVID-19 pandemic presenting new challenges regularly, everyone is learning how to skillfully navigate uncharted waters and unmarked paths. In South-Western Ontario, the Sunday morning sessions of the annual Central Region COs conference consisted of a collective group session led by LCdr John Metcalfe, area officer commanding (OC), followed by participants breaking off into smaller sessions within their respective zones.

Several key topics of discussion were highlighted, including the necessity of mutual respect amongst members as well as cadets, leadership expectations, ethical behaviour, the partnership between the Canadian Armed Forces (CAF) and league partners, stewardship and the obvious topic of operations in a COVID-19 environment.



Discussing the collaboration between league partners and the CAF was of particular interest. In these exceptional times, a lot of changes have come in the way we conduct business; specifically, the limitation of league partners being able to attend units in person. These members tend to be a familiar face on a parade night, often functioning▶

Discussing the way ahead in SWOA: (continued)

as a liaison with the parents and guardians, while facilitating fundraising efforts, and the like. Many wondered how this will look going forward, discussing things like communication strategies, fundraising efforts and responsibility and accountability to league sponsors.

LCdr Metcalfe stressed the fact that COs need to work together with these essential community partners to ensure that they, along with their staff, are “good stewards, not just of crown resources, but of the league and committee resources” as well.

As always, LCdr Metcalfe provided his members with inspiration and encouragement to do the best

possible with the resources available, whether that be in a physical or virtual environment. Despite a lot of unknowns, “this is a youth - leading - youth program”, he said, and “we need to engage the more experienced senior cadets” to help us facilitate this new era of learning.

Before ending their session and continuing to zone-specific meetings, LCdr Metcalfe also shared the news that in the coming weeks he would be moving on from his duties as area OC. With that news, I’m sure the officers and cadets in South-Western Ontario wish him nothing but fair winds and following seas as he sails on to a new assignment.

COA break-out session hits key topics and themes

Safety, sitreps, succession and use of senior cadets part of diverse discussion mix

By: Lt(N) Sean Costello, UPAR

When commanding officers (COs) of the 26 army, air and Ssa cadet units within Central Ontario Area (COA) came together for a professional development break-out session on Sept. 20 – part of the annual two-day COs conference, held virtually this year – there was much to cover.

COA’s Officer Commanding (OC) Maj Jack Kelly welcomed attendees and invited the regional CWO to provide opening comments – who emphasized the importance of everyone’s efforts at this critical time.

“Thinking of the 30-percent turnaround in a normal year, with cadets leaving and others joining, this year will obviously be very, very different,” said CWO Godbout. “We have to endeavour to use all the virtual means we can to ensure that we keep our senior cadets engaged. If we do not, we’re going to lose them, and this may put us behind 10 years in the cadet movement; if we don’t make that effort.”

Successful program continuity also requires effective staff succession planning at the unit level, which was described as a priority task for new COs.

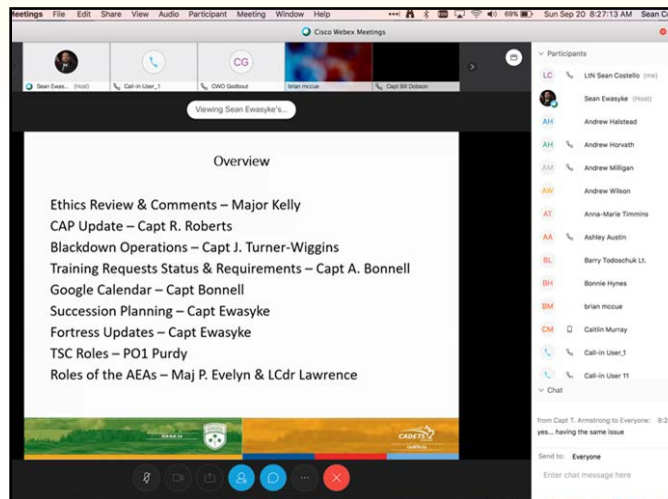
“Your first task, as a new CO, is to identify your replacement,” said Capt Sean Ewasyske, zone training officer. “Do it now, so that you can work with them, involve them, and mentor them.”

The other side of that – for those reading at home: junior officers

with a desire to grow and develop themselves further should make their interest known, by reaching out through the chain of command and requesting additional responsibilities or development opportunities.

The COA break-out session provided corps and squadron COs with area-specific guidance and direction relating to how fall and winter cadet activities will be approved and conducted. A robust agenda of updates was also provided by COA staff that included anticipated changes to upcoming expedition training and a current SITREP on operations at Blackdown CTC, which will be available as a resource for day exercises and training.

With local unit training resuming in October – virtually and limited in-person, when approved – the overall message throughout the session was very clear: Keep safety first as you and your unit staff resume delivering a fun and engaging program.



Where Only Blackflies Dare...

Welcome to Central Region's Northern Ontario Area!

By Capt Edward Ross, UPAR

Remember that time you were driving back from your corps or squadron, and it was snowing pretty badly; so badly that you had to pull into the service station, refill your windshield washer fluid, and grab a coffee, just so you could get through that 42 minute commute on a Thursday evening? Yeah, well, perhaps you may wish to take another look at that...

Can you imagine working with a unit in an area remote enough that a single accident, a washed-out bridge, a massive forest fire, or a weeklong blizzard with temperatures approaching Arctic-like qualities could cause you to have to spend the night in a roadside motel? Detour around your only Ontario highway, through la belle province, just to get home...? These are but some of the pressing issues discussed this past weekend at the regional commanding officers' conference – a virtual first!

LCdr Turcotte, the area officer commanding, assures us that despite the challenges imposed by geography, economic uncertainty, and some communities in decline as traditional industries fade away, that many of the units in his AOR can, "... hold their own against any in the south". With an obvious pride of a native son of the north – he was born and raised in Northern Ontario – he proudly asserts that despite what he calls the "lion's share" of his military time being spent in Southwestern and Central Ontario, he is thrilled to be home and plans on staying.

It important to note that there's no hyperbole or exaggeration here; NOA is massive. Huge. Gigantic. It is actually about five times larger than the other five areas together. It would be a shorter drive if one were

to travel from the NOA headquarters at CFB North Bay to Charlottetown, PEI, than it would be to drive to its furthest most unit, RCSCC PATRICIAN in Red Lake, Ontario (by a margin of about two hours).

As the NOA commanding officers moved through their discussions, ably led by Capt Linda Fogen-Madsen, the zone training officer for Thunder Bay West, it was impossible to miss the pride, passion and commitment these men and women have for the Canadian Cadet Organization (CCO) in general, and how it is delivered to thousands of Northern Ontario youth so successfully.



So, what is their secret to success? How is it that such a geographically immense and far-flung area can support 45 sea, army and air cadet corps and squadrons? Simply put, passion and commitment. Oh, and did we mention the natural beauty of the north; a connexion to nature that is so integral to the CCO? Be it Lake Huron, Superior, Nipissing, or Nipigon? The pristine forests, unspoilt and seemingly untouched by human hands? Or the open skies that seemingly go on forever... that sure doesn't hurt... Despite the blackflies...

THIS is the spirit of belonging that drives the success of our NOA corps and squadrons.

Note from the editor:

In consultation with the regional chain of command, this newsletter (Fall 2020) will be the first in our new seasonal format – with the next one (winter edition) set for early February (2021), followed by a spring edition in May and a summer edition in August.

There may also be ad-hoc bulletins – much shorter (1-3 pages) products – between the seasonal newsletters (e.g. early December prior to the holiday period), as required to share announcements or other information.

Future newsletter editions will also include an "op-ed" section, which will be titled "Views and Opinions", and we encourage short submissions to add to the overall quality and depth. More details on requirements for these submissions will be shared soon.

COs conference recap: *(continued from pg. 4)*

Q&A Session

Questions were collected in advance of the session, allowing for a very efficient flow of answers and amplifying commentary. Using the online chat feature, members were also able to submit follow-up questions as well as share valuable experiences and some creative, unit-level ‘way-forward’ ideas. Edited for space, below are a few of the questions and responses, for the benefit and situational awareness of all RCSU members:

Q: Some of my unit staff are commercial pilots, and current provincial policy affords symptom-free aircrew an exemption from having to isolate upon their return from out of province/country. Will they be able to attend local unit training, once we resume in-person activities?

A: No, the isolation exemption offered by another organization’s policy does not negate or set aside the orders and direction of the CO of RCSU (Central) or the Comd of CJCR. In all cases of multiple sources of guiding policy, we always follow and adhere to the most restrictive policy.

Q: One of my unit staff is currently collecting CERB and has asked me if I would be able to delay the submission of Class “A” pay sheets so that they can be reported and paid at some time in the future. I told them that I didn’t believe that that was appropriate, but that I would ask.

A: Your intuition is correct; falsifying reports and forms in order to sidestep the program qualification policies for EI or CERB benefits is not only inappropriate, but illegal. Have the member research how to legally record and submit their periodic income under those programs, if they choose to perform paid duty within the CCO program. Use this opportunity to reemphasize the importance of making ethical decisions in their conduct as a member of the CAF and of the RCSU.

Q: In the spring, there was a restriction placed on the wearing of uniforms, even as a part of virtual activities. Am I correct in understanding that this is now lifted?

A: Correct – Uniforms are now authorized for wear during virtual activities. Before organizing or attending any in-person activities, whether in uniform or not, refer to the direction and orders you have been provided.

Q: As we prepare to resume training, we are trying to simplify the collection of required medical questionnaires from parents. We have email addresses for all parents, can we use that as a method?

A: Partially - Medical questionnaires may be sent to parents via email, but due to the security classification of the completed form, all returns must be in paper form and sent back to the unit via the Canada Post mail system.

Q: With the Remembrance Day services of November 11 fast approaching, there was an order issued which restricted the wearing of CAF or Cadet uniforms at any in-person service. I had previously taken on a role in organizing the service at my local Legion; am I still able to attend?

A: Attendance at any 2020 Remembrance Day service in uniform, as a member of the CAF or as a Cadet, is not authorized. If you wish to attend a service as a private citizen in civilian clothes, or in your case as a member of your Legion in their order of dress, that is permitted. There must be no displayed or implied affiliation with the CAF or CCO, and you are advised to exercise prudence and caution in order to remain healthy.

Q: We intend to offer fitness activities at our unit this fall. If we ensure that cadets will remain 2 meters apart during certain portions, can they remove their non-medical masks (NMM) in order to participate in specific exercises / PT tests?

A: No. All in-person training will require the mandatory wearing of an appropriately fitting NMM at all times. The NMM must cover the nose, mouth and chin of the participant, and it shall not be removed or moved-aside during participation at any in-person training event. It should further be noted that neck gaiters and face shields are not authorized substitutes for NMMs. These items may be worn in addition to a proper fitting NMM, but at no time shall they be accepted as a substitute for wearing a NMM.

A complete list of QA from the conference will be posted to the “Message Board” on CCO SharePoint in late October.

Leadership 101 – Part 6

By Maj Lee Wendell, RCSU-Central COS



I would like to spend a little more time on how we utilize the principles, in a distributed leadership manner, to better explain how you, as a cadet leading cadets, can become a more effective leader and contribute to the overall mission goal of creating the future Canadian leaders.

What is a distributed approach? Well, simply put, it is a practice (rather than theory) that involves sharing (distributing) of authorities across a wide spectrum of leadership positions. These positions can be thought of in the case of a Squadron or Corps. The Squadron Chief delegates authority to run a Flight or Platoon, and the Flight/Platoon Sgts in turn delegate smaller Squad leaders with tasks to keep the fight/platoon functioning. Keep in mind that you can delegate authority to complete a task but not the responsibility for the task completion. The responsibility lies with the leader.

It's all well and good to run things in the corps or sqn, as the routine functioning of the parade night is well established. Let's throw a wrench into the mix of a parade night where the power goes out. Now what? The routine is disrupted and the regular activities are set aside. Who steps up? I would hope the Corps/Sqn CO exerts command and brings the Corps/Sqn together for further action.

That was a simple example of a disruption in activities, but what about a fire in the building on parade night? What happens then? Well, there would be the immediate need to evacuate the building but with several groups separated across a multitude of rooms and activities, once evacuated, command needs to account for all the people. How would one person accomplish this? Well, as discussed above, the CO would assign the authority for accounting of personnel in different areas and report back. The CO divests the task to several others that accomplish the goal of accounting for all personnel.

What can you do as an instructor on parade night during a fire evacuation? You have a small class of cadets that you are responsible for. Evacuating to the pre-determined muster area is your primary goal. What would you be doing as you use your class to the muster point, besides directing them to the correct area? What would the Corps Sergeant-Major or Sqn Warrant Officer be doing in all this? Do they play a role?

Distributed leadership will ensure the large number of tasks are taken care of in the most efficient manner possible. No

one person is really capable of handling several tasks at once in an emergency situation. Leadership training, skill and experience will emerge and you will assign tasks to subordinates, direct your charges, and collect results to ensure the safe and efficient conduct of the exercise.

In the next article I will talk about Group Dynamic and Motivation. These topics tie in well with the scenario above. What will people do and how do you get them out of the emergency situation. Leadership will lead the way.

If you have a leadership question or scenario, please contact me at Lee.Wendell@forces.gc.ca or Lee.Wendell@cadets.gc.ca and I'll respond. I may present your question as a case study for consideration here.

Former #OntarioCadets Sail with the Royal Canadian Navy

Two former cadets from 62 Phantom Squadron in Grimsby, ON are serving on the same ship — the HMCS Ville de Québec!



Sailor First Class Nathan Bennett (left) joined 62 Phantom in September 2008, and stayed until February 2015, retiring with the cadet rank of Flight Sergeant. He then enrolled into the RCN in August the following year.

Sailor Third Class Darius Pye (right) joined 62 Phantom in September of 2012 and retired as a Warrant Officer 2nd Class in June of 2017. He was sworn into the RCN the same month.

Sailor First Class Nathan Bennett (left) joined 62 Phantom in September 2008, and stayed until February 2015, retiring with the cadet rank of Flight Sergeant. He then enrolled in the RCN in August the following year.

Both of these former Phantom Squadron cadets are currently sailing to the United Kingdom to participate in Operation JOINT WARRIOR, a U.K. led, 13 country participant training exercise.

This is S1 Bennett's fifth sail and S3 Pyes first sail.
#BravoZulu

Padre Fowler's New Text App!

By Capt (the Rev'd) Dave Fowler, RCSU-Central Padre



Ever found yourself saying, "I'm pretty sure there is something out there in the community that could help." Or how about, "I'm sure there is an app for that!"

Part of our RCSU-Central challenge is that we are in 300 different locations and each unit and community is unique. Additionally, we also face the many

challenges of a world pandemic. As the RCSU-Central chaplain I have interacted with many of our units and fielded numerous questions. Part of my mandate is to help support you with the best resources possible to help you fulfil your mission with cadets. While I can't be in all 300 locations, I can provide an additional tool for all 300 locations to help. Enter the TEXT APP.

The Text App was created to provide you with a host of resources at your finger tips. It was intended as a supplement to the many resources already available at the new and very useful CJCR App. While replicating some of the mental health resources found there it also adds electronic links to helpful sites referenced in the Cadet COVID-19 AIDE MEMOIRE document.

The TEXT APP provides a description of each of its 21 links, letting you know if that link is the resource you are looking for. As an example, it provides a link to a particularly useful website that can provide you with information about psycho/social brick and mortar resources available in your specific community:

- Ontario 211 Connection to community and social services in your area. 24/7 in 150 languages. Phone: 211 Web 211ontario.ca

Looking to see what youth or adult mental health, substance abuse, housing or employment services are available in your specific community or nearby? Check out the 211 link.

The TEXT APP can connect you to free mental health educational resources:

- Canadian Mental Health Association operate program

across the province assisting with mental health and addiction issues, and free online mental health courses. Phone 416 646 5557 Web cmha.ca

The TEXT APP can also help you "find an app for that".

- US Veterans Affairs – 27 free apps on mental health and much more <https://mobilve.va.gov/appsstore/mental-health>

The VA link will help you find useful, interactive and educational apps with built-in tools for everything from parenting, relationships, PTSD, COVID, mindfulness, insomnia and a host of other topics. Many of the apps contain simple audible-guided instructions for relaxation techniques and numerous stress reduction and other strategies. There is an app for that!

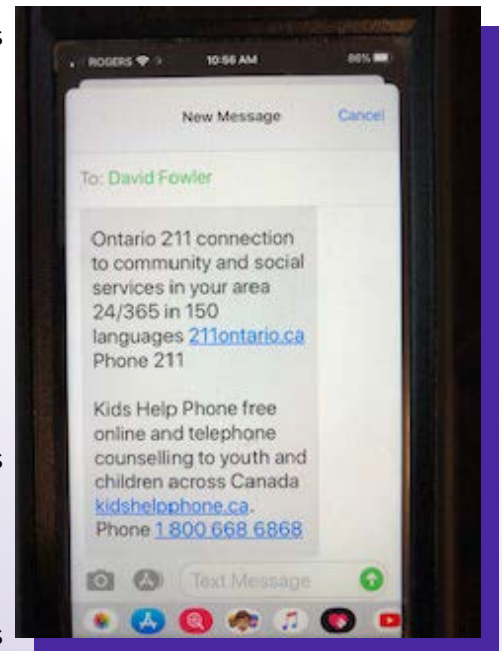
The TEXT APP can help you find a fitness program specially tailored for Canadian Forces personnel.

Check out DFIT

- Defence fitness is designed to help CAF members stay fit through exercise and recipes. Web dfit.ca

This is only a small smattering of the links at the TEXT APP. Want to check it out? Simply text me, Padre Dave, at 905-449-2365 and I can send you the tool in a flash.

You can also use that number to contact me anytime by text or voice about a mental health-related concern. I consider it a privilege to serve you and your unit!



Going The Distance – Virtually

By 2Lt Anthony Vukojevic, UPAR/Regional PA Support

As Canadian Armed Forces (CAF) community members came together virtually this past summer to get active by participating in the Physical Activity Tour of Canada, a CIC officer from Ontario was able to make the COATS Branch proud by placing third.

Major Arleen Miller, commanding officer of 2870 Royal Canadian Dragoons in Ottawa, signed up to participate in the CAF Physical Activity Tour of Canada (CAFPAT) in early June. After 85 days, she was able to accumulate 50,863 km of points – equivalent to running from Victoria, B.C. to St. John’s N.L. an astonishing seven times!

The goal of the CAFPAT was to encourage all CAF community members to stay active and healthy during times where almost everyone remained at home indoors. Therefore, in order to have many members participate, CAFPAT allowed for any form of physical exercise to qualify. From walking to running, biking to hiking, yoga to Zumba – whatever you liked doing most. Even water activities such as canoeing, kayaking and rowing were included. Anything physical would add to your points and get you across Canada, virtually.

“I participated in the CAFPAT as a way to keep active and accountable during these COVID times. Motivation for most is much lower, especially if working from home. Keeping active is a great way to ensure physical and mental fitness” said Maj Miller.

Starting in June, and over the next three months, Maj Miller tracked all the physical activity at her civilian job as a Canada Post letter carrier and her time at home doing the daily necessary housework to keep things in order. Based on the CAFPAT’s point system, Maj Miller exercised the equivalent of 21 days doing most of her regular activities.

The CAFPAT challenge provided Maj Miller with kilometers covered as she traveled from coast to coast as a result of completing exercise time in increments of 15 minutes – 15mins = 25km; 30mins = 50km; and 60mins =

Are you a cadet alumni or alumnae? How has cadets shaped you into the person you are today? Let us know for your chance to be our next #CadetAlumni story.

Send us a direct message to our page or email Anthony.Vukojevic@cadets.gc.ca and share your story with us of how you continue to be #CadetProud!



Maj Miller (right) scores marksmanship targets with one of her senior cadets in 2019

100kms. Following this point system, Maj Miller clocked 30,500 minutes of training time, giving her 50,863 km.

As the deputy commanding officer for Connaught Cadet Training Centre, Maj Miller understands and values the importance physical fitness has in the Cadet Program, as it is one of our three aims. Maj Miller has set an example for our youth, the future leaders of tomorrow, to follow – getting out there and staying active and healthy when we need it the most.



Congratulations on placing third, Maj Arleen Miller – and thank you for inspiring our cadets to be better.

“I believe that fitness is key in helping to remain strong and healthy, both mentally and physically. Especially during these difficult times, it’s really important to get up and moving to maintain some normalcy,” said Maj Miller.



Ontario Cadets



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