

AIR CADET LEAGUE OF CANADA



POLICY AND PROCEDURE MANUAL



AIR CADET LEAGUE OF CANADA

POLICY AND PROCEDURE MANUAL

FOREWORD

The Policy and Procedure Manual (PPM) is a “working document” issued by the Air Cadet League of Canada to provide policies, procedure, guidelines and general information to those involved with the Air Cadet Program.

Because the information is also available to the General Public through our National Website, it is also a public relations tool for the League to communicate its duties and responsibilities and policies and procedure used to meet these responsibilities.

Changes and amendments to the PPM will be carried out on a regular basis. Suggestions for improving the PPM are welcome and should be forwarded to the Executive Director, Air Cadet League of Canada, 201-1505 avenue Laperriere Avenue Ottawa, ON K1Z 7T1 or via email to execdir@aircadetleague.com.

Hopefully, by making the PPM an easily accessible reference point, all those who believe in and support the Air Cadet Program, will be better able to accomplish their tasks and to contribute more effectively to the success of the Canada-wide Air Cadet Movement

President
The Air Cadet League of Canada

THE AIR CADET LEAGUE OF CANADA

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PART 1 BACKGROUND AND ORGANIZATION

POLICY AND PROCEDURE MANUAL

PART 1 - BACKGROUND AND ORGANIZATION

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SECTION 1.1 INTRODUCTION

1.1.1 DEFINITIONS AND ABBREVIATIONS

“Abuse Accusation” means any report of child abuse made by a member of the Air Cadet Movement which involves other members of the Air Cadet Movement or someone who is directly associated with it (at least one of whom is a Cadet), and concerns an incident which occurred during a Cadet activity. Incidents, which do not meet both criteria, are administered as abuse revelations.

“Abuse Revelation” means any report of child abuse made by a member of the Air Cadet Movement, which involves an incident not directly associated with cadet activities. Usually this will involve a Cadet who is being abused within his/her family or in a situation not related to Cadet Activities.

“Affiliated Unit” means a unit of the Regular Force or of the Primary Reserve with which a Cadet Corps/Squadron is affiliated.

“Air Cadet” and **“Cadet”** means a properly enrolled member of an authorized Squadron of the Royal Canadian Air Cadets.

“Air Cadets” means the Royal Canadian Air Cadets.

“Air Cadet League Headquarters” (ACL HQ) means the National Headquarters of the Air Cadet League of Canada in Ottawa.

“Air Cadet Movement” means everyone within all levels of the Canadian Forces, the League, and others who are involved, in any capacity, with the Royal Canadian Air Cadets.

“Air Cadet Squadron” means an individual body of Air Cadets authorized and organized pursuant to Section 46 of the National Defence Act.

“Area Cadet Officer” (ACO) means an officer in the Canadian Forces Regular or Reserve component employed at a Regional Headquarters and responsible for training and administering Air Cadets.

“Cadet Administration and Training Orders” (CATOs) means orders issued by NDHQ/Director of Cadets to supplement Queens Regulations and Orders for Cadets, to amplify Canadian Forces Administrative Orders, and to minimize the requirement for specialized Region Orders and Instructions.

“Cadet Instructor Cadre” (CIC) means a sub-component of the Canadian Forces Reserve Force, consisting of officers whose primary duty is the supervision, administration and training of cadets mentioned in Section 46 of the National Defence Act.

“Cadet Summer Training Centre” (CSTC) means Camps, Bases, and other locations where Cadets are in residence for summer training courses.

“Canadian Cadet Movement” (CCM) means everyone within all levels of the Canadian Forces, the Navy League, the Army Cadet League and the Air Cadet League who is involved, in any capacity, with Canadian Cadets.

“Canadian Cadet Organization” (CCO) means the three Cadet organizations, under the control and supervision of the Canadian Forces, known as:

- the Royal Canadian Sea Cadets;
- the Royal Canadian Army Cadets; and
- the Royal Canadian Air Cadets

“Canadian Forces” (CF) means the armed forces of Her Majesty raised by Canada, which consist of one Service called the Canadian Armed Forces.

“CIC Training” means training provided to CIC officers, normally conducted in the regions by the Regional Cadet Instructor Schools.

“Civilian Instructor” (CI) means a resource person with special talents who is employed by DND as an Instructor within a designated Air Cadet Squadron but who is not a member of the CF.

“Directed Optional Training” means training on such subjects as music conducted by regions as directed by NDHQ. This training is conducted by Squadron Officers, Civilian Instructors, Specialist Officers, and/or Officers and NCMs of the Regional Cadet Staff. NDHQ directs the amount of resources that may be used to support these training programs.

“League” means the Air Cadet League of Canada as incorporated under the laws of Canada.

“League Headquarters” means the National Headquarters of the Air Cadet League of Canada in Ottawa.

“Local Headquarters (LHQ) Training” means the training conducted in the Air Cadet Squadrons during the months of September through June of each training year. The training is directed by NDHQ, and is designed to achieve national objectives. The mandatory portions of the training program are the financial responsibility of the Canadian Forces.

“Mandatory Support Training” means practical training outside regular training sessions required to assist in achieving the Mandatory Training objectives. Eight Mandatory Support Training days are allotted each year. This training is conducted and supported by CF resources.

“Mandatory Training” means a proficiency level program, which teaches and practices the minimum knowledge and skills necessary to achieve the training objectives of Air Cadets. It is part of the Local Headquarters Training normally given during 25 dedicated sessions.

“Minister” means the Minister of National Defence.

“National Cadet Council” (NCC) means an advisory and consultative body, the principal members of which are the Vice-Chief of the Defence Staff and the three League Presidents, which meets at least annually to further the aims and objective of the Canadian Cadet Movement.

“NDHQ” means National Defence Headquarters.

“NDHQ Cadet Staff Establishment” means the composition of Reserve officers and non-commissioned members who supplement the Regular Force staff at NDHQ, and who are responsible for matters associated with the Canadian Cadet Movement (CCM).

“Optional Training” means all discretionary training that is conducted at the squadron at no cost to the CF. Monies and other resources required to conduct this training will be provided by local Squadron Sponsors, Squadron Sponsoring Committees or by the Provincial Committee of the League.

“Provincial Committee” means a group of persons who, within their province or other specified area of jurisdiction, represent the Air Cadet League, and who through the Squadron Sponsoring Committees promote and assist in the development of Air Cadets.

“QR & O” means the Queen’s Regulations and Orders for the Canadian Forces.

“Queens Regulations and Orders for the Canadian Cadet Organizations” (QR(Cadets)) means the orders and regulations issued under the authority of the National Defence Act that apply to Canadian Cadets and Cadet Corps, Cadet Instructors, and where the context so requires, other members of the Canadian Forces and Civilian Instructors.

“Racial Discrimination” means differential treatment of an individual because of race, color, nationality or ethnic origin; or use of stereotyped images or language (including jokes and anecdotes) which suggests that all or most members of a racial or ethnic group are the same, thereby denying their individuality as persons.

“Region” means the functional region of the Canadian Forces which bears responsibility for Cadet matters in a given geographical area, i.e., Atlantic Region (Newfoundland, Prince Edward Island, New Brunswick and Nova Scotia); Eastern Region (Quebec and the Ottawa Valley); Central Region (Ontario); Prairie Region (Northwestern Ontario, Manitoba, Saskatchewan, and Alberta); Pacific Region (British Columbia); and Northern Region (Yukon/ Northwest Territories and Nunavut).

“Regional Cadet Instructor Schools” (RCIS) means schools composed of Officers serving in an establishment designed for the purpose of training CIC officers as instructors for the CCO.

“Regional Commander” means an Officer in the Regular Force who has regional responsibilities of command and control over Sea, Army and Air Cadet Corps/Squadrons, Cadet Camps, RCSE, RCIS, and RGS in his region.

“Regional Competitions/Training” means competitions or training conducted by Regions without requiring Director of Cadets approval.

“Regional Gliding Schools” means schools staffed with Officers and civilian personnel who are employed to meet the regional gliding training needs of Air Cadets.

“Service” means the Canadian Forces.

“Sexual Harassment” means unwanted sexual attention of a persistent or abusive nature; or an implied or expressed promise of reward for complying with a sexually-oriented request; or an implied or expressed statement that compliance with a sexually-oriented request is expected in order to maintain existing benefits; or an implied or expressed threat or reprisal, in the form of actual reprisal or the denial of opportunity, for refusal to comply with a sexually-oriented request; or sexually-oriented behavior, language and printed matter (including but not limited to jokes, anecdotes and pictures) of a persistent and unwelcome nature which create a negative psychological and emotional environment for work.

“Squadron Sponsor” or **“Sponsoring Organization”** means an organization or group of persons accepted by the Air Cadet League of Canada as the Sponsor of a specific Air Cadet Squadron. A Sponsor is responsible to provide persons and other resources as required to the Squadron Sponsoring Committee of that Squadron.

“Squadron Sponsoring Committee” (SSC) means the persons comprising an Air Cadet League of Canada approved Committee which works directly with the Officers and Cadets of their Squadron and with their Provincial Committee. Members of the Squadron Sponsoring Committee may or may not be members of the Sponsoring Organization. .

“Squadron” means an Air Cadet Squadron.

“Summer Training” means training normally conducted during July and August at Cadet Summer Training Centres (CSTCs) authorized by NDHQ. Cadets attend summer training to acquire knowledge and skills with which to assist in the conduct of LHQ training. Training quotas and courses are detailed on the NDHQ summer training directives.

“Support Unit” means a unit of the Canadian Forces designated by NDHQ to provide logistic and administrative support to a cadet squadron.

ABBREVIATIONS

ACL or ACLC	Air Cadet League of Canada
ACLF	Air Cadet League Foundation
ACO (Air)	Area Cadet Office (Air)
CATO	Cadet Administrative and Training Orders
CCM	Canadian Cadet Movement
CCO	Canadian Cadet Organization
CDS	Chief of the Defence Staff
CF	Canadian Forces
CFB	Canadian Forces Base
CFS	Canadian Forces Station
CI	Civilian Instructor
CIC	Cadet Instructor Cadre
CSTC	Cadet Summer Training Centre
CTC	Cadet Training Centre
DCdts	Director of Cadets
DGRC	Director General Reserves and Cadets
DND	Department of National Defence
LHQ	Local Headquarters
MND	Minister of National Defence
NCC	National Cadet Council
NCSE	NDHQ Cadet Staff Establishment
RC (Air) C	Royal Canadian Air Cadets
NLL	National Level of the League
RCAOpsO	Regional Cadet Air Operations Officer
RCIS	Regional Cadet Instructor School
RCSU	Regional Cadet Support Unit
RGS	Regional Gliding School
RCSE	Regional Cadet Staff Establishment
RHQ	Regional Headquarters
TC	Transport Canada

1.1.2 REVISION PENDING

1.1.3 THE AIR CADET MOTTO

The motto of the Royal Canadian Air Cadets is:

To Learn * To Serve * To Advance

Note: The Air Cadet Motto was created by Robert Myles Colwell in 1966 while he was a cadet at 625 Squadron in New Brunswick.

1.1.4 MISSION STATEMENT OF THE AIR CADET LEAGUE OF CANADA

- a. To partner with DND in the development, deployment and conduct of the Air Cadet Program by advising and assisting with the core training program and complementing it with valuable optional elements;
- b. To promote and encourage the nation's youth members to develop and maintain an interest in aviation and to foster and assist growth in those fields for those interested in pursuing such a career, in part by partnering with industry, while still supporting interest in other program elements of leadership, effective speaking, music and such;
- c. To promote the growth and well being of the Air Cadet Movement by attracting and retaining the youth members and the adult leaders for both the DND and League roles and responsibilities;
- d. To provide along with DND, a voice in Canada for the Air Cadet Movement as a whole so that the Canadian public is kept aware of the accomplishments and capabilities of the Movement and of its ability to fulfill its purposes;
- e. To provide an organizational structure and including the Squadron Sponsoring Committee Level (SSC) that complements and meshes with DND's to meet in a respectful, understanding and professional way the agreed and approved roles and responsibilities, including providing and considering studies and proposals as well as resolving the challenges in a progressive Air Cadet Movement; and
- f. To establish and maintain a core principle that the National Level League (NLL) and Provincial Committees (PCs) working in concert, in accordance with the established purposes of the League, is to ensure that every Squadron has a functioning Squadron Sponsoring Committee (SSC) of screened and registered volunteers delivering the essential League support required to provide the air cadet program.

1.1.5 VISION

The Air Cadet League of Canada envisions the Royal Canadian Air Cadet Organization as Canada's premier and a world class youth development movement. Being attuned to societal changes, it strives diligently to be a totally dedicated, proactive and innovative partner to encourage and enhance the development of well adjusted, civic minded youth to undertake leadership roles in a great Canada and a better World.

1.1.6 VALUES

The Air Cadet League of Canada fosters development in youth of the values of self- confidence, self-discipline and leadership.

1.1.7 PHILOSOPHY

The Air Cadet League of Canada (ACL) has adopted the following philosophical statement as a means of conveying to its members at all levels of the league and to the general public, its core beliefs that influence its decisions as a youth development organization:

The Air Cadet League of Canada believes that there is a place in our society for an educational and skills development program, which is not entirely permissive and requires the Cadets to accept a full measure of personal responsibility for their own actions and by doing so should have the opportunity to qualify for the most attractive rewards the program offers. However, the Cadet shall earn these awards through merit and good service with squadrons by meeting established training and behavioural standards and by participating in both the up-to-date and progressive, compulsory and optional training program.

In order to fund many of the cadet program activities, cadets and parents of cadets are expected to participate in and contribute to fund raising as required and, when possible, parents and other interested individuals are encouraged to volunteer their services to contribute to the success of the Air Cadet Program.

The Air Cadet League strongly believes that the Air Cadet Movement, consisting of everyone within all levels of the Canadian Forces, the Air Cadet League of Canada, the local communities and others who are involved, in any capacity, can sustain a youth development program that will produce good citizens with strong leadership skills that will benefit Canada.

1.1.8 MAIN CONTRIBUTIONS TO THE AIR CADET PROGRAM

The Main Contributions to the Air Cadet Program are to allow and as financially feasible, to provide Optional Training Programs for the benefit of the Cadets in the areas of, but not limited to the following:

- a. Aviation;
- b. International Air Cadet Exchange;
- c. Scholarship Training;
- d. Citizenship Training;
- e. Effective Speaking Development; and
- f. Other training programs as may be approved from time to time by the Board, the Members and the DND/CF

1.1.9 BROAD ACTIVITIES OF THE AIR CADET LEAGUE OF CANADA

The broad activities of the Air Cadet league of Canada (ACL) are:

1. To facilitate, support, promote, oversee and carry out the activities and programs of the ACL at all levels;
2. To receive bequests, trusts, funds, property, and proceeds from fund raising, and to hold, raise funds, invest, administer, and distribute funds, including from fund raising and property for the purposes of the ACL as presently set out and for such other purposes and activities which are authorized for registered charities under the provisions of the Income Tax Act. The Board of Governors (Board) in its sole and absolute discretion may refuse to accept any bequest, trusts, funds or property;

3. To exercise all powers as are necessarily ancillary to the fulfillment of the purposes of the ACL;
4. To liaise, negotiate, agree in all manners required of and for the partnership with the Department of National Defence/Canadian Forces (DND/CF) and other partnerships; and
5. To perpetuate the Air Cadet Movement and the Royal Canadian Air Cadets by developing new squadrons together with the Provincial Committees and the Department of National Defence (DND).

SECTION 1.2 GOVERNMENT AND ORGANIZATION

1.2.1 NATIONAL DEFENCE ACT

Section 46 of the National Defence Act provides:

1. The Minister may authorize the formation of Cadet Organizations under the control and supervision of the Canadian Forces to consist of persons not less than 12 years of age and who have not attained the age of 19 years;
2. The Cadet organization mentioned in sub-section (1) shall be trained for such periods, administered in such manner, provided with material and accommodation under such conditions and shall be subject to the authority and command of such officers as the Minister may direct;
3. The Cadet Organization mentioned in sub-section (1) shall not be comprised in the Canadian Forces.

1.2.2 THE AIR CADET LEAGUE OF CANADA / ORGANIZATION

The Air Cadet League of Canada is a three level organization: National, Provincial and Local.

At the National level, the League comprises elected/appointed Members from which a Board of Governors of 15 is elected annually at the Annual General Meeting (AGM). An Executive Committee of not more than six comprises five members elected from the Board of Governors, specifically, the President of the League, and four Vice-Presidents. In addition, the Immediate Past President is a Member of the Board of Governors and Executive Committee. All Past Presidents of the League are Members and form an Advisory Council. The Advisory Council at the National level consists of all Past Presidents. The League Headquarters office is in Ottawa, managed by a paid Executive Director and small staff.

At the Provincial level, the League comprises twelve Provincial Committees, one for each of the ten provinces, one for Northwestern Ontario, and one for the Pan Territorial Provincial Committee. Each Provincial Committee is headed by a Chairperson who is responsible to the President of the League. Provincial Committees are responsible to establish their own office and provide for its operation.

At the Local level, the League comprises a Squadron Sponsor and a Squadron Sponsoring Committee for each Air Cadet Squadron. The Squadron Sponsor is often a unit of an association or service club, or it may be a group of parents or others, from which human and other resources may be provided for the Squadron Sponsoring Committee. Squadron Sponsoring Committees are responsible to their respective Provincial Committees, and the Chair of the Squadron Sponsoring Committee is a Member of the Provincial Committee.

The By-Laws of the Air Cadet League are in Part 2, [Section 2.3](#)

1.2.2.1 GOVERNING DOCUMENTS

The Air Cadet League of Canada (ACL) shall be governed by the Board of Governors (BOG), which shall be governed by the contents of the following:

1. The Certificate of Continuance/Constitution of the ACL;
2. The Bylaws of the ACL. The Bylaws and Policies of the ACL (National) shall have precedence over other instruments except the Constitution (Certificate of Continuance) of the ACL;
3. The Policy and Procedure Manual (PPM) (published in the PPM or otherwise published);
4. Memoranda of Understanding (MOU), Service Contracts, and such other agreements as approved between DND/CF and the ACL); and
5. Rules of compliance with laws and rules, regulations and guidelines thereof, as emanate from governments and governmental ministries, and agencies such as Canada Revenue Agency, Treasury Board Canada-Not-For-Profit Corporation Act (CNCA).

1.2.3 RELATIONSHIP BETWEEN THE CANADIAN FORCES AND LEAGUES

In accordance with Section 46 of the National Defence Act, the Canadian Forces are responsible to the Minister of National Defence for the control and supervision of Cadet Organizations. In carrying out this responsibility, the Canadian Forces shall take into account the known policies and objectives of the Cadet Leagues at the National, Provincial and Local levels, and shall cooperate with them to the fullest extent possible. While the three Cadet Leagues in partnership with the Canadian Forces comprise the Canadian Cadet Movement, each League is a separate and distinct entity.

1.2.4 RESPONSIBILITIES OF THE CANADIAN FORCES

For Air Cadets the Canadian Forces are responsible for providing:

1. supervision and administration of Cadet Squadrons
2. material to Cadet Squadrons, in accordance with the scales of issue approved by the Minister;
3. training, pay and allowances for Cadet Instructors;
4. funds for payment of allowances and training bonuses authorized by QR (Cadets) and QR&O;
5. transportation, as authorized by the Minister;
6. facilities and staff for summer training centres and courses approved by the Minister;
7. syllabi and training aids, in accordance with scales of issue approved by the Minister;
8. medical care as authorized by QR (Cadets);
9. liaison with cadet squadrons;
10. Officers or appropriate civilians to carry out formal functions at annual reviews;
11. policy on the enrollment, appointment, promotion, transfer and release of Officers of the Cadet Instructor Cadre (CIC);
12. policy respecting agreements for the employment of Civilian Instructors and the terms of their employment; and
13. policy on enrollment requirements for Cadets, appointment to Cadet ranks and transfers of Cadets between Cadet Squadrons.

1.2.5 RESPONSIBILITIES OF THE AIR CADET LEAGUE OF CANADA

The Air Cadet League of Canada through its League Headquarters and Provincial Committees is responsible for:

1. making recommendations to the Chief of the Defence Staff for the formation, organization or disbandment of a Cadet Squadron;
2. providing names of possible candidates for enrollment in the Canadian Forces as Cadet Instructor Cadre (CIC) Officers, or for employment as Civilian Instructors;
3. making comments to the appropriate Region Commander regarding the appointment, promotion, transfer or release of CIC officers and Civilian Instructors;
4. providing financial support as required;
5. providing and supervising Squadron Sponsors and Squadron Sponsoring Committees;
6. providing advice, training and assistance to Squadron Sponsoring Committees;
7. overseeing, in cooperation with the CF, the effective operation of Air Cadet Squadrons and their Squadron Sponsoring Committees;
8. administering trust accounts set up for awards to outstanding Cadets;
9. identifying and providing other appropriate awards to recognize commendable Cadets' and volunteers' performances;
10. participating in the Cadet selection process for national courses and exchange programs; and
11. establishing policies and procedure for the registration and screening of civilian volunteers.

1.2.6 RESPONSIBILITIES OF SQUADRON SPONSORING COMMITTEES

A complete list of squadron sponsoring committee responsibilities can be found at [section 3.6.2.1](#).

1.2.7 NATIONAL CADET COUNCIL

The National Cadet Council (NCC) is primarily an advisory and consultative body, composed of Civilian and Military Members, whose purpose is to further the aims and objectives of the Canadian Cadet Movement and the interests of their participants. Although its primary role is to make recommendations, the NCC may also make decisions affecting the Canadian Cadet Movement. Prior to the implementations of any such decision, the concurrence of the Canadian Forces is required and that concurrence may be given by the Chairperson NCC.

Composition of the NCC is as follows:

Civilian:

- Three representatives of the Navy League of Canada
- Three representatives of the Army Cadet League of Canada
- Three representatives of the Air Cadet League of Canada

NOTE: League representatives will normally include the President, Executive Director and one other representative.

Military

Vice Chief of Defence Staff - Chairperson
Chief of Reserves and Cadets - Vice Chairperson
Director General Reserves and Cadets
Director of Cadets

NOTE: Other representatives from either the Leagues or the Military may be named to attend with the concurrence of the four principals (VCDS and the Presidents of the three Leagues).

Administrative Arrangements

The Department of National Defence is responsible for providing conference facilities, including the preparation of the agenda, recording of proceedings and preparation and distribution of minutes for review by participating principals prior to adoption.

The Department of National Defence defrays the traveling and accommodation expenses of delegates. Travel arrangements of delegates and payment of expenses for social functions held in conjunction with NCC meetings shall be as mutually agreed.

Meeting Arrangements and Procedure

The NCC meets annually, preferably near the end of the calendar year and at such other times as may be mutually agreed between NDHQ and the Leagues.

The agenda includes items submitted by the Leagues and by DND. As a general rule, only items affecting two or more Leagues should be placed on the agenda; however, major items of special significance to one League may be included. Agenda items are passed to NDHQ/Directorate of Cadets at least six (6) weeks prior to scheduled NCC meetings so as to permit the actual agenda to be circulated at least one month in advance of meetings.

It is understood that matters of policy may require delegates to seek agreement of their respective organizations before ratification is given.

The deliberations of the NCC reflect the close partnership, which exists between the Canadian Forces and the three Leagues.

SECTION 1.3 HISTORY

1.3.1 THE EARLY DAYS

To understand why and how the Air Cadet League of Canada came into being, it is necessary to recall the early days of World War II. France had fallen, the Low Countries had been invaded, and Britain was under heavy attack from the air. The critical need was for planes and more planes - and for trained young men to fly them in defence of freedom.

Against this background there grew in Canada the idea of a select corps of teen-aged youths who would devote some of their spare time to preparing for the day when they would take their places as aircrew in the ranks of the RCAF.

In 1940, Air Minister Power, who was very much aware of the need for this type of Air Cadet training, called in a group of influential civilians and asked them to set up a country-wide voluntary organization to sponsor and develop this growing movement. The response was immediate, and a civilian organization was soon created to work on a partnership basis with the RCAF. As it later developed, this partnership was to be the main reason for the striking success of the Air Cadet Movement in Canada.

On the 11th of November, 1940, Order-in-Council PC 6647 was passed. This order authorized the formation of the Air Cadet League of Canada and set forth the responsibilities of the civilian body and of the RCAF. On April 9, 1941, the Air Cadet League of Canada was granted a Dominion Charter authorizing it to operate as a charitable, non-profit corporation.

An administrative headquarters was established in Ottawa, and the stage was set for a concentrated appeal for sponsors and volunteers throughout the provinces.

In the early part of 1941, a national board of key men was chosen and it met for the first time in Ottawa on June 2nd of that year. One of the first acts of the national directors was to appoint an outstanding Chairman in each of nine provinces. The Provincial Chairmen in turn set up their committees and these gentlemen traveled widely, talking to public-minded citizens and recruiting local sponsorship for the squadrons.

The organization of squadrons proceeded through the fall months of 1941 and by the end of the year there were 79 squadrons affiliated across the country. By May, 1942, there were 135 squadrons and 10,000 cadets; and a year later, 315 squadrons with 23,000 cadets.

The primary purpose of the League during its formative years was a military one, but its founders were also thinking in terms of the long-range benefits of Air Cadet training. They realized that through voluntary study, the cadets could improve their knowledge of aviation and increase their usefulness to the community. Through participation in supervised squadron activities, they would find opportunities to develop those qualities usually associated with good citizenship.

It was the character-building aspect of Air Cadet training which appealed most strongly to the youth leaders of the country. Service Clubs, Educators, Boards of Trade and Veterans Groups offered their services to the League, not only as a contribution to the war effort but also as a means of assisting the youth of the country along the road to good citizenship.

In September of 1944, the Movement reached the peak war strength of 374 squadrons, over 29,000 cadets, 1750 officers and instructors and another 2,000 civilians who supplied financial and other support

It is unfortunate that during the early years accurate records were not kept of the number of Cadets who joined the fighting forces. It has been established, however, that during one brief period, between October, 1943 and June, 1944 over 3,000 Air Cadets graduated into the wartime RCAF and more than a score of them were subsequently decorated for gallantry. This was a proud record and one which provided tangible proof of the value of wartime Air Cadet Training.¹

¹**Footnote to the Early Days reprinted from an article in the Nov/Dec 2008 issue of Legion Magazine titled “Western Command” by Hugh A. Halliday(page 37).**

“ ... On May 29, 1939, apart from ceremonial duties, Western Air Command personnel were engaged in such work as street-lining and mounting a special guard on the royal luggage. That evening...aircraft escorted the steamer Prince Robert to Victoria and repeated these tasks on May 31 as the royal party (King George VI and Queen Elizabeth) returned to the mainland.

Among those lining the streets were hundreds of youth wearing vintage air force uniforms. A year earlier, Wing Commander A.B. Bell-Irving, commanding RCAF Auxiliary units in the area, had conceived the idea of forming an air cadet corps to be affiliated with No. 111 (Auxiliary) Sqn. The first reaction to a report in the Vancouver press on this was little short of astonishing when approximately 1,400 youngsters reported to the squadron to join up. Negotiations with the Honourable Ian Mackenzie, then Minister of National Defence, produced a number of obsolete high collar air force uniforms. Squadron Leader Nick Carter was persuaded to take on the task of organizing the corps. The Vancouver Air Cadet Movement was the inspiration for the future Royal Canadian Air Cadets and subsequently the Air Cadet League of Canada.”

1.3.2 THE POST-WAR PERIOD - 1946 TO 1968

Immediately following the close of the war, there was a natural lessening of interest in all Cadet Activities throughout Canada. Many Squadrons that had been set up “for the duration” were disbanded and the movement settled down to a low point of approximately 11,000 cadets in 155 squadrons.

The peacetime story of the Air Cadet Movement is perhaps even more impressive than its wartime history. Commencing in late 1944, the League planned and carried out its peacetime conversion with the same vigor that it tackled its wartime responsibilities. Probably the most important job facing the Air Cadet Movement in 1945 was to provide an incentive, which would rival in its appeal the wartime goal of graduation into the RCAF. The answer was found in a variety of awards for outstanding proficiency and loyalty to the squadrons. From the standpoint of popularity, perhaps the outstanding innovation was the summer camps held at RCAF Stations. In 1946, the RCAF introduced Flying Scholarship courses on powered light aircraft through civilian flying clubs for senior cadets, a development, which gave added importance to the movement. Since the scheme began, some 14,361 Air Cadets (1997) have completed their power flying scholarship courses, in most cases to the Private Pilot level, and can now proudly call themselves pilots. This training has been completed at little or no cost to either the cadets or to their families. Selection of Air Cadets for flying scholarships is done in an orderly way. The candidates must be physically fit, at least 17 years old, and be undergoing Level 4 of Air Cadet training. In addition, they must pass a qualifying exam and pass through a rigorous Canadian Forces/League selection procedure at Local, Provincial and National levels.

Also in 1946, the Government approved a maximum establishment for the post-war period of 15,000 Cadets across Canada. Simultaneously, a new peacetime program for Air Cadets, based on a combination of aviation and citizenship training, was put into effect by the League and the RCAF.

Early in 1949, the Movement spread to the new province of Newfoundland where six active squadrons, all supported by strong civilian committees, were in operation only a few weeks after Confederation. A year later, the need for an increase in the maximum establishment was recognized by the Government and the ceiling was raised to 22,500 Cadets.

As the League paused to observe its tenth Anniversary in 1951, it could point to a fine record of service to Canada. Some 65,000 young Canadians had worn the Air Cadet uniform and participated in the training program.

In 1961, as the League celebrated its coming of age, more than 150,000 Air Cadets had received training in the squadrons now numbering 332. If all the Cadets who had received Air Cadet training to that time could have been paraded at one time in column of route, the parade would have stretched for a distance of 35 miles. In view of a strong demand for new units at the time and to provide for gradual expansion, authority was granted in 1972 for an increase by stages to the present entitlement of 28,000 Air Cadets.

1.3.3 POST UNIFICATION YEARS - FROM 1968 TO THE PRESENT

On February 1, 1968, the Air Cadet League of Canada lost its original partner - the Royal Canadian Air Force - and unification brought about a new partnership with the Canadian Forces.

In 1969, a Directorate of Cadets was formed at National Defence Headquarters to set policy and coordinate the activities of the three cadet movements. This office now functions under the Director General Reserves and Cadets. The day-to-day control of Air Cadets is vested in six military regions affiliated with the functional Commands of the Canadian Forces with the functional commander also serving as Regional Commander: Atlantic Region - Maritime Atlantic; Eastern Region – Land Forces Quebec Area; Central Region - Canadian Forces Training System; Prairie Region – Canadian Air Division; Pacific Region - Maritime Pacific; and Northern Region Headquarters.

Two significant changes occurred in Air Cadets during this period. After several years of “unofficial” participation in squadron-operated “Girl Flights”, the official participation of girls in the Air Cadet Movement was approved by Parliament on July 30, 1975. At the present time in the late 90s, girls make up on average about 30% of the strength in Air Cadet Squadrons across the country. Following the uniform changes that had taken place in the CF, Air Cadets changed to green uniforms in the 1970s, and then reverted back to blue uniforms in the 1990s.

From the time the Air Cadet League of Canada came into being in April 1941 until the latter part of the 90s, close to one million young Canadians have participated in the Air Cadet training program. Today, it is estimated that some 50,000 Canadians are involved in some way with the Air Cadet Movement.

1.3.4 THE “AIR IN AIR CADETS”

The challenge faced by the Air Cadet leaders of the sixties was to revitalize the Movement and establish its credibility with a new and very aware generation of young Canadians.

In the early years of Air Cadets, the RCAF had operated an impressive number of bases scattered across the country and there was no shortage of small aircraft, especially those in the “Expediter” or “Dakota” categories, which were well suited to providing familiarization flying opportunities for Air Cadets. However, with the coming of Service unification in Canada, the closing of many air bases and amalgamation of others - and with the trend to larger, long-range aircraft - the situation changed rather drastically.

By the mid-1960's, it had become obvious that Air Cadets were no longer being provided with sufficient opportunities to experience the thrill of flight. Faced with the problem of maintaining Cadet Interest, the Air Cadet League decided to “put the air back in Air Cadets”.

In the summer of 1965, the League's western members launched an experimental gliding program in conjunction with the Air Cadet Summer Camp at Penhold, Alberta. From that small beginning, gliding has developed into a major project and has built up to the point where the Air Cadet Movement carries out an average of more than 50,000 glider flights each year.

In 1967, a glider procurement program was launched by the Air Cadet League with the goal of building up our own fleet of gliders for use not only at Summer Camps, but during the spring and fall gliding seasons as well.

The Air Cadet flying and gliding program was given a terrific shot in the arm in late 1972 when the League was authorized to purchase at a nominal price, surplus L-19 aircraft being released by the Canadian Forces. These were obtained through Crown Assets Disposal Corporation and continue to play an effective role, along with the League's other aircraft, in what is the largest gliding program in the world.

The current insured value of Gliders and Tow Aircraft is \$4,782,000.

The Gliding Program is a cooperative partnership effort between CF and the Air Cadet League and is conducted in accordance with the terms of a renewable five year Memorandum of Agreement (MOA). A copy of the current MOA is in Part 2, [Section 2.5.1](#) of this Manual.

The aim of the glider familiarization program is to provide each Air Cadet with at least one familiarization flight per year. The glider familiarization programs are conducted on weekends from March to June and from September to November at over 60 locations across Canada, ranging from Transport Canada airports to approved grass operating areas. During the summer, familiarization flying is also provided for Air Cadets attending courses at Cadet Summer Training Centres co-located with Regional Air Cadet Gliding Schools.

In addition to flying at the gliding sites, the Air Cadets have the opportunity to participate as glider ground crew, positioning the gliders for take-off and retrieving them after landing. The Air Cadet League provides administrative and recreational support at the gliding sites in order to reduce the workload of the flying staff and the Squadron Supervisors.

The six-week summer Regional Gliding School course provides an opportunity for 320 Air Cadets to obtain a Transport Canada Glider Pilot licence. The candidate selection process is the same as that for the Power Flying Scholarship Program, except that the minimum age for a Glider Pilot is 16 years. Cadet Instructor Cadre (CIC) Officers qualified as Glider Instructors or Glider Tow Pilots comprise the flying training staff. Thirty-two years after the start of the gliding program, nearly 10,000 Air Cadets (9,920 in 1997) had completed the glider pilot course. Since 1983, 7,230 licensed glider Pilots have graduated for an average of 301 annually.

The Air Cadet Gliding Program involves the efforts of many people at all levels: the Directorate of Cadets and the National Air Technical Authority at NDHQ, Air Cadet League Headquarters in Ottawa, Regional CIC and Air Cadet staff personnel, and of course, the many Air Cadet League volunteers in the provinces and territories.

Figures received on a regular basis from Transport Canada and the Airline Pilots Association, Canada reveal that one out of every five Private Pilots in Canada at the present time is an ex-Air Cadet and 67 percent of the Commercial/Airline Pilots flying today got their start in Air Cadets. No statistics are available on how many Air Cadets join the Canadian Forces; however, it is estimated that 28% of the flying, technical and administrative members serving in the Air Force today had some form of Air Cadet training. Even more important, the failure rate among ex-Air Cadets joining the service is almost nil.

SECTION 1.4 THE AIR CADET LEAGUE OF CANADA TODAY

1.4.1 THE AIR CADET LEAGUE OF CANADA ORGANIZATION AND SUPPORT STRUCTURE

The Air Cadet League of Canada today works at the National, Provincial and Local Squadron levels in close liaison and cooperation with Canadian Forces Cadet staffs at their equivalent levels to achieve the aims of the Air Cadet Movement. From the many Members of the League at the National Level, a Board of fifteen Governors is elected annually. From that Board, a President and four Vice-Presidents are elected to the Executive Committee, which also includes the Immediate Past President. The Executive Committee and the Executive Director and his staff conduct the on-going National business of the League. The League Headquarters office is in Ottawa to permit personal contact between the League and Directorate of Cadets staff. In addition to the Executive Director, the National Headquarters employs an administrative staff of four (2007)

To assist the Board of Governors in its deliberations, a number of Standing or Select National committees with specific responsibilities advise the Board through the Executive Committee on matters of National interest to the Air Cadet League. Members are appointed to these committees by the President/Executive Committee. One of these committees, the Provincial Chairpersons' Committee, provides an important coordinated flow of information and recommendations from the Provincial to the National level. The organization and work of Standing and Select Committees is detailed in Part 3, [Section 3.4](#).

Provincial Committees work closely with the Commanding Officer of the Regional Cadet Support unit and the Senior Staff Officer (Air) Area Cadet to ensure the continued success of all existing squadrons within their jurisdiction, and to encourage the creation of new squadrons when and where feasible. The Provincial Committees also work closely with the chairpersons of their Squadrons' Sponsoring Committees. In total, members of the Air Cadet League and the Provincial Committees of the League voluntarily contribute annually over one and one-half million hours of work to the Air Cadet Movement.

An organization chart at [Section 1.4.4](#) shows administration and liaison lines, and channels of communication within the League, and between the League and the DND

An organization Chart at [Section 1.4.5](#) shows administration and Liaison lines with respect to the DND-Air Cadet League of Canada Partnership Organizational Structure.

1.4.2 PROVINCIAL COMMITTEES

There are twelve Provincial Committees, one for each province, one for the Northern Territories, and one for Northwestern Ontario. Provincial Committee membership comprises all Squadron Sponsoring Committee Chairpersons and such other persons as may be elected to a Squadron Sponsoring Committee or to the Provincial Committee. Provision is made for prominent and influential citizens to associate themselves with the Provincial Committees as Members of Advisory councils and as Honorary Members.

Provincial Committees meet annually, elect a Provincial Chairperson, Vice-Chairpersons and other officers and, in some cases, employ full-time secretaries, managers, or Executive Directors. Provincial Committees supervise the League activities in all Air Cadet Squadrons in their respective areas, and are financed by means of public subscription and the support of their Member Squadron Sponsoring Committees.

Provincial Committees own all the gliders and tow aircraft that are provided to the CF for Air Cadet glider-pilot training and familiarization flying. The fleet is valued at \$4,744,000 replacement value (2007) not including trailers, winches and parts. Provincial Committees raise in excess of \$1,000,000 each year in support of Canada's 26,000 Air Cadets (2007).

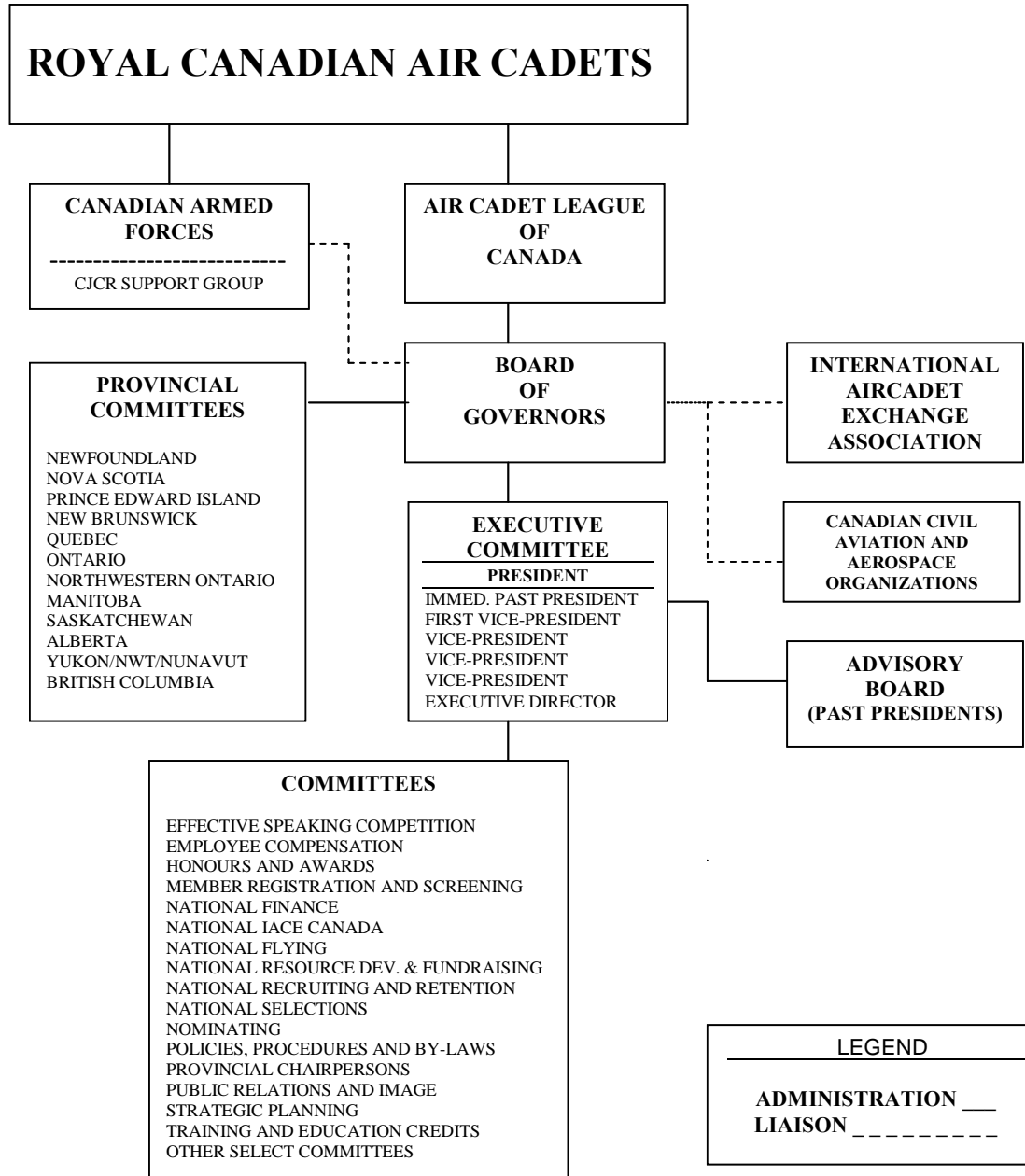
1.4.3 SQUADRON SPONSORS, SQUADRON SPONSORING COMMITTEES

The Air Cadet Movement throughout Canada depends for its success on thousands of volunteers, who give willingly of their time, money and material to promote and support Air Cadet Squadrons. The Air Cadet League of Canada (ACL), recognizes that the Air Cadet Program is community based and, therefore, encourages the involvement of parents, service clubs, organizations, corporations and individuals who wish to support the "Canadian Cadet Movement" (see [Section 1.1.2](#)).

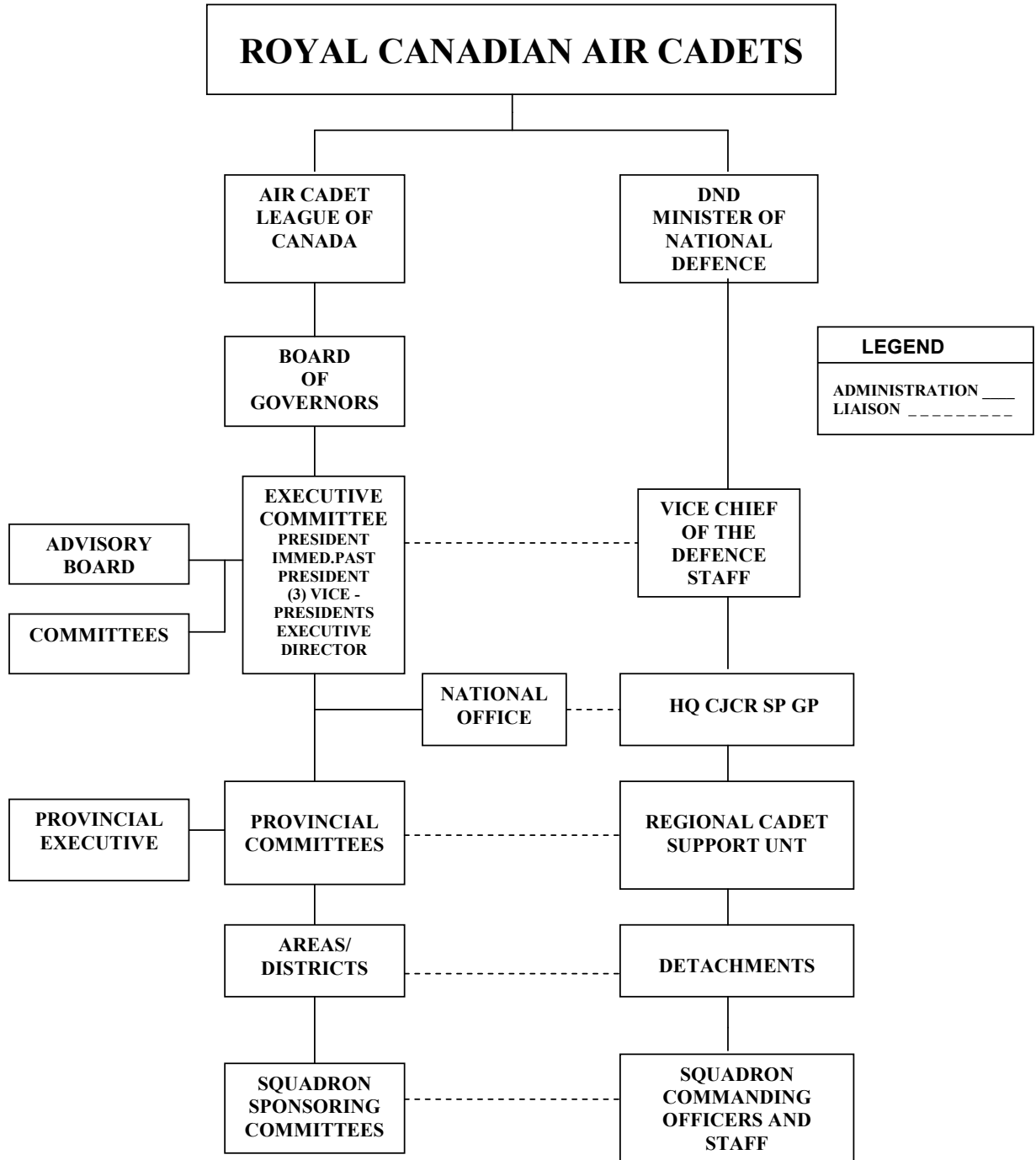
There are several ways that the community can become involved:

- By being a Squadron Sponsor and helping to form a new Air Cadet Squadron or becoming a member of an existing Sponsor, that is expected to provide financial assistance and material support on an ongoing basis(see [Section 3.6.1](#));
- By becoming a member of an ACL approved Squadron Sponsoring Committee (SSC) that provides ongoing civilian management to ensure SSC responsibilities are carried out successfully(see [Sections 3.6.2](#) and [3.6.2.1](#) for specific details); and
- By being a Squadron Supporter who may simply wish to provide personal time, financial and material support when circumstances permit.

1.4.4 AIR CADET LEAGUE OF CANADA ORGANIZATION CHART



1.4.5 DND - AIR CADET LEAGUE OF CANADA PARTNERSHIP ORGANIZATIONAL STRUCTURE





PART 2

GOVERNING DOCUMENTS

POLICY AND PROCEDURE MANUAL

PART 2 – GOVERNING DOCUMENTS

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SECTION 2.1 INTRODUCTION

The Air Cadet League of Canada, as constituted, is a Canada-wide organization that operates in accordance with its Constitution, its By-Laws and Policies and Procedure set out in formal documents that are published in this Policy and Procedure Manual. Subject to the powers granted and limitations expressed in these documents, the League has established an organization in partnership with the Department of National Defence (DND) to achieve the maximum benefit for the Royal Canadian Air Cadets.

Memoranda of Understanding (MOUs) and Memoranda of Agreement (MOAs) are signed by the President of the Air Cadet League. Therefore, they obligate the League to strive to fulfill the Terms outlined therein. Members are encouraged to study these documents to make every effort to achieve the benefits of such agreements on behalf of the Air Cadet Program. Because the benefits of such agreements may not always be apparent, Members are encouraged to share their experiences and successes with other Members.



SECTION 2.2

**CONSTITUTION (CERTIFICATE OF CONTINUANCE)
OF THE AIR CADET LEAGUE OF CANADA**

POLICY AND PROCEDURE MANUAL

SECTION 2.2 CERTIFICATE OF CONTINUANCE/CONSTITUTION

CERTIFICATE OF CONTINUANCE OR CONSTITUTION OF THE AIR CADET LEAGUE OF CANADA – LA LIGUE DES CADETS DE L’AIR DU CANADA

The following is quoted from the original document:

I hereby certify that the above-named corporation, the articles of continuance of which are attached, is continued under section 211 of the Canada Not-for-profit-Corporation Act.

Signed by Marcie Girouard, Director, Industry Canada, dated 2013-08-26 (26 August 2013)

Corporation Number: 030298-8

The purpose of a motion passed by the National General Assembly at the 2014 SAM was:

TO ESTABLISH THE NATIONAL CERTIFICATE OF CONTINUANCE AS THE ONLY ‘CONSTITUTION’ TO REPRESENT THE AIR CADET LEAGUE OF CANADA

THE ARTICLES OF CONTINUANCE (CONSTITUTION) ARE:

Note: Missing Articles do not apply to the League Constitution.

ARTICLE 1 – Current name of the corporation:

The Air Cadet League of Canada – La Ligue des Cadets de L’Air du Canada

ARTICLE 4 – The province or territory in Canada where the registered office is situated:

Ontario

ARTICLE 5 – Minimum and maximum number of directors:

Minimum number 9

Maximum number 16

ARTICLE 6 – Statement of the purpose of the corporation:

The purposes of the League are to advance the education of the Air Cadets and to promote an interest in the air element of the Canadian Forces:

- (a) To help the youth improve their knowledge of aviation by providing educational programs and resources, including flight and ground crew training, guided visits to science and aviation facilities, and awards and scholarships,
- (b) To help the youth become better citizens by providing educational programs and resources, including leadership and communication skills, training, music training, volunteer opportunities in the community, and awards and scholarships, and ‘
- (c) To provide air cadet training to youth as a means of promoting the efficiency of the armed forces.

ARTICLE 8 – The classes, or regional or other groups, of members that the corporation is authorized to establish:

The Corporation is authorized to establish one class of Members, Each Member shall be entitled to receive notice of, attend and vote at all meetings of Members of the Corporation

ARTICLE 9 – Statement regarding the distribution of property remaining on liquidation:

Any property remaining liquidation of the Corporation, after discharge of liabilities shall be distributed to one or more qualified donees within the meaning of the Income Tax Act (Canada)

ARTICLE 10 – Additional provisions, if any:

- (a) The governors may appoint one or more governors, who shall hold office for a term expiring not later than the close of the next annual general meeting of members, but the total number of governors so appointed may not exceed one- third of the number of governors elected at the previous annual general meeting of members
- (b) The League operation shall be carried on without the purpose of gain for its Members, and any profits or other accretions to the League shall be used in furtherance of its purposes, and
- (c) Governors shall serve without remuneration, and no governor shall directly or indirectly receive any profit from his or her position as such, provided that a governor may be reimbursed for reasonable expenses incurred in performing his or her duties.

**THE AIR CADET LEAGUE OF CANADA
LA LIGUE DES CADETS DE L'AIR DU CANADA**

GENERAL OPERATING BY-LAW NO. 1

13 JUNE 2020

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GENERAL OPERATING BY-LAW NO. 1

A By-law relating generally to the conduct of the affairs of

THE AIR CADET LEAGUE OF CANADA LA LIGUE DES CADETS DE L’AIR DU CANADA

(the League”)

WHEREAS the League was granted Letters Patent by the federal Government of Canada under the *Canada Corporations Act* on the 9th day of April, 1941.

AND WHEREAS the League has applied for a Certificate of Continuance to be continued under the *Canada Not-for-Profit Corporations Act S.C. 2009, c.23*;

NOW THEREFORE BE IT ENACTED as a General Operating By-law of the League to take effect in accordance with section 10.01 as follows:

SECTION I - INTERPRETATION

1.01 Definitions

In all By-laws and resolutions of the League, unless the context otherwise requires:

- (a) “Act” means the *Canada Not-for-Profit Corporations Act*, S.C. 2009, c. 23, including any Regulations made pursuant to the Act and any statute or Regulations that may be substituted, as amended from time to time.
- (b) “Advisory Board” is a Standing Committee of the Air Cadet League of Canada consisting of Past Presidents and constituted pursuant to the provisions of the ByLaws of the league.
- (c) “Articles” means the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the League
- (d) “Board” means the Board of Governors of the League which may be referred to as the Board of Governors.
- (e) “By-laws” means this by-law and all other by-laws of the League as amended and which are, from time to time, in force and effect.

- (f) “Director” or “Governor” means a member of the Board, and may be referred to as a Governor.
- (g) “Executive” means the Executive Committee of the League.
- (h) “League” means the Air Cadet League of Canada as incorporated under the laws of Canada.
- (i) “Member” means a member of the League and “Members” or “Membership” means the collective membership of the League.
- (j) “Officer” means an officer of the League.
- (k) “Operating Policies” means the operating policies approved by the Board in accordance with section 2.06 of this by-law.
- (l) “Ordinary Resolution” means a resolution passed by a majority of the votes cast on that resolution.
- (m) “Policy and Procedure Manual” means the manual with respect to the structure and activities of the League and which encompasses all approved Operating Policies of the League that are required to be published.
- (n) “Provincial Delegate” or “Delegate” means a member who has been appointed or elected to represent his respective Provincial Committee within the quota set forth in the Policy and Procedure Manual, and based upon the cadet population within the Provincial Committees jurisdiction in accordance with section 3.03 of this Bylaw.
- (o) “Provincial Committee” means a group of persons forming a subordinate organization, which, within its province or other specified area of jurisdiction, represents the League and who promotes and assists in the development of Royal Canadian Air Cadets in accordance with the Operating Policies approved by the Board.
- (p) “Proposal” means a proposal submitted by a Member of the League that meets the requirements of section 163 of the Act.
- (q) “Regulations” means the regulations made under the Act, as amended, restated or in effect from time to time.
- (r) “Special Resolution” means a resolution passed by a majority of not less than two thirds (2/3) of the votes cast on that resolution.

1.02 Interpretation

In the interpretation of this By-law, unless the context otherwise requires, the following rules shall apply:

- (a) except where specifically defined herein, all terms contained herein, and which are defined in the Act shall have the meanings given to such terms in the Act;
- (b) words importing the singular number only will include the plural and *vice versa*;
- (c) the word “person” will include an individual, sole proprietorship, partnership, unincorporated association, body corporate, and a natural person; and
- (d) if any of the provisions contained in the By-laws are inconsistent with those contained in the Articles or the Act, the provisions contained in the Articles or the Act, as the case may be, shall prevail.

SECTION II - FINANCIAL AND OTHER MATTERS

2.01 Financial Year

Unless otherwise changed by resolution of the Board, the financial year end of the League shall be the 31st day of March in each year.

2.02 Banking Arrangements

The banking business of the League shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada or elsewhere as the Board may designate, appoint or authorize from time to time. The banking business or any part of it shall be transacted by an Officer or Officers of the League and/or other persons as the Board may by resolution from time to time designate, direct or authorize.

2.03 Execution of Documents

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the League shall be signed by any two (2) of its Officers or Governors. In addition, the Board may from time to time direct the manner in which and the person or persons by whom a particular document or type of document shall be executed. Any person authorized to sign any document may affix the corporate seal (if any) to the document. Any Governor or Officer may certify a copy of any instrument, resolution, By-law or other document of the League to be a true copy thereof.

2.04 Public Accountant and Level of Financial Review

The League shall be subject to the requirements relating to the appointment of a public accountant and level of financial review required by the Act.

2.05 Annual Financial Statements

The League shall send copies of the annual financial statements and any other documents required by the Act to the Members between 21 to 60 days before the day on which an annual meeting of Members is held or before the day on which a written resolution in lieu of an annual meeting is signed, unless a Member declines to receive them. Alternatively, the League may give notice to the Members stating that such documents are available at the registered office of the League and any Member may request a copy free of charge at the registered office or by prepaid mail. Article 9.01 describes the methods of giving notice.

2.06 Operating Policies

The Board may adopt, amend, or repeal by resolution such Operating Policies that are inconsistent with the By-laws of the League relating to such matters as terms of reference of committees, duties of Officers, Board code of conduct and conflict of interest as well as procedural and other requirements relating to the By-laws, including the Policy and Procedure Manual, as the Board may deem appropriate from time to time. Any Operating Policy adopted by the Board will continue to have force and effect until amended, repealed, or replaced by a subsequent resolution of the Board.

SECTION III - MEMBERS

3.01 Classes and Composition of Membership

Pursuant to the Articles, there shall be one (1) class of Members in the League. Membership in the League shall be available to all Past Presidents, Governors that have been elected in accordance with this By-law, and to the number of Delegates appointed by each Provincial Committee in accordance with the requirements set forth in Section 3.03.

The League's success relies on its volunteers at the National, Provincial/Territorial, and Local levels; accordingly, other than those individuals appointed or elected as Members in accordance with the provisions of these By-Laws, all screened and registered persons serving on Provincial/Territorial Committees, Squadron Sponsoring Committees, and other Volunteers at any level of the League shall be recognized as Affiliates of the League. Affiliates shall not be Members of the League within the meaning of the Act and shall have no voting privileges.

3.02 Conditions of Membership – All Levels of the League

Members must also meet the conditions of membership set forth herein:

- (a) be a legal resident of Canada or a Canadian citizen living abroad;
- (b) be at least eighteen (18) years of age;
- (c) have a genuine interest in the objectives of the League;
- (d) have successfully undergone, upon application, the screening and registration procedure set forth in the Policy and Procedure Manual (PPM); and
- (e) have then been confirmed into the Membership of their respective corporation, provincial committee or local level in accordance with its policies and procedure.

Serving members of the Canadian Forces (Regular and Reserve) involved in the cadet program are not eligible for membership. Employed Secretary-Managers, Executive Directors, CIC, and Air Cadets are not eligible for membership. Members may accept employment for positions as a CI, CIC or COATS for short term or summer assignments.

3.03 Provincial Delegates

Each Provincial Committee will have the right to appoint delegates as Members in accordance with a formula set out in the Policy and Procedure Manual based on the cadet population within the Provincial Committee's jurisdiction. The chairperson of each Provincial Committee shall automatically become a Member of the League, filling one of the province's quota positions. Each Provincial Committee shall advise the League of the appointment or election of a delegate of their Provincial Committee in accordance with the Operating Policy of the Board in place from time to time, and their membership shall become effective upon receipt by the League of such notification. A Governor shall not be included in any Provincial Committee quota of delegates.

3.04 Rights of Members

A Member of the League shall have the right to receive notice of, attend, speak and participate at all meetings of Members and the right to one (1) vote at all meetings of Members.

3.05 Termination of Membership

Membership in the League is terminated when:

- (a) the Member dies;
- (b) The League is notified in writing or by a Provincial Chair that the Member's status as a Provincial Delegate has been terminated;
- (c) The Member has failed to pay dues after ninety (90) days of being in arrears, subject to Board approval;
- (d) the Member ceases to maintain the qualifications for membership set out in section 3.02;
- (e) the Member resigns by delivering a written resignation to the Chair of the Board in which case such resignation shall be effective upon the receipt of the letter and acceptance by the Board or Executive Committee;
- (f) the Member is removed as a Member of the League in accordance with section 3.08;
- (g) the Member's term of membership expires, if any; or
- (h) the League is liquidated or dissolved under the Act.

Subject to the Articles, upon any termination of membership, the rights of the Member automatically cease to exist.

3.06 Remuneration of Members and Compensation for Expenses

A Member shall receive no remuneration for acting as such, and no Member shall directly or indirectly receive any profit from his position, unless specifically approved by the Board. Members may receive reasonable compensation for expenses incurred by them in the normal course of their duties as approved.

3.07 Membership Dues

The amount of the membership dues, if any, shall be determined by the Board, and approved at an annual general meeting. In the absence of any determination of membership dues it shall be deemed that there are no annual or other membership dues. Once the amount of any membership dues has been determined, that amount shall be deemed to be the annual membership dues in each of the succeeding membership years until such amount is changed.

3.08 Discipline of Members

The process to discipline a member of the Air Cadet League (ACL) at any level will require the Board of Governors (BOG) to do their due diligence prior to delegating the responsibility for such actions to the Executive Committee. The Board must be convinced that there exists a situation that could prove harmful to the League if no action is taken to resolve either a specific or ongoing conduct. The Board may suspend or remove any Member from the League for any one or more of the following grounds:

The Board may suspend or remove any Member from the League for any one or more of the following grounds:

- (a) violating any provision of the Articles, By-laws, or Operating Policies of the League;
- (b) carrying out any conduct which may be detrimental to the League as determined by the Board in its sole discretion; and/or
- (c) for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purposes of the League.

Immediate, Temporary Suspension:

The Board, in its discretion, may temporarily suspend the said member from any Officer post or other position within the League until the Executive Committee completes a preliminary inquiry into the matter and finds that such action is justified.

Role of Executive Committee:

1. Upon determination that the League must act to resolve the situation, it will move the process, to determine a resolution, to the Executive Committee as a whole, to investigate, determine the method of investigation, including the establishment of a Complaints or Discipline Committee, determine that procedural fairness will be applied, and that sufficient evidence (both written and verbal) has been obtained to justify a recommendation to the BOG for an appropriate action to be taken against the member being disciplined.

2. Procedural Fairness: Because disciplined members have legal rights, it is imperative that every action taken by the Executive Committee and approved by the BOG be such that scrutiny by courts, lawyers, adjudicators, mediators and other League members pass a litmus test for Procedural Fairness. In the event that a litigation be brought against the League by the disciplined member, it may be necessary to turn over the case to a lawyer to defend the League in whatever element the member has chosen to challenge the decision of the League. Consequently, a successful defence by the League may depend on the quality of evidence provided to legal Counsel and an assessment of Procedural

Fairness applied to the process that led to the Executive Committee recommendation to the Board.

Suspension or Removal of a Member from the Air Cadet League:

In the event that the Board proposes that a Member should be expelled or suspended from membership in the League, the Chair of the Board shall provide twenty (20) days' notice of suspension or removal to the Member and shall provide reasons for the proposed suspension or removal. The Member may make written submissions to the Chair of the Board in response to the notice received within such twenty (20) day period. In the event that no written submissions are received by the Chair of the Board, he/she may proceed to notify the Member that the Member is suspended or removed from membership in the League. Where written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision and shall notify the Member concerning such final decision within a further twenty (20) days from the date of receipt of the submissions.

3.09 Members' Accountability

The Air Cadet League of Canada (ACL), as an entity, and its individual Members represent the collective membership of the ACL and are directly accountable to the collective membership. They also have a fiduciary duty to those who provide funds to the League and to its members for the sound administration of the League. In addition, they have a general duty of trust to those served by the League and to the public. Every member of the League shall exercise the powers and discharge the duties of his office honestly, in good faith and in the best interests of the League, and in connection therewith shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in similar circumstances.

3.10 Powers and Limitations of Individual Members

- (a) No individual member shall have any authority to act on behalf of the Board with respect to agents, consultants, contractors or employees of the Air Cadet League of Canada, except as provided in the Bylaws or by resolution of the Board; and
- (b) No individual member shall have any authority to act on behalf of the ACL with respect to the transaction of the affairs of the ACL except as provided in the Bylaws or by resolution of the Board.

SECTION IV - MEETINGS OF MEMBERS

4.01 Notice of Meetings

In accordance with and subject to the Act, notice of the time and place of a meeting of Members shall be given to each Member entitled to vote at the meeting by the following means:

- (a) by mail, courier or personal delivery to each Member entitled to vote at the meeting, during a period of 21 to 60 days before the day on which the meeting is to be held; or
- (b) by telephonic, electronic or other communication facility to each Member entitled to vote at the meeting, during a period of 21 to 35 days before the day on which the meeting is to be held.

Where the League provides notice electronically, as referred to in section 4.01(b), and if a Member requests that notice be given by non-electronic means, the League shall give notice of the meeting to the Member so requesting in the manner set out in section 4.01(a).

Notice of a meeting of Members shall also be given to each Governor and to the public accountant of the League during a period of 21 to 60 days before the day on which the meeting is to be held. Notice of any meeting of Members at which special business is to be transacted shall state the nature of that business in sufficient detail to permit the Member to form a reasoned judgment on the business and provide the text of any Special Resolution or By-law to be submitted to the meeting. The Governors may fix a record date for determination of Members entitled to receive notice of any meeting of Members in accordance with the requirements of section 161 of the Act. Subject to the Act, a notice of meeting of Members provided by the League shall include any Proposal submitted to the League under section 4.15.

4.02 Place of Meetings

Meetings of Members may be held at any place within Canada as the Board may determine or outside Canada if all of the Members entitled to vote at such meeting so agree.

4.03 Annual Meetings

An annual meeting of Members shall be held at such time in each year, as the Board may from time to time determine, provided that the annual meeting must be held no later than fifteen (15) months after holding the preceding annual meeting, and no later than six (6) months after the end of the Corporation's preceding fiscal year. The annual meeting shall be held for the purposes of considering the financial statements and reports of the League required by the Act to be presented at the meeting, electing Governors, appointing the public accountant, considering any bylaws amendments and major policy proposals or amendments presented, and transacting such other business as may properly be brought

before the meeting or is required by the Act. Changes to the national fee shall be by ordinary resolution at the annual meeting after consultation with stakeholders in accordance with League policy.

4.04 Special Meetings

The Board may at any time call a special meeting of Members for the transaction of any business which may properly be brought before the Members. On written requisition by Members carrying not less than five percent (5%) of the votes that may be cast at a meeting of Members sought to be held, the Board shall call a special meeting of Members, unless the exceptions in the Act are met. If the Governors do not call a meeting within twenty-one (21) days of receiving the requisition, any Member who signed the requisition may call the meeting.

4.05 Special Business

All business transacted at a special meeting of Members and all business transacted at an annual meeting of Members, except consideration of the financial statements, public accountant's report, and election of Governors and re-appointment of the incumbent public accountant, is special business.

4.06 Waiving Notice

A Member and any other person entitled to attend a meeting of Members may in any manner and at any time waive notice of a meeting of Members, and attendance of any such person at a meeting of Members is a waiver of notice of the meeting, except where such person attends a meeting for the express purpose of objecting to the transaction of any business on the grounds that the meeting is not lawfully called.

4.07 Persons Entitled to be Present

The only persons entitled to be present at a meeting of Members shall be those entitled to vote at the meeting, the Governors, the Officers, and the public accountant of the League and such other persons who are entitled or required under any provision of the Act, Articles or By-laws of the League to be present at the meeting. Any other person may be admitted only on the invitation of the chair of the meeting or by Ordinary Resolution of the Members.

4.08 Chair of the Meeting

The chair of Members' meetings shall be the President or a Vice-President if the President is absent or unable to act. In the event that the President or a Vice-President is absent, the Members who are present and entitled to vote at the meeting shall choose a Member to chair the meeting.

4.09 Parliamentarian

For any general or special meeting of the Members when voting will take place or when it is deemed appropriate, the President shall recommend a Member to act as the Parliamentarian. The recommendation shall be approved by the Members at the beginning of a meeting. The duties of the Parliamentarian shall include but are not limited to:

- (a) confirmation of a quorum present;
- (b) determination of the number of Members present;
- (c) confirmation of the voting status for Members in attendance;
- (d) receiving and authorizing proxies held;
- (e) ensuring the agenda is adhered to;
- (f) preserving order and decorum and advising the chair on questions of order; and
- (g) if requested assist the chair in determining the sense of the meeting in either a voice or counted vote.

4.10 Rules of Order

Any questions of procedures at or for any meetings of the Members, which have not been provided for in this By-law or by the Acts, or by such other policy of the Board as in place from time to time, shall be determined by the chairperson of the meeting in accordance with the most current edition of *Bourinot's Rules of Order*.

4.11 Quorum

Subject to the Act, a quorum at any meeting of the Members shall be 20 Members. If a quorum is present at the opening of a meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting. For the purpose of determining quorum, a Member may be present in person, or by telephonic and/or by other electronic means.

4.12 Meetings Held by Electronic Means

A Members meeting may be held by telephonic or electronic means in accordance with the Act as follows:

- (a) Any person entitled to attend a meeting of Members may participate in the meeting by means of such telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting, if the League makes available such a communication facility and the meeting complies

with the requirements in the Act and the Regulations. A person participating in a meeting by such means is deemed to be present at the meeting.

- (b) Notwithstanding clause (a), if the Governors or Members of the League call a meeting of Members, those Governors or Members, as the case may be, may determine that the meeting be held, in accordance with the Act and the Regulations, entirely by means of a telephonic, electronic or other communication facility that permits all participants to communicate adequately with each other during the meeting.
- (c) Any person participating in a meeting of Members by means of a telephonic, electronic or other communication facility and entitled to vote at such meeting, may vote using the communication facility that the League has made available for that purpose. When a vote is to be taken at a meeting of Members, the voting may be carried out by means of a telephonic, electronic or other communication facility only if that facility enables the votes to be gathered in a manner that permits their subsequent verification; and permits the tallied votes to be presented to the League without it being possible for the League to identify how each Member voted.

4.13 Absentee Voting by Proxy

Every Member entitled to vote at a meeting of Members may appoint a proxy holder, or one or more alternate proxy holders, who need not be Members, to attend and act at the meeting in the manner and to the extent authorized by the proxy and with the authority conferred by it subject to the following:

- (a) a proxy is valid only at the meeting in respect of which it is given or at a continuation of the meeting after an adjournment;
- (b) a proxy holder may carry only one proxy in addition to his own vote;
- (c) a Member may revoke a proxy by depositing an instrument in writing executed by the Member in accordance with the Regulations;
- (d) a proxy holder or an alternate proxy holder has the same rights as the Member by whom they were appointed, including the right to speak at a meeting of Members in respect of any matter, to vote by way of ballot at the meeting, to demand a ballot at the meeting and, except where a proxy holder or alternate proxy holder has conflicting instructions from more than one Member, to vote at the meeting by way of a show of hands;
- (e) a proxy shall be in writing, executed by the Member or such Member's attorney and shall conform with the requirements of the Regulations; and
- (f) votes by proxy shall be collected, counted and reported in such manner as the chair of the meeting directs.

4.14 Votes to Govern

At any meetings of the Members, every question shall, unless otherwise provided by the Articles or By-laws or by the Act, be determined by Ordinary Resolution. Except in the case of an equality of votes, the chair of the meeting shall not be permitted to vote.

4.15 Proposals at Annual Meetings

Subject to compliance with section 163 of the Act, a Member entitled to vote at an annual meeting may submit to the League notice of any matter that the Member proposes to raise at the annual meeting (a "Proposal"). Any such Proposal may include nominations for the election of Governors if the Proposal is signed by not less than five per cent (5%) of the Members entitled to vote at the meeting. Subject to the Act, the League shall include the Proposal in the notice of meeting and if so requested by the Member, shall also include a statement by the Member in support of the Proposal and the name and address of the Member. The Member who submitted the Proposal shall pay the cost of including the Proposal and any statement in the notice of meeting at which the Proposal is to be presented unless otherwise provided by Ordinary Resolution of the Members present at the meeting.

4.16 Resolution in Lieu of Meeting

A resolution in writing and signed by all the Members entitled to vote on that resolution at a meeting of Members is as valid as if it had been passed at a meeting of the Members, unless a written statement is submitted to the League by a Governor or by the public accountant in relation to their resignation, removal or replacement. A copy of every resolution of the Members shall be kept with the minutes of meetings of Members.

4.17 Adjournment

The chair of any meeting of Members may with the consent of the meeting adjourn the same from time to time to a fixed time and place and no notice of such adjournment need be given to the Members provided that the meeting of Members is adjourned for less than thirty-one (31) days. If a meeting of Members is adjourned by one or more adjournments for an aggregate number of days that is more than thirty (30) days, notice of the adjourned meeting shall be in the manner as if it is an original meeting. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

SECTION V - GOVERNORS

5.01 Powers

Subject to the Act and the Articles, the Board shall manage or supervise the management of the activities and affairs of the League.

5.02 Number of Governors

The Board shall consist of the number of Governors between the minimum and maximum number of Governors specified in the Articles. The precise number of Governors on the Board shall be determined by resolution of the Board on a yearly basis. At least two of the Governors shall not be Officers or employees of the League or its affiliates.

5.03 Qualifications

Each Governor shall be an individual who is not less than 18 years of age. Each Governor shall be a Member of the League. No person who has been found by a court in Canada or elsewhere to be mentally incompetent, who has the status of a bankrupt, or who is an “ineligible individual”, as defined in the *Income Tax Act*, shall be a Governor.

5.04 Election of Governors and Term

- (a) Subject to the Articles, Governors shall be elected by the Members by Ordinary Resolution at an annual meeting of Members at which an election of Governors is required.
- (b) The terms of office of Governors shall be one (1) year or as determined by Ordinary Resolution of the Members.
- (c) If Governors are not elected at a meeting of Members, the incumbent Governors shall continue in office until their successors are elected.
- (d) Governors shall be eligible for re-election without limitation.

5.05 Appointment of Governors

Pursuant to the Articles, following the conclusion of the annual general meeting of Members each year, the Board may appoint Governors (the “appointed Governors”) to hold office for a term expiring not later than the close of the next annual meeting of Members, one of which shall be the Immediate Past President. The number of appointed Governors shall not exceed one-third (1/3) of the number of Governors elected by the Members at the previous annual meeting of Members.

5.06 Ceasing to Hold Office

A Governor ceases to hold office when the Governor dies, resigns, is removed from office by the Members in accordance with section 5.09, or no longer fulfils all of the qualifications to be a Governor set out in section 5.04, as determined in the sole discretion of the Board.

5.07 Resignation

A resignation of a Governor becomes effective at the time a written resignation is sent to the League or at the time specified in the resignation, whichever is later.

5.08 Removal

The Members may, by Ordinary Resolution, passed at a meeting of Members, remove any Governor from office before the expiration of the Governor's term and may elect a qualified individual to fill the resulting vacancy for the remainder of the term of the Governor so removed, failing which, such vacancy may be filled by the Board.

5.09 Filling Vacancies

In accordance with and subject to the Act and the Articles, a quorum of the Board may fill a vacancy in the Board, except a vacancy resulting from an increase in the number or the minimum or maximum number of Governors, or from a failure of the Members to elect the number of Governors required to be elected at any meeting of Members. If there is not a quorum of the Board, or if the vacancy has arisen from a failure of the Members to elect the number of Governors required to be elected at any meeting of Members, the Board shall forthwith call a special meeting of Members to fill the vacancy. If the Board fails to call such meeting or if there are no Governors then in office, any Member may call the meeting. A Governor appointed or elected to fill a vacancy holds office for the unexpired term of their predecessor.

5.10 Delegation

Subject to the Act, the Board may appoint from their number a managing Governor or a committee of Governors (which may be referred to as an executive committee) and delegate to the managing Governor or committee any of the powers of the Board, except those which may not be delegated by the Board pursuant to subsection 138(2) of the Act. Unless otherwise determined by the Board, such a committee shall have the power to fix its quorum at not less than a majority of its Members, to elect its chair and to otherwise regulate its procedure.

5.11 Conflict of Interest

All members and affiliates are required to act in the best interest of the League, and to subordinate their personal interests while acting in the best interests of the League. Members and affiliates will avoid conflict of duties between the duties they owe to the League and to other organizations.

5.12 Confidentiality

Every Governor, Officer, committee member, employee and volunteer, shall respect the confidentiality of matters brought before the Board or before any committee of the Board. Employees and volunteers shall also keep confidential matters that come to their attention as part of their employment or volunteer activities.

5.13 Indemnification

The League shall provide present or former Governors or Officers with the indemnification described in section 151 of the Act.

5.14 Remuneration of Governors and Compensation for Expenses

As required by the Articles, Governors shall serve without remuneration, and no Governor shall directly or indirectly receive any profit from his or her position as such, provided that a Governor may be reimbursed for reasonable expenses incurred in performing his or her duties.

SECTION VI - MEETINGS OF GOVERNORS

6.01 Calling of Meetings

Meetings of the Board may be called by the President, the First Vice-President, any two (2) Governors at any time. There shall be a semi-annual meeting of the Board and Committees each year. It shall usually be held during the month of November in Ottawa, Ontario.

6.02 Place of Meetings

Meetings of the Board may be held at the registered office of the League or at any other place within or outside of Canada, as the Board may determine.

6.03 Notice of Meeting

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in section 6.01 of this By-law to every Governor of the League not less than 48 hours before the time when the meeting is to be held. Notice of a meeting shall not be necessary if all of the Governors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent

to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting. Unless the By-law otherwise provides, no notice of meeting need specify the purpose or the business to be transacted at the meeting except that a notice of meeting of Governors shall specify any matter referred to in subsection 138(2) of the Act that is to be dealt with at the meeting.

6.04 Regular Meetings

The Board may appoint a day or days in any month or months for regular meetings of the Board at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of such regular meetings of the Board shall be sent to each Governor forthwith after being passed, but no other notice shall be required for any such regular meeting except if notice is required to be given because a matter referred to in subsection 138(2) of the Act, is to be dealt with at the meetings.

6.05 Participation at Meeting by Telephone or Electronic Means

If all of the Governors consent, a Governor may, in accordance with the Regulations, participate in a Board meeting, by means of a telephonic, electronic or other communications facility that permits all participants to communicate adequately with each other during the meeting. A Governor participating in the meeting by such means shall be deemed for the purposes of the Act to have been present at that meeting. A consent pursuant to this section may be given before or after the meeting to which it relates and may be given with respect to all meetings of the Board and committees of the Board.

6.06 Quorum

A majority of the number of Governors specified in the Articles constitutes a quorum at any meeting of the Board, provided that where there is a minimum and maximum number of Governors specified in the Articles, a quorum shall be a majority of the number of Governors determined in accordance with section 5.02. For the purpose of determining quorum, a Governor may be present in person, or, if authorized under this By-law, by teleconference and/or by other electronic means.

6.07 Votes to Govern

Each Governor may exercise one (1) vote. At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question. In case of an equality of votes, the chair of the meeting in addition to an original vote shall have a second or casting vote.

6.08 Resolutions in Writing

A resolution in writing, signed by all the Governors entitled to vote on that resolution at a Board meeting, shall be as valid as if it had been passed at a Board meeting. A copy of every such resolution in writing shall be kept with the minutes of the proceedings of the Board or committee of Governors.

SECTION VII OFFICERS

7.01 Appointment

The Board may designate the offices of the League, appoint Officers, specify their duties and, subject to the Act, delegate to such Officers the power to manage the affairs of the League. A Governor may be appointed to any office of the League. An Officer may, but need not be, a Governor unless this By-law otherwise provides. Two or more offices may be held by the same person.

7.02 Description of Offices

Unless otherwise specified by the Board (which may, subject to the Act, modify, restrict or supplement such duties and powers), the offices of the League, if designated and if Officers are appointed thereto, shall have the following duties and powers associated therewith, as well as such other duties and powers as the Board may specify from time to time:

- (a) **President** - The President, when present, shall usually chair all meetings of the League, Board, and Executive Committee, and, with the Executive and the Board, generally oversee and supervise the governance of the League. This includes the signing of By-laws, Ordinary and Special Resolutions, Memoranda of agreement, understanding or cooperation, and other such documents requiring the League's signature and seal. It also includes such other duties as may from time to time be prescribed by resolution of the membership, Board, or the Executive Committee, that are incidental to this office.
- (b) **Immediate Past President** - The Immediate Past President shall be a voting member of the Board and the Executive Committee.
- (c) **First Vice-President** - The First Vice-President shall, in the absence of the President, chair meetings of the Corporation, Board, and Executive Committee, and otherwise exercise all the powers and duties of the President.
- (d) **Other Vice-Presidents** - The other three Vice-Presidents will be appointed to Standing and *Ad Hoc* Committees or other duties by the President
- (e) **Treasurer** – One of the Other Vice-Presidents shall be appointed as the Chair of the National Finance Committee, Chief Financial Officer and the Treasurer. The Treasurer shall be responsible to ensure that the maintenance of proper accounting records is in compliance with the Act as well as are the deposits of money, the safekeeping of securities and the disbursement of funds of the League. Whenever required, the Treasurer shall render to the Board an account of all such person's transactions as Treasurer and of the financial position of the League.

- (f) **Executive Director** - The Executive Director, if one is appointed, shall supervise the day to day operations, finances and administration of the League. The Board may delegate to the Executive Director the power to manage and direct the business and affairs of the League and to employ and discharge agents and employees of the League. The Executive Director shall conform to all lawful orders given by the Board of Governors of the league and shall at all reasonable times give to the Board all information it may require regarding the affairs of the League. It shall be the duty of the Executive Director to serve as the Secretary and to ensure that complete League Legal and business records are kept, maintained and secured in all utilized forms, including those of the annual and special meetings of the Members, Board, and Executive Committee meetings. The Executive Director shall ensure that:
- (i) Meeting notices are sent to the members; records are kept of all meetings of the members, the Board and the Executive Committee;
 - (ii) Minutes, Records of Proceedings and Records of Decisions are approved at the next meeting and distributed; and
 - (iii) Such other duties as may from time to time be required or assigned by resolution of the Board or direction of the Executive Committee are fulfilled.

The duties of all other Officers of the League shall be such as the terms of their engagement call for or the Board or the Chair requires of them. The Board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any Officer.

7.03 Term of Office

Officers shall hold their position for a period of one (1) year, renewable upon ascending with the senior Vice-President becoming the First Vice-President and the First Vice-President becoming the President, all assuming being voted in. The Treasurer will normally serve for multi years as long as a Vice-President. The Executive Director is employed on a continuous basis at the discretion of the Executive Committee, but as a paid employee he/she cannot be terminated without taking into account any statutory and common law rights owed to him/her under employment law. In those cases where an Officer is appointed by the Board to fill a vacancy during the year the appointment shall be valid until the first meeting of the Board immediately following the annual general meeting.

7.04 Vacancy in Office

In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any Officer of the League. Unless so removed, an Officer shall hold office until the earlier of:

- (a) the Officer's successor being appointed;
- (b) the Officer's resignation;

- (c) such Officer ceasing to be a Governor (if a necessary qualification of this appointment); or
- (d) such Officer's death.

If the office of any Officer of the League shall be or become vacant, the Board may appoint a person to fill such vacancy.

SECTION VIII - COMMITTEES

8.01 Advisory Board and Nominating Committee

- (a) **Advisory Board** – The Advisory Board, consisting of Past Presidents, shall be a permanent Standing Committee with Terms of Reference approved by the membership through an Operating Policy.
- (b) **Nominating Committee** - By Ordinary Resolution, the Board shall mandate annually the existence of a Nominating Committee within the Advisory Board or otherwise. If within the Advisory Board, the composition of the Nominating Committee shall be determined in the discretion of the Advisory Board. If not within the Advisory Board, the Board may by Operating Policies set out its composition. The Nominating Committee is advisory in its capacity and its terms of reference shall be established by the Board through Operating Policy. The Nominating Committee shall coordinate the nomination process for Governors and the Executive Committee to be proposed at the annual general meeting of Members.

8.02 Executive Committee

The Executive Committee shall be composed of the Officers of the League, including the President, the Vice-Presidents (one of whom is the treasurer), the Immediate Past President, and the Executive Director. Members nominated to the Executive Committee must have served as a Governor for not less than one full year within the last five (5) years. The Executive Committee is responsible for carrying out any duties the Board may delegate to it, except those powers which may not be delegated by the Board pursuant to subsection 138(2) of the Act. Unless otherwise determined by the Board, such a committee shall have the power to fix its quorum at not less than a majority of its members and to otherwise regulate its procedure.

8.03 Audit Committee

The Audit Committee, if appointed, shall be composed of no less than three (3) Governors, a majority of whom are not officers or employees of the League of its affiliates. The Treasurer of the League cannot be the Chair of the Audit Committee. The committee Chair should have a working knowledge of audit practices.

- (a) The Audit Committee shall review the financial statements of the League before they are approved under section 178.
- (b) The League shall send the public accountant notice of the time and place of any meeting of the Audit Committee if applicable. The public accountant is entitled to attend the meeting at the expense of the League and be heard, and shall attend every meeting of the committee if requested to do so by one of its members.
- (c) The public accountant or a member of the audit committee may call a meeting of the committee.

8.04 Other Committees

The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any committee member may be removed by the Board. Unless otherwise determined by the Board, a committee shall have the power to fix its quorum at not less than a majority of its members, to elect its chairperson and to otherwise regulate its procedure.

SECTION IX - NOTICES

9.01 Method of Giving Notices

Subject to sections 4.01 and 6.03, any notice to be given (which term includes sent, delivered or served) pursuant to the Act, the Articles, the By-laws or otherwise to a Member, Governor, Officer, member of a committee of the Board, or the public accountant shall be sufficiently given:

- (a) if delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the League or in the case of notice to a

Governor to the latest address as shown in the last notice that was filed by the League in accordance with the Act and received by Corporations Canada; or

- (b) if mailed to such person at such person's recorded address by prepaid ordinary or air mail; or
- (c) if sent to such person by telephonic, electronic or other communication facility at such person's recorded address for that purpose; or
- (d) if provided in the form of an electronic document in accordance with the Act.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The Secretary may change or cause to be changed the recorded address of any Member, Governor, Officer, public accountant, or member of a committee of the Board in accordance with any information believed by the Secretary to be reliable. The declaration by the Secretary that notice has been given pursuant to this By-law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any Governor or Officer of the League to any notice or other document to be given by the League may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

9.02 Computation of Time

Where a given number of days' notice or notice extending over a period is required to be given under the By-laws, the day of service, posting or other delivery of the notice shall not, unless it is otherwise provided, be counted in such number of days or other period.

9.03 Undelivered Notices

If any notice given to a Member is returned on two consecutive occasions because such Member cannot be found, the League shall not be required to give any further notices to such Member until such Member informs the League in writing of his or her new address.

9.04 Omissions and Errors

The accidental omission to give any notice to any Member, Governor, Officer, member of a committee of the Board or public accountant, or the non-receipt of any notice by any such person where the League has provided notice in accordance with the By-law or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

9.05 Waiver of Notice

Any Member, proxy holder, Governor, Officer, member of a committee of the Board or public accountant may waive or abridge the time for any notice required to be given to such person, and such waiver or abridgement, whether given before or after the meeting or other event of which notice is required to be given shall cure any default in the giving or in the time of such notice, as the case may be. Any such waiver or abridgement shall be in writing except a waiver of notice of a meeting of Members or of the Board or of a committee of the Board, which may be given in any manner.

SECTION X - AMENDMENT OF ARTICLES AND BY-LAWS

10.01 Amendment of Articles

The Articles of the League may only be amended if the amendment is sanctioned by a Special Resolution of the Members. Any amendment to the Articles is effective on the date shown in the certificate of amendment.

10.02 By-law Confirmation

In accordance with the Articles and subject to the Act, any By-law, amendment or repeal of a By-law shall require confirmation by Special Resolution of the Members.

10.03 Effective Date of Board Initiated By-law, Amendment or Repeal

Subject to the Act, the Board may by resolution, make, amend, or repeal any By-laws that regulate the activities or affairs of the League. Any such By-law, amendment, or repeal shall be effective from the date of the Special Resolution of the Members approving such By-law, amendment, or repeal. A Board resolution is not required to make, amend or repeal any By-law which is made pursuant to subsection 197 (1) of the Act.

SECTION XI - EFFECTIVE DATE

11.01 Effective Date

This By-law is effective upon the issuance of a Certificate of Continuance of the League by the federal Government under the *Canada Not-for-Profit Corporations Act* and approval of the By-law by Special Resolution of the Members.

ENACTED by the Governors of the League this 18th day of March 2020.



President



Secretary

APPROVED by the Members of the League this 13th day of June 2020.



Secretary

2.3.1 SUPPLEMENTARY OPERATING POLICIES

2.3.1.1 INDEMNIFICATION

In addition to the exclusive indemnification provisions of Section 151 of the ACT (CNCA), every Officer, Governor or Member of the Air Cadet League of Canada (ACL) and its employees consultants and managing contractors and their heirs, executors and administrators, and estate and effects, respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the ACL from and against:

- a. All costs, charges and expenses, which such Officer, Governor or Member of the ACL or its employees sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him/her, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him/her, in or about the execution of the duties of his/her position or in respect of any such liability; and
- b. All other costs, charges and expenses that he/she sustain or incurs in or about or in relation to the affairs thereof, except such costs, charges, or expenses as are occasioned by his/her own wilful neglect, wrong doing or default.

2.3.1.2 CONFLICT OF INTEREST

Where a member, either on his behalf or while acting for, by with or through another, has a pecuniary interest, direct or indirect, in any matter, or otherwise has a conflict of interest, as a member, he/she:

- a. Shall disclose his interest and the general nature thereof prior to any consideration of the matter in the meeting; and
- b. Shall not be present in respect of the matter, and shall not in any way whether before or during the meeting influence the voting on any such question. The pecuniary interest, direct or indirect, of an immediate family member or of a close partnership, shall, if known to the member, be deemed to be also the pecuniary interest of the member. Every declaration of interest and the general nature thereof shall be recorded in the minutes.

2.3.1.3 CORPORATE SEAL

The design of the Seal of the Corporation, if obtained, shall consist of the words “The Air Cadet League of Canada – La Ligue des Cadets de l’air du Canada”, in a circle, with the year of incorporation in the centre. The seal shall remain in the custody of the Executive Director. Documents shall bear an impression of the said Seal as required and the President or Executive Director shall sign documents issued by the ACL Corporation when appropriate.

2.3.1.4 JURISDICTION

The Air Cadet League of Canada (ACL) shall have jurisdiction in Canada and elsewhere under the authority of its Certificate of Continuance (Constitution), wherein it is authorized to create branches and has done so. The ACL shall have definitive control over all branches that are provincial/Territorial and or other committees, whether or not they are incorporated individually.

2.3.1.5 MEMBERS' ACCOUNTABILITY

The Air Cadet League of Canada (ACL), as an entity, and its individual Members represent the collective membership of the ACL and are directly accountable to the collective membership. They also have a fiduciary duty to those who provide funds to the League and to its members for the sound administration of the League. In addition, they have a general duty of trust to those served by the League and to the general public. Every member of the League shall exercise the powers and discharge the duties of his office honestly, in good faith and in the best interests of the League, and in connection therewith shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in similar circumstances.

2.3.1.6 POWERS AND LIMITATIONS OF INDIVIDUAL AIR CADET LEAGUE OF CANADA (ACL) MEMBERS

- a. No individual member shall have any authority to act on behalf of the Board with respect to agents, consultants, contractors or employees of the Air Cadet League of Canada, except as provided in the Bylaws or by resolution of the Board; and
- b. No individual member shall have any authority to act on behalf of the ACL with respect to the transaction of the affairs of the ACL except as provided in the Bylaws or by resolution of the Board.

2.3.1.7 VACANCIES**1. Executive Committee and Board of Governors:**

- a. Any vacancy in a Board of Governors or Executive Committee position, however caused, may be filled by a majority vote of the Board of Governors;
- b. A Member so elected shall be entitled to remain in office for the duration of the vacant term, and
- c. Any vacancy in the manner specified in this article shall not be filled during the ninety (90) day period immediately preceding an AGM unless the Board of Governors or Executive Committee is in danger of not meeting the quorum requirements for a meeting.

2. Delegates:

- a. Delegates positions may be filled by appointment or election by their respective Provincial Committee;
- b. The National Office of the Air Cadet League of Canada (ACL), must be advised of any changes in Delegates immediately after their appointment/election; and
- c. Delegates may not be changed or added to fill vacancies within seven (7) days preceding the AGM of the ACL.



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SECTION 2.4 MEMORANDA OF UNDERSTANDING (MOUs)

2.4.1 MOU – THE DEPARTMENT OF NATIONAL DEFENCE (DND)

www.cadets.ca

2.4.2 MOU- THE SOARING ASSOCIATION OF CANADA (SAC)

www.sac.ca

2.4.3 MOU- THE CANADIAN COUNCIL OF AVIATION AND AEROSPACE (CCAA)

<http://avaerocouncil.ca/>

2.4.4 MOU- THE CANADIAN AEROSPACE ASSOCIATIONS HUMAN RESOURCE ALLIANCE (CAAHRA)

2.4.5 MOU- THE CANADIAN BUSINESS AVIATION ASSOCIATION (CBAA)

www.cbaa.ca

2.4.6 MOU- THE AIR TRANSPORT ASSOCIATION OF CANADA (ATAC)

www.atac.ca

2.4.7 MOU- CAE Inc.

www.cae.com

2.4.8 MOU- JAZZ AVIATION LP

www.flyjazz.ca

2.4.9 MOU- THE AEROSPACE INDUSTRIES ASSOCIATION OF CANADA (AIAC)

www.aiac.ca

2.4.10 MOU- THE CANADIAN AIRPORTS COUNCIL (CAC)

www.cacairports.ca

2.4.11 MOU- THE CANADIAN SPACE AGENCY (CSA)

www.asc-csa.gc.ca

2.4.12 MOU- NAV CANADA

www.navcanada.ca



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- 2.5.2 MOA- INTERNATIONAL AIR CADET EXCHANGE ASSOCIATION (IACE)**
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POLICY AND PROCEDURE MANUAL

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- 2.6.2 LOA- THE AIR LINE PILOTS ASSOCIATION (ALPA)**
www.alpa.org
- 2.6.3 LOA- SENNHEISER CANADA**
www.sennheiser.ca
- 2.6.4 LOA- WEST JET**
www.westjet.com
- 2.6.5 LOA- CANADIAN OWNERS AND PILOTS ASSOCIATION (COPA)**
www.copanational.org
- 2.6.6 LOA- HAMILTON WATCHES FLYING AWARDS**
www.hamiltonwatch.com
- 2.6.7 LOA - AIR TRANSAT**
www.airtransat.ca
- 2.6.8 LOA- YOUNG CITIZENS FOUNDATION**
www.youngcitizensfoundation.ca



PART 3

POLICIES, PROCEDURE, GUIDELINES AND ADMINISTRATION

POLICY AND PROCEDURE MANUAL

PART 3 - POLICIES, PROCEDURE, GUIDELINES AND ADMINISTRATION

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SECTION 3.1

INTRODUCTION

3.1.1 MAINTENANCE OF THE POLICY AND PROCEDURE MANUAL (PPM)

The PPM details the Policies and Procedure of the Air Cadet League of Canada (League) with respect to its structure and activities and encompasses all approved Policies of the League that are required to be published. The PPM is also a principal instrument for officially communicating Policies and Procedure with various levels of League and Committee members as well as the Canadian Forces and the General Public. Therefore, it is in the League's interest that the PPM be maintained in a timely, accurate and complete manner as a working document.

This Section details the Policy, Procedure, Guidelines and General Information pertinent to the ongoing maintenance of the PPM.

The PPM master copy is included, in its entirety, as a component of the National League Web Site (www.aircadetleague.com) to facilitate its access to individuals involved in the Air Cadet Program. The PPM is not officially published elsewhere or in a hard copy.

3.1.2 POLICY AND PROCEDURE

POLICY

The Policy, Procedure and By-Laws Committee (PPBLC), is a Standing Committee of the Air Cadet League of Canada, reporting to the President. It is responsible for providing oversight, direction and support to the HQ staff that will be responsible for maintaining the Policy, Procedure and By-laws Manual (PPM) as follows:

1. See a complete list of PPBLC Responsibilities as described in TOR at Section 3.4.4 of the PPM,
2. In Co-ordination with the BOG, Executive Committee and Executive Director (ED) providing League HQ-staff with direction and material for amendments to the PPM as necessary;
3. Establishing written administrative standards for the PPM that would provide League HQ Staff with essential guidance for maintaining consistency in Structure and Format allowing the facilitation and use by all League and Military Members, and
4. Conducting scheduled reviews of the PPM to establish if new or revised policy and procedure are required to reflect current and proposed practices designed to keep pace with the ongoing evolution of the Air Cadet Program.

Translation Requirements. The PPM shall be published and incorporated into the League Website in French and English. League HQ shall be responsible for the provision of translation services within one month of receipt of information to be inserted into the PPM. Anticipated and actual delays in meeting translation deadlines will be reported to the PPBLC for follow-on action.

PROCEDURE

Administrative Standards for Structure and Format of the PPM are detailed in [Annex A](#).

Forms will be consolidated into Part 6 of the PPM to facilitate photocopying and ready access by users. While each Form may have a different format they all should have consistent common characteristics, which are detailed in [Annex A](#). Most Forms will be available in PDF **Fill Out and Print** format to facilitate the electronic preparation and transfer of information.

Ongoing Review of the PPM. The PPBLC will conduct an ongoing review of the PPM for the purpose of identifying errors and/or other deficiencies. Where possible the Chairperson of the PPBLC will notify the ACL Office of Prime Interest (OPI), responsible for the maintenance of the PPM and request appropriate corrective action. The PPBLC will prepare and submit an annual report on the status of the PPM to the President prior to the AGM.

Annex B lists OPIs responsible for maintaining Policies, Procedure, Guidelines and General Information contained in the PPM.

Electronic Access to the PPM. The PPM will be available to League Members through the National Web Site. Hard copies of the PPM will not be published or provided by League HQ. League Members may download the PPM in its entirety or only the required sections as necessary. In order to ensure that the required information is current, Members are encouraged to refer to the National Web Site for the required information and not to use outdated printed information

Electronic Linkage. The PPM will provide electronic linkage to facilitate access to components within the PPM. PPM electronic linkage is described in **Annex A**. Originators of Insertions, Amendments, General Information or Guidelines will be responsible for recommending linkage requirements on **Form ACC31**. The PPBLC will be responsible for the approval of all Forms of electronic linkage in the PPM

Annex C – Policy that requires General Assembly Approval

- Annual National Budget approval
- Annual Financial Statements
- Annual Slate for Election of Governors and Others
- Selection of Public Auditor
- All Amendments to Articles (By-Law 10.01) or any matter that falls under the CNCA
- All By-Law Amendments (By-Law 10.02)
- All Matters pertaining to decisions of incorporation, registering as a Charity, the purchase of significant property,
- Any Matter the Board of Governors decides to refer to the General Assembly
- General Guideline – any matter that, if approved by the BOG might affect all Class 1 Voting Members

3.1.3 PPM UPDATE REQUIREMENTS

PPM Submission Requirements are as follows:

1. **Pre-submission Requirements:** Authors of PPM Submissions are responsible for ensuring their submission content has received approval from the BOG and such approval is recorded in minutes or has received written approval via an Email, e.g. electronic vote and confirmed on Form ACC31 PPM SUBMISSION FORM. The BOG approval minutes must also indicate if the subject policy requires to be forwarded to the General Assembly for final approval (see list at **Annex C**). The HQ Staff Member will ensure that all relevant information has been provided by the author. Observed discrepancies that cannot be reconciled with the author will be forwarded to the PPBLC for resolution and follow on action with the author as necessary.

2. PPM Submissions, including amendments and/or deletions to existing policy and procedure or new policy and procedure shall be forwarded, with completed ACC31 attached, directly to HQ, (communications@aircadetleague.com) where it will be reviewed for accuracy and completeness and assigned a Reference Tracking Number (RTN) that will be recorded on the ACC31. The HQ Staff Member will ensure that all relevant information has been provided by the author. Observed discrepancies that cannot be reconciled with the author will be forwarded to the PPBLC for resolution and follow on action with the author as necessary.
3. **Implementation:** HQ Staff will forward the PPM Submission, complete with ACC31 to the EC to determine if the BOG approval requires implementation throughout the League. If the PPM Submission requires implementation throughout the League the ACC31 will be so annotated and returned to HQ for update of the PPM.
4. The reference tracking number will simply be shown as the Submission number {01,02,03 etc} followed by {YEAR submitted} followed by the MONTH in brackets [Jan, Feb, etc], followed by a relevant title, e.g. 05/16 (JUN) Section 3.1.3 PPM Update Requirements (meaning this is the fifth PPM submission in 2016 and was submitted in June). When the PPM Submission has been updated a follow on Email will be forwarded by HQ Staff to the author with a cc to the PPBLC to confirm the update has been completed. The author will be responsible for confirming the update was made correctly and any follow on actions with HQ Staff that might be required.
5. The normal time required for a PPM update is up to six weeks for HQ to action a PPM Submission. Authors requiring a shorter update timeframe shall state their reasons for this requirement in their original submission. HQ will submit the priority requirement to the President/EC for decision if the Executive Director ((ED) indicates changes in existing work priorities are needed to meet the request.
6. Any disputes between the EC or HQ staff member and the author shall be referred to the PPBLC for resolution.

ANNEX A – ADMINISTRATIVE STANDARDS FOR THE STRUCTURE AND FORMAT OF THE PPM**STRUCTURE AND FORMAT STANDARDS****STRUCTURE**

The PPM is structured as follows:

Foreword
Master Table of Contents
Quick Links Index

PART 1 Introduction

Introduction (Definitions and Abbreviations)
Government and Organization
History
The Air Cadet League of Canada Today

PART 2 Governing Documents

Introduction
Constitution or charter of the Air Cadet League of Canada
By-Laws
Memoranda of Understanding (MOUs)
Memoranda of Agreement (MOAs)

PART 3 Policies, Procedure, Guidelines and Administration

Introduction
Human Resources
National Committees and the Decision Making Process
National Committees' Terms of Reference
Provincial Committees
Squadron Sponsors, Squadron Sponsoring Committees and Squadron Supporters
Financial Resources Management
Meetings
Communications
Administration
Air Cadet League of Canada Social Behaviour Policies

PART 4 Members Awards and Decorations

Air Cadet League of Canada Awards

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PART 5 Military Personnel and Royal Canadian Air Cadet Matters

Introduction
Air Cadet Qualifications
Cadet Instructor Cadre Officers
Air Cadet Squadrons
Air Cadet Training
Air Cadet Flags and Insignia
Awards to Military Personnel
Decorations, Honours and Awards for Air Cadets

PART 6 Forms

Introduction
Forms

PART 7 References

Introduction
References

FORMATTING STANDARDS

Formatting standards have been established to ensure a consistent layout throughout the PPM to facilitate ready access and to ensure a user-friendly content. While individual pages may display different content they will also have many common characteristics, which will be assured through adherence to these standards. Suggestions for improving these standards should be forwarded to the Chairman of the PPBLC.

Change Submissions

Requests for Insertions, Amendments and Deletions will be submitted on Form [ACC31](#) to the Chairman of the PPBLC.

Page and Identification Standards

The first page of each Section will display the Section Number on the Top Left side of the page and the Title centered on the page.

The second and subsequent pages of each Section will display the following:

Headers:

- Top of Page – Left Side – insert “Policy and Procedure Manual – Part #
- Top of Page – Right Side – insert “Section # - Title
- Underline across the page immediately under the above nomenclature

Footers:

- Bottom center of Page – insert the Page Number consisting of the Section Number and Page in the Section, for example: Page 1-23 means Part 1, Page 23. NOTE: For new materials where page numbers are not known leave the page blank. The appropriate page number will be inserted by League HQ.
- A Record of Amendments will be maintained at the front of the PPM by League HQ
- If applicable, an Amendment List Number will be inserted on the bottom right side of the page by League HQ. For example, June 2007 means the amendment was made in June 2007 and would appear in the Master Amendment List at the front of the PPM. In addition, where applicable, a bold black vertical line will be placed in the left margin opposite the amendment(s). The black line will remain for one year from the date of insertion and then be deleted. The page amendment annotation will remain until the next amendment.

Section Titles and Sub-Titles

Lettering and numbering should appear on each page and throughout the PPM in a consistent font size. In addition, to improve readability, Titles, Sub-Titles Numbering and any special emphasis requirements should be displayed in **Bold** print.

Margins

There should be at least a one-inch margin on the left side of each page to accommodate punch holes and photocopying without distorting paragraph number and text. League HQ will adjust pages to provide consistent margins as required. Margins at the top, left side and bottom of the page should be consistent wherever possible.

Form Numbers

Every Form in the PPM will display a Form Number issued by League HQ. The Form Number can be displayed in the Title if desired, but will be displayed on the left bottom corner of the Form as follows: ACCXX (MmmYY). If the Form has been revised, insert “Rev” following the Form Number, i.e., ACCXX Rev. (MmmYY).

Electronic Linkage

Electronic Linkage will be used wherever possible to facilitate access to key components in the PPM. This will include at least the following:

- Quick Link Index (At Front of PPM)
- Master Table of Contents from PARTS, Table of Contents
- Links from PARTS, Specific Words, Sentences and Form Numbers
- Web Site Alerts for new Insertions, Amendments
- Special Links approved by the PPBLC
- Links between related Web Sites

Requests for Special Links should be noted on the Submission Form **ACC31** (see Part 6. **Section 6.3.4**).

Use of Air Cadet Crest

The use of the Air Cadet Crest in the PPM is encouraged. In particular, when possible, Forms should display a small Crest in the top right corner of the Form.

ANNEX B – LIST OF OFFICES OF PRIME INTEREST (OPIs) FOR MAINTENANCE OF PPM CONTENT

MAINTENANCE REQUIREMENTS	OPI/UPDATE
Policy and Procedure for the ongoing maintenance of the PPM	PPBLC
Transfer of Data to the Web Site PPM	League HQ
Maintenance of the Master Record of Amendments	League HQ
Maintenance of PPM Tables of Contents	League HQ
Definitions and Abbreviations	PPBLC
Formulation of Maintenance PPM Policies and Procedure	PPBLC
Allocation and Maintenance of Form Numbers	League HQ
PPM Title Pages and General PPM Format Pages	PPBLC
Lists of EC, BOG, Advisory Council, Provincial Delegates and Other	League HQ
Monitoring of PPM Content and PPM Standards	PPBLC
Maintenance of PPM Standards	PPBLC
Insertions, Amendments, Deletions, General Information and Guidelines	Committees
Honours and Awards	Committee
Effective Speaking	Committee
Education and High School Credits	Committee
National Education Scholarships	Committee
Member Registration and Screening	Committee
Duke of Edinburgh Awards Program	Committee
Finance	Committee
ACL Public Relations Handbook and Public Relations Matters	Committee
Memoranda of Understanding	EC/Committees
Memoranda of Agreements	EC/Committees
Fund Raising	Committee
Training	Committee
Flying/Aviation Matters	Committee
National Selections	Committee
Insurance Matters	Committee
By-Laws	PPBLC
Forms Maintenance	Committees
Published References	Committees
General Housekeeping and Updates not assigned to an OPI	PPBLC

Ongoing maintenance of PPM content is the responsibility of the OPI. Existing PPM contents should be subject to an ongoing review but will be reviewed at least once per year and updated as necessary prior to the AGM. The PPBLC will also conduct an ongoing review of PPM content and identify information that requires action by an OPI. In every case where content requiring an update cannot be actioned for any reason; the Chairman of the PPBLC will be informed for follow-on action.

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SECTION 3.2

HUMAN RESOURCES

3.2.1 EMPLOYEES

Paid employees will be appointed by the Board of Governors to manage and administer the affairs of the Air Cadet League of Canada.

POLICY

League employees will normally comprise an Executive Director, an Executive Assistant, and one or more Administrative Officers and/or Administrative Assistants.

An employment contract will be written for each position, and agreed to by each employee. The contract shall include the term of employment, salary and benefits, performance appraisal and other relevant matters. Job descriptions for each position will set out the duties and responsibilities of the employees.

Salaries and benefits will be based on:

- (a) internal job evaluation;
- (b) external job evaluation;
- (c) salary surveys; and,
- (d) performance appraisals.

All permanent employees will be bonded.

PROCEDURE

Selection of employees shall be the responsibility of the Executive Committee, who will put forward their recommendations to the Board of Governors for formal approval and engagement as employees of the Air Cadet League.

The annual performance appraisal of the Executive Director shall be prepared by the President, with inputs from the Vice-Presidents and Committee Chairmen. Annual performance appraisals of the other employees will be written by the Executive Director. The annual appraisal period will be from 1 July to 30 June. Appraisal reports should be completed by 1 August. Appraisal reports for all employees other than the Executive Director shall be reviewed by the First Vice-President.

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3.2.2 MEMBERS /DIRECTORS

A maximum of eighty-five (85) persons are elected annually as National Members of the Air Cadet League of Canada. National Members consist of Governors, Provincial Delegates and Past Presidents.

POLICY

The Governor-General shall be the only Patron of the Air Cadet League of Canada. Provincial Committees of the League, however, may nominate their own patrons. Patrons are distinguished Canadians honoured as special supporters of the Air Cadet Movement.

The overall membership of the League shall proportionally reflect the strength of units and Cadets across the country. Persons who meet the membership requirements as per the bylaws, who approve of the objectives of the Corporation, and who agree to contribute the annual membership fee, if applicable, qualify for National membership in the League.

PROCEDURE

Nominations for the National Board of Governors and the National Executive Committee will be recommended to the National Board annually by the Nominating Committee based on recommendations provided by current Governors, by the Provincial Committees and by the Advisory Council. Of the maximum of 85, the 15 proposed as Governors of the Air Cadet League will be nominated by the Nominating Committee and be known as Directors. The Immediate Past President will also be known as a Director. Delegates appointed/elected by Provincial Committees to serve as National Members, other than Governors shall be in accordance with the quota assigned to them by the Nominating committee. The total number of members may not exceed 85.

Each year the Executive Director will obtain the numbers of Cadets in each province/zone/territory, based on Official Population Statistics of the previous calendar year, provided by the National CJCR Support Group. Those numbers will be used by the Nominating Committee, based on the following formula:

1	-	999	cadets	2	Members
1000	-	1999	cadets	3	Members
2000	-	2999	cadets	4	Members
3000	-	3999	cadets	5	Members
4000	-	6000	cadets	6	Members
Over	-	6000	cadets	7	Members*

Provincial Committee Chairpersons will submit their quota of nominations for Members to the Nominating Committee for compilation into a single slate, and those nominations should be received at League Headquarters by 1 April.

While the responsibility for nominating Governors and Members of the Executive Committee lies with the Nominating Committee, Provincial Committees may make recommendations to the Nominating Committee concerning such nominations.

*At the 2016 Special Meeting of Members at the Semi-Annual Meeting, the National Voting Membership passed a motion where the two voting delegates from the now dissolved Northwestern Ontario Provincial Committee would be absorbed by the Ontario Provincial Committee, bringing their delegate total to nine (9).

For illustration, in 2006-2007 the numbers of Members nominated by both the Provincial Committees and the Nominating Committee were as indicated below:

Newfoundland	4	Northwestern Ontario	3
Prince Edward Island	2	Manitoba	4
Nova Scotia	3	Saskatchewan	3
New Brunswick	3	Alberta	4
Quebec	9	British Columbia	7
Ontario	12	Yukon/Northwest Territories/ Nunavut	Nil

3.2.3 BOARD OF GOVERNORS

Sixteen (16) League Members are elected annually to serve as the Board of Governors for the Air Cadet League of Canada.

POLICY

The Air Cadet League of Canada shall be controlled and directed by its Board of Governors, which establishes all policy for the League.

PROCEDURE

The Board of Governors will be elected at the Annual General Meeting of the League from the slate of nominees proposed by the Nominating Committee and any nominees put forward from the floor by Members. The term of office of a Governor will be one year.

3.2.4 ELECTED OFFICERS AND THE EXECUTIVE COMMITTEE

The Officers of the Air Cadet League of Canada comprise the President, First Vice-President, and three other Vice-Presidents, all of whom are elected from the Board of Governors. The Officers plus the Immediate Past President, form the Executive Committee of the League.

POLICY

When the Board of Governors is not in session, the Executive Committee shall direct and control the operations and generally conduct the business of the Air Cadet League.

Members nominated for the Executive Committee preferably should have served as a Provincial Chairperson or in another executive position in the province or territory.

The Executive Committee may authorize the expenditure of Air Cadet League funds.

PROCEDURE

The Executive Committee will be elected at the Annual General Meeting of the League from those nominees recommended by the Nominating Committee and any others put forward in nominations from the floor.

The Executive Committee's terms of reference are in outlined in the By-Laws, [Article 8.1](#)

3.2.5 BOARD OF GOVERNORS, MEETINGS, DUTIES, AND AUTHORITY

1. Notice of Meetings and Agendas of the Board shall be in writing or by electronic medium and shall be distributed to Members of the Board at least thirty (30) days prior to the meeting. When meetings take place by telephone the agenda shall be published 48 – 72 hours before the Board Meeting. The same rule applies for an EC Meeting;
2. In the event an emergency requiring a special meeting of the Board it may be held by a telephone conference call after giving ten (10) days notice to its members. Agenda items would normally be confined to the matter necessitating the emergency meeting;
3. Regular meetings of the Board shall be convened at a time and place determined by resolution of the Board or on the order of the President. Among others a meeting shall normally, be convened prior to the AGM and at the SAM;
4. Upon approval of the Board, one or more or all Governors may participate in a meeting by means of a telephone conference call or other communications means as permit all persons participating in the meeting to communicate with each other. Those participating in such a meeting by such means shall be deemed to be present at the meeting;
5. All questions and motions at any meeting of the Board shall be decided by majority of votes cast, unless the Act or By-laws provide otherwise, and voting shall be open or by ballot at the discretion of the Chairperson or on request of the majority or Governors present;
6. Minutes of the Proceedings of the Board shall be normally distributed within fifteen (15) days to Board Members and kept in a book provided for the purpose which shall always be open for the inspection of any Governor;
7. The Governors shall conduct the business of the ACL and by ratifying the acts of the Executive Committee, and without limiting the generality of the foregoing, shall direct and control all questions of Policy of the League, subject to the ratification of the membership; and
8. The funds of the League may be disbursed by the Board as follows:
 - a. In payment of the administrative and operating expenses of the League;
 - b. For any special purpose as may be decided at an AGM or SGM of the Members; and
 - c. In the case of Trust Funds as directed or permitted by Trusts and agreements.

3.2.6 MEMBERS' TERMS OF OFFICE

All Members' positions within the Air Cadet League of Canada, including both elected and appointed offices, shall be for a term of one year. All Members of the Air Cadet League are eligible for election or appointment to any national office.

Members may be re-elected or re-appointed to a position or office, except that a President may serve not more than two consecutive one-year terms of office with the permission of the membership and the acquiescence of the incumbent president.

3.2.7 SCREENING AND REGISTRATION

1. It is the policy of the Air Cadet League of Canada (ACL) that all persons on its Squadron Sponsoring Committees (SSCs), its Provincial Committees (PCs) and its members at the National Level, and all other non-Department of National Defence (DND) persons, volunteer or otherwise, who work with the ACL shall be screened and registered successfully in accordance with ACL procedures.
2. Persons who are invited to support Air Cadet Activities by reason of being a guest trainer, public speaker or any other similar person not in the Air Cadet Movement, need not be screened and registered, but the Air Cadets in their presence shall be strictly supervised in accordance with military regulation.
3. Appointment of Screening and Registration personnel:
 - The ACL Board of governors shall appoint a National Screening Manager (NSM).
 - Each Air Cadet League Provincial Committee shall appoint a Provincial Screening Registration Coordinator (PSRC).
 - Each Squadron Sponsoring Committee shall appoint a Squadron Sponsoring Committee Screening Registration Coordinator (SSC SRC)
4. Screening and Registration procedures (including revisions) shall be authorized and approved by the Chair of the National Screening Committee. The procedures will be detailed in PC and SSC Screening and Registration Handbooks.
5. The BOG shall make a determination as to which supplier will provide Criminal Record Checks which will be included as part of the screening process.
6. All volunteers assisting with instruction and/or supervision of cadets are required to comply with military screening and registration guidelines. In addition to the criminal record check, a Civilian / Squadron Volunteer may be required to obtain a VSS from their local police agency.
7. No information collected on an applicant will be shared or disclosed to any external organizations except the names of the applicants who have been rejected may be shared with the DND.
8. Prior to approving an applicant as a volunteer, the applicant will be required to meet all the requirements as identified in the Screening and Registration Coordinators Handbook.
9. It is the responsibility of the Squadron Sponsoring Committee (SSC) to recommend an applicant as a volunteer. Even though an applicant has completed the screening process, an SSC may reject an application (in consultation with their PSRC) if they believe that the applicant may not best serve the needs and requirements of the SSC.
10. Final approval of a screening and registration application is the responsibility of the PSRC.
11. If an individual who is not a member of a SSC applies for membership in an ACL Provincial organization, that person will be subjected to the screening process as outlined in the Screening and Registration Coordinators' Handbook. It is the responsibility of the Provincial Committee to approve the applicant as a volunteer. Rejection on the basis of a record of offences MUST be approved by the National Screening Manager.

12. The applicant shall not perform any volunteer duties until he/she has been successfully screened and registered and is in possession of a valid League-issued Screening Card. The Screening Card must be returned to the ACL upon the resignation or retirement of the volunteer.
13. Screening shall cover a five-year period. At the end of the five-year period, all League volunteers must complete a screening renewal form, provide a new photo and obtain a new Criminal Record Check.
14. All screening documentation collected for each applicant must be retained in perpetuity.
15. The ACL, in conjunction with its various provincial committees, will conduct random audits of SSCs and volunteers to ensure that all individuals are properly screened and in possession of a valid ACL-issued screeningcard.
16. It is the responsibility of the National Screening Manager to monitor the provincial screening processes and provide periodic screening status reports to the Executive Director. On a quarterly basis, the Executive Director shall provide a screening update report to the Board of Governors.
17. It is the responsibility of the Provincial and Squadron Screening Coordinators to adhere to these policies and the procedures as outlined in the Screening and Registration Coordinators' Handbook.
18. It is the responsibility of each Provincial Screening and Registration Coordinator to ensure that each of the Sponsoring Committees within their jurisdiction comply with the Screening Policies and Procedures of the ACL.

3.2.8 RECOGNITION OF VOLUNTEERS

GUIDELINES

Without volunteers many activities in a Squadron would not take place. Knowing their work has been appreciated can encourage them to stay longer and perhaps do even more for the cadets. That is why it is important to say “Thank You” in a meaningful way. An earlier edition of NOTAM encouraged nominations for National and Provincial Honours and Awards (see [Part 4](#)). A similar message appears in the fall 2006 issue of Cadence for the recognition of CIC Officers. This guideline, however, is about recognizing volunteers at the Squadron level. It is neither a policy nor a procedure, just some suggestions as to how to retain the volunteers currently helping out.

Volunteers give their time in a variety of ways, for example: running the canteen, driving Cadets to and from events, publishing a newsletter, coordinating a mess dinner, helping with special events, assisting with summer course selections and promotion interviews, coordinating the Duke of Edinburgh’s Awards program, being a band master, a Web Master, a photographer or a media relations representative for the Squadron and so on. They want the Squadron to be successful and to be part of making that happen. Some Squadron Sponsoring Committees recognize their volunteers on a regular basis, others do so occasionally and, sadly, some hardly ever..

Adding “Annual Volunteer Review” to a **Things to Do** list for a particular month can be a useful reminder. Nominations for National and Provincial recognition could also be considered at that time. National Air Cadet League of Canada Honours and Awards for both Civilians ([Part 4](#)) and Military personnel ([Part 5, Section 5.7](#)). For Officers in the Cadet Instructor Cadre (CIC) there is a range of Canadian Honours and Awards for which they can be nominated, including the Order of Military Merit. For Civilians there are Provincial Orders and Volunteer Awards. In order to make this happen, however, somebody has to take time to prepare the nomination.

The criteria for Squadron level recognition, however, are set by the Squadron Sponsoring Committee in consultation with the Commanding Officer. It is decided locally and usually considers such things as; length of service, special merit or a combination of both. What form it takes is also a local decision but it does not have to be expensive. Examples from Squadrons across the country have included: Crests – Certificates - Anniversary Books – Framed Letter of Appreciation – Large card signed by the Cadets - Volunteer of the Year Award – Framed picture of all Squadron Members – Squadron pin – pewter mug. Whatever is decided the award should convey what the volunteer has contributed to the Squadron.

3.2.9 ORIENTATION AND WELCOME OF NEW SQUADRON SPONSORING COMMITTEE (SSC) VOLUNTEERS

GUIDELINES

Strong and successful Squadron Sponsoring Committees are distinguished by common characteristics: a productive relationship with the Commanding Officer's team, pride in the cadets, dedication to the role of the SSC, and excellent communication with parents, supporters and the local community

Making new members of a sponsoring committee feel welcome and comfortable in their new surroundings is neither difficult nor time consuming. It should start on the first day and include an outline of the routine on parade night together with a tour of the building.

Introductions to other members of the SSC team and also to the Commanding Officer, if possible, will go a long way to build confidence and a feeling of inclusiveness.

It is recommended the SSC Executive consider creating a document of welcome that includes a Who's Who of the Executive, Directors and Committee Chairs, and other important details for new volunteers, including contact telephone numbers, SSC meeting frequency, parade night routine, key events in the training year, where to park, and any others you can think of. A folder of information should include a general history of the Air Cadet program, the nature of the partnership, and the nature of the national, provincial and local structure. The history of the Squadron could also be included. The objective is to make a new volunteer feel comfortable and part of the SSC from the very beginning. Assigning a mentor to a new volunteer is another option worth considering.

If the work of any of the new volunteers is shaped by national and/or provincial policy and procedure, for example, the Treasurer's position, print off copies of the relevant sections from the Manual to include reference material, and allow them time to become familiar with this information. Make a note to discuss it with them the following week to answer any questions. New volunteers should not feel inadequate to the task or unclear as to what the SSC Executive expects.

Ideally, volunteers will stay and enjoy years of productive work for the Squadron, receiving periodic recognition for services rendered. Guidelines for Recognition of Civilian Volunteers are to be found at [Section 3 .2.8](#) of the Policy and Procedure Manual (PPM). High turnover on an SSC depletes it of experience and expertise, and reduces its momentum and overall ability to get things done on behalf of the cadets. Taking time to make the new volunteer feel welcome and at ease from the beginning is time well spent.

3.2.10 SPEAKING TO A GROUP ABOUT YOUR SPONSORING COMMITTEE (SSC)

GUIDELINES

You may be there to fundraise, recruit volunteers or increase awareness of the Squadron in the community. Regardless of why you are there, always have a clear plan for what you are going to do with the time. The importance of the first two minutes and the last two minutes cannot be overemphasized because what happens in that short time period can make or mar your entire presentation. If you have material to hand out, do not distribute it until after the session has concluded. Tell your audience you will do that, but if papers are given out to attendees before

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or during your presentation, you will lose a lot of their attention. Before the presentation begins, if you will be including a video or Power Point slide show, make sure the cassette is rewound (if applicable), the sound levels are fine, the machine works, and everything is ready to go.

The first two minutes

You will be introduced by someone from the host organization, and you are now front and centre.

The next sixty seconds are crucially important. As you stand there, your audience is assessing: your age, appearance, whether you are relaxed or nervous, and wondering whether this session likely to be interesting or boring. Do you look as if you know what you are doing? For example, never start by saying, "I haven't done this before". Your audience will give a silent groan at this news because you are warning them this might not go too smoothly.

With the clock ticking you:

- Thank your host for the invitation
- Say how pleased you are to be here to talk about 123 Squadron and
- Outline what you are going to do in the next twenty, thirty minutes (whatever time you have agreed to with your host).

That reassures your audience. They know what they will see and/or hear and how long it will take. That is very important, especially if you are speaking or fundraising to a business luncheon where attendees usually have afternoon appointments or work commitments.

Now you have to motivate your audience to listen. You do that by telling them of an advantage, a benefit or new knowledge they will gain from having attended. For example, you may say they will learn about a most affordable activity for your children or grandchildren, which is also accepted as the best youth program in Canada. Or you might let them know how they can get involved as a volunteer with the best group of young people in the community who are going to be the leaders of tomorrow, and also have a very rewarding experience themselves. If you are fundraising, tell them they will see how the money is spent and how it makes the financial support from the Department of National Defence (DND) go much further. You are making a bargain with your audience. You are committing to deliver a positive, enlightening experience in return for them having given their time. So ensure your facial expressions, tone of voice and body language match your words. If you want to convince someone that they will enjoy doing whatever it is you are selling, you have to look enthusiastic and upbeat.

This has all occurred within the first ninety seconds or so, but what you have said, and the manner in which you said it, has set the tone for your entire presentation. If you are going to rehearse anything, make sure it is your opening and closing remarks.

The third minute through to the last two minutes

Now you introduce your material. If you are going to show a film of an Air Cadet Squadron at work, give a brief history of the partnership, the organizational structure and how 123 Squadron operates here in your community. This is helpful to someone who knows nothing about the program. The references you made in your letter requesting to speak to the group can now be expanded upon.

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Then show the video or make your Power Point presentation. (You will already have checked that everything is cued up properly). Don't forget to show that cadets have fun with the cadet program and the adult volunteers also have a great time.

After the video/Power Point presentation has been shown, ask for questions. It is usually a good idea to repeat the question for the benefit of others in the audience who might not have heard it too clearly. It also gives you a chance to think about your answer.

The last two minutes

After the questions are over, it is time to conclude the session. Here you begin the second crucially important segment of your presentation. Never end with "I guess that's about it then". You have wasted much of your effort if you have a weak conclusion. Always ask your audience to do something: take a brochure, come to the Commanding Officer's parade night to see what goes on, visit the web site, all of the above. Just don't let them drift away.

Thank them once again for their time and then step aside.

You'll probably get an additional question or two from people after the session, so be ready with a business card and invite them to call you, or get their phone number and call them. The post-presentation session is often the most productive, because you get to meet those who were really interested, so be prepared.

Later that week, send a brief thank you note to whoever invited you to speak. Add their names to the file of people to invite to the Annual Ceremonial Review. Keep a record of how many presentations you and your SSC make during the year, whether it is for recruiting or fundraising. Make reference to these activities in your annual report to the Provincial Committee

And that's it. You are ready and eager to go out and do it again.

3.2.11 WRITING A BUSINESS LETTER OF BEHALF OF THE SQUADRON SPONSORING COMMITTEE (SSC)

GUIDELINES

Aim for the three "Cs" – CLEAR, CORRECT, CONCISE

First of all consider how you will start, what you want to go into your letter, the sequence and what you want to happen. The sequences are referred to as: The Greeting, the Body of the Letter (usually two or three paragraphs), the Request and the Closure with the appropriate signature block.

In this example a request is being made to the President of an association to come and speak about 123 Squadron. However this format can fit a variety of purposes, for example a fundraising letter. Letters should not be too lengthy. An attachment can be an effective way of conveying a large amount of information.

Writing on Squadron Sponsoring Committee letterhead the recipient's name, title, association and address are positioned at the top left of the page.

This is followed by:

- **The Greeting**
- **The Body of the Letter (usually two or three paragraphs)**
- **The Request, and**
- **The Closure with the appropriate signature block**

The Greeting

Before writing to the Chair or President of any group, association or company, check on who is now the incumbent; it may have changed recently. If you address the recipient by their first name you have to close the letter in the same way with just your first name. It is not appropriate to address the recipient with their first name and close with your full name. Only if you know the recipient on a personal basis can the letter be opened and closed with first names.

Example

John Smith
President 306 Wing
Air Force Association of Canada
1000 St Charles Blvd
Montreal, Quebec, H4H 1R1

Dear President Smith

Now you have to grab the attention of the reader. An effective way to do this is to start with a question which gets straight to the purpose of your letter.

Example

Would members of your association be interested in hearing about a great program for young people right here in Yourtown? I am referring to 123 Air Cadet Squadron. The Squadron Sponsoring Committee is seeking adult volunteers to participate in a variety of ways supporting this marvelous group of young people, our citizens and community leaders of tomorrow.

A very brief outline of the program is appropriate at this point; when it started, the partnership, how it is supported here in Yourtown and the present size of the squadron. At this point it should be shown how the young citizens of Yourtown are benefitting from the program at 123 Squadron.

The Air Cadet program encourages youth from all backgrounds to learn new skills taking on new challenges and gaining new experiences. Air Cadets work together building team spirit and new friendships, some of which last a lifetime. Cadets of 123 Squadron quickly become involved in volunteer activities that help the community such as: protection and caring for the local environment, visiting homes for senior citizens, and working to support programs such as the Christmas Baskets. They go gliding and flying as part of a syllabus that covers aircraft construction, propulsion, navigation and control. Some cadets achieve glider and power aircraft pilot licences. Camping, bush craft and survival skills are also part of the program. Band, First Aid and Drill and Rifle teams practice at weekends. It's a great program.

The next paragraph should explain how the program is funded and staffed.

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The Department of National Defence (DND) pays most of the costs of the training activities and uniform expenses.

The role of the Squadron Sponsoring Committee, as the civilian volunteer partner, is to: plan and organize fundraising events for activities which are not funded by DND, maintain a bank account in the committee's name and provide suitable facilities for cadet training, among other responsibilities.

123 Squadron has eighty cadets enrolled and the numbers are increasing. We need more instructors and volunteers from our community to give some of their time and talents to help us provide this program. There are many, many ways to become part of our squadron, help our young citizens and have a very rewarding experience as a result.

Now make your request

Would you be able to arrange for me to visit your association to make a thirty minute presentation on the air cadet program and 123 Squadron? It can include a ten minute film if a TV and DVD or VCR player is available. Your support for the squadron will be very much appreciated and I look forward to hearing from you.

The closure is determined by the Greeting. If it is a formal greeting, “Dear President Smith” the closure should be “Yours truly ” followed by your signature. If it is personal, i.e. on a first name basis, you would close with “Yours sincerely” and sign it with your first name.

The Signature Block should include your name and title/position, phone numbers if different to that on the letterhead.

Where to find Volunteers

Air Force Association of Canada, Aviation Organizations, Canadian Club, Church Clubs, City Council, City Recreation/Sports departments, Curling Clubs, First Aid Organizations, Fitness Clubs, Flying/Soaring Clubs, Kinsmen Club, Kiwanis Club, Music Clubs, Optimist International, Parent/Teacher Associations, Police/Fire Departments Organizations, Public Speaking Organizations, Rifle/Gun Clubs, Rotary Club, Royal Canadian Legion, Sports Clubs, YMCA/YWCA

Give it a try. You'll be pleased at the response. A lot of people want to get involved, but they have to be asked.

3.2.12 MAXIMIZING RESULTS FROM OPEN HOUSE RECRUITING DRIVES

GUIDELINES

PRE-PLANNING

Before outlining a sequence of activities for a successful Open House, there are two important factors to consider.

First, it is recommended that a realistic assessment be made at the start of each training year to determine the maximum number of new cadets that the premises, the Cadet Instructor Cadre (CIC) Instructional team and the Squadron Sponsoring Committee's (SSC) budget can support. This is an important calculation to make

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because, as the number of cadets increases, so does the need for more adult volunteers to work with the CIC component or the Squadron Sponsoring Committee. A shortage of classrooms is also a major problem, as is a lack of funds for optional activities. New cadets will lose interest and drift away if not challenged fully. It is possible to recruit too many new cadets.

Second, in order to maximize word-of-mouth advertising within the community, it is suggested that a Squadron activity to be publicized in the local newspaper or on the community cable channel prior to the Open House. For example, a weekend bush camp, gliding or Familiarization (FAM) flying, or visiting a place of interest can be featured. Publicity generated in advance of the Open House about exciting squadron activities will draw attention to the Air Cadet program in the community and link to the related announcements that follow.

The Air Cadet recruiting concept that has been referred to as “The Open House” consists of three stages: promoting the event, staging the event, and enrolling and training the new recruits.

STAGE ONE

PROMOTING THE EVENT

A good working relationship with schools in the area is necessary for this next activity: distributing posters. Establish the grade six and seven student population. Solicit the support of the principal and teachers to distribute an “Open House” poster to students on a Friday afternoon early in the training year and a few days before the Open House. This process takes a lot of planning and organizing and some money to ensure a professional product is distributed. Some companies will make a donation to the Squadron for services provided. Always ensure this kind of support is recognized. (See [Section 3.2.8](#) Recognition of Civilian Volunteers.) Printing prices vary from company to company and also on the details, format and quality of the poster.

Community Radio and TV are good channels of communication to reach parents, who are also invited. Consider using one or more of these to get the message out. Community websites are usually available and free to advertise the squadron’s existence and contact information. Community newspapers often run Registration pages in several issues every August and September. Advertisements are assembled for various activities; judo clubs, brownies, cubs, cadets and so on. They are for parents who are looking to register their children for activities in the fall. This is a good place to advertise.

A realistic attendance goal is five percent of the Grade 6 and Grade 7 population, if a combination of these publicity methods is used, as well as encouraging serving cadets to invite friends and relatives.

STAGE TWO

STAGING THE EVENT – THE OPEN HOUSE

During this phase, prospective cadets and their parents are separated at the door as they enter. Parents are met by a member of the Squadron Sponsoring Committee, and the prospective cadets are met by a senior cadet NCO. The program is explained to parents and prospective cadets. Display booths are set up for all major cadet training

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and optional activities, as well as for each cadet summer training course. The process is similar to what occurs after an Annual Ceremonial Review, but continues for a longer period. At the Open House, there is a distinct purpose in mind – recruiting new cadets – so your team has to be quite large and well prepared.

After the Open House, it is recommended a debriefing be held with all involved to see what went well and what did not. This can make the next one even better. Consider developing a worksheet for future reference, including contacts for schools, printing, newspapers, community radio and TV, together with the lead times required.

STAGE THREE

ENROLLING AND TRAINING THE NEW RECRUITS; ENROLLING PARENTS

An indication of success is a line-up the following week of recruits and their parents waiting to enroll. Allow (X) minutes for each enrolment so a good size team is needed to make sure things run smoothly and waiting periods are not too lengthy. Enrolment forms have to be checked with the parent(s) by a representative of the CIC component. A representative of the Squadron Sponsoring Committee should then meet with the parent(s) to explain the League's role and how important it is for them to get involved. A Squadron Sponsoring Committee information package should be given to each new parent at this time.

After the enrollment forms are completed, the recruits are measured for their uniforms. As an interim measure, and if funds allow, consider issuing each one a Tee Shirt and Air Cadet ball cap when they are assigned to their flights. These items become an interim uniform for them and generate a feeling of being included as part of the squadron for the next two or three weeks before a weekend of intensive recruit training takes place.

At the conclusion of the weekend program, on the Sunday afternoon, uniforms are issued for the graduation parade to be held in front of parents and supporters. The recruits are now cadets. This event is also an opportunity for another article and photograph in the local newspapers, so ensure someone from the Squadron Sponsoring Committee is assigned to prepare a news release.

If a realistic assessment of the number of cadets that can be accommodated, instructed, funded and supported was made at the start of the training year, the probability of retaining new recruits is increased.

3.2.13 GUIDING PRINCIPLES FOR A SQUADRON SPONSORING COMMITTEE

GUIDELINES

1. We strive for a high level of involvement from Parents, Guardians and Squadron Supporters in collective efforts that make our Squadron strong using Newsletters, Email and Telephone Committees (see Part 3, [Section 3.9](#));
2. We provide awareness of the partnerships involved in the Air Cadet program by meeting the Parent or Guardian of a Cadet at the time of enrolment (see Part 1, [Section 1.2](#));

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3. We comply fully with Federal and Provincial laws regarding the privacy of personal information and maintain strict confidentiality with regard to the storage and non disclosure of related records;
4. We develop fundraising activities separate and distinct from any requiring the participation of Cadets while fully supporting them in their campaigns;
5. We recognize our financial supporters and volunteers who have worked to make our Squadron successful (see Part 3, **Section 3.2.8**);
6. We maintain as record of all elections, assets and financial activities, which includes a quarterly statement of financial income and expenditures and complete all required reports in a timely manner (see Part 3, **Section 3.7.3**, **Section 3.8.5** and **Part 6**);
7. We promote community awareness of National, Provincial and Local organizations that generate interest and opportunities in aviation for Cadets and our partnership with the Department of National Defence and their support and delivery of the Air Cadet Program (see Part 2, **Section 2.4.1** and **Part 7**);
8. We uphold zero tolerance for any form of abusive behaviour and train everyone involved with the Squadron accordingly (see Part 3, **Section 3.11.4**);
9. We proactively recruit qualified resource people from the community for all aspects of the program and ensure candidates are screened promptly and thoroughly (see www.aircadetleague.com) and
10. We work to provide resources needed for optional activities to enhance the retention of serving Cadets and attracting recruits to our Squadron (see Part 3, **Section 3.6.2**).

SECTION 3.3 NATIONAL COMMITTEES AND THE DECISION MAKING PROCESS

POLICY

Air Cadet League of Canada decisions are arrived at by having issues associated with major areas of activity referred from the National President or the Executive Committee to Standing and Select Committees for prior consideration and the development of recommendations to the Executive Committee and/or the Board of Governors. Select Committees are normally temporary Committees with a single issue mandate assigned by the President and terminate their activity when their assignment has been completed to the satisfaction of the President. Select Committees are listed on the National website "What's New" page. The following Standing Committees are currently active:

- Executive Committee
- Advisory Council
- National Honours and Awards Committee
- National Policies, Procedure and By-Laws Committee
- National Aviation Committee
- National Education Scholarships
- National Effective Speaking Competition Committee
- Employee Compensation Committee
- Nominating Committee
- National Resource Generation Committee
- National Finance Committee
- Provincial Chairs Committee
- Air Cadet Committee
- National Communications Committee
- National League Members recruitment, Training and Retention Committee (Members Committee)
- International Air Cadet Exchange (IACE) Committee
- League and Industry Partnerships Committee
- National Music Committee (NMC)

National Chairs of national Committees shall be governors or members of the Advisory Council. A Governor should Chair only one National Committee at any given time. Committees may consist of Governors, Advisory Council members, League Members and others. At least one former Committee Member should remain on the newly appointed Committee each successive year. Parties employed by or receiving compensation from the Canadian Cadet Organization cannot chair a national committee.

From year to year, the number and purpose of Select Committees may change, and the mandates and objectives of National Committees may be revised. Other Committees may be established at the request of the National President on behalf of the Executive Committee.

PROCEDURE

The dictionaries generally define a committee as 'a body of persons delegated or appointed to consider, investigate, take action on, or report on some matter'. The purpose of this procedure is to set out the steps that committees should follow in reporting on matters referred to them for consideration, so as to ensure that decisions made by the Board of Governors or the Executive Committee are well thought out and based on the best information available. The process works best if the appropriate decision making body receives this information in the form of written reports well in advance of the meeting at which decisions on specific issues are expected to be made.

Committee Deliberations

A major benefit gained from referring a matter for consideration by a committee is to have a small group of trusted and knowledgeable persons review a particular matter from all points of view and, through that process, to develop a consensus around a specific recommendation for action. In arriving at the consensus, the committee should investigate all reasonable alternatives and develop the pros and cons of each. This work can be done by way of meetings, telephone conference calls, use of fax transmissions or a combination thereof. Wherever appropriate, the committees should seek the views of the Provincial Committees, either by direct contact or through the Provincial Chairmen's Committee, before submitting their reports. Committees contemplating changes or projects involving funding should keep the Finance Committee informed of their plans.

Committee Reports

All recommendations of committees should be in the form of written reports, which, as a minimum, should contain the following components:

- Definition of the problem
- Research conducted
- Alternatives considered
- Pros & Cons for each alternative
- Recommended position
- Arguments in support of recommendation
- Financial Implications
- Supporting documentation
- Identification of opposing views
- Views of Provincial Committees (if appropriate)

Submission of Committee Reports

Each Standing or Select Committee reports to the Board of Governors through the Executive Committee. The Committee Chair is responsible for submitting Reports to the Executive Director for inclusion in the BOG/EC Committee Agenda. Committee reports should be available at least six weeks in advance of the Board of Governors or Executive Committee meeting at which they are intended to be tabled. This time frame is necessary to ensure that the Chairperson has sufficient time to include the reports on the agenda, and to distribute copies to the appropriate committee members for advance review. Oral reports or the tabling of written reports immediately prior to meetings is not conducive to making informed decisions.

Tasking of Committees

The work of the various committees will be governed by their separate terms of reference as approved by the Executive Committee. In addition, the Board of Governors, the Executive Committee and/or the National President may task committees with specific matters as required.

Disposition of Committee Reports

All decisions on committee recommendations will be recorded in the minutes of meetings of the Board of Governors and Executive Committee. All National Members and Advisory Council Members will receive the minutes to keep them informed on deliberations and decisions taken.

3.3.1 RESPONSIBILITIES OF CHAIRS AND COMMITTEES

1. The President may, by edict, or the Board may, from time to time, by resolution, establish such Standing or Select Committees with such duties and powers as it deems to be in the interests of the League. Except as otherwise established in these by-laws, each such committee shall usually be chaired by a Governor whose duty it will be to report to the President, Board, and Membership.
2. Each year the President shall name members to serve as Committee Chairs who shall be responsible for:
 - a. The formation of his Committee including a vice-chair and a secretary utilizing Delegates and the members of the Advisory Council wherever possible;
 - b. The Committees shall be guided in their duties as contained in its Terms of Reference in the Policy and Procedure Manual (PPM), and as might be further directed by the President and the Executive Committee;
 - c. Reviewing Terms of Reference and recommending changes as necessary;
 - d. Preparing an agenda and schedule meetings of their Committee, as necessary to fulfill their mandates;
 - e. Preparing minutes and reports for presentation at the AGM and SAM, and to the Board and Executive Committee, as requested;
 - f. Preparing written reports for publication in the Annual Report or SAM Book;
 - g. Presenting all proposed actions for ratification of the Executive or Board as appropriate; and
 - h. Reviewing and updating relevant PPM Sections as required.

SECTION 3.4 NATIONAL COMMITTEES' TERMS OF REFERENCE

The terms of reference for the Air Cadet League of Canada Executive Committee and all Standing National Committees follow. Because of limitations in the time or scope of their mandates, Select Committees' Terms of Reference are not published in this Manual

3.4.1 EXECUTIVE COMMITTEE

TERMS OF REFERENCE

Authority:

The Executive Committee is the executive (operating) arm of the Air Cadet League of Canada. Constituted pursuant to the provisions of the By-Laws of the League. The Committee's mandate is to supervise and control the operations and generally conduct the business of the League when the Board of Governors (BOG) is not in session, subject to those powers or jurisdiction, which is by law the By-Laws of the League reserved to the jurisdiction and authority vested in the BOG.

The Executive Committee, in accordance with the authority delegated to it by the BOG, shall be responsible for the implementation of all League policies and the decisions related thereto. In the event that the Executive Committee requires a revision to any League Policy related to implementation of said policies, it shall present, in writing, a request to the BOG for consideration and decision.

Membership:

The membership of the Executive Committee is established pursuant to By-Law 8.02, which includes the President, Vice Presidents (one of whom is the Treasurer), the Immediate Past president, and the Executive Director. The Executive Director will not be a voting member of the Executive Committee, but will serve in an administrative and advisory role. The President is responsible for assigning Executive Committee members to formal national positions, including as Chairs of national Standing and Select Committees.

Responsibilities:

In carrying out its mandate, the Executive Committee is responsible for:

- a. the implementation of all policies and procedure and governance practices approved by the BOG or General Assembly;
- b. adopting rules and regulations governing the organization, operation, conduct of business and discharge of financial obligations of the League, and the maintenance of a minimum staff;
- c. establishing Terms of Reference for all Standing and Select Committees of the League;
- d. receiving and reviewing for completeness, reports from Standing and Select Committees prior to tabling them with the BOG, with or without recommendations, and advising, in a time fashion, the Committee Chairmen of all decisions taken;
- e. approving the annual financial statements to guide the financial operations of the League; and
- f. preparing written reports to the President for incorporation in the Annual Reports of the League, and delivering oral reports to the Annual Meetings of the league on its activities/

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3.4.2 ADVISORY COUNCIL**TERMS OF REFERENCE****Authority:**

The Advisory Council is a Standing Committee of the Air Cadet League of Canada, constituted pursuant to the provisions of the By-Laws of the League. The Board's role is to advise and assist the Board of Governors and Executive Committee as and when requested so to do.

Responsibilities:

In carrying out its role, the Advisory Council is responsible for:

- (a) providing Members for various committees especially the Honours and Awards Committee, the National Education Scholarships Committee and the Nomination Committee;
- (b) seeking input from the Board of Governors and the Executive Committee as appropriate in developing its positions on matters referred to it for advice;
- (c) the timely submission of reports containing its advice in accordance with established procedure;
- (d) meeting a minimum of two times per year, namely at the Annual General Meeting of the League and at the Semi-Annual Meeting of Governors and Committees;
- (e) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, and to the President for incorporation in the Annual Reports of the League; and
- (f) delivering oral reports on its activities to the Annual Meetings of the League.

3.4.3 NATIONAL HONOURS AND AWARDS COMMITTEE

TERMS OF REFERENCE

Authority:

The National Honours and Awards Committee is a Standing Committee established by the Board of Governors, pursuant to the provisions [Part 8](#) of the By-Laws of the Air Cadet League of Canada.

The Committee's role is to process members', air cadets, squadron and other honours and awards as well as develop for the Board of Governors policies, procedure and guidelines related to Honours & Awards in the Air Cadet League.

Membership:

- The Committee shall normally be chaired by a Member of the Advisory Council as named by the President on the recommendation of the Advisory Council;
- Committee Members shall be selected by the Chair from other past presidents of the League.
- The President shall be included in deliberations for the selection of recipients for the Medal of Honour, Life Membership and Director of the Year.

Responsibilities:

In carrying out its role, National Honours and Awards Committee is responsible for:

- (a) Soliciting and encouraging the nomination of worthy candidates from:
 - National Members
 - Advisory Council
 - National Headquarters Staff via the Executive Director
 - Provincial Honours and Awards Committees (Each Provincial Committee Chair is requested to name an individual to Chair their Honours and Awards Committee whose job it will be to nominate worthy recipients for awards from within their jurisdiction and liaise as necessary with the National Committee).
- (b) Select recipients for Awards that include:
 - Air Cadet League of Canada Certificate of Honour
 - Air Cadet League of Canada Certificate of Merit
 - President's Citation (recommendation(s) for consideration by the president)
 - Air Cadet League of Canada Medal of Honour (confer with the president and current MoH holders per procedure)
 - Air Cadet League of Canada Director of the Year (confer with the president)
 - Officer of the Year
 - Air Cadet League of Canada Certificate of Recognition
 - Air Cadet League of Canada Music Awards for Excellence
 - Civil Air Search & Rescue Association (CASARA) Continuation Flying Award for Air Cadets
 - National Education Scholarships
 - Air Cadet League of Canada Member Long Service Medal
 - Air Cadet League of Canada Life Membership (confer with the president and submit to Nominating Committee for inclusion on the nomination slate.)

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- Government and Other Awards made available to League Members
 - Other Air Cadet Awards as determined by the specific terms of the award.
(NB: The selection of some ACL Air Cadet Awards and scholarships will normally be handled by the ACL Headquarters with input from other relevant League committees and our military partners.)
- (c) Preparing a list of the recipients to receive their award for presentations at the Annual General Meeting. (Only awards for those present will be given at the Annual General Meeting. Award winners not present will be given their award at an appropriate later date);
- (d) Working with the National Office Staff and other League committees to coordinate the production and presentation of plaques and certificates, including the production of the formal citation for each award;
- (e) To work with other League Committees, partners and supporters in developing policies and procedure for new awards and scholarships.
- (f) Reviewing the overall policies, procedure and guidelines (PPM) for the Board of Governors as well as the established criteria for each honour and award and recommending changes to keep them current with the overall philosophy and expectations of the Air Cadet Movement. Once changes have been approved, ensure that the changes are made known to all national members and Provincial Committees.
- (g) Working with the Communications Committee, appropriate Provincial Committees and the Air Cadet League Office to ensure appropriate PR coverage related to Honours and Awards;
- (h) Preparing reports to the President and for incorporation in the Annual reports of the League, and deliver oral reports on its activities to the Annual General Meetings and Semi-annual Meetings of the Air Cadet League of Canada; and,
- (i) If a situation arises that requires immediate consideration for an award, the Committee may recommend such to the Executive Committee for approval.

3.4.4 NATIONAL POLICY, PROCEDURE AND BY-LAWS COMMITTEE (PPBLC)

TERMS OF REFERENCE

Authority:

The Policies, Procedure and By-laws Committee (PPBLC) is a Standing Committee, established by the Board of Governors pursuant to the provisions of Part 8, By-Law 8.04 of the Air Cadet League of Canada. The Committee's mandate is to ensure the Policy, Procedure and By-Laws Manual (PPM) of the Air Cadet League, encompassing all approved content, notably the By-laws, is maintained in an accurate and timely manner by HQ and applicable League authors. Operationally, the PPBLC will consider and report on all matters of Policies, Procedure, Guidance and By-laws referred to it by the National President and/or the Executive Committee and/or the Board of Governors. It will likewise consider and report to the President on matters of Policy, Procedure and By-laws that it considers need attention.

Membership:

Membership shall consist of a Chair, who will be a Governor. A Vice-Chair, who will be a member of the Advisory Council, both being appointed by the President. If not by the President then the appointments may be made by the Executive Committee. Chair and Vice-Chair Appointments shall be approved by the BOG. Membership shall consist of not less than three additional voting members (national or provincial) who have the inclination and time to serve and the attributes needed to meet the assigned responsibilities. The assignment of specific responsibilities to the PPBLC members shall be made by the Chair as necessary.

Responsibilities:

In carrying out its mandate, the PPBLC is responsible for:

- a. reviewing the minutes/decisions of the Executive Committee, Board of Governors and League Meetings to extract all approved Policies, Procedure, Guidance and By-laws and incorporate them into the PPM and identifying those that should be revised or repealed;
- b. working with League Headquarters staff to maintain the web located PPM, which includes the Certificate of Continuance (National Constitution) and By-laws, in updated form on a scheduled basis;
- c. analyzing the reports of Permanent, Standing and Select Committees with a view to being prepared to address Policies, Procedure and Guideline issues, which the Committee considers may not have been identified or adequately addressed by those elements;
- d. consulting with National Members and Provincial Committees as appropriate in preparing reports on issues referred to it for consideration;
- e. considering, developing and bringing forward from time to time suggestions for long term program(s) for change that will keep the League on the leading edge and will ensure a modern, efficient and effective volunteer organization;
- f. assessing and recommending from time to time better use of technology, web site included, to keep the League and Provincial Committees in the forefront of change that will assist with the further integration of the Air Cadet program throughout the country: and,
- g. preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established Procedure, to the President for Incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League.

3.4.5 NATIONAL AVIATION COMMITTEE

TERMS REFERENCE

Authority:

The National Aviation Committee is a Standing Committee, established by the Board of Governors pursuant to the provisions of [Part 8](#) of the By-Laws of the Air Cadet League of Canada. The Committee's role is to be informed, study, deliberate, advise and represent the Board of Governors and the Provincial Committees, through the Executive Committee, on and in all aviation matters of the Air Cadet Program.

Membership:

Membership shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair if not named by the President and as much as practicable a representative (maybe a staff member) appointed by each of the Provincial Chairs, preferably the chair of the equivalent committee of each province. The National Cadet Air Operations Officer, the National Technical Authority Officer and other appropriate DND representatives will be ex-officio members.

Responsibilities:

In carrying out its role, the National Aviation Committee, with the help of sub-committees as required, is responsible for:

- (a) providing the Air Cadet League's strategic expertise, oversight, foresight, studies and recommendations, and implementation monitoring thereof, for all aviation related initiatives, matters and issues connected to the Air Cadet Program;
- (b) conducting, for the Board of Governors and with the advice and assistance of the Executive Director, the negotiations with the appointed representative of the Director of Cadets for the DND/ACL "Goods and Services Contract" for the Air Cadet Gliding Program (ACGP), and liaising with the National Cadet Air Operations Officer (NCAirOpsO) in monitoring the effective and continuing implementation of the Goods and Services Contract, including monitoring and reporting on the status of the Structural Inspection & Repair Program;
- (c) having representation, through the Chair or his/her delegate, at the annual National Conference on Air Cadet Flying Training and Familiarization Flying including the ACGP, the Air Cadet Flying Scholarship Programs and other such operations and training meetings or conferences in the realm of aviation, including required involvement in developing/amending selection processes, in coordination with the Air Cadet Committee and its sub-committee on National Courses Selections, and providing syllabi advice sought by, deemed required or wanting to be recommended to the DND partners;
- (d) fostering, guiding and facilitating, including with resources, the acquisition and effective distribution/deployment of Provincial Committee-owned fleet and other aviation assets to meet the stated and/or agreed requirements of the ACGP and encouraging the implementation by the Provincial Committees of programs, incentives and meaningful activities as part of the spring and fall flight programs of the ACGP, to make the aviation experience a positive one;
- (e) representing the Air Cadet League policy and positions in aviation matters and issues related to aviation in the Air Cadet Program;
- (f) monitoring flight safety trends and reporting to the Board of Governors on any significant accidents/incidents;

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- (g) evaluating, alone and in cooperation with the DND Partner, on a continuous basis, Air Cadet Aviation Programs to determine the relative merits of various forms of products related to aviation, including training, as may be identified for possible incorporation into the ACP, taking advantage of the established League-Industry Partnerships where advantageous;
- (h) liaising with and keeping Provincial Committees informed especially if not represented on the National Aviation Committee; and,
- (i) preparing written reports, including summarizing the Provincial Committee's [ACC12B – Form B](#), to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, and to the President for incorporation in the Annual and Semi-Annual Reports to the League members, and deliver oral reports on its activities at the Annual and Semi-Annual Meetings of the Air Cadet League.

3.4.6 NATIONAL EFFECTIVE SPEAKING PROGRAM COMMITTEE

TERMS OF REFERENCE

Authority:

The Effective Speaking Program Committee is a Standing Committee, established by the Board of Governors, pursuant to the provisions of [Part 8](#) of the By-Laws of the Air Cadet League of Canada.

The Committee's role is to publish the Effective Speaking Competition Rules and Regulations for each annual Competition, to guide the Provincial and sub-level competition and to organize and conduct the Competition at the National level with the assistance of the League Headquarters staff and the host Provincial Committee.

Membership:

Membership shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair if not named by the President, and designated members or staff of each Provincial Committee as practicable.

Responsibilities:

In carrying out its role, the Effective Speaking Program Committee is responsible for:

- (a) reviewing and revising as necessary, the Policies, Procedure, Rules, Regulations and Guidelines of the previous year's Competition with the view to having Rules and Regulations for the current year's Competition available for distribution to the Provincial Committees by 1 September. In conducting its review, the Committee will consult with the Provincial Committees to obtain their input. The Selection of current year speech topics and changes in Local, Regional, Provincial and National Effective Speaking Competitions, shall also be published in relevant Sections of the National Website Policy and Procedure Manual (PPM) within 30 days of approval by the Executive Committee/Board of Governors. The League Headquarters shall place a Website Alert, which should include, at least, the current year speech topics, significant changes in Competition Rules and Regulations (provided from Executive Committee/BOG Minutes) and information relevant to the National Competition;
- (b) seeking, through the National Resource Generation Committee, sponsors to provide the funding necessary for the operation of the Competition including: the provision of medals for winners at the Provincial Committee level; providing the trophy and cash award for the National winner and the provision of souvenirs to all National competitors and judges for the National Competition. The Committee shall, where possible, assist the Provincial Committees with transportation arrangements for the National Competition;
- (c) ensuring that bilingual judges are available for the National Competition;
- (d) conducting, with the cooperation and assistance of the host Provincial Committee for the Annual General Meeting, the National Competition. The primary functions of the host Provincial Committee are to assist in the securing of bilingual judges, for accommodation arrangements for Cadet competitors and to provide a suitable activity program for them;
- (e) ensuring, through the Communications Committee, appropriate media and Public Relations coverage for the Effective Speaking Program and the winners; and,
- (f) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual reports of the League and delivering oral reports on its activities to the Annual and Semi-annual Meetings of the Air Cadet League.

3.4.7 STAFF MANAGEMENT COMMITTEE

TERMS OF REFERENCE

Authority:

The Staff Management Committee is a Standing Committee, established by the Board of Governors (BOG) pursuant to the provisions of [Part 8](#) of the By-laws of the Air Cadet League of Canada (ACLC). The Committee's role is, on behalf of the BOG, to establish, oversee and perform as tasked and required the ACLC staffing and management functions including review of the job descriptions, conditions of employment, pension plans oversight and remuneration/benefits of League employees and to make required recommendations for changes as they pertain to these and other personnel matters.

Membership:

The Committee shall be chaired by the National President and will normally include the Immediate Past-President, the First Vice-President and the next senior Vice-President and the Treasurer. The Executive Director (ED) will be an ex-officio Member on the Committee but excused as and when deemed appropriate or required. Other National Members or others may be invited to sit on or make presentations to the Committee to provide expertise in the area of staff management, including compensation and benefits.

Responsibilities:

In carrying out its role, the Staff Management Committee is responsible for:

- (a) ensuring relevant content is included and up-to-date in the Policies and Procedure Manual;
- (b) ensuring the proper staffing process for the replacement Executive Director (ED) as required;
- (c) ensuring that proper policies and procedure (job descriptions updated, advertising, interviewing, registration and screening, documentation, notices, etc.) are in place and used by the ED when staffing changes are conducted;
- (d) reviewing (all members) and counter-signing (President and First Vice-President) the employee evaluation forms completed by the ED on League staff reporting to him/her, and by the President on the ED;
- (e) ensuring that the yearly as well as ongoing recommended (to the BOG via the Executive Committee) terms of employment and remuneration/benefits, including benefits/pension factors, of the League staff are commensurate with those in the public and private sectors (notably non-profit organizations) of the National Capital Region and affordable in the determined financial context by consulting with the Chair of the Finance Committee and analyzing pay and benefits information available from various sources in the public and private sectors (including non-profit) and determining the extent to which that information should be applicable to League staff; and
- (f) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League of Canada.

3.4.8 NOMINATING COMMITTEE

TERMS OF REFERENCE

Authority:

The National Nominating Committee is a Permanent Committee, established pursuant to the provision of Section 8.01 of the Bylaws of the Air Cadet League of Canada. The Committee's role is primarily to prepare the single composite slate of nominees for voting by the Members at the Annual General Meeting (AGM) of the League for the election of the Board of Governors, including the members of the National Executive Committee (namely the President, First Vice- President, and three (3) additional Vice-Presidents).

To be considered for nomination for Vice-President, a Member must have served for one full year, in the past five, as a Governor or have served for two full years, in the past five, as the Chair of the Provincial Chairs Committee.

The Immediate Past President shall be named as such and is automatically a member of the Executive Committee and of the Board of Governors. Should he/she be unable or unwilling to serve, the Nominating Committee shall nominate another Past-President to serve in that position, whose appointment shall be sanctioned by the Members at the AGM. If such an appointment becomes necessary during the year between AGMs, it will be subject to the approval of the Executive Committee.

Membership:

Membership, per by-laws, shall consist of elected or appointed by vote or consensus, Advisory Council Members to act as Chair and as Committee Members in sufficient numbers to carry out the responsibilities of the Committee.

Responsibilities:

In carrying out its role, the Nominating Committee shall:

- (a) Consult with the National President and First Vice President on the participation of and satisfaction with current Members of the National Board of Governors;
- (b) Receive the National Board's Guidance to the Nominating Committee which is issued in mid-January. The Board Guidance will include:
 - i) anticipated number of positions on the Board of Governors for the upcoming year;
 - ii) skill sets to satisfy the needs and the requirements of the Executive Committee (NEC) and Board of Governors
 - iii) any other additional guidance as required

Note: The Nominating Committee will always attempt to find sufficient suitable candidates in order to fully staff the national Board of Governors, in accordance with the current bylaws. The final number of governors on the board will be set by the Board.

- (c) Contact all present Governors to obtain their concurrence with having their names stand for nomination on the Board of Governors or on the Executive Committee.
- (d) Determine the number of new Governors required for the following year based on responses from the current governors and the Board's Guidance.
- (e) Request recommendations from Provincial Committees, National Governors and Advisory Council for individuals that might be considered for nomination to the Board of Governors. This process should commence after the provincial / territorial committees' Annual General Meetings have been held and the results of their elections known
- (f) Conduct interview with prospective candidates for the National Executive Committee and Board of Governors
- (g) Verify that the Registration and Screening of all nominees has been received.
- (h) Consult with the President on the preliminary proposed slate, giving time for his/her consultation with the NEC.
- (i) Provide the proposed slate for approval by the National Board in the mid-April timeframe.
- (j) Contact nominees approved by the National Board for final confirmation of their willingness to stand for election
- (k) Contact individuals who have not been selected for nomination.
- (l) Forward the approved slate to the National Office for publication in the AGM Book as a Report of the President, giving an explanation of the process and the membership of the Nominating Committee.
- (m) Present the final slate to the membership during the morning business session of the Annual General meeting. A copy of the slate is to be posted for the benefit of members.
- (n) Conduct the vote by Members on the proposed slate during the afternoon business or, as required, oversee the Election of Governors / Executive / President in accordance with the procedure outlined in section 3.8.1

3.4.9 NATIONAL RESOURCE GENERATION COMMITTEE

TERMS OF REFERENCE

Authority:

The National Resource Committee is a Standing Committee, established by the Board of Governors pursuant to the provisions of [Part 8](#) of the By-laws of the Air Cadet League of Canada. The Committee's role is to be informed, pro-active, study, deliberate, strategize, co-ordinate, advise, obtain authority, act and represent within its mandate the ACL, its Board of Governors, its Executive Committee and as appropriate the Provincial Committees (PCs) and Squadron Sponsoring Committees (SSCs) in matters of resource generation (excluding human resources) to the benefit of the Air Cadet League in its mission.

Membership:

Membership shall consist of a Chair appointed by the President, and a Vice Chair appointed by the Chair if not by the President, and of, by open invitation and most preferably PC Chair- appointed, representatives of each PC (as practicable) and of members with appropriate expertise who have the inclination, attributes and time to serve and assist in meeting the assigned responsibilities. The Committee Chair is a member of the Finance Committee and the Finance Committee Chair is a member of this committee.

Responsibilities:

In carrying out its role, the National Resource Generation Committee is responsible for:

- (a) formulating each year, based on the approved ACL budget, a strategy to meet the required ACL fund and other resource generation for operating funds from a coordinated and cooperative effort with the ACL Foundation, the PCs, the ACL Office staff and internal committee initiatives;
- (b) formulating each year, based on a plan coordinated with the Honours & Awards Committee, a resource and funds generation strategy to meet the agreed additional H&A disbursement requirements, being sure to include in the plan the resources of the ACL Office, the League-Industry Partnership Committee, the ACL Foundation and internal to the committee initiatives;
- (c) leading in ensuring that Resource Generation activities and initiatives of the three levels of the ACL, other committees and the ACL Foundation are not in conflict and at cross purposes with one another by negotiating, establishing and publishing a resultant policy and revising it whenever required;
- (d) developing proposals and negotiating cooperative action for the sharing of resource generation proceeds with Provincial Committees, or reviewing such proposals from PCs;
- (e) exploring with the League-Industry Partnership Committee or independently resource generation programs and proposals from Industry and independently with other kindred organization such as Veterans and other Service organizations as well as governments;
- (f) ensuring Resource Generation Committee members or others as required, are available to develop, administer and implement their own projects; and,
- (g) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League.

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3.4.10 NATIONAL FINANCE COMMITTEE

TERMS OF REFERENCE

Authority and Mandate:

The National Finance Committee is a Standing Committee, established by the Board of Governors pursuant to the provisions of [Bylaw 7.02](#) of the Air Cadet League of Canada. The Finance Committee's mandate is "To ensure that with due diligence the Air Cadet League as a whole has adequate policies, procedure and controls in place for proper financial management and for the protection of assets at its three levels, including through the By-laws, and to take part in the budgeting and audit processes at the National level". This is to be achieved through a consultative process and particularly by looking at issues from the National perspective. In most cases, the final decisions on adequate policies, procedure and control will rest with the Executive Committee (EC) and/or the Board of Governors (BOG).

Members:

Membership shall consist of an **ACL Vice President** Chair appointed by the President, who is also the treasurer, a Vice Chair appointed by the Chair if not named by the President, the ACL chief financial officer (CFO), the Chair of the National Resource Generation Committee and at least four other members, including two Provincial Committee Chairs, who have the inclination and time to serve and the attributes needed to meet the assigned responsibilities. (NB – In accordance with [Bylaw 7.02](#) the Chair of the Finance Committee is also the Air Cadet League Treasurer and thus an officer of the Corporation, and must be a Vice-President.)

Responsibilities of the Finance Committee:

In carrying out its mandate, the National Finance Committee is responsible for:

- (a) developing and advising the Executive Committee (EC) and/or the full Board of Governors (BOG) on existing and new policies, procedure and controls for the financial management and protection of financial assets of the three levels of the Air Cadet League;
- (b) advising and informing the Provincial Committees (PCs) regarding existing, new and required policies, procedure and control for the financial management and protection of financial assets at their and the local levels;
- (c) receiving , through the Chair the PCs' approved Annual Financial Statements within ninety (90) day of the end their Fiscal Year;
- (d) monitoring, with the Chair and through the PCs and in accordance with established procedure, Squadron Sponsoring Committee (SSC) compliance to the provisions of PPM [Section 3.7.3](#). This monitoring extends to the requirement that PC's are required to submit the signed off SSC ACC9s to ACL National within 6 months of the year end of the SSC.
- (e) reviewing with and through the Treasurer and the Executive Director (ED), the investments of the Air Cadet League to ensure adherence to policy and maximum effectiveness;
- (f) monitoring through the treasurer and set reporting on the status and requirements of the Air Cadet League finances vis-a-vis the budget on the frequency basis established in the Policies and Procedure Manual (PPM) or as requested;
- (g) recommending, in concert with the Treasurer and to the chief financial officer pursuant to [Bylaw 2.04](#), the yearly appointment of an auditor to the BOG and Annual General Meeting (AGM);
- (h) overseeing of the audit standards and content/process for the presentation of the yearly audited financial statements to the BOG and AGM;
- (i) tabling for approval by the EC, the BOG and the AGM, the annual Air Cadet League budget proposal prepared in concert with the Air Cadet League Treasurer and the ED; and,
- (j) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League.

3.4.11 PROVINCIAL CHAIRS COMMITTEE

TERMS OF REFERENCE

Authority:

The Provincial Chairs Committee is a permanent Committee established pursuant to the provisions of By-Law 8.04 of the By-Laws of the Air Cadet League of Canada. The Committee's mandate is to share best practices and concerns, to reviews and make proposals on issues relevant to cadet activities and the general interest of the League, and to make recommendations respecting those issues to the Board of Governors.

Membership:

Membership shall consist of the National 1st Vice President and the individual Provincial Chairpersons or their designate. The Chair of the Chairs Committee shall be the National 1st Vice President and a Recording Secretary will also be appointed or elected.

Responsibilities

In carrying out its mandate, the Provincial Chairs Committee will work towards a governance and educational structure for the betterment of the League at all levels and how the League functions in fulfilling its mandate through:

- a. seeking collectively and synergism in fulfilling the roles and responsibilities of Provincial Committees in accordance with the direction and prescriptions of the ACL By-Laws and Policy and Procedure Manual (PPM) and the direction of the Board of Governors (BOG);
- b. being prepared to provide solicited or self-generated advice, reports, recommendations and the likes to the President, the Executive Committee and the BOG on the state of various aspects of the League or the Air Cadet program and Movement, either in writing or in represented or joint meetings;
- c. seeking input from the Provincial memberships as appropriate in developing its recommendations and requests, particularly on major issues of general concern;
- d. meeting a minimum of two times per year, at the Annual General Meeting of the league and the Semi-Annual Meeting of Governors and Committees and at other times, electronically to meet responsibilities in a timely fashion; and
- e. preparing written reports to the Executive Committee for consideration by the BOG as required and in accordance with established procedure, to the President for incorporation in the annual Reports of the League and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the League.

3.4 12 NATIONAL AIR CADET ATTRACTION, TRAINING AND RETENTION COMMITTEE (Short Form – AIR CADET COMMITTEE)

TERMS OF REFERENCE

Authority:

The National Air Cadet Attraction, Training and Retention Committee (Short Form – Air Cadet Committee) is a Standing Committee, established by the Board of Governors pursuant to the provisions of [Part 8](#) of the By-laws of the Air Cadet League of Canada. The Committee's role is to be informed, study, deliberate, advise and represent the Board of Governors and the Provincial Committees, through the Executive Committee, on and in all assigned matters of the Air Cadet Program.

Members:

Membership shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair if not named by the President and members who have the inclination and time to serve and the attributes needed to meet the assigned responsibilities.

Responsibilities:

In carrying out its role, the National Air Cadet Attraction, Training and Retention Committee (Short Form – Air Cadet Committee), with the help of sub-committees as required, is responsible for:

- (a) providing the Air Cadet League's strategic expertise, oversight, foresight, studies and recommendations, and implementation monitoring thereof, for all Air Cadet Recruitment Attraction, non-aviation-related mandatory and optional Training as well as Air Cadet Retention initiatives, matters and issues connected to the Air Cadet Program;
- (b) conducting, for the Board of Governors and with the advice and assistance of the Executive Director, the liaison work with the appointed representative of the Director of Cadets for the related responsibility matters, including providing Air Cadet League representation at DND-sponsored training conferences and other conferences of the committee's related responsibilities when League participation is invited;
- (c) overseeing and making recommendations as required from time to time on the strategic policy direction of the Air Cadet League Effective Speaking program, keeping close liaison with the E/S Committee that itself directs and co-ordinates the annual Competition in all its aspects for the three levels of the League;
- (d) addressing emerging issues and making recommendations as required from time to time on the strategic policy direction as well as current topics related to National Courses Selections processes, by a sub-committee with specific direction or Terms of Reference;
- (e) advising and cross-PC facilitating as much as feasible the work of Provincial or Territorial Committees seeking to establish or upgrading their Air Cadet Provincial/Territorial Education Credit System;
- (f) providing advice and recommendations as and when required to DND, through the BOG, on COATS matters as they relate to Air Cadets;
- (g) liaising with and keeping Provincial Committees informed as required on issues related to the Committee's responsibilities; and,

- (h) preparing written reports, including to the Executive Committee for consideration by the Board of Governors as required, and in accordance with established procedure, and for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League

3.4.13 NATIONAL COMMUNICATIONS COMMITTEE

TERMS OF REFERENCE

Authority:

The Communications Committee is a Standing Committee, established by the Board of Governors, pursuant to the provisions [Part 8](#) of the By-Laws of the Air Cadet League of Canada. The Committee's role is to be informed, study, deliberate, advise and represent the Executive Committee and the Board of Governors on matters affecting the League's and the Air Cadet Movement Communications at all levels and to foster, develop, implement, activate, maintain, expand and enhance related programs involving all parts and levels of the ACL.

Membership:

Membership shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair, if not named by the President, the ACL Office PR staff member, ex-officio delegated members of the Department of National Defence as appropriate, ex-officio experts from industry as required and appropriate and members or staff of the Provincial Committees as they desire and, at the discretion of the Chair, other ACL members who have the inclination and time to serve.

Responsibilities:

In carrying out its role, the Communications Committee is responsible for:

- (a) serving as the expert resource to the Board of Governors in matters of communications as well as monitoring the state of communications within the ACL and the Air Cadet Program and Movement;
- (b) working with the ACL HQ PR person, making the Executive Committee and Board of Governors aware of media coverage on to the League and the Air Cadet Program;
- (c) fostering and developing the strategy, programs and products to enhance the function of communications throughout the ACL for consumption within and without;
- (d) acting as a resource point of experience, expertise, products and deliverables to the Provincial Committees of the League, and indirectly to the Local Level, as well as to the other committees and elements, to assist them in their communications activities; and,
- (e) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the League.

**3.4.14 NATIONAL LEAGUE MEMBERS RECRUITMENT, TRAINING AND RETENTION COMMITTEE
(Short Form – MEMBERS COMMITTEE)****TERMS OF REFERENCE****Authority:**

The National League Members Recruitment, Training and Retention Committee (Short Form – Members Committee) is a Standing Committee, established by the Board of Governors pursuant to the provisions of [Part 8](#) of the By-laws of the Air Cadet League of Canada. The Committee's role is to be informed, study, deliberate, advise and represent the Board of Governors and the Provincial Committees, through the Executive Committee, on and in all assigned matters related to League Members.

Members:

Membership shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair if not named by the President and members who have the inclination and time to serve and the attributes needed to meet the assigned responsibilities.

Responsibilities:

In carrying out its role, the National League Members Recruitment, Training and Retention Committee (Short Form – Members Committee) with the help of sub-committees as required, is responsible for:

- (a) providing the Air Cadet League's strategic expertise, oversight, foresight, studies, including via surveys, and recommendations, and implementation monitoring thereof, for all League Members Recruitment, Training and Retention initiatives, matters and issues;
- (b) providing of note and among its numerous responsibilities, policy direction and review as required for the registration and screening of members and staffs, and providing a co-ordinator for the registration and screening function to liaise with Provincial Committees co-ordinators in the management of this responsibility;
- (c) making recommendations as maybe required from time to time on the strategic policy direction of the Air Cadet League in the Recognition of Volunteers, Supporters and Members via Honours & Awards, keeping close liaison with the Honours & Awards Committee that itself directs and co-ordinates the annual process;
- (d) liaising with and keeping Provincial Committees informed as required on issues related to the Committee's responsibilities; and,
- (e) preparing written reports, including to the Executive Committee for consideration by the Board of Governors as required, and in accordance with established procedure, and for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League.

3.4.15 INTERNATIONAL AIR CADET EXCHANGE (IACE) COMMITTEE**TERMS OF REFERENCE****Authority:**

The IACE Committee is a Standing Committee, established by the Board of Governors (BOG) pursuant to the provisions of Part 8 of the By-laws of the Air Cadet League of Canada. The main role of the Committee is to ensure the successful yearly realization of the International Air Cadet Exchange - in Canada portion. In addition, the committee is the focal point for other matters related to IACE and IACEA, either routine or tasked by the President or BOG.

Membership:

Membership shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair if not named by the President, ex-officio delegated members of the Directorate of Cadets as appropriate, the Chair of the Finance Committee, the Executive Director, designated members and/or staff of the host Provincial Committees and up to two other members who have the inclination and time to serve.

Responsibilities:

In carrying out its role, the IACE Committee is responsible for:

- (a) preparing both the financial statement and the proposed IACE League budget for submission to the ACL Budget process;
- (b) preparation of the IACE Canada itinerary;
- (c) ensuring the screening of host families in Canada;
- (d) assessing, on a continuing basis, the appropriateness of the extent and content of the IACE Canada itinerary;
- (e) determining the relative merits of any suggested changes to the IACE Canada itinerary and the IACE kit for Canadian Cadets visiting foreign countries;
- (f) making recommendations, to the Board of Governors, concerning the IACE Cadet fee;
- (g) serving as an advisory body to the President, for the Board of Governors, when Canada is required to formulate a position on a policy proposal, which is to be brought forward at the annual IACEA Conference;
- (h) handling or coordinating with the Executive Director other aspects of IACE as required or tasked;
- (i) maintaining an effective liaison with the appropriate representatives of the Directorate of Cadets; and,
- (j) preparing written reports, for the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meeting of the Air Cadet League.

3.4.16 LEAGUE AND INDUSTRY PARTNERSHIPS COMMITTEE

TERMS OF REFERENCE

Authority:

The League & Industry Partnerships Committee (LIP) is a Standing Committee, established by the Board of Governors, pursuant to the provisions of [Part 8](#) of the By-Laws of the Air Cadet League of Canada. The Committee's role is to advise the Board of Governors on matters relating to League & Industry/Associations Partnerships and to implement, maintain and expand partnership Memoranda of Understanding (MOUs), Memoranda of Agreement (MOAs) and Letters of Agreement (LOAs). The industries/associations of interest will be related to Air Cadet Programme elements, such as aviation & aerospace, music, sports and physical fitness, life skills, etc.

Membership:

Membership shall consist of a Chair appointed by the President, a Vice Chair appointed by the Chair, if not named by the President, ex-officio delegated members of the Department of National Defence as appropriate, ex-officio representatives of Industry/Associations as appropriate and designated members or staff of the Provincial Committees and, at the discretion of the Chair, other ACL members who have the inclination and time to serve.

DND Involvement:

Integral to the work and functioning of the LIP Committee and to help assure successful MOU/MOA/LOA development and implementation is the provision for the involvement of DND resource person(s) to ensure essential input where and when required. This resource would be the most suitable DND person (local, regional or national) relevant to the particular partnership or issue at hand. The same type of provision is to exist for Industry/Association resource persons.

Responsibilities:

In carrying out its role, the League and Industry Associations Partnerships Committee is responsible for:

- (a) Overseeing the application of established MOU/MOA/LOA implementation procedure;
- (b) Working conjointly with the Honours and Awards Committee in establishing policy, procedure, selection criteria and administrative procedure for awards and prizes resulting from established MOU/MOA/LOA. In this process, the LIP Committee will ensure that the relevant MOU/MOA/LOA conditions and the views of the partners are incorporated into the development of these guidelines.
- (c) expanding/negotiating new agreements using present MOUs/MOAs/LOAs and practices, as templates, for future partnerships;
- (d) developing business plans for approaching both the aviation (primarily flying related activities) and the aerospace (primarily manufacturing and space related activities) sectors in a systematic and consistent manner. This plan to include:
 1. the provision of information on the aviation/aerospace aspects of mandatory cadet training, summer training courses and current League/Industry MOAs and LOAs;
 2. suggested interface models with industry to support and further augment (1) above;
 3. opportunities and situations where the League can play a more active role in support of Industry;
 4. potential partners for expansion; and

5. strategic aviation/aerospace associations to which the League should apply for Membership
 - (e) liaising with other ACL committees, Provincial Committees and Industry/Associations coordinators;
 - (f) holding annually, at the League Semi-Annual Meeting (SAM), a meeting of the LIP Committee and League's various industry/associations partners; and
 - (g) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League.

3.4.17 NATIONAL MUSIC COMMITTEE (NMC)

TERMS OF REFERENCE

Authority:

The National Music Committee (NMC) is a Standing Committee, established by the Board of Governors, pursuant to the provisions of the By-Laws of the Air Cadet League of Canada. The Committee's primary role is to enhance and highlight the strength and value of the Air Cadet League Music and Band Program, particularly on the regional and local levels, and to make it a signature component of the Air Cadet Programme.

Membership:

Membership shall consist of a Chair appointed by the President, a Vice-Chair appointed by the Chair if not named by the President, designated members of the Provincial Committees, ex-officio delegated members of the Department of National Defence as appropriate, ex-officio representatives of industry as appropriate and, at the discretion of the Chair, other ACL members who have the inclination and time to serve.

DND Involvement:

The NMC is intended to assist DND in the delivery of the Air Cadet Music Program on the regional and local levels, and to increase the level of resources available to the Program from the music industry. Integral to this function is the provision for the involvement of DND resource person(s) to ensure essential input where and when required. This resource would be the most suitable DND person (local, regional or national) relevant to the particular issue at hand.

Responsibilities:

In carrying out its role, the National Music Committee is responsible for:

- (a) setting up support sub-committees in each Region to liaise with and provide assistance to the RCMA where required, and to act as a resource and information centre for bands on the local level.
- (b) developing and maintaining a data base of bands and participants on all three levels, and forming an on-going strategic plan to increase both participation and the number of squadron bands.
- (c) liaising and co-ordinating with the music industry and music institutions on the National and Regional levels to develop mutually beneficial partnerships to:
 - (i) reach out to a wide audience of musicians in order to increase the number of instructors available to the program;
 - (ii) provide sponsorship for Regional and local music events and to recognize the participants therein;
 - (iii) enhance the scope of the program where possible;
 - (iv) promote and publicise the program on all three levels; and,
 - (v) seek industry-wide recognition of cadet music achievements where possible.
- (d) reporting to LIP and the BOG as directed for the formalization of MOUs, MOAs and LOAs.
- (e) preparing written reports to the Executive Committee for consideration by the Board of Governors as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet League.

3.4.18 NATIONAL SCREENING AND REGISTRATION COMMITTEE (NSRC)**TERMS OF REFERENCE****Authority:**

The National Screening and Registration Committee is a Standing Committee established by the Board of governors pursuant to the provisions of By-Law 8.04 of the Air Cadet League of Canada. The Committee's role is to discuss and consider issues raised throughout the Air Cadet League and the Canadian Cadet Movement concerning Screening Registration and to prepare recommendations for the Board of Governors for any required action.

Membership:

Membership shall consist of a Chair, appointed by the President who will be a Governor or Member of the Advisory Council. Other Members should be the national Screening and Registration Coordinators, and the Provincial/Territories Screening and Registration Coordinators who may also be national voting delegates of their Provincial/Territorial Committees.

Responsibilities:

In carrying out its role the national Screening and Registration Committee is responsible for:

- a. Consulting with the Provincial/Territorial Chairs to ensure that Provincial Screening and Registration Coordinators, where possible, are voting delegates of their Provincial/territorial Committee;
- b. Consulting with National members and Provincial Committees, as appropriate, in researching issues referred to it for consideration, with a view to preparing recommendations, if appropriate, for the Board of Governors;
- c. Assisting the National Screening and Registration Coordinator in administering the annual random audit of members detailed in [Section 3.2.7](#) as requested;
- d. Assessing and recommending, from time to time, better uses of technology and methods pertaining to the long-term retention of records, particularly with a view to assisting Provincial Committees in that function, while remaining within generally accepted legal principles for the long-term retention of records as litigation resources;
- e. Conserving, developing and bringing forward, from time to time, suggestions for long-term programs for change what will keep the League on the forefront of generally accepted screening principles for youth organizations; and
- f. Preparing written reports to the Executive Committee for consideration by the board of Governors as required and in accordance with established Procedure, to the President for incorporation in the Annual Reports of the league, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the Air Cadet league.

3.4.19 NATIONAL AIR CADET SCHOLARSHIPS AND AWARDS COMMITTEE

TERMS OF REFERENCE

Authority:

The National Air Cadet Scholarships and Awards Committee is a Standing Committee established by the Board of Governors, pursuant to the provisions Part 8 of the By-Laws of the Air Cadet League of Canada.

The Committee's role is to process applications for available scholarships, bursaries and awards for air cadets, as well as develop for the Board of Governors related policies, procedures, and guidelines.

Membership:

- The Committee shall be chaired by a member of the Advisory Council as named by the President on the recommendation of the Advisory Council.
- Committee Members shall be selected by the Chair, in consultation with the Advisory Council Chair, from other past presidents of the League.
- The Committee shall be made of up of no less than 4 and no more than 6 members.

Responsibilities:

In carrying out its role, the Committee is responsible for:

- Soliciting and encouraging the nomination of worthy candidates from:
 - National Members
 - Advisory Council
 - National Headquarters Staff via the National Newsletter
 - Provincial Honours and Awards Committees
 - Squadron Sponsoring Committees
 - Squadron Commanding Officers
- Selecting recipients for national scholarships, bursaries and awards that include:
 - Continuation Flying Training Awards
 - Pilot Training Achievement Awards
 - Hamilton Watch Awards
 - Jazz Aviation Pathway Awards for Professionalism Scholarships
 - Air Commodore Leonard and Kathleen Birchall Air Cadet Scholarship
 - Robert and Mary Dale Air Cadet Scholarship
 - Young Citizens Foundation Scholarship
 - Alex Venables Scholarship in Engineering
 - Air Cadet League Foundation Scholarships
 - Air Force Association Scholarships
 - Music Awards for Excellence
 - Other Scholarships, bursaries and awards as proposed and accepted by the League

- Preparing a list of the recipients to be announced at the Semi-Annual and Annual General Meeting of the League.
- Working with the National Office Staff and, as appropriate, with the sponsors, to coordinate the production and presentation of plaques and certificates, including the formal citation for each scholarship, bursary and award, .
- Working with partners and supporters in developing policies and procedures for new scholarships, bursaries and awards.
- Reviewing the overall policies, procedures and guidelines in the PPM, as well as the established criteria for each scholarship, bursary and award, to keep them current with the overall philosophy and expectations of the Air Cadet Movement. Once changes have been approved, ensure that the changes are made known to all national members and provincial committees.
- Working with the National Office Staff to ensure information and forms are kept up to date on social media.
- Working with the Communication Committee, appropriate Provincial Committees, and the League's National Office to ensure appropriate PR coverage related to the presentation of scholarships, bursaries and awards.
- Preparing reports to the President and for incorporation in the annual reports of the League and present oral reports on its activities to the Annual General Meetings and Semi-annual Meetings of the Air Cadet League of Canada; and
- If a situation arises that requires immediate consideration for additional scholarships, bursaries or awards, the Committee may recommend such to the Executive Committee for approval.

SECTION 3.5 PROVINCIAL COMMITTEES

The authorization, organization and responsibilities of Provincial Committees are detailed in the By-Laws.

SECTION 3.5 PROVINCIAL COMMITTEES

3.5.1 PROVINCIAL COMMITTEES

POLICY

1. The ACL may authorize the formation of such PCs as it deems desirable, to assist in furthering the objectives of the League within their respective Provinces and Territories;
2. The members of each PC shall elect a Chairperson, and other Officers as required, from among their own members. Provincial Committees shall represent the League within their provincial/territorial jurisdiction subject to the provisions of the ACL, as contained in its Constitution and By-laws, and to the policies issued from time-to-time by the ACL Board;
3. Each PC shall be a Corporation without share capital incorporated under the law of their province or territory, with the exception of the Pan-Territorial Corporation Committee, which will be registered as a non-profit society under the Northwest Territories Societies Act. All PCs shall:
 - a. Operate as individual entities under the control of the ACL;
 - b. Operate within their provincial By-laws, guidelines, procedure, and National by-laws and policies;
 - c. Not legally bind the ACL in any contract, lease commitment, debt etc;
 - d. Adopt by-laws, provided that no such by-laws shall take effect until approved by the ACL Board of Governors (BOG). Such documents shall not be inconsistent with the purposes of the ACL identified in the Certificate of Continuance.
4. When a PC becomes inactive, or otherwise no longer represents the ACL in its area, or if the PC fails to comply with the directions and policies of the ACL Board, the ACL Board may, at its discretion, revoke its recognition as a PC for the purpose of this by-law. In that case, the subject PC will cease operations;
5. The name of each PC shall commence with the words “The Air Cadet League of Canada” and/or “La Ligue des Cadets de l’Air du Canada” followed in each case by the name of the Provincial Committee, e.g. “The Air Cadet League of Canada (British Columbia) - La Ligue des Cadets de l’Air du Canada (Colombie Britannique)”, or such variation thereof as shall be approved by the Executive Committee;
6. The charter or by-laws of each PC shall provide for the affairs of the PC to be managed by a Board of Governors or Executive Committee, and shall provide that the officers of the PC shall be a Chairperson, a Vice-Chairperson(s), a Secretary and a Treasurer, or a Secretary - Treasurer and such other officers as the PC may determine;

7. Provincial Committees are assigned the following areas of responsibility and shall act on their own behalf in discharging these responsibilities:
 - a. Recommend, in accordance with established league policy, the creation of a Squadron Sponsoring Committee (SSC);
 - b. Overseeing major capital expenditure by Squadron Sponsoring Committees. League Headquarters, whosoever, will offer advice and support to the extent possible;
 - c. Support Royal Canadian Air Cadets in keeping with the objectives of the League and their own Provincial Committee's objectives;
 - d. Provide oversight and direction to their assigned SSCs in compliance with the ACL and its own policies and objectives including financial management. The PC's shall exercise due diligence in overseeing their SSCs' ACC-9 by reviewing them for accuracy and completeness;
 - e. Comply with the provisions of QR (Cadets) Articles 2.31 and 2.32 as directed by the Board;
 - f. Keep the ACL National Headquarters informed on cadet matters within their jurisdiction;
 - g. Provide an Annual Report to the ACL Board in such form and at such times as is prescribed by the ACL Board and issued through the National ACL Headquarters;
 - h. Provide its approved Annual Financial Statements to the National Finance Committee within ninety (90) days of the end its fiscal year; and
 - i. Provide advice to the ACL Board on matters of policy within their provincial / territorial areas;
8. Provincial Committees may communicate with:
 - a. The National Headquarters of the ACL on any appropriate matter;
 - b. The appropriate Region or Command Headquarters of the Canadian Forces on matters within their provincial / territorial jurisdiction;
 - c. RCSU's, Detachments and ASU's;
 - d. Local Sponsoring Committees, Sponsors. and Commanding Officers; and
 - e. Other Provincial Committees and sister Army & Navy Cadets Provincial Leagues.
9. Provincial Committees shall complete Form **ACC12A** Annual Provincial Committee Report to the President of the Air Cadet League of Canada as of 1 November. The PCs can either mail the Form or transfer it to League Headquarters via the internet.
10. Employed secretary-managers-executive directors, serving CF Regular and Reserve members and Air Cadets are not eligible for election as Members of a Provincial Committee

11. The Chairperson of a Provincial Committee shall automatically be a Member/Director of the Air Cadet League of Canada, filling one of the province's delegate quota positions.
12. The ACL shall not be responsible for any debts or liabilities of a PC; and
13. Upon dissolution of a PC, the ACL Board shall assume control of assets and their subsequent disposition.

3.5.2 PROBATION AND TRUSTEESHIP OF PROVINCIAL COMMITTEES

POLICY

When the activities and/or performance of a Provincial Committee (PC) are not up to the expected standard, the Board of Governors of the Air Cadet League of Canada may place a PC on probation for a specified period of time, usually not exceeding one year. This would normally occur only after there has been considerable discussion between the Provincial Committee, the National Executive Committee and liaison with the National Board of Governors.

Reasons for placing a PC on probation may include the following: an insufficient complement of personnel forming the PC; inordinate delays or non-compliance in Registering/Screening personnel; inordinate delay in meeting financial obligations; inordinate delay or in submitting the yearly financial statements of the Provincial Committee or the Squadron Sponsoring Committees under its jurisdiction; failure of the PC to adequately oversee and support the Squadron Sponsoring Committees; non-compliance with rules or application policies; detrimental general conduct of business; or conduct detrimental to the Cadet Movement

Probationary status of a Provincial Committee provides an opportunity to bring these deficiencies to the attention of the PC whose Members are advised that if deficiencies are not resolved or sought or improvement not shown in the specified period of time, action may be taken to replace certain personnel or disband and reform the PC with new Members. Further, if new Members cannot be found or the immediate transition to a new PC would be too difficult, the Board of Governors of the Air Cadet League may impose

Trusteeship with its own Members until the situation is deemed to be favourable to the instalment of a new PC. When it is considered by the Board of Governors that a PC should be placed on probation or trusteeship, the reasons are to be discussed with the Region Commander or designate.

The decision to place a PC in Trusteeship must also comply with any provincial regulations related to incorporated entities and/or societies. The decision to place a PC on probation or under Trusteeship must be supported by 2/3 of the Members of the Board of Governors.

SECTION 3.6 SQUADRON SPONSORS AND SQUADRON SPONSORING COMMITTEES

GENERAL

The Air Cadet League of Canada (ACL), recognizes that the success of the Air Cadet Movement in Canada depends to a large degree on thousands of civilian volunteers who are involved in some aspect of the Program. For this reason the ACL has formulated policies and procedure, in accordance with its mandate, that clarify the rules and regulations governing the establishment of a formal system that provides for the governance of the Air Cadet Program. To this end the ACL encourages the engagement of the civilian population, be they parents, corporations or service clubs that are prepared to support the aims and objectives of the ACL.

The basic unit of the Air Cadet Program is the community based Air Cadet Squadron. It is supported through various forms of voluntary personal involvement, financial contributions, the provision of extra activities (not provided by DND) and other material assistance. The ACL has provided for two distinct groups of people who will formally commit to being affiliated with a specific Squadron and provide the required financial and material support. Both groups are united in their overall support for the Air Cadet Program. How they deliver that support, however, requires each group to play a distinct and separate, but mutually beneficial role.

No definition is provided for either a Squadron Sponsor or a Squadron Sponsoring Committee (SSC). Instead a description of the ongoing duties, obligations and responsibilities of each group is outlined. When the title Squadron **Sponsor or Squadron Sponsoring Organization** is used it refers to a group acting on behalf of the squadron as required by [Section 3.6.1](#). When the title **Squadron Sponsoring Committee** is used it refers to a group acting on behalf of the ACL as outlined in [Section 3.6.2](#).

If either group fails to live up to its obligations or confusion occurs over who is responsible for what tasks, the ACL Provincial Committee will intervene to remedy the situation. These Groups must initially receive and thereafter maintain the approval of the ACL to continue their respective roles: (See [3.6.3](#))

These Groups are:

- Squadron Sponsors or Sponsoring Organizations
- Squadron Sponsoring Committees.

3.6.1 SQUADRON SPONSOR OR SQUADRON SPONSORING ORGANIZATION

An Air Cadet Squadron shall have an Air Cadet League approved “Squadron Sponsor”, “Squadron Sponsoring Organization.” That Squadron Sponsor may be a service club, an element of an association or other organization, or it may be a group of persons, such as a parents’ committee, formed specifically to sponsor a particular squadron. Two or more organizations, may together, be the Joint Sponsors of a Squadron, subject to the approval of the ACL. A Squadron’s Sponsor must subscribe to the aims of the ACL and must be willing to provide ongoing financial and/or material assistance to their Squadron as required by the ACL.

The role of a Squadron Sponsor is not always uniform. It can vary from Squadron to Squadron. One sponsor may choose to provide financial support only, another to provide the accommodation required while yet another is a source for volunteers to work at the Squadron on behalf of the ACL.

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However, what all Sponsors do have in common is an ongoing duty of care and commitment to the cadets who belong to the Squadron they have agreed to sponsor.

Squadrons will acknowledge the support of their Sponsor, for example, in correspondence, at public events and in media releases in order that the general public become aware of the enabling role they play in the delivery of the Air Cadet Program. A good Sponsor is one of the essential elements to a Squadron's success.

POLICY

To continue as a Squadron Sponsor there must be ongoing support provided for the Squadron and Air Cadet League requirements in the manner agreed to when the sponsorship was approved initially.

3.6.1.1 SQUADRON SUPPORT GROUPS

1. Where SSC and squadron staffs require additional adults to assist with the activities involving cadets such as tag days, Legion Poppy Campaigns, Cadet fund raising campaigns, providing transportation etc. it may be desirable and prudent to seek a list of available adults to assist. Usually, but not necessarily, it will be comprised of Cadet Parents and other volunteers from the Sponsoring Body. These volunteers may be subject to the ACL Registration and Screening policy.
2. Such persons are to assist both the Squadron Commanding Officer and the SSC Chair. In fundraising efforts they must work in conjunction and cooperation with the SSC. Any funds raised must be deposited to the squadron's bank account under the control of the SSC.
3. All property and funds earned, donated, or given to such committee or group become the property of the Squadron Sponsoring Committee and will be held and disbursed by the SSC for the use and enjoyment of the Squadron.

3.6.2 SQUADRON SPONSORING COMMITTEE

INTRODUCTION

The day to day responsibility for administering the affairs of the Squadron in matters governed by the ACL belongs to the Squadron Sponsoring Committee (SSC). There are three essential features that distinguish the SSC from the Squadron Sponsor. The first is that the SSC agrees to act on behalf of and in the interests of the ACL and to be responsible to the Provincial or Territorial Committee in whose jurisdiction the Squadron is located. **The Squadron Sponsor has no such relationship with the ACL.** The second is that the SSC is granted authority to make decisions and recommendations in certain matters on behalf of the ACL. **The Squadron Sponsor has no such authority.** The third is that the SSC has a formal role to play in discussions with the Commanding Officer (CO) as to the selection and funding for optional activities for the cadets during the training Year. **The Squadron Sponsor does not.**

The Chairperson and members of a SSC may be from either within or outside the Squadron sponsoring organization. The essential point is that the sponsorship of a Squadron be done well, regardless of how the SSC is set up; what is required is a sound basic organization that meets ACL requirements and good leadership. SSCs generate millions of dollars annually through donations and fundraising to support their local Air Cadet program.

In addition to support received from its Squadron Sponsor, an Air Cadet Squadron may receive assistance and support from other organizations, groups or individuals who are simply Supporters of the Squadron. SSCs must be cognizant of the undeniable importance of Squadron Supporters and the

contribution they can make to the success of their Squadron (see [Section 3.2.13](#), Guiding Principles #4 Fundraising and #5 Recognizing Financial Supporters).

The SSC has broad responsibilities to the Air Cadets, to the Community, to the Canadian Forces and to the ACL:

To the Air Cadets – The main objectives are to:

- Obtain suitable training quarters for the Squadron;
- Provide adequate financing for the needs of the Squadron not otherwise covered by DND;
- Encourage the enrolment of qualified young people as Air Cadets;
- Visit the Squadron as frequently as possible during training periods;
- Work with the Commanding officer (CO) in selecting Air Cadets for training reward activities
- Award trophies and other special inducements for proficiency; and
- Sponsor Air Cadet Bands.

To the Community – The SSC will undertake to:

- Interpret the aims of the Air Cadet training, particularly to parents, civic authorities, community organizations, etc;
- Publicize the activities of the Squadron through press, radio and television, and through special activities; and
- Assist Squadron Officers in devising and carrying out Squadron projects that will be of benefit to the community; i.e., environmental clean-up campaigns, blood donor clinics, ushering at community events, etc.

To the Canadian Forces – it is the function of the SSC to:

- Work with the appropriate DND authorities in obtaining the services of properly qualified Officers and Instructors for the Squadron;
- Assist in the recruitment of new Air Cadets;
- Cooperate with the Commanding Officer in arranging medical examinations for Air Cadets; and
- Assist the Commanding officer in every way possible to ensure proper custody and care of equipment on loan to the unit from DND;

To the Air Cadet League – As a component of the ACL the SSC is expected to:

- Maintain a committee or group of adequate strength to support the Squadron;
- Delegate responsibilities to Members of the Committee, such as finance, publicity, enrolments, accommodation, liaison with other Air Cadet Squadrons, etc;
- Ensure that important announcements emanating from League Headquarters or the Provincial Committee are made known to Squadron personnel and to the Air Cadets;
- Provide required documentation to the provincial and national levels in a timely manner; and
- Provide financial support as agreed to the Provincial Committee.

POLICY

1. The ACL Board of Governors, upon recommendation from the Provincial Committee, may authorize the formation of such local Squadron Sponsoring Committees (SSCs) as it deems desirable, to assist in furthering the objectives of the ACL within their respective communities. Such local SSC shall be responsible to the PC in whose jurisdiction the SSC is located.
2. Each SSC will have at least five Members: a Chairperson, a Secretary, Treasurer and three other Members. The position of Treasurer may be separate. Specified Committee positions and incumbents may be designated as the Executive of the Committee. There is no limit on the maximum number of persons on a SSC. Provincial Committees may provide or assist in the development of detailed Terms of Reference (TOR and responsibilities for the Members of a SSC);

3. The Chairperson and Members of a SSC may be from either within or outside the Squadron Sponsoring Organization. The SSC Chairperson is automatically a member of his/her Provincial/Territorial Committee and reports to the Chairperson of that Committee;
4. A proposed SSC is required to apply to the National Board of Governors for authorization as a recognized SSC of the ACL, using a Form of application prescribed by the ACL (see PROCEDURE below). Approval of a SSC is contingent upon the recommendation by the Provincial Committee;
5. A SSC shall provide an annual budget and manage the finances of the Squadron that are its responsibility, including the control of all fund raising initiatives, all monies raised and approval of any subsequent expenditure. Care must be taken to segregate as well as control the SSC funds separate from that of the Sponsoring Body's Funds. In addition, all funds raised by any individual or committee in the name or for the use of the squadron and the cadets, must be rendered to and under the control of the SSC;
6. A SSC shall see that the Squadron is conducted in accordance with the ACL spirit, rules and regulations and within such framework, to establish/satisfy whatever local regulations may be necessary;
7. A SSC shall not enter in commitments on behalf of the ACL or a PC unless expressly authorized;
8. A SSC may be required to assist their PC with fund raising activities and/or projects or pay assessments levied for the purpose of carrying out the mandate of the PC. It shall be the responsibility of the SSC to conduct fund raising efforts as necessary to raise such funds and may seek the cooperation of the Squadron Commanding Officer when Cadets will be used in such efforts;
9. The ACL President, at the request of the PC or DND in consultation with the PC, and in his discretion may withdraw the Air Cadet League's recognition of a SSC and cancel by resolution the affiliation of a Squadron at any time. The action of the President in this regard shall be effective unless not ratified at the next meeting of the Executive Committee and/or the ACL Board;
10. Upon the cessation of operations of a Squadron and or a SSC or upon the cessation of a Sponsoring Body's affiliation with a Squadron, all assets, including funds donated, raised, and any other property being held for the Squadron and not belonging to DND shall be relinquished to the ACL PC. The ACL PC shall act temporarily as the Sponsoring Committee until a new Sponsor is found and is formally recognized by the ACL;
11. Upon the closing of a Squadron and thus the Sponsoring Committee, including funds donated, raised, and any other property being held for the Squadron and not belonging to DND shall be relinquished to the ACL PC that has jurisdiction in that area;
12. A SSC shall be registered as a non-profit society with their respective provincial governments, where applicable. Charitable Registration status with Revenue Canada will authorize the SSC to issue receipts for donations received (see [Section 3.7.5](#));
13. The SSC is encouraged to recruit parents and supporters to work on subcommittees for projects of a temporary or permanent nature, such as fundraising or special events. Any subcommittee is to be chaired by a member of the SSC;
14. The authority for the SSC to act on behalf of the Air Cadet League of Canada on certain matters is specified in the relevant sections of the Policy and Procedure Manual (PPM). The SSC is not authorized to enter in commitments on behalf of a Provincial, a Territorial or a National Committee of the ACL without the express authorization of that group; and
15. A detailed list of SSC responsibilities can be found in [Section 3.6.2.1](#).

PROCEDURE

1. In cooperation with the ACL Provincial Committee a potential Squadron Sponsor or other group of persons may make application to form a SSC by completing and submitting Air Cadet League **Form ACC1**;
2. A transfer of sponsorship may be initiated by a SSC by completion and submission of Air Cadet League **Form ACC10** Transfer of Sponsorship;
3. Each SSC shall annually submit a statement of receipts and disbursements and statement of assets and liabilities (Air Cadet League **Form ACC9**) to their Provincial Committee office, which shall forward the completed Form to the ACL within sixty (60) days of the end of the fiscal year, which, for most PCs, ends on the 31st day of August in each year (see **Section 3.7.3**);
4. Prior to the start of each training year a special meeting should be arranged between the Squadron staff and the SSC to review the Squadron's planned activities and to establish a Budget. All squadron accounts should be paid by cheque with two signatures;
5. The Commanding Officer may be provided with a "CO's Petty Cash" account for small routine disbursements. As that Petty Cash is used it should be replenished from the Squadron SSC account based on receipts turned in to the SSC by the CO or by a prior arrangement made by the CO with the SSC;
6. A SSC will meet once a month or as otherwise specified in SSC Bylaws or procedure. At least one member of the SSC should attend all Squadron regular main training nights and other major activities;
7. To ensure a full awareness of the Squadron's operation, a SSC should have continuous, open and full communication between itself and the Squadron staff to emulate the desired teamwork approach of the Air Cadet League and DND towards Air Cadets; and
8. A SSC should work closely with the local communities to foster good public relations, provide information on Air Cadet Activities and encourage the enrolment of qualified young people as Air Cadets.

3.6.2.1 RESPONSIBILITIES OF SQUADRON SPONSORING COMMITTEES (SSCs)

Among the responsibilities of the SSC are:

1. Assisting in recruiting suitable youth to be Air Cadets in their Squadrons;
2. Making recommendations through their Provincial Committee to the appropriate Region Commander regarding the enrolment, appointment, promotion, transfer or release of Cadet Instructor Cadre (CIC) Officers for their Cadet Squadron;
3. Assisting in providing names of possible candidates for replacement Officers and for positions as Civilian Instructors or volunteers;
4. Inviting suitable persons to be members of the SSC;
5. Interacting with the Commanding Officer of the Squadron and other Cadet Instructor Cadre (CIC) Officers, Civilian Instructors and Air Cadets of the Squadron;
6. Liaison with other Cadet unit SSCs;
7. Providing appropriate accommodation for their Squadron's training, administration and stores when it is not provided by DND;
8. Providing training aids and equipment, including band instruments, not supplied by DND;
9. Assisting their Provincial Committee with fundraising activities and/or projects or pay assessments levied for the purpose of carrying out the mandate of the Provincial Committee. It shall be the responsibility of the SSC to conduct fundraising efforts as necessary to raise such funds and may seek the cooperation of the Commanding Officer when Air Cadets will be used in such efforts;
10. A SSC shall be registered as a non-profit society with their respective provincial governments where applicable. Charitable Registration status with Revenue Canada will authorize the SSC to issue receipts for donations received (see **Section 3.7.5**);

11. SSCs shall submit annual financial statements to Air Cadet League Headquarters through their Provincial Committees (see [Section 3.7.3](#)) and [Part 6](#), Air Cadet League [Form ACC9](#);
12. Making Air Cadets aware of the various benefits available to them as a result of the various League Partnership Agreements;
13. Arranging Air Cadet recreational programs;
14. Providing transportation, when not available from DND, for local training exercises;
15. Providing for the financial and administrative needs of the Squadron;
16. Supporting Provincial Committee activities;
17. Providing input to Air Cadets applications for summer training;
18. Providing such other facilities or assistance as may be mutually agreed between the Squadron Sponsor and/or the SSC and/or DND;
19. Provide honours and awards and recognition as appropriate;
20. Provide or secure such community support as necessary; and
21. Screening and registering all volunteers in accordance with ACL policies.

3.6.3 PROBATION AND TRUSTEESHIP OF SQUADRON SPONSOR, SQUADRON SPONSORING COMMITTEES

POLICY

When the activities and/or performance of a Squadron Sponsoring Committee (SSC) and/or Official Squadron Sponsor is not up to the expected standard, the League Provincial Committee may place a SSC and/or Squadron Sponsor on probation or supervision for a specified period of time, usually not exceeding one year. Reasons for placing a SSC/Squadron Sponsor, probation or supervision may include the following: an insufficient complement of personnel forming the SSC; inordinate delays or noncompliance in Screening/Registering personnel; inordinate delay in meeting financial obligations; inordinate delay in submitting yearly financial statements (ACC9; failure of the SSC/Squadron Sponsor to adequately support the Squadron; non-compliance with rules or application of policies; and detrimental general conduct of business or conduct prejudicial to the Cadet Movement.

PROCEDURE

Probationary status provides an opportunity to bring these deficiencies to the attention of the SSC/Squadron Sponsor whose members are advised that if deficiencies are not resolved or sought and improvement not shown in the specified period of time, action may be taken to replace certain personnel or disband and reform the SSC with new members. If deemed necessary the Provincial Committee may choose to place the SSC under supervision, which may stipulate the specific authority and decision-making it would be undertaking. This supervision option would leave the SSC in place but with stated limitations to their authority over certain matters and would allow the PC to reinstate the SSC upon successful outcome and completion of the supervision parameters that were put in place at the onset. Further, if new members cannot be found or the immediate transition to a new SSC/Squadron Sponsor would be too difficult, the Provincial Committee may impose Trusteeship with its own members until the situation is deemed to be favourable to the installment of a new SSC/Squadron Sponsor. When a Provincial Committee is considering, or implementing, any clause in the PPM, Section 3.6.3 that places a SSC into any of the noted situations (e.g. probation, supervision, trusteeship), they will notify the RCSU Commander or designate. The national Office of the Air Cadet League is to be advised when a SSC is placed on probation, supervision or in trusteeship.

3.6.3.1 SQUADRON PROBATION, FORMATION, AFFILIATION, DESIGNATION, SPONSOR, VIABILITY, AMALGAMATION OR DISBANDMENT

DND is responsible for placing a Squadron on probation or making any other changes in the status of a Squadron. In each case the military will collaborate with the Air Cadet League of Canada in accordance with [CATO 11-10](#). Additional information with respect to the Air Cadet League of Canada policy and procedure are outlined in the PPM in [Section 5.4.2](#).

SECTION 3.7 FINANCIAL RESOURCES MANAGEMENT

This section contains material aimed at the three levels of the Air Cadet League of Canada (ACL). The purpose of which is to provide policies and procedure for the management and control of financial resources that will ensure effectiveness, transparency and protection of the assets assigned and obtained to serve the Air Cadet Program.

The financial resources of the ACL come from sources that include government grants, allowances and allocations, personal and corporate donations, and extensively varied fund raising activities, including those which canvass the general public. These financial resources are received with or without strings attached (e.g. some are designated 'In trust' or for specific purposes) but all financial resources are to be used to achieve the aims of the Air Cadet Program. The sources and purposes render financial resources elements of the public domain as exemplified by having to file a yearly Charity Return. Being in the public domain in turn requires excellent accountability and transparency. The following Policies, Procedure and Guidelines serve those aims and purposes.

3.7.1 FISCAL YEAR

POLICY

The fiscal year for the Air Cadet League of Canada is 1 April to 31 March. The fiscal year for Provincial/Territorial Committees and for Air Cadet Squadron Sponsoring Committees (SSCs) is 1 September to 31 August.

3.7.2 AIR CADET LEAGUE OF CANADA MEMBERSHIP DUES

POLICY

ACL By-law **Section 3.07**: "The amount of the membership dues, if any, shall be determined by the Board of Governors, approved at an Annual General Meeting. In the absence of any determination of membership dues it shall be deemed that there are no annual or other membership dues. Once the amount of any membership dues has been determined, that amount shall be deemed to be the annual membership dues in each of the succeeding membership years until such amount is changed."

In the absence of imposed membership dues, members are invited to make 'similar donations'.

PROCEDURE

When dues are imposed, each ACL Member, with the exception of Honourary and Life Members, will be invoiced by League Headquarters after the Annual General Meeting. Members are requested to then forward their dues promptly. When dues are not imposed and 'similar donations' are made by Members, a charitable tax receipt will be issued from League Headquarters

3.7.2.1 AIR CADET REGISTRATION/ASSESSMENT FEES

POLICY

The Air Cadet League of Canada authorizes Annual Registration/Assessment Fees to support the Air Cadet League's financial obligations at the National, Provincial and Squadron Sponsoring Committee levels.

Registration/Assessment Fees are considered part of the Fund Generation or Fund Raising activity required at the three levels of the league to support its obligation to the Air Cadet Movement. League costs include but are not limited to; rent utilities, the purchase and maintenance of equipment not provided by the Government of Canada through the Department of National Defence.

National Assessment Fee:

The National Assessment Fee is assessed annually on a per Cadet basis and is determined by the National League Budgeting procedures. The National League Members approve the national budget. The National Assessment Fee is an obligation of the Provincial Committee.

Provincial Assessment Fee:

The Provincial Committee is authorized to use a Provincial Committee Assessment Fee. The Provincial Assessment Fee is determined by the Provincial Committee's budgeting procedure and approved by the Provincial League Members. The Provincial Assessment Fee is an obligation of the Squadron Sponsoring Committee.

Squadron Sponsoring Committee Assessment Fee: (SSC Assessment Fee)

The Squadron Sponsoring Committee is authorized to use a Squadron Sponsoring Committee Assessment Fee as part of its Fund Generation or Fund Raising activity.

The SSC Assessment Fee is determined by the Squadron Sponsoring Committee's budgeting procedure and approved by the Squadron Sponsoring Committee Members.

The SSC Assessment Fee is the obligation of the cadet parent.

GUIDELINES

The Squadron Sponsoring Committee is authorized to determine the Registration/Assessment Fee required to support the squadron within the policies and procedure of the Air Cadet League of Canada.

The Registration/Assessment Fee may vary between Squadron Sponsoring Committees and Provincial Committees.

The Assessment/ Registration Fee established by the Squadron Sponsoring Committee is considered to be part of the annual squadron fundraising and budgeting process referenced in [Section 3.7.4](#).

Either the term Registration Fee or Assessment Fee may be used. In some provinces Child Services may pay a Registration Fee for a child but may not recognize or accept the term Assessment Fee.

Hardship Cases:

Squadron Sponsoring Committees that have adopted the Registration /Assessment Fee structure as part of its' fund raising activity must allow cadets to join if the parent cannot pay the fee due to financial hardship. Hardship cases must be kept private between the parent and the SSC Chair or designate.

Cadets are not to be excluded from any authorized activity.

Government Funding:

The Government of Canada through the Department of National Defence generously provides the cadet with uniforms, supervision, training courses, summer camps and most of the equipment required for the program at no cost to the cadet.

3.7.3 FINANCIAL STATEMENTS

Financial statements are required to be prepared and submitted annually at the National, Provincial and Local levels.

POLICY

The National League's Annual Financial Statements shall be submitted by the Chief Financial Officer to the Members at the Annual General Meeting in the form of the Auditor's Report. The statements will be prepared in accordance with generally accepted accounting principles and procedure. They shall be signed as accepted by the President and the Chair of the Finance Committee. The Report shall be submitted to the Board of Governors at a meeting no closer than 30 days before the Annual General Meeting. In addition to the 31 March financial statements, which are the basis for the Annual Financial Report, three other quarterly financial statements as of 30 June, 30 September and 31 December shall be prepared and sent through the Finance Committee to the Board of Governors at the earliest opportunity.

Each Provincial Committee (PC) and the Pan-Territorial Committee shall annually produce audited Financial Statements for their fiscal year ending 31 August. Either an independent full audit or financial review is deemed acceptable unless the province or Pan Territories Government require a higher standard. If the PC is unincorporated then it must submit reasons why it is not incorporated to National League HQ, Attention Chief Financial Officer, who will direct the PC to submit auditable annual financial review statements, pending completion of incorporation in accordance with their respective Provincial or Territorial Government Rules and Regulations.

Each PC has oversight responsibility for its assigned squadrons' financial management and reporting obligations. It is responsible for providing financial management direction, guidance and training to SSCs. And not least, it is responsible for the collection and review of ACC9 Forms from SSCs (see two paragraphs below for information on the three versions of the ACC9). The ACC9 reviews shall be completed (per the review procedure below) by the designated PC Financial Compliance Officer (FCO). A copy of satisfactorily reviewed and FCO-signed SSC ACC9s shall be forwarded, together with any explanatory notes, to the Chair of the National Finance Committee through the National Office by 28 February of the year following the ACC9 year end. (six months after the 31 August year end for SSCs).

PC authorities are to investigate the failure of SSCs to submit their Squadron ACC9. The PC will impose a League Probation status and subsequently recommend to National the revocation of SSC status as appropriate. A SSC that does not submit an ACC9 for a second consecutive year shall immediately be placed on probation as a minimum corrective measure. Changing SSC Members may be required. In the spirit of the partnership, the PC should advise the Regional Cadet Officer (RCO) and Detachment upon placing on or reinstating a SSC from League probation status.

Squadron Sponsoring Committees (SSCs) shall submit two signed copies of their Squadron Annual Financial Statements on ACL Form ACC9 (Consolidated SSC Financial Report), to their Provincial Committee (PC) by 31 October. The always current official ACC9 versions Help Guides and FAQs sheets for completion are to be found in **Part 6**. Three versions of the ACC9 are available for use depending on your skills, preferences and financial set up situation. **ACC9P** ('P' for 'paper') is the traditional form that can be printed and filled out using a pen, or again filled out as an Excel document. Help Guide 'P' and FAQ Sheet 'P' support its use. **ACC9S** ('S' for 'single' account) is a self-calculating Excel document with entry journals for use by SSCs (the vast majority) operating with only one bank account. It also allows for tracking the petty cash account and is supported by Help Guide 'S' and FAQ Sheet 'S'. Lastly, **ACC9M** ('M' for 'multi' accounts) is again a self-calculating Excel document with entry journals for use by SSCs (a definite minority) that need to operate with two or more bank accounts, regularly mandated to do so by the legal requirement of a bingo, break open ticket and other such licences they hold. ACC9M is supported by Help Guide 'M' and FAQ Sheet 'M'.

National, PCs and SSCs shall retain, for at least seven years (or as required by Revenue Canada), copies of all receipts, deposit slips, stubs, cancelled cheques, bank books, statements, vouchers and all other documents related to finances and financial reports.

PROCEDURE FOR NATIONAL REVIEW AND COLLECTION OF SSC ACC9S

Motion passed that from 2013 moving forward we aim for 100% compliance

1. Collect all ACC9's from PC Financial Compliance Officers by November 30th with others to follow as soon as completed.
2. Quarterly reports on progress of collecting ACC9's and reviewing them will be sent back to FCOs at the end of February, May and August.
3. Review each ACC9 for completeness – AT MINIMUM
4. Does the bottom line balance and are all pages / electronic files included?
5. Is there at minimum an end-of-August bank statement provided?
6. Is the document signed by all parties?
7. Spot checks on accuracy of math and 'carry forwards'.
8. Review of unreasonable 'miscellaneous' categories, unusual activity
9. Follow up on the reservations and corrective actions by FCOs

PROCEDURE FOR PROVINCIAL COMMITTEE REVIEW AND SIGN-OFF OF SSC ACC9s

PCs have the responsibility to:

1. Meet the ACL By-Laws compliance of receiving ACC9s from SSCs by the required annual date of 31 October
2. Review them for completeness, accuracy and compliance;
3. Require corrections and completion from SSCs, providing assistance, as needed; and
4. Only then sign off of the ACC9s and forward a copy to the ACL National-level designation – normally the Chair of the Finance Committee.

The following minimum procedure shall constitute the PC-level Review and Sign off:

- 1 Cause the SSCs to submit ACC9s to the PC on time. *(Monetary and award incentives have been successfully used by some PCs. Sanctions such as Probation or replacement of individuals may have to be imposed in some cases.)*

2. Review each ACC9 for completeness:
 - a. Previous year-end assets, equity and liabilities numbers are used to begin the current-year balance sheet.
 - b. All obvious and known revenues are reported on the income sheet.
 - c. Signatures of Treasurer, Chair and CO affixed.
3. Review each ACC9 for accuracy using known markers:
 - a. Known DND allowances and allocations are reported accurately.
 - b. Other data-available DND claims reimbursements are reported accurately.
 - c. Provincial Lottery shares are reported accurately as crosschecked.
 - d. Known PC assessment charges reported accurately as
 - e. Bank statement entries (accounts, equities and liabilities) reported accurately and reconciled.
 - f. Check accuracy of math and 'carry forwards'.
4. Review each ACC9 for compliance:
 - a. Look for unreasonable use of 'miscellaneous' categories (and do Due Diligence by assessing and commenting back on reasonableness of expenses as required).
 - b. At minimum, the end-of-August bank statement is provided with the ACC9. Preferably every monthly statement
 - c. There is proof that the accounts and all financial transactions are on a two-signature basis; that there are no non-arms length signatories; that Cadet Instructor Cadre/Civilian Instructors are not signatories; that all signatories are SSC members who are duly screened and carded.
 - d. That bank account(s) and investments are named appropriately.
 - (1) 123 Squadron – unacceptable
 - (2) 123 Legion Cadets – unacceptable
 - (3) Jane Doe (in trust) – unacceptable
 - (4) 123 Town RC(Air)C SSC Jane Doe – unacceptable
 - (5) 123 Town RC(Air)C **SSC** – correct
 - (6) 123 Town RC(Air)C **Sqn. Sponsoring Committee** – correct
 - e. (Do Due Diligence by assessing and commenting back on (un)reasonableness of any deficit and/or depletion of assets).
5. Once all required Due Diligence in the review process has been exercised, the authorized PC Member, normally the FCO shall sign off as such, indicating and explaining any reservation in signing. A copy of the signed ACC9 is then forwarded to the designated National level destination, normally the Chair of the Finance Committee. (Note: Appropriate corrective action on the "reservations" should follow. Later amended/corrected ACC9s are also to be sent to the National Level.)

PROCEDURE

Each Squadron Sponsoring Committee's ACC9 must reflect all financial transactions that took place in the squadron during the cadet training year from 1 September of one year, to 31 August of the following year. The always-current official ACC9 versions and Help Guides for completion are to be found in [Part 6](#).

3.7.4 LOCAL LEVEL FINANCIAL RESOURCES RESPONSIBILITIES AND ACCOUNTABILITY

The well being of each Air Cadet Squadron is hugely influenced by the effective provision and management of financial resources. These in turn are based on a team effort whereby Commanding Officer, staff, Squadron Sponsoring Committee, volunteers and Cadets understand their role and required contribution.

POLICY

Financial Resources management responsibilities in the operation of squadrons are, as a start, per the December 2005 Leagues-DND MOU, Part 2, **Section 2.4.1**, MOU Table 5.2.7, whereby:

1. All monies, including from Government/DND, the general public and all other sources, are assembled in the main operating account of the SSC (or additional accounts as may be required by law and/or trusts) controlled and administered by the SSC;
2. Fund raising is a function of and is organized by the SSC and is supported by the Commanding Officer with Staff and Cadets;
3. Budgeting is an integral part of financial management and balances the availability of financial resources with the requirements of the Squadron program; and,
4. Reporting on Squadron finances must be transparent and available to stakeholders.

It is essential that monies raised by the Squadron Cadets, for the Squadron Cadets, on behalf of the Squadron Cadets and in the name of the Squadron Cadets, be controlled by the PC-approved SSC and used only for the Squadron Air Cadet Program. In particular, care should be taken that Squadron-intended funds are not held or controlled by the Sponsor, as distinct from the SSC. The key financial management members of the SSC are the treasurer and the chairperson. These persons should be chosen with care. They should be capable, interested and available. However, the entire SSC shares in financial decisions and responsibilities, with input from the Commanding Officer.

PROCEDURE – SPECIFIC TO ON GOING SSC FINANCIAL MANAGEMENT

Ensuring proper stewardship of the Squadron 'cadet monies' is a serious responsibility. The responsibility is entrusted to the SSC. In order to discharge it properly, the SSC is expected to be properly structured and to operate effectively. The following procedure will ensure protection of assets and sound management through effective control:

1. The SSC must have a trained (on his/her duties), interested and available **treasurer**. (Training, directives, coaching and tools such as a handbook to supplement this PPM need to be provided by the PC).
5. The SSC must have a single operating bank account for all Sqn/SSC funds and monies. Additional legally mandated accounts or Trust Accounts may be required (e.g. when Bingo licenses dictate it).
3. Accounts must be in the name of the SSC and not of the squadron (a CF unit). For example, an acceptable name is '444 Airplane SSC My town' or '445 Service Club Name Sqn SSC My town'. It shall never be in the name of the Sponsor (vice SSC) alone. An individual's name shall also never appear in the bank account name. The key word inclusion in acceptable bank account names is '**SSC**'.

4. Accounts are to be set up on a two-signature basis. To ensure availability, there should be three or four signatories to the account. The SSC Chair is expected to be a signatory. S/he should be the regular co-signer of cheques with the treasurer. Signatories must be at arm's length with one another; that is not be family or business related.
5. Business-style books of cheques (with stubs) are to be used. The cheques book is to be in the possession of the Treasurer or in his /her absence the chair or another SSC member. Blank cheques are not to be signed.
6. Bankcards may be used if limited to making deposits and verifying balances and/or used as cash cards in lieu of petty cash.
7. Credit/Debit cards may be used by SSCs if approved by the Provincial/Territorial Committee. The following minimum safeguards must be in place:
 - a. The credit limit on the credit card shall not exceed \$5,000, unless approved by the National Treasurer with justification of the reason that more than \$5,000 is required for the SSC.
 - b. The SSC Chair shall report the existence of the credit/ debit card to the Provincial/Territorial Committee (PTC) via ACC9 along with a letter of understanding describing the safeguards that are used.
 - c. The primary credit/ debit card holder shall be the Treasurer who may authorize other members of the SSC as users of the credit card account. All card users will sign ACC xx attesting to having read and understood the ACL credit card policy. The SSC Treasurer shall maintain the original of the signed ACC xx as long as the individual is an authorized card user.
 - d. Only the Treasurer is authorized to hold a debit card.
 - e. Changes in card holders must be reported immediately with the bank issuing the credit card.
 - f. Both the credit card and debit card should be linked to the SSC by using the same bank that the SSC checking account uses.
 - g. The use of the credit/ debit card for any transaction shall be authorized by the SSC Treasurer after confirmation that the funds are available in the bank to cover the purchases.
 - h. The credit/ debit card should only to be used for specific occasions where a credit/ debit card is essential either due to the supplier requirement and/or the nature of the purchase.
 - i. When the cards are not in use, they shall be safeguarded by the Treasurer.
 - j. Online purchases shall only be made by the person named on the credit/debit card.
 - k. Cash advances on the credit card are not authorized. Cash withdrawals on the debit card are not authorized.
 - l. Receipts shall be provided for all transactions and kept by the Treasurer as is done for non-credit card transactions.

- m. The PTC shall have oversight of any SSC that uses a credit/ debit card and must advise the ACL immediately of any suspicions of misuse of the cards.
 - n. The balance of the credit card shall be paid in full each month by the due date to avoid using SSC funds to pay interest charges.
8. All squadron funds must flow through the SSC-held bank accounts(s) with the possible exception of DND funds specifically forbidden by DND to be turned over to the SSC and those explained in the **ACC9** Help Guide for completion. In other words, all receipts and proceeds are deposited to the bank account(s) and expenses are then paid by cheques. This is essential to accountability and transparency.
 9. The Treasurer will produce payment cheques for reimbursement of SSC approved expenses upon presentation of proper receipts and approval by the SSC as a whole or the SSC Chair. The Treasurer will pay proper invoices on the same basis. The use of floats should be avoided if at all possible in favor of reimbursements. If needed, floats need to be small and reconciled monthly.
 10. The Treasurer will receive payments and monies, including fund raising proceeds, and make bank deposits.
 11. The Treasurer will keep the SSC books on an ongoing basis. A self-calculating Excel format ACC9 with journals is available and recommended.
 12. The Treasurer will perform the monthly bank statement reconciliation.
 13. The Treasurer will present his/her report at monthly SSC meetings. The report will include the detailed revenues and expenditures lists, the bank balance, a copy of the latest bank statement and the budget how-goes-it as required. A year-to-date ACC9 may also be presented using the self-calculating Excel format with journals.
 14. The Treasurer will be the custodian of accounting books, bank statements, cancelled cheques, supporting receipts and invoices, the tax receipt books and such. Proper files for any and all financial correspondence will be maintained by the Treasurer.
 15. The Treasurer will apply all financial statutory rules and regulations imposed by governments, their agencies and the ACL. He/She will produce required reports and returns to the ACL, PC and Revenue Canada. He will apply for GST/HST rebates when entitled as a Registered Charity.
 16. The Treasurer will formulate a yearly budget to be approved by the SSC, with the CO's input. The budget will balance the availability of financial resources with the needs of the squadron training and activities program. Revenues and expenditures will be tracked against the budget throughout the fiscal year.
 17. When terminating his/her mandate, The Treasurer will conduct an orderly handover with his/her successor and use a 'Handover Certificate' when completing the transfer of responsibilities. (See the recommended Form ACC39)

GUIDELINES

Some of the specific SSC financial responsibilities include the provision of training locales plus administration offices and storage facilities, meeting operating and utilities costs, providing insurance, and the financial aspects of contractual arrangements for the acquisition or disposal of assets, including in the event of the Squadron's disbandment or temporary cessation of operations. Guidance and assistance in providing complex financial support to a squadron may be obtained from the PC. SSCs need to be mindful of sustainability before engaging in expansive ventures. Incorporation will be most appropriate and required in some cases.

An analysis of the disbursements made by SSCs in all parts of Canada indicates that a comfortable amount raised from non-government sources and expended at the local level is approximately \$800 per cadet per year. In some instances, the amounts are considerably higher. However, an Air Cadet Squadron can be successfully operate a basic program on a budget of approximately \$400 per cadet per year, provided undue expenses for accommodation and/or transportation are not encountered.

SSCs are urged to approve their yearly budget, in support of a doable and approved yearly training and activities program before the end of the prior training year. This will incorporate the properly sequenced fund raising campaigns and activities to support the required budget flow. SSCs and COs should also extend the planning cycle when contemplating special projects with extraordinary financial requirements.

Preparation of the budget should include the following specifics:

1. compiling a list of proposed activities, along with proposed dates for those activities (remember to consider accommodation, transportation, food, etc. for outings);
2. compiling a list of items required for cadet activities (e.g., sports equipment, prizes for competitions);
3. assigning costs to each activity or item to be acquired;
4. defining fund-raising ideas and estimates of revenue potential;
5. estimating the amounts of DND funding;
6. injecting cash brought forward from the previous financial year; and
7. adjusting proposed activities and acquisitions to reflect revenue potential, as required.

While most Squadrons are financially sustained in part by tag days, there exists a huge variety of fund raising methods and activities. SSCs should be mindful to limit the call on Cadets to fund raise. Direct, well-presented and managed appeals to community sources of funds are the responsibility of the SSC and keep Cadets away from fund raising.

Copies of the Annual Statement of Receipts and Disbursements (ACC9) should be made available to the Squadron Officers and special efforts should be made to inform the Cadets regarding the expenditure of funds that they have helped to raise.

Financial control of Floats or Petty Cash - It is used when authorized purchasers do not wish to or cannot pre-pay for small items and then be reimbursed. It consists of a sum of money for sundry items or emergency expenses, which the Commanding Officer or other authorized purchaser would account for after the expenses have been incurred. The float or petty cash can range between \$100 and \$200, for example, but is best determined with reference to the number of cadets in the Squadron and the financial situation of the Squadron.

In addition to providing financial support for the squadrons, SSCs are usually expected to extend a measure of financial support to their respective PC. This is normally done by means of a per capita contribution, based on cadet strength. The per-cadet amount varies from province to province, the actual amount being determined by means of discussion and subsequent vote at the Annual General Meeting of the PC.

SSCs are also responsible for the Charitable Registration status of their squadron (see Section on the subject below). Those responsibilities are:

1. applying for Registered Charity status;
2. issuing of income tax receipts for Charitable Donations, within the regulations established by Revenue Canada; and
3. preparing and submitting the required annual Revenue Canada return (**T3010A**).

Commanding Officers are required to provide receipts for all budgeted and approved expenses to the SSC. The SSC will file receipts and invoices and keep accurate records of all revenue and expenses (best done by using the self-calculating Excel **ACC9M** with journals). Revenue and expenses can be categorized as required for preparation of the annual ACC9 (done automatically with the self-calculating Excel **ACC9M** with journals). Retaining receipts will enable application for tax rebates and provide support in the event of an audit by Revenue Canada.

3.7.5 REGISTERED CHARITY STATUS

The Air Cadet League of Canada (National) has and shall maintain official Registered Charity status, and as such it may issue official receipts for income tax purposes. This status helps significantly in raising funds through donations and contributions. PCs and SSCs are encouraged to obtain and maintain, individually, Registered Charity status.

POLICY

Air Cadet League Headquarters cannot provide receipts for donations made to PCs or SSCs, as the receiving organization must have its own Registered Charity status. The same applies for PCs towards SSCs.

League persons at all levels who are authorized to issue income tax receipts shall be knowledgeable about the rules and regulations relevant to this responsibility. When in doubt they shall consult Revenue Canada.

PROCEDURE

The Federal Income Tax Act requires that organizations that can qualify as charities, like the Air Cadet League of Canada, and wishing to issue receipts for tax deduction purposes, apply for registration to Revenue Canada, Charities Division.

To acquire registered charity status, each PC or SSC must complete an Application for Charity Registration - Charitable Registration Form **T2050E(01)**. The completed Application Form and accompanying documents are to be submitted to Revenue Canada **through your Provincial Committee Office or Financial Compliance Officer**. Accompanying documents include a copy of the squadron's two most recent ACC9s (unless a new squadron) signed by the PC FCO, and a copy of the SSC Meeting Minutes approving applying for Registered Charity status. The up-to-date application information and form can be obtained from www.cra-arc.gc.ca/charities, then search '**Registration (application) - Registered Charity**', then '**Registered Charity**' etc.

To maintain this registered charity status, each SSC must submit to Revenue Canada a form **T30108 E (09)**, 'Registered Charity Information Return and Public Information Return', within six months after the end of each fiscal year. Penalties are imposed for failure to file and to reinstate the Registered Charity status. Of course, charities having failed to file are to cease issuing tax receipts.

3.7.6 FUND RAISING FOR MONEY AND RESOURCES

INTRODUCTION

- a. Securing resources, be they financial or other resources such as gifts in kind and donated facilities will continue to be an integral requirement of the successful operation of the Air Cadet League of Canada (ACLC) at the National, Provincial and Local levels.
- b. In spite of the Department of National Defence (DND) Grant Arrangement, the **National** level of the League still requires significant additional financial and other resources from various sources. However, traditional corporate donations have significantly dried up all around. They have had to be substituted for by an increased 'per cadet' assessment on the Provincial Committees (PCs).
- c. **PCs** do not receive monetary DND grants. However, several receive provincial grants. Most if not all PCs assess their Squadron Sponsoring Committees (SSCs), some run lotteries and all utilize various other means inside and outside of the organization for financial and other needed support resources.
- d. At the **local level**, many Air Cadet Squadrons through their SSC receive traditional financial and other support from Service Organizations (Royal Canadian Legion Branches, Air Force Association of Canada Wings, Lions Clubs, Rotary Clubs, Kiwanis Clubs, the squadron's own Parents/Friends Committee, etc.), which may or may not be official ACLC Sponsors for that squadron. That support can still be substantial in cases, but overall it has greatly diminished in recent times. In essence, a greater proportion of squadron operating costs needs to be supported by other fund and resource generating pursuits of the SSC.
- e. The reality of the situation is that securing financial and other resources is a key activity at the National, Provincial and Local levels. It demands imaginative and varied approaches, as well as **coordination** so as not to duplicate or impede each Level's efforts. In addition the 'Foundation of the Air Cadet League of Canada' was established in 2010 and must be included in the coordination process to achieve the best desired results. The **Foundation** has

a key role to play in support of the Air Cadet League, in support of the Air Cadet Program and in support of Air Cadets.

- f. To reiterate, monetary donations are most often the goal, but frequently, not enough consideration is given to seeking out **donations in kind**. These can be of goods and supplies, equipment, services and facilities. They can be given as a simple donation or in 'sponsorship' mode. We'll refer to it all as 'Resource Generation' (RG).

POLICY

- a. Resource Generation activities at the National and Provincial levels of the Air Cadet League of Canada and at the Foundation should not, indeed **must not, conflict with each** other and with SSC Resource Generation activities. Indeed, all concerned must collaborate and coordinate their RG efforts and activities as explained in this PPM Article. To that end, the Chair of the ACLC National Resource Generation Committee (NRGC) is encouraged to and will normally attend meetings of the Board of the Foundation as an ex-officio member.
- b. Funds and resources raised by the National Resource Generation Committee are applied to administration/operational needs and Air Cadet Program activities at the National level, Funds and resources raised by the Provincial and SSC Fundraising Committees are used by them for their equivalent obligations. Funds and resources raised by the independently incorporated 'Foundation of the Air Cadet League of Canada' are retained and/or distributed by it in accordance with its governance and policies.
(The Foundation's objective is to support, promote and assist financially with the administration of the youth developmental and educational activities and programs of the ACLC, its Provincial and Territorial components and its SSCs. The Foundation will not duplicate or interfere with fund generation activities of the three levels of the ACLC but will seek funding through strategic partnerships, corporate donations, planned giving and special events to generate disbursement interest from capital investment.
Initially the **Foundation has three targeted purposes** for distributing its funds: a) League operational and infrastructure needs; b) Air Cadet program projects applied for and approved; and, c) scholarships for Air Cadets.)
- c. Regarding **corporate RG/fundraising**, the field has generally belonged to the National level and now joined by the Foundation and the PC level. In seeking corporate contributions and individual donations, National, Provincial and Foundation fundraisers must coordinate with each other to ensure they do not approach the same potential contributors in the same time frame and must guard against defeating the community-based approaches of SSCs. All may seek corporate donations in their 'territory' but need to get 'coordination clearance' to avoid duplication or undercutting. Upon determining the best level positioned to canvass successfully, the previous recipient of a donation from the approached corporation will be guaranteed its prior received amount as a share of any new donation.
- d. As a general rule, fundraising (from tagging, all through to corporate soliciting) by PCs and SSCs is to be **limited to one's territory** unless specifically cleared to go beyond by the 'owner' of the territory impinged upon and/or higher level. Care must also be taken to coordinate and cooperate with **Army and Sea Cadet** components in the same territory.
- e. **Catalogue sales** are an important source of revenues for the National level. Care must be taken by the other two levels not to undercut National. National can be consulted to add items to the catalogue. Should National decline to procure and offer an item, the other levels can be free to procure and sell it. Individual squadron logo items for sale are best handled at the SSC level. National and PCs may be able to provide sources.
- f. National '**magazine or newspaper insert**' fundraising campaigns are the preserve of the National level. The Foundation will coordinate with National if it wishes to enter its own campaigns.

- g. Provincial-wide **Raffle Lotteries** are the preserve of PCs.
- h. **Letter writing campaigns** are conducted by all three levels of the League and the Foundation, and thus lists-based campaigns need to be de-conflicted. If two levels have the same list, precedence will belong to the higher level.
- i. All **licenses for fundraising must** be in the name of the Squadron Sponsoring Committee, and never in that of the squadron itself.
- j. All provincial and local **gaming regulations** and procedure must be adhered to. Proper and prompt **banking and accounting** procedure and practices must be maintained in all fundraising endeavours to ensure the security of the funds received, collected and used. Cadets should not be placed in a position of having a lot of money in their possession.
- k. At the local level, RG/fundraising takes many forms. Most are traditional and well established. New methods are encouraged, provided they do not in any way bring **discredit** to the squadron, the Air Cadets or the League and the Air Cadet Movement or are in conflict with the aims or ideals of the Air Cadet Program. When in doubt, consult the higher level.

PROCEDURE

- a. **Cooperation at all levels** of the organization and with the Foundation will maximize resources generation/fundraising results and ensure that positive relationships with donors are maintained. PCs and SSCs need to support the RG activities of both National and the Foundation within their means and resources. In turn, National and the Foundation will benefit by keeping PCs and SSCs informed of their RG activities. Importantly also, PCs should appoint a member to be part of, or liaise with, the NRGC to contribute to and gain from the collective effort.
- b. At the **Local level**, SSCs have much to gain by developing a **close relationship with their community**. Great local sources of financial support and support with other resources can be developed. They include the municipality, provincial grant programs, the numerous service organizations, police and firefighters associations, local corporations, major stores that support the community by allowing tagging at their door or have individual programs that support youth or community, SSC-organized RG events (bake or other sales, dances, plays, etc.), and much more. One great fundraising source for SSCs that are Registered Charities is to ask staff, volunteers, parents, friends and neighbours thereof to designate their employee charitable payroll deduction for United Way or an internal corporate program to the SSC as a Charity. All that is required is for the employee to provide the SSC's Charity Registration number and address to the collecting/ distributing agent.
- c. At all three League levels (and the Foundation), some of the resource generation/fundraising can result in **'sponsorship' donations**. Donors thus expect at least 'recognition' in return. In such cases, sponsorship agreements should be drafted and acknowledged. They then need to be respected.
- d. All three levels of the League may encourage and receive **special giving options** by/from individuals and corporations such as Trusts, Wills, Living Wills, Insurance Policies, Stocks and such. However, should these come with cumbersome and/or long term implications or restrictions, channelling the donations to the Foundation strongly recommended. approach consult the higher levels and/or the Foundation, but even then, when important amounts are involved, financial professionals may well need to be consulted by the donor.

- e. For all forms of resource generation/fundraising, it is not only appropriate but beneficial to properly **acknowledge the donation** with written thanks, but often in 'events' programs, in newsletters, on web sites, etc.
- f. On the subject of **RG/fundraising in support of the budget**, each Squadron Sponsoring Committee should assess how much RG/fundraising should be attempted based on the annual budget prepared for squadron activities. A rating scale should be placed on activities to ensure those with a higher priority have funds allocated for them first. Should RG/fundraising expectations not materialize, those activities with a lower priority can be cancelled or rescheduled.
- g. It is essential that a follow-up of the **results of the RG/fundraising be shared** with Cadets, parents, and all others involved in the RG/fund raising endeavours.

GUIDELINES

- a. Fundraising involving the cadets, while very important or essential, should not be done to the extent where it is inordinate, and people, especially the Cadets feel that all they do is fundraise. Care must be taken to **explain frequently what the specific fundraising is for**. The proper and appropriate administration and operation of the squadron and training of Cadets should be paramount in all decisions, with fundraising as a necessary and purposeful means to that end.

3.7.6.1 CATALOGUE SERVICE

INTRODUCTION

Catalogue sales provide a necessary service to the Air Cadet community. This service also provides important revenues to sustain overall services by ACLHQ. Effective management is key to successful results.

POLICY

- a. ACLHQ has the priority position for the provision of the Catalogue Service. Care must be taken by other levels of the ACL not to undercut it with competing services. In return, ACLHQ will endeavour to provide necessary and desired items that will fit the 'service' policy and generate reasonable revenues. The Catalogue Service will not operate at a loss or thin margin of profit.
- b. The Catalogue Service inventory will be made up of items traditionally in demand and of items for which there is reason to believe they will be purchased to clear the inventory holding in weeks or at most months. ACLHQ will not entertain opportunistic sales pitches from market.
- c. The targets for overall yearly purchase and sales amounts and the overall profit will be determined by the ACL budget process. Because the manpower and overhead are not factored in against Catalogue Service pricing, the ACL budget overall profit (sales minus inventory purchase costs) will be 20 to 35%. Shipping and Handling are accounted for separately at 10-12% over costs for the same reason.
- d. Liquidation of selected stock items will take place as required to keep the inventory fresh on items with a poor turnover. Liquidations are factored into the overall budgeted profit margin.
- e. Security and control of inventory stock must be ensured and is the responsibility of the Executive Director(ED). As such, all inventory must be properly secured; all vendor invoices must be checked against original orders and against delivery counts before approval for payment by the ED; the inventory must be counted down with every sale and counted up with every purchase delivery; and, quarterly sampling by staff as well as FYE sampling during the professional audit must be performed and adjustment made as required when compared to accounting balances.

PROCEDURE

- a. Shipping charges have a minimum charge plus a weight charge based on scaled weight.
- b. Most orders are paid in advance by credit card or cheque. A reminder is sent to any charge customers who have not paid their invoice within 90 days. The ED establishes and maintains appropriate purchasing and payment procedures for walk-in customers of the Catalogue Service.

GUIDELINES

- a. Most inventory items should turnover 2-3 times per year.
- b. Slow selling inventory items should be marked down to recover their costs within one year of purchase.
- c. ACL Catalogue Service should be the prime source of 'Royal Canadian Air Cadets' and 'Air Cadet League of Canada' logo items. PC and Squadron logo items are best procured locally by the logo 'owner'.
- d. The Catalogue Service should advertise regularly in the newsletters, on the web site and via e-mail.
- e. The Catalogue Service should take orders and may well, as a service, offer items for sales at SAMs and AGMs, taking care not to incur high transportation costs.

3.7.7 GIFT ACCEPTANCE POLICY, PROCEDURE AND GUIDELINES

3.7.7.1 PURPOSE OF GIFT ACCEPTANCE POLICY

The ACLC will accept and administer gifts in cost-effective manner and in compliance with the principles and requirements of the ACLC Gift Acceptance Policy and Procedure and applicable legislation.

3.7.7.2 INTRODUCTION

The Air Cadet League of Canada (ACLC) is a registered Canadian charity (Charitable Registration No. 12559-3657 Rr0004). The National Resource Generation Committee (NRGC) has the responsibility of not only securing donations, but also of ensuring their appropriate receipting, acknowledgement, recording, and prudent investment through the Board of Governors (BOG). To that end, a variety of types of gifts are accepted to maximize financial support. The purpose of this Gift Acceptance Policy is to confirm the types of gifts the League will accept the process for acceptance and to ensure a balance is established between the donor's interests and the objectives of the ACLC. While the League greatly appreciates the generosity of its alumni and friends, it may not always be in the interests of the ACLC to accept a particular gift.

The ACLC values its public and private-sector partnerships and welcomes gifts that support its mission of excellence in supporting the Air Cadet program and its League initiatives.

3.7.7.3 DEFINITIONS

Gift (as defined by Canada Revenue Agency)

"In most cases, a gift is voluntary transfer of property without valuable consideration to the donor... The existence of an advantage will not necessarily disqualify the transfer from being a gift if the amount of the advantage does not exceed 80% of the fair market value of the transferred property." Furthermore, "an advantage is the total value, at the time the gift is made, of all property, services, compensation, or other benefits that a person is entitled to receive in relation to the gift."

Gifts-in-kind

Gifts-in-kind, also known as non-cash gifts, are gifts of property, cover items such as artwork, equipment, securities, and cultural and ecological property.

3.7.7.4 PRINCIPLES OF GIFT ACCEPTANCE

The following principles will be considered before a gift is accepted by the League. The gift should:

- a. further the mission of the Air Cadet League of Canada (ACLC),
- b. not compromise the integrity, freedom to conduct our objectives, or the autonomy of the League,
- c. not have any restrictions for use placed on it by the donor that are incompatible with ACLC's mission, or Canada Revenue Agency's requirements,
- d. not be accepted if the donor's reputation or business activities may have an adverse effect on the reputation of the ACLC,
- e. in the case of marketable securities, only be accepted for retention if it is consistent with the League's Statement of Investment Policy and Procedure. (See [Section 3.7.8](#) of ACLC Policy and Procedure Manual),

- f. Not be accepted if it entails unacceptable financial risk and burden. For example, gifts which are unmarketable, inaccessible, and impractical or may bring liability upon the League or its components,
- g. not require the League to give special consideration for employment to the donor, or to anyone designated by the donor, or that would allow the donor to influence the teaching, learning or scholarship of a cadet, League Member or League Program, and
- h. not be accepted if it requires expenditures beyond the League's resources.

3.7.7.4.1 AD HOC COMMITTEE ON GIFT ACCEPTANCE

MANDATE

The ACLC Finance Committee will function as the Ad Hoc Committee on Gift Acceptance. Its role is to consider complex gifts to the League and those which may not be consistent with the principles outlined above. Such gifts will be reviewed in light of these principles. In all cases, it is the League's responsibility, acting on the advice of the Ad Hoc Committee on Gift Acceptance and in consultation with the ACLC Board of Governors, to ensure that a balance is achieved between the donor's wishes and the League's needs. If this cannot be done, the donation cannot be accepted. The function of this committee will be performed on an as-needed basis and other expertise will be drawn upon as necessary.

SPECIAL CIRCUMSTANCES

As Determined

RESPONSIBILITY

The ACLC National Treasurer or his/her delegate is responsible for ensuring that the acceptance of donations by the League is consistent with this policy. As part of the on-going report of activities to the Board of Governors, the report will include a summary of gifts accepted valued at \$100,000 or greater.

RELEVANT LEGISLATION

The League is a registered charitable organization and, as such is committed to transparency and access to information by the general public and is subject to particular reporting obligations to the Canada Revenue Agency.

RELATED POLICES, PROCEDURES, and DOCUMENTS

Procedures for Gift Acceptance, Development and Alumni Relations
Policy - Ethical Fundraising
Policy - Naming of ACLC assets

3.7.7.5 GENERAL POLICY

1. Ownership and management of all gifts resides with the League, whether for the benefit of the ACLC generally or for some specific purpose. The League welcomes all gifts that support any current or planned project. To maximize flexibility the League prefers to receive undesignated gifts that can be used for such purposes as the League determines most appropriate, based on the priorities of the institution.

2. The acceptance of gifts will comply with all other ACLC policies, and in the case of a potential naming opportunity, will comply with the provisions of the ACLC Naming Policy, as approved by the Board of Governors. (Policy to follow.)
3. The practice of the NRG & the ACLC National Office is to inform, serve, guide and assist donors, who support the League's activities, but never to pressure or unduly persuade.
4. Persons representing the League shall, at all times, encourage the donor to discuss the proposed gift with independent legal, financial or tax advisors of the donor's choice to ensure that the donor receives a full and accurate explanation of all aspects of the proposed gift. Should a donor not have access to such advice, the ACLC will provide a list of qualified legal, financial and tax advisors from which the donor might select. In all cases, the costs for the services of any advisors shall be borne by the donor.
5. The ACLC President, the 1st Vice President, the Treasurer, the Chairperson of the National Resource Generation Committee (NRGC), the Chairperson of the League-Industry Partnership Committee (LIP) and the Executive Director are authorized to negotiate gift agreements with prospective donors. Final documents are to be signed by an authorized ACLC official including members of the National Executive Committee, the Executive Director and other League officials as deemed appropriate.
6. All planned giving agreements must first be approved as to form and substance by the League's legal counsel.
7. The ACLC will maintain the trust of its donors by ensuring the funds are spent for the purposes for which they were raised or according to donor designation, approved by the League, at the time the donation was made. Records will be maintained by the ACLC National Office of a nature and extent to ensure accountability to donors.
8. The ACLC National Office is solely responsible for issuing charitable tax receipts for all charitable gifts received by the League. Gift processing will be handled in accordance with the donor's wishes consistent with ACLC policies, Canada Income Tax Act regulations governing charitable organizations, and Canada Revenue Agency guidelines on charitable donations. All gifts received by the ACLC must be processed through the ACLC National Office, where they will be receipted, acknowledged, and recorded for audit, historic and recognition purposes.
9. Members of the Air Cadet League or Air Cadet Community will not engage in any overt fundraising activities and have no authority to accept a gift on behalf of the National League without prior clearance through one of: the NRG, LIP Committee or the ACLC National Office. This does not preclude the participation of any party in the identification, cultivation, and eventual solicitation and stewardship of a prospective donor. It is to ensure that the person(s) with the best relationship with the prospective donor, and knowledge of the project to be funded is/are provided with the necessary support with respect to strategy and proposal development. The goal is to present a coordinated, focused and disciplined approach that builds long term relationships and maximizes support.
10. The ACLC may not accept specifically-designated donations without NRG approval. Ideally, all donations will correspond to identify League needs.

11. If the NRGCC, in consultation with the Executive Director, deems that a donor's wishes do not correspond with the League's planning priorities, the donor will be asked to re-designate his or her intended gift. If the donor's wishes cannot be satisfied within the parameters of the League's goals and priorities, the intended gift will be declined with thanks.
12. The following gifts must be reviewed and approved by the Ad Hoc Committee on Gift Acceptance:
 - a. outright gifts of real estate
 - b. residual interest gifts
 - c. charitable remainder trusts
 - d. gifts of art (over a value of \$100,000)
 - e. gifts-in-kind (over a value of \$100,000)

Before the gift is accepted and to ensure the gift is properly structured, relevant information about the gift shall be obtained, including a copy of any appraisal secured by the donor at his/her expense. The ACLC also reserves the right to secure its own appraisal.

13. The League will not issue gift annuities but may accept assets from a donor, pursuant to an agreement authorizing the ACLC to: a) use a portion of the assets to purchase a commercial annuity paying a stipulated amount to the donor or other annuitant; and b) retain the remaining assets for charitable purposes.
14. The ACLC will not serve as trustee of charitable remainder trusts but will encourage the donor to seek the assistance of a trust company or other professional trustee.
15. The ACLC will not normally accept gifts of certified cultural property, shares of privately owned corporations or partnership interests. The Ad Hoc Committee on Gift Acceptance will review such gifts.
16. A minimum gift of \$25,000 is required to establish a named endowment fund. The naming of endowment funds will follow the League's Naming of ACLC Assets Policy. Donations to an unrestricted Endowment Fund are encouraged by the League in order to provide flexibility in meeting its highest priority needs.
17. The League generally accepts charitable gifts in the form of cash, cheque, credit card, marketable securities, gifts-in-kind or deferred gifts, which include will bequests, life insurance policies, gift annuities, and charitable remainder trusts and such other gift types as the ACLC Board of Governors may approve. All fundraising programs, solicitation plans, and activities are subject to Board approval. The League encourages donors to make both outright and deferred gifts.

3.7.7.5.1 ANONYMOUS DONOR POLICY

PURPOSE

The Air Cadet League of Canada (ACLC) recognizes that the operation of the League requires the maintenance and management of extensive donor and proposed records. Donor records often contain sensitive information that has been shared with or developed by the office staff on a confidential basis. "Records" means all files, including electronic data, containing information on donors or prospective donors to the League.

POLICY

Confidentiality of Records

The Executive Director shall be responsible for maintaining the confidentiality of donor and prospect records and will ensure that all staff has clear direction regarding the confidentiality of records through the establishment of appropriate operating procedure. He/she may, in his/her discretion, make all or part of any record available to staff members or volunteers if essential to them in executing their responsibilities. Disclosure decisions will honor the wishes of donors related to disclosure unless a larger legal issue is related.

To carry out its responsibilities, the Board of Governors may need to review donor/prospect records. All Governors shall respect the League's significant interest in protecting the sensitive nature of those records and shall maintain these policies for donor confidentiality.

The League's auditors are authorized to review donor and prospect records as required for the purposes for which they are engaged.

Fund agreements are considered "strictly confidential information" and are not public documents. Particulars of a fund document will not be shared with the general public or with fund recipients unless the donor has granted permission to do this or unless these details are essential to be shared in order for the fund to be administered as desired by the donor.

Fund Representatives

The donor or donors who sign the founding documents are the Fund Representatives. The CEO of a non-profit agency that has an agency endowment is the fund representative. A donor may petition the ACLC in writing to designate another fund representative or representatives. Previously designated successive generation donor advisors will be fund representatives once they receive donor privilege upon the death of the donor. Only Fund Representatives are authorized to receive fund statements of information concerning activities of the fund. The ACLC will provide the Chief Financial Officer of a non-profit agency, information about their named endowment. Release of fund information to auditors will be done only upon written request of the Fund Representative. For memorial funds, the family will designate a Fund Representative.

For unrestricted, field or interest, administrative endowment or other funds created by the Board of the community Foundation, it will be the Community Foundation's discretion to designate others as Fund Representatives.

Publication of Donor Names

The names of all individual donors may be listed in the ACLC's annual report and/or in similar public relations communications. Exceptions will be made for any donor who specifically requests anonymity.

The League will not publish the specific amount of any donor's gift without the permission of the donor. Donors making gifts to the League by bequest or other testamentary device are deemed to have granted such permission. Donors should be aware that it is the League's policy, from time to time, to publish the current market value of its funds from which a reader may be able to determine the approximate size of a donor's gift.

Honour/Memorial Gifts

The names of donors of memorial or honour gifts may be released to the honoree, next of kin, or appropriate member of the immediate family unless otherwise specified by the donor. Gift amounts are not to be released without express consent of the donor.

Anonymous Gifts

The ACLC President, the 1st Vice President, the Treasurer, the Chairperson of the National Resource Generation Committee (NRGC), the Chairperson of the League-Industry Partnership Committee (LIP) and the Executive Director are authorized to negotiate anonymous gift agreements as per the *Gift Policy* and they shall disclose to the Executive Committee upon a request by a majority of the Executive Committee the names of the anonymous donors.

Disclosure of Pending Gifts

In the event that the ACLC President, the 1st Vice President, the Treasurer, the Chairperson of the National Resource Generation Committee, the Chairperson of the LIP Committee or the Executive Director concludes that the League is likely to receive, in the immediate future, a gift equal to or greater than five percent of its then existing assets, they shall apply all requirements of the gift acceptance policy and determine the appropriate course for notifying the Board of Governors.

3.7.7.5.2 DONOR RECOGNITION PLAN

PURPOSE

The Air Cadet League of Canada (ACLC) will recognize all donors for their contributions. The ACLC will endeavour to provide the appropriate acknowledgement for their generosity and will strive to ensure that recognition is commensurate with the gift received. All forms of recognition that are offered must fit within the mandate of the ACLC and its jurisdictions.

DONOR RECOGNITION PLAN

The following means of recognition will be *utilized/offered* upon consultation with donors:

For donations less than \$500

- A. An official tax receipt and form "Thank You" letter.
- B. The ACLC e-Newsletter where the donor's e-mail address is available.

For donations from \$500 to \$1,999

- A. An official tax receipt and form "Thank You" letter.
- B. The ACLC e-Newsletter where the donor's e-mail address is available.
- C. Recognition (name) in the donor listing section of the following e-Newsletter.
- D. Recognition (name) in the donor listing section of the ACLC website for one donor cycle year (October to September).
- E. Recognition (name) in the following AGM or SAM President's banquet program.

For donations from \$2000 to \$9,999

- A. An official tax receipt and form “Thank You” letter.
- B. A personal letter from the ACLC National President.
- C. Annual “Stewardship Report” letter.
- D. The ACLC e-Newsletter where the donor’s e-mail address is available.
- E. Recognition (name) in the donor listing section of the following e-Newsletter.
- F. Recognition (name) in the donor listing section of the ACLC website for one donor cycle year (October to September).
- G. Social media “call out”.
- H. Recognition (name) in the following AGM or SAM President’s banquet program.
- I. Media release in donor’s locale.
- J. Engraved emblem thank you gift (e.g., plaque, clock, etc.).

For donations from \$10,000 to \$24,999

- A. An official tax receipt and form “Thank You” letter.
- B. A personal letter from the ACLC National President.
- C. Annual “Stewardship Report” letter.
- D. The ACLC e-Newsletter where the donor’s e-mail address is available.
- E. Recognition (name) in the donor listing section of the following e-Newsletter.
- F. Recognition (name) in the donor listing section of the ACLC website for one donor cycle year (October to September).
- G. Social media “call out” (e.g., e-Newsletter, Facebook, Twitter, etc.).
- H. Recognition (name, biography, photo) in the following AGM or SAM President’s banquet program.
- I. Media release in donor’s locale.
- J. Invitation to attend the upcoming AGM or SAM President’s banquet as appropriate.
- K. Engraved emblem thank you gift (e.g., plaque, clock, etc.).

For donations in excess of \$25,000 or those that involve “naming” of an aircraft, award or facility

- A. An official tax receipt and form “Thank You” letter.
- B. A personal letter from the ACLC National President.
- C. Annual “Stewardship Report” letter.
- D. The ACLC e-Newsletter where the donor’s e-mail address is available.
- E. Recognition (name) in the donor listing section of the following e-Newsletter.
- F. Feature story in the following e-Newsletter.
- G. Recognition (name) in the donor listing section of the ACLC website for one donor cycle year (October to September).
- H. Social media “call out” (e.g., e-Newsletter, Facebook, Twitter, etc.).
- I. Recognition (name, biography, photo) in the following AGM or SAM President’s banquet program.
- J. Media release in donor’s locale.
- K. Invitation to attend the upcoming AGM or SAM President’s banquet as appropriate.
- L. Engraved emblem thank you gift (e.g., plaque, clock, etc.).
- M. A recognition certificate/photo that will be displayed at the National ACLC office.

- N. A tour and/or recognition ceremony at a major cadet encampment or event within the geographic area of the donor's locale.
- O. A plaque, decal, or other method of displaying the name/logo of the donor on the equipment, aircraft or facility.
- P. If the event involves the naming of an aircraft – a flight in that aircraft (subject to the limitations of aircraft operations and safety).
- Q. If the event involves the naming of a facility – a ribbon cutting ceremony commensurate with and befitting of the nature of the facility.

Pledges

For donations that are given as pledges, recognition of the gift by means of naming will be made once two thirds of the gift has been realized.

Exceptional Donations

For special events such as the 75th Anniversary or for exceptional donations, additional elements of recognition may be offered as approved by either the National Resource Generation Committee (NRGC) or the National Executive Committee (EC) as deemed appropriate.

Donations to a Provincial Committee or Squadron Sponsoring Committee

Should the donation be directed specifically to a Provincial Committee or a Squadron Sponsoring Committee as designated by the donor, the recipient group will coordinate these recognitions with the ACLC National Office.

3.7.7.5.3 DONOR RIGHTS – AIR CADET LEAGUE OF CANADA

The Air Cadet League of Canada (ACLC) adheres to the Donor Bill of Rights from the Association of Fundraising Professionals.

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the profit organizations and causes they are asked to support, the League declares that all donors have these rights:

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

2. To be informed of the identity of those serving on the organization's governing board and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgement and recognition.
6. To be assured that information about the donation is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of the interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

If you have any questions about your donor rights please contact the ACLC National Executive Director at 613-725-2858.

3.7.7.5.4 PROSPECT CLEARING POLICY

PURPOSE

The purpose of a Prospect Clearance Policy (PCP) is to optimize the Air Cadet league of Canada's (ACLC) fundraising efforts by ensuring that solicitations are made to donors that will provide the most appropriate match of donor interest and ACLC priorities, and to maximize donor giving to the League. A series of uncoordinated solicitations to the same donor by different individuals in a single institution is the most undermining threat to a successful fundraising campaign. The PCP endeavours to protect against this problem.

All fundraising activities, events or sponsorship arrangements, regardless of the need for the charitable receipts, should occur in a coordinated manner. It is the role of the prospect Clearance Team (PCT), a subcommittee of the National Resource Generation Committee (NRGC), in consultation with the National Executive Director to ensure this coordination.

GENERAL RULES FOR THE PCP

There are some general understandings that dictate clearance donors at all levels:

1. **AT THE LOCAL HEADQUARTER LEVEL (LHQ)** - generally if a Squadron Sponsoring Committee (SSC) is approaching a company or individual for donations they are doing so for specific items in support of their local operations and activities. To that end, SSC's are authorized to approach for donations any local company, individual or organization within their municipality or any immediately adjacent municipality:

- a. **EXCEPTIONS**

- (a) Any headquarters of "provincially operating" companies, private or public organizations or individuals are the purview of the Provincial Committee (PC), and as such the LHQ must approach the PC to coordinate; and
- (b) Any headquarters of "nationally operating" companies, private or public organizations or individuals are the purview of the

- ACLC National Office, and as such the LHQ must approach the ACLC to coordinate.
- b. If there are multiple SSC's within the same geographic area, there is an expectation that SSC's will focus on donors within their normal draw area for cadets.
 - c. If a member of an SSC has a special relationship to a particular donor (i.e. a close personal contact) then it would normally be within the bounds of a good sense for that SSC to approach the donor whether in the immediate draw area for cadets or not.
 - d. In the event an SSC member or person operating on their behalf has a special relationship to a donor in either that PC or National jurisdiction, there is an expectation that the SSC should benefit if the donor chooses to donate to the PC or national due to the SSC assistance.
2. **AT THE PROVINCIAL COMMITTEE LEVEL** - generally if a PC is approaching a prospective donor they are doing so to support their provincial operations and activities. PC's are authorized to approach for donations any company, organization or individual within their provincial boundary.
- a. EXCEPTIONS
 - (a) Local donors as identified by their individual SSC's; and
 - (b) Any headquarters of "nationally operating" companies, private or public organizations or individuals are the purview of the ACL National Office (ACLC) and as such the PC must approach the ACLC to coordinate.
 - b. If a member of a PC has a special relationship to a particular donor (i.e. a close personal contact) then it would normally be within the bounds of good sense for that PC to approach the donor.
 - c. In the event a PC member or person operating on their behalf has a special relationship to a donor in either the National jurisdictions, there is an expectation that the PC should benefit if the donor chooses to donate to National level due to the assistance of the PC.
3. **AT THE NATIONAL LEVEL**- generally the National Level will be approaching prospective donors to support the national activities and objectives of the ACLC. The ACLC is authorized to approach for donations any company, organization or individual in Canada.
- a. EXCEPTIONS
 - (a) Local donors as identified by their individual SSC's; and
 - (b) PC level donors as identified by the individual PCs.
 - b. The National level of the League, through the NRG, will be the arbitrator of all disputes regarding the solicitation of donors.
4. **THE AIR CADET LEAGUE FOUNDATION (ACLF)** – from time to time the ACLC will direct donors to the ACLF through our Memorandum of Understanding (MOU) arrangement for priorities in fundraising. This will generally involve national gifts of:
- a. Post Secondary Educational Trusts;
 - b. Funding and Trusts for ongoing Flying operations at all levels; and
 - c. Funding and Trusts in support of Apprenticeship Programs in Aviation related studies.

Principles for the Prospect Clearing Team (PCT):

1. The PCT will be appointed by the NRGC and will generally consist of a minimum of 3 members as selected by the Committee.
2. The purpose of the PCT is to match solicitors and projects to potential donors to maximize gifts to the League for the activities of the greatest priority.
3. All individual in the ACLC soliciting gifts are subject to the same prospect clearance process.
4. The NRGC under the direction of the ACLC Board of Governors (BOG) determines the highest priorities in fundraising:
 - a. If an individual proposes to raise funds for items not identified as priorities, the PCT will evaluate this request in consultation with NRGC Chair and the national Executive Director; and
 - b. Similarly if a donor proposes a gift to the ACLC that is not listed in the priorities, the PCT with appropriate consultation with the NRGC Chair and the National Executive Director (ED) will decide if the gift should be accepted.
5. **Prospect Clearance Database** – the ACL National Office will maintain a database that lists prospects, who currently has clearance for these prospects, the projects for which those prospects are being cultivated, and the end date for clearance approval. Information from this database is accessible to the appropriate officers of ACLC and the PC Chairs. In addition the database will maintain a catalogue of the donor visits that have been made and the results of said visits. It is expected that all individuals working with cleared prospects report on activity through the submission of regular call reports and updates.
6. **Prospect Clearing Process** – Requests for clearance should be made in writing to the ACLC NRGC Administration Clerk (AC) in the National Office. Once a request is received, the NRGC AC will:
 - a. Vet the request for background information, completeness and other required details and forward to the PCT Chairperson and the ED for action.
 - b. The PCT Chairperson will review the request with the PCT within 30 days of the request (shorter if time sensitive).
 - c. Once the PCT has reviewed the request, they will forward their recommendation to the ED for action, which includes:
 - (a) Notification to the requesting solicitor of the approval; and
 - (b) Notification of the length of time for which clearance has been granted and confirmation of the content of the project.
 - d. In general, once a prospect has been cleared through this process the clearance is in place for 2 years. If no results are achieved within that 2 year period the clearance expires. Extensions can be requested at any time based on the progress to date.
 - e. Reports on the progress of the solicitation for donations are required quarterly.
 - f. In the event the donor indicates a preference for other projects or a substantially different donation it is expected that the solicitor will notify the PCT immediately so that any changes to the ways and means of the clearance can be determined.

7. Applicants for clearance that disagree with the decisions of the PCT can appeal to the ACLN NRCG Chairperson, and in turn the ACLN EC.
8. The PCT will adhere to the ACLC Gift Policy and ACLC Procedure related to the Gift policy.
9. The PCT will meet quarterly to review the current list of prospect clearances.
10. The PCT is also prepared to make rapid decisions when an opportunity due to time sensitivity arises.

Violations of Prospect Clearance

As noted earlier, the most undermining event in fundraising is multiple, uncoordinated approaches to the same individual. Equally difficult are situations in which we continually solicit a donor for a project in which she or he has expressed or indicated little interest or affinity. As the purpose of prospect clearance is to eliminate this difficulty, identified violations of the PCP will be reviewed by the NRCG and appropriate sanctions will be considered in light of repeated violations.

3.7.7.6 PROCEDURE FOR GIFT ACCEPTANCE

Description

An outright gift refers to a contribution of cash or property in which the donor retains no interest and which can be used currently by the Air Cadet league of Canada's (ACLC's) highest priority and donors who are able to make outright gifts will be encouraged to do so.

Donors who wish to make a gift to the ACLC in accordance with this Gift Acceptance Policy may contact the Executive Director at Air Cadet League HQ in Ottawa for additional information.

Phone number: (613) 725-2858

Toll Free: 1-877-422-6359

Fax: (613) 725-3777

Email: leaguehq@aircadetleague.com

Address: 201-1505 avenue Laperriere Avenue Ottawa, ON K1Z 7T1

Guidelines

- a. The League will accept an outright gift of any amount, through gifts to establish a named endowment must meet the minimum funding requirements set by the Board of Governors (BOG). A minimum amount of \$25,000 is required to generate a sufficient return on investment. Named endowments will conform to the ACLC policies, including the naming of the ACLC Assets Policy. *(policy to follow)*
- b. A donor may complete a gift in a single transaction or make a pledge to be paid over a specific period of time, which is mutually acceptable to the donor and to the League. A pledge is not legally binding on the donor. The League will make every effort to nurture its relationship with the donor to ensure pledge fulfillment and other future gifts.

3.7.7.7 BEQUESTS AND LEGACIES

Description

Bequests and Legacies have historically been the most important kind of deferred gift and they have contributed significantly to the building of institutional endowments. The encouragement of bequests/legacies in a donor estate plan will be one of the highest priorities of the Air Cadet League of Canada (ACLC).

Guidelines

- a. Sample bequest or legacy language for restricted and unrestricted gifts, including endowments, will be made available to donors and their lawyers to ensure that this bequest /legacy are properly drafted.
- b. Donors will be encouraged to provide information about their bequest or legacy provision and, if they are willing, to send a copy of that section of their Will naming the ACLC.
- c. During the probate or comparable certification procedures in relation to wills containing a bequest or legacy to the ACLC and/or during administration of trusts containing provisions where the ACLC has an interest benefiting the League, authorized employees and volunteers of the ACLC, including the Executive Director, the National Resource Generation Committee (NRGC) Chairperson, the National Treasurer and National President, in consultation with the League's legal counsel, shall represent the ACLC in all dealings with the donor's solicitor or the trustee. It is the ACLC's responsibility to follow and monitor the activities of the estate trustee and his or her lawyer to ensure that the wishes of the donor are met in full.
- d. It is the responsibility of the Executive Director, the NRG Chairperson, the National Treasurer and National President, in consultation with the League's legal counsel or their authorized designates, to approve any Indemnity and Releases or recommend a Passing of Accounts.

Procedure for Receiving Bequests

Upon notification of receipt of a bequest, the Executive Director, or designate, will:

- a. thoroughly review the materials provided by the estate trustee or lawyer with a view to determining the impact on the ACLC;
- b. send a copy of all documentation for review by the ACLC's legal counsel, as circumstances are considered to warrant;
- c. promptly correspond with the estate trustee or lawyer to acknowledge receipt of notification and to provide appropriate information as requested;
- d. monitor progress of administration of estate to ensure that the League's interests are protected;
- e. ensure that all relevant information pertaining to the administration of estates is received and reviewed for accuracy;
- f. seek legal opinion/advice on particular issues as needed. If legal costs could become significant, a decision to proceed will be made by the Ad Hoc Committee on Gift Acceptance;
- g. after review of all information, and when proper estate administration is confirmed, provide signature(s) of appropriate signing officer(s), i.e. on behalf of the ACLC for release of estate trustee or recommend a Court Passing of Accounts;
- h. upon receipt of bequest monies, ensure proper recording and receipting takes place, as well as proper acknowledgement to estate trustee or lawyer and, if possible, appropriate next of kin;
- i. retain all correspondence on file for future reference; and
- j. ensure appropriate recognition of all estate gifts.

3.7.7.8 OUTRIGHT GIFTS OF SECURITIES

Description

A gift of securities refers to an outright gift of property, which is easily marketable and valued. Examples include shares of publicly-traded corporations, bonds, GICs, mutual funds, etc. These gifts are to be strongly encouraged by the Air Cadet League of Canada (ACLC).

The ACLC will accept gifts of securities in any amount, though gifts to establish a named endowment must meet the minimum funding requirements set by the Board.

Guidelines

- a. The Air Cadet league of Canada's (ACLC) Broker will accept securities on behalf of the ACLC, either by electronic means or in certificate form, and will liquidate the securities immediately.
- b. Electronic transfer of securities is the preferred means of transfer and should be encouraged with donors.
- c. A tax receipt will be issued based on the closing value of the security on the date the security is received by the ACLC unless otherwise authorized by the Board of Governors.
- d. Donors will receive a thank you letter with their tax receipt, specifying the number and name of the shares, the date of transfer and the closing (receipted) value of the shares.
- e. Appropriate documentation is to be kept for all donated securities. This will include Letters of Direction, Powers of Attorney to Transfer Securities/Units etc. for each individual transaction. Guidelines for Physical Security Certificate:
 - a receipt and a photocopy of the signed share certificate (and Power of Attorney when appropriate) will be given to the donor and retained by ACLC as verification of transfer,
 - when necessary, a power of attorney form is to be completed, signed by the donor and one of the ACLC signing officers, and delivered to the League's Securities Custodian (same day if possible) with the signed share certificate,
 - a tax receipt will be issued to the donor in accordance with the terms of this policy, and
 - if a share certificate is issued in the name of the ACLC, a power of attorney form is to be signed by the ACLC and delivered under separate cover from the share certificate to its Investment Broker. A corporate resolution may be needed for certain transfer agents. The tax receipt will be based on the closing value of the security on the date the share certificate is received.

Guidelines for electronic Transfer of Securities

- The donor will authorize their broker to transfer securities to the ACLC either by letter or Through the *Donation of Securities to the Air Cadet League of Canada* form.
- The transfer authorization should be copied to the ACLC to ensure the transfer is properly executed.

3.7.7.9 FLOW THROUGH SHARES

Description

Flow-through shares are tax-based financing incentives available to the oil and gas, as well as the mining sectors. A flow through share is generally a financing arrangement whereby an investor/shareholder will invest in exploration by providing funds to a corporation that uses them to incur exploration expenses in Canada. Investors can claim deductions for expenses that have been flowed through to them by the corporation.

Investors receive shares issued by the corporation as consideration for providing the funding of the expenditures. The expenditures are deducted by the investor to reduce the cost base of the shares. Once the exploration is complete, investors typically exchange the flow through shares for normal securities of the corporation. The adjusted cost base of flow through shares is deemed to be nil for tax purposes, therefore a significant capital gain will normally occur when the securities are sold. If the flow-through shares are donated to the Air Cadet League of Canada (ACLC) outside the holding period, they will be treated as any other gift of publicly-traded securities. See [Section 3.7.7.4](#).

Guidelines

- a. If a donor transfers flow through shares to the ACLC during the holding period, the ACLC will treat such a gift on a case by case basis. Factors such as length of the holding period, whether or not they can/should be sold at a discount, and whether or not the League would request the donor to pay the difference between the value of the tax receipt and the value of the shares once sold, and the gift's impact on potential naming opportunities, among others, will be considered.
- b. The ACLC will ensure that the donor is advised to obtain independent legal advice on all aspects of the transaction, and will obtain a written valuation which confirms the value of the gift at the date of receipt.
- c. Donors will receive a thank you letter with their tax receipt, specifying the number and name of the shares, the date of transfer and the closing (receipted) value of the shares.

3.7.7.10 MUTUAL FUNDS AND OTHER SECURITIES

Guidelines

- a. All mutual funds accepted by the Air Cadet League of Canada (ACLC) that are deposited to ACLC's brokerage account are to be sold once transfer or settlement has been completed. All cash held in the brokerage account is to be transferred to the League at the end of each month and according to the ACLC's Investment Policy.
- b. Receipting for mutual funds will follow the same practice as with an Outright Gift of Securities.
- c. Retention of documentation will follow the same practice as with an Outright Gift of Securities.

3.7.7.11 LIFE INSURANCE

Description

There are various methods by which a life insurance policy may be contributed to the Air Cadet League of Canada (ACLC). A donor may:

- a. irrevocably assign a paid-up policy to the ACLC;
- b. irrevocably assign a new or existing life insurance policy on which premiums remain to be paid; or
- c. name the ACLC as a primary or successor beneficiary of the proceeds.

When ownership is irrevocably assigned to the ACLC, the donor is entitled to a tax receipt equal to the fair market value of the policy. Fair market is to be determined by an independent actuary retained by the donor and documented in a written report. The donor is also entitled to a receipt for any premiums subsequently paid.

Guidelines

- a. Any one of these types of life insurance gifts is acceptable to the ACLC: If a policy is donated on which premiums remain to be paid, the ACLC will pay the premiums provided the donor makes equivalent tax deductible contributions for that purpose. Alternatively, it

- is the ACLC's preference that the donor pays the premiums directly to the insurance company, following which a tax receipt will then be issued.
- b. The ACLC, on the advice of the Ad Hoc Committee on Gift Acceptance, may pay premiums on policies that have lapsed or are about to lapse, provided that the policy benefits are substantial and outweigh the cost of the premiums.
 - c. Where a policy contains an investment component, the ACLC shall follow its Investment Policy and instruct the policy issuer to arrange the investment component to maximize the policy's death benefit and, if applicable, reduce the time until the policy is fully paid-up by the donor.
 - d. Securities which carry beneficiary designations such as RRSPs, LIFs, and Segregated Funds etc. will be assessed on an individual basis.

3.7.7.12 THE REINSURED GIFT PLUS ANNUITY

Description

A gift annuity is a contract under which a donor transfers assets to the Air Cadet League of Canada (ACLC) and authorizes the ACLC to buy a commercial prescribed annuity that will pay the stipulated amount for the life of the annuitant(s) or for a term of years. Assets greater than the amount required to buy the commercial annuity will be retained by the ACLC and used for purposes specified by the donor and acceptable to the ACLC. The amount of the gift receipt and taxation of annuity payments will be in accordance with the appropriate Canada Revenue Agency guidelines.

Guidelines

- a. The minimum amount ACLC will accept for a reinsured gift annuity is \$10,000.
- b. The cost of the commercial annuity generally should not exceed 70-75 percent of the assets transferred in order to result in a significant gift for the ACLC.
- c. The donor may designate the purpose of the gift (amount retained) subject to the consent of the ACLC.
- d. The commercial insurance company shall be selected, and the terms of the annuity contract negotiated, by the ACLC Vice President and Treasurer or the Executive Director. Only highly-rated companies shall be selected to reinsure an annuity obligation.

3.7.7.13 CHARITABLE REMAINDER TRUSTS

Description

A charitable remainder trust is a form of a residual interest gift. The donor ("settler") transfers property to a trust, which is held and managed by a trustee. If the property is income-producing, the net income will be paid to the donor or other named beneficiary. When the trust terminates (either at the death of the beneficiary (ies) or after a term of years), the trust remainder is distributed to the Air Cadet League of Canada (ACLC). If the trust is irrevocable, the donor is entitled to a gift receipt at the time of the gift for the present value of the residual interest.

Guidelines

- a. The ACLC will not act as trustee for charitable remainder trusts
- b. Assets included in trust property must be consistent with all League policies and principles.
- c. The trust agreement shall be either drafted by or reviewed by the donor's own legal counsel. The ACLC may make prototype agreements available to the donor's legal advisor, but shall execute no agreement until that person has determined that the trust agreement is in the proper form and that the gift is appropriate for the donor's situation.

- d. In every instance the ACLC Vice President and Treasurer, the Executive Director, and the League's legal counsel, or their authorized designates, will ensure the proper Canada Revenue Agency (CRA) mortality and present value tables are used prior to receipting the gift. An independent third party appraiser shall determine the present value of the residual interest for receipting purposes.
- e. The ACLC will request the donor to obtain Independent Legal Advice (ILA) and approval of the trustee.
- f. The ACLC shall approve the trustee of the trust whenever possible.

3.7.7.14 GIFT OF A RESIDUAL INTEREST

Description

A gift of residual interest refers to an arrangement (ordinarily in the form of a trust) where property is irrevocably committed to the Air Cadet League of Canada (ACLC), but the donor retains use of the property for life or a term of years. For example, the donor might give a residual interest in a residence and continue to live in it. The donor is entitled to a gift receipt from the ACLC for the present value of the residual interest.

Guidelines

- a. The donor shall continue to be responsible for all expenses arising from the property, such as real estate taxes, insurance, utilities and maintenance, after transferring title to the property unless the ACLC, upon prior approval of the Ad Hoc Committee on Gift Acceptance, agrees to assume responsibility for any portion of these items. The terms of the gift and responsibilities for expenses shall be specified in a Deed of Gift executed by the donor(s) and the ACLC.
- b. The ACLC reserves the right to request the donor's consent to inspect the property and conduct searches to assure that its interest is properly safeguarded.

3.7.7.15 GIFTS OF REAL ESTATE

Description

Gifts of real estate may be made in various ways: an outright or residual interest in the property, or to fund a charitable remainder trust. The following guidelines pertain to gifts of real estate in general. Where real estate is transferred to a charitable remainder trust, any additional requirements of the trustee must be met.

Guidelines

- a. The donor shall secure an appraisal of the property from qualified appraiser(s).
- b. Unless the ACLC has reason to believe this appraisal does not reflect the property's true value, a gift receipt will be issued for the appraised value (or present value of the residual interest computed on the appraised value in the case of residual interest gifts.) However, ACLC reserves the right to secure its own appraisal and issue a gift receipt based on it. Where the receipt has a value greater than \$1,000, the name and address of the appraiser must appear on the receipt.
- c. The ACLC shall determine if the donor has a marketable title to the property, free of any liens or encumbrances.
- d. The ACLC shall review other factors, including zoning restrictions, marketability, current use and cash flow, to ascertain that acceptance of the gift would be in the best interests of the ACLC.
- e. The ACLC shall conduct an environmental assessment, which shall include at least a Phase 1 environmental audit, and accept the property only if (a) it contains no toxic substances, or (b) they are removed or other remedies have been taken assuring that ACLC will have no liability.
- f. The ACLC shall encourage use of professional trustees.

3.7.7.16 GIFTS OF TANGIBLE PROPERTY (GIFTS-IN-KIND)

Description

Occasionally the Air Cadet League of Canada (ACLC) will receive gifts-in-kind in the form of equipment, books, periodicals, art, etc.

Guidelines

- a. The donor must provide a clear description of the gift-in-kind – including such details as the type of gift, its condition and age. The fair market value of the gift must be disclosed, with supporting documents in compliance with Canada Revenue Agency guidelines as described below:

Before a charitable tax receipt can be issued, the ACLC must have, on file, official documentation (e.g., a sales receipt) or an appraisal that defines the fair market value of the donated item. Appraisal fees are the responsibility of the donor or the receiving department. For gifts valued greater than \$1,000, Canada Revenue Agency requires an independent appraisal. For gifts valued greater than \$5,000, the ACLC may require two independent appraisals. In all other cases, an official of the League with expertise in the field of the gift can establish fair market value. For corporate donations from inventory, an invoice must be provided.

- b. Under the following conditions, Canada Revenue Agency requires that gifts be valued for tax receipting purposes at the original cost to the donor or at the fair market value of the donation, whichever is LOWEST:
 - if the gift was acquired in the last three years,
 - if the gift was acquired in the last 10 years with the intent to donate to charity, or
 - if the gift was received in the last 10 years from a family member or other non-arm's-length person

If the gift is eligible for a tax receipt but is affected by any of the above conditions, the donor must indicate the original cost of the gift.

- c. The needs of the ACLC and its willingness to accept this tangible property will be ascertained prior to acceptance of the gift. If it is deemed useable by the League, an appraisal will be undertaken to determine its fair market value. Gifts under \$1,000 may be appraised by a qualified staff member or volunteer member of the League. A tax receipt will normally be issued, and a copy of the appraisal maintained in the National Office records. However, if the item is to be sold by the ACLC, the receipt value will be based on the amount for which it was sold.

3.7.7.17 GIFTS OF CERTIFIED CULTURAL PROPERTY

Guidelines

- a. The donation of Canadian Cultural Property is a unique process subject to particular Canada Revenue Agency guidelines.
- b. To qualify for special tax status, a gift of Canadian Cultural Property must be made to a designated recipient organization of the League.
- c. The ACLC will apply to have the gift certified as Canadian Cultural Property. The Canadian Cultural Property Export Review Board, pursuant to their own guideline, determines the appraised value which the ACLC must use for tax receipt purposes.

3.7.8 INVESTMENT POLICY

The assets of and the ACL and many of the PCs are substantial. Making conscious decisions about investing the operating funds as well as the trust or specified funds is not only prudent but essential. Investment considerations include generating revenues, liquidity and availability, and protection of the capital. Deliberate investing best starts with developing and publishing a policy. Following is the current ACL Statement of Investment Policy.

Provincial Committees and indeed SSCs with substantial assets are encouraged to develop and implement their own Statement of Investment Policy.

PURPOSE

The purpose of this Statement of Investment Policy is to set the rules governing the investment of Air Cadet League of Canada (ACLC) funds and trust accounts that are surplus to short-term, operational requirements.

GENERAL PHILOSOPHY

Assets are to be invested in securities that serve to preserve and protect ACLC principal funds from risky, or volatile, investment vehicles while providing some opportunity to secure higher than average returns for a portion of our investments. The majority of ACLC investments will be in fully guaranteed and highly secure instruments such as, but not limited to, treasury bills, guaranteed investment certificates, cash accounts, federal and provincial savings and other bonds, banker's acceptances and stripped government bonds. Other investments, upon advice from professional advisors utilized by ACLC, can be in mutual funds or individual stocks which are seen as high quality, lower risk and which serve to provide dividend payments and a potential for higher returns than other ACLC investments. There is an underlying assumption, borne out in our current investment portfolio, that these funds will achieve higher rates of return than ones in current fixed income (e.g. bonds, money market) or cash vehicles.

Investments must carry a DBRS* rating - or equivalent credit rating service – for short and midterm rating **of R1- low** or higher at the time they are made, as available for the specific type of investment or stock . If the rating of an investment deteriorates below R1-low (below), the investment will be replaced with a new one. The duration of investments (commonly referred to as 'term') must allow, in total, the liquidity to meet operating and trust accounts needs as they occur.

Bundling of various ACLC account assets is permitted and needs to be considered if required to attain larger sums to invest advantageously in a specific instrument or institution, as permitted by or negotiated with trustees.

**DBRS is a globally recognized provider of timely credit rating opinions that offer insight and transparency across a broad range of financial institutions, corporate entities, government bodies and various structured finance product groups in North America, Europe, Australasia and South America.*

Investment Goals and Parameters

The following parameters will guide the ACLC investment strategies utilized under this policy. These parameters are subject to consultation, advice and recommendations from the existing Investment Advisor(s) through which ACLC invests its funds. ACLC reserves the right to utilize any number of investment funds and institutions to be able to achieve its goals and best investment returns.

The following parameters will apply to ACLC investments:

- (a) We will maintain a position in mutual funds or individual stocks that have a medium-risk level at a ratio not to exceed 50% of total ACLC investments.

- (b) No fund that requires a front-end load fee will be allowed. These funds typically come with an early withdrawal penalty fee which is not allowed. Any existing funds of this nature will be transferred or reduced at the earliest possible time while avoiding any penalties, which includes removing an allowable percentage (%) at each opportunity to an investment vehicle without penalty (free units).
- (c) ACLC will attempt to re-align all investments to equate to our restricted fund totals, and where possible have them mirror the restricted funds amount plus any interest, profit or loss generated.
- (d) Surplus funds allocated to ACLC operational budgets can be invested in suitable vehicles that allow for liquidity within a 3-day period should they be needed for operation purposes.
- (e) ACLC Line of Credit cannot be used for investment purposes.

In summary, the overall investment parameters and goals for ACLC funds is:

- i. Low risk for 50% of ACLC investments; medium risk for up to 50% of investments;
- ii. All funds purchased are no-load funds with strong track records of returns. This allows selling all/portions of any fund at any time without any penalty;
- iii. Equity funds are included in broader mutual funds but, overall, the funds would be considered medium risk given the lower exposure/ratio to higher risk equities in any specific fund;
- iv. No overseas funds at present;
- v. Reduce and eventually eliminate the funds within all penalties ongoing by re-allocating free units and interest/dividends earned to other vehicles; and
- vi. Goal is low risk, high yield for ACLC investment portfolio.

Performance Assessment

Reports of investment activities are to be provided quarterly from the Treasurer and Executive Director. An annual review in person is to be conducted with the investment advisor(s).

Authority to Invest

The ACLC Executive Director and the Treasurer are authorized to make investment decisions within the confines of this policy. Specific purchase or trade directions to the investment institution require approval of two signing officers, one of which must be the Treasurer or Executive Director. A formal investment committee will be implemented if and when requested by the Board.

Conflict of Interest

The ACLC Governors and signing officers shall not have a close personal relationship with the financial firm(s), or financial advisors/managers entrusted with the investments of the ACLC funds. Close personal relationship means a relative by blood or marriage, or having a personal financial or business relationship, with the financial firm(s), or financial advisors/managers entrusted with the investments of the ACL funds.

Exceptions

No exception may be made to the Investment Policy content without a proper motion passed at an ACLC Board of Governors meeting. Exceptions for investment policies per se should rarely be entertained. Consideration should be given to amending the policy instead.

3.7.9 BANKS, BORROWING AND LOANS

1. The Board shall, for the purpose of the Air Cadet League of Canada (ACL), keep or cause to be kept, an account or accounts in such chartered bank or banks or recognized financial institution or institutions, as may selected, and the Board may, for the purpose of the ACL, in their discretion, borrow money from any Bank, recognized financial institution, corporation or person upon the credit of the Corporation, and may limit or increase the amount so borrowed; and the Board may issue and pledge, transfer and deliver such securities or pledge or transfer such other properties as to them may seem fit as securities for moneys borrowed, the whole subject to the provisions of the Companies Act, Canada.
2. The Board may from time to time, if they see fit to do so, grant securities by way of mortgage, hypothecation, or pledge covering all or any of the property and assets of the ACL as security for all or any moneys borrowed by the ACL from the bank or recognized financial institution with the exception of any and all funds held “In Trust” by the ACL, as these funds have been assigned to the ACL for specific purposes, and for which the capital shall usually be preserved as directed by the covenants of said trusts. These funds do not legally belong to the ACL, and may not be offered in security for any loans and/or otherwise hypothecated, unless specifically authorized by the related Trustees, or any other liability of the ACL to the bank or recognized financial institution and all such securities shall be valid and binding upon the Corporation if signed by any officers authorized to sign negotiable instruments of the ACL’s behalf;
3. The Board may from time to time authorize any office or officers of the ACL to make arrangements with said Bank or recognized financial institution with reference to the moneys from time to time to be borrowed as aforesaid, and as to the terms and conditions of the loan thereof, and every such officer shall have authority from time to time to vary or modify such arrangements, terms and conditions, and to give additional security for any moneys remaining due;
4. All contracts, deeds, grants, assurances, and documents reasonably required by the said Bank or recognized financial institution or its Counsel for all or any of the purposes aforesaid shall be executed and carried into effect by the proper officers of the Corporation and, when necessary, the Seal of the Corporation shall be affixed thereto;
5. This Section 3.7.9 shall be irrevocable until repealed or sanctioned by the ACL voting members and a copy thereof, duly certified under the Seal of the Corporation, delivered to said Bank or recognized financial institution, and meanwhile all the powers and authorities hereby conferred shall continue in force; and
6. The ACL shall be empowered to make loans to Provincial or Local Committees as approved by the Board.

3.7.10 FINANCIAL MANAGEMENT AND CONTROL AT THE NATIONAL LEVEL OF THE LEAGUE (NLL)

Sound financial management and control in the Air Cadet League of Canada is essential for the overall effective management of the affairs of the League, for accountability to the stakeholders and for transparency in reporting. Financial management and control at the National Level of the League (NLL) shall be in accordance with the applicable ACL By-Laws Articles, the Terms of Reference of the National Finance Committee and the following policy and procedure:

A. BUDGETING PROCESS and APPROVAL

POLICY

The NLL will operate on a three-rolling-years budget exercise, with yearly updates based on operations, plans and objectives stated yearly during the budget preparation stage.

PROCEDURE

1. On or about October 20th yearly, the Chair of the Finance Committee will call for the next fiscal year (FY) budget inputs from all ACL Committee Chairs, Executive Committee (EC) Members, Governors, the Treasurer, the Executive Director (ED) and other current centres of responsibilities with financial implications, both expenditures and revenues. The EC may have issued or concurrently issue some guidance or direction to those with budget interests and/or responsibilities.
2. No later than November 30th, having consulted as required, the Committee Chairs will submit their budgetary inputs (expenditures and revenues), by year, for the next three (3) years to the Chair of the Finance Committee (with c.c. to the ED). These inputs will cover any sub-budgets they are responsible for (e.g. IACE and Effective Speaking) as well as any new or ongoing projects, initiatives, objectives, etc. that their committee is already pursuing or wants/ plans to pursue. Accompanying explanation/ justification/ prioritization is expected. Terminations of projects/ programs/ initiatives are to be signalled.
3. No later than November 30th, **Executive Committee Members**, the remaining **Governors**, the **Treasurer** and **Principals of other centres of responsibilities with financial implications** will submit any budgetary inputs (expenditures and revenues), by year, for the next three (3) years to the Chair of the Finance Committee (with c.c. to the ED). These inputs are for any sub-budgets or item they are independently of a committee responsible for, as well as for any new or ongoing projects, initiatives, objectives, etc. that they are already pursuing or want/ plan to pursue. Accompanying explanation/ justification/ prioritization is expected. Terminations of projects/ programs/ initiatives are to be signalled.
4. No later than November 30th, the **ED**, for League Headquarters will submit his/her budgetary inputs (expenditures and revenues), by year, for the next three (3) years to the Chair of the Finance Committee. These inputs are for the operation of the Headquarters, the Trust Funds and any sub-budgets or item he/she is independently of a committee responsible for, as well as for any new or ongoing projects, initiatives, objectives, etc. he/she is already pursuing or wants/ plans to pursue. Accompanying explanation/ justification/ prioritization is expected. Terminations of projects/ programs/ initiatives are to be signalled.

5. In December, the Chair of the Finance Committee and the ED will assemble the submitted/ proposed/ inputted components of the budgets for the next three (3) years with recommended prioritization where required because of excess expenditures over revenues. They will endeavour to ensure that all required financial requirements (expenditures and revenues) are covered. The results will be submitted to the Finance Committee for comments on the way to eventual final recommendation for provisional approval to the EC and eventually the Board of Governors (BOG).
6. The Chair of the Finance Committee will submit the recommended provisional budgets for the next three (3) years to the EC no later than January 20th. The EC will consider the submission, acting as a Budget, Plans and Priorities Committee, and then submit its product to the BOG via the Chair of the Finance Committee.
7. The Chair of the Finance Committee will present the EC's recommended three (3) year provisional budget to the BOG for approval NLT March 31st.
8. The Chair of the Finance Committee, the ED and indeed all concerned with the budget are to monitor developments to highlight any development that might cause a need to modify the provisionally approved budget before presentation to the AGM for final approval. As time allows, any recommendation for modification should go through Finance Committee, EC and BOG for processing.

B. FINANCIAL REPORTING and BUDGET ‘HOW-GOES-IT’ TRACKING**POLICY**

1. The automated bookkeeping system (e.g. Simply Accounting) Chart of Accounts shall be sufficiently detailed and appropriately categorized and sub-categorized to provide transparency as well as a ready understanding of expenditures and revenues on Financial Reports.
2. The Budget shall be prepared and presented in matching categorization to the Chart of Accounts with attention taken to provide transparency.
3. Bookkeeping entries for all revenues and expenditures shall be kept absolutely current, at least on a bi-weekly basis. Should the bookkeeper be absent for more than three weeks, an alternate bookkeeper will be tasked.
4. Financial Reports shall be presented by the ED to the Chair of the Finance Committee and the Treasurer on a monthly basis, providing a budget ‘How-goes-it’ tracking and comparison. The Financial Reports shall be presented by the Chair of the Finance Committee to the members of the Finance Committee and to the EC on a monthly basis in a timely manner, either at an in-person meeting, a teleconference or via e-mail. A Financial Report shall be presented by the Chair of the Finance Committee to the BOG on a quarterly basis in a timely manner, either at an in-person meeting, a teleconference or via e-mail.
5. Financial Reports to the Chair of the Finance Committee as in paragraph 4 above shall be accompanied or followed up on a quarterly basis, by investment, bank and other financial institution statements for all ACL general/operating, trust and other accounts. The Chair of the Finance Committee shall share these with the Treasurer, the members of the Finance Committee and if deemed necessary to the EC and BOG.

C. EXPENDITURES COMMITMENT and PAYMENT AUTHORIZATION**POLICY**

1. The ED is the authority and responsible officer to commit to and control routine and specific expenditures that were envisaged and included when the budget was prepared and approved and still fit into the budget envelope. The ED shall establish and maintain a system to control expenditures commitment (perhaps to consist of in part, or include, but not be limited to Purchase Orders) within the ACL Headquarters. Deviations from routine and specifically budgeted expenditures shall be brought up and briefed to the Chair of the Finance Committee and Treasurer to bring to the attention of the EC for consideration and decision. Note that an approved budget is not necessarily approval of specific expenditures, especially if/when circumstances change for a multitude of reasons such as need, change of policy/direction/personnel, or the budget envelope(s) has or is about to be exceeded.
2. The ED is the officer responsible to verify and certify by initialled stamped annotations that payment of invoices and such is for authorized and acceptable expenditures as per paragraph 1 above. The ED shall submit payment cheques, with supporting documentation, to the ACL Treasurer for verification and signing of the cheques, following which the ED or another authorized signatory will co-

sign the cheques. A satisfactory electronic approval system for cheques signing may be considered for routine cheques (salaries, utilities and such).

3.7.11 REIMBURSEMENT OF TRAVEL AND OTHER EXPENSES

POLICY

1. As set out in [Section 3.06](#) of the ACL By-Laws, Members may receive reasonable and economical outright compensation for travel expenses incurred by them in the course of their assigned duties as pre-approved by the Executive Committee or by the President on behalf of the EC, as the budget and/or financial conditions permit. Travel expenses for spouses/partners are not reimbursable.
2. The ACL President shall be allotted an annual travel expense allowance through the budget. The President's travel expenses associated with the National Cadet Council meetings and the International Air Cadet Exchange Association Conferences shall be in addition to this allowance. Some spouse/partner travel/conference expenses may be reimbursable on occasion when on representational duties at the approval of the EC.
3. ACL Headquarters staff shall be reimbursed for all duties-related travel and out-of-pocket expenses authorized.
4. In cases where Members cannot be approved for reimbursement of travel expenses to be incurred by them in the course of their assigned duties due to budgetary, financial or customary reasons, these Members may voluntarily offer and decide to donate their reimbursed expenses to the ACL in exchange for a tax receipt. Pre-approval of compensation for their expenses in these cases can be reconsidered in accordance with paragraph 1 above.
5. In cases when Members' travels are beyond required minimum periods and above most economical means, by choice, hypothetical claims will be calculated to accompany the stated actual travel and actual receipts. Examples leading to hypothetical claims are, but not limited to:
 - a. Flying first class to an Annual General Meeting (AGM). Use equivalent flight costs in economy class;
 - b. Member chooses to drive over four days from Point A to Point B and back. Claim hypothetical air travel to Point B, leaving just in time and returning immediately to Point A.
 - c. Member used Air Miles to travel. Claim a hypothetical real cost for that date of travel. Hint - use cost paid by someone else traveling same time and route.
6. Still in accordance with [Section 3.06](#) of the By-Laws, Members may receive reasonable and economical compensation for non-travel expenses.
7. Alcohol is not to be claimed as part of meal costs or independently.
8. Only ACL (National League level) expenses may be claimed for reimbursement by the ACL National League.

PROCEDURE

1. All claims for reimbursement of authorized travel must meet standards that will stand audit scrutiny within the ACL alone and by the Canada Revenue Agency (CRA) as may be the case. To meet these standards, each event/item claimed for must:
 - have its date(s) and/or itinerary stated;
 - state its purpose or reason or action undertaken or state or describe the claimed item;
 - have detailed identification and breakdown of meals and accommodations costs as applicable;
 - state the means of travel (flight, rented vehicle, private vehicle, train, etc.); and,
 - detail any other costs.

Original receipts for claimed expenses must accompany the claim unless noted in Guidelines below – annotations of explanations may be required on the receipts (e.g. Dined with spouse, therefore only claiming [specified calculated] portion of the tab).

If used, only the latest Claim Form **ACC37** provided by the ACL must be utilized. As an option, members may choose to submit claims in a fully adequate descriptive format of their choice.

2. All claims for reimbursement of non-travel items must also meet standards that will stand scrutiny within the ACL and by the CRA as may be the case. ('Travel' and 'Non-travel' items may be submitted on the same claim.) To meet these standards, each item claimed for must:
 - identify the purchase of an item (e.g. cartridge) or occasion (e.g. attended);
 - have a description and/or stated reason (e.g. certificate for winner of _____)
 - state the cost claimed; and
 - attach original receipts for claimed expenses – annotations for explanations may be required on the receipts (e.g. Claiming 20% of costs of a printer cartridge, being the ACL- attributed usage and the remainder being for personal usage.)
3. If a claim (travel or non-travel) is for straight reimbursement, the process is to:
 - List expenses using a detailed and complete claim as above; and,
 - submit the completed claim with receipts to ACL Headquarters as soon as possible after travel.
4. If for an exchange (real or virtual) of cheques (see para 4 under Policy above), the process is:
 - list expenses using a detailed and complete claim as per above paragraphs;
 - submit to ACL Office the completed claim, receipts and either a personal cheque equal to or greater than the amount claimed for reimbursement, OR (the preferred method as CRA now allows) complete the following statement on the ACC37 or on your personalized claim format:

I _____ your name _____ direct that the funds to which I am entitled by way of reimbursement for _____ amount claimed _____, and would otherwise be forwarded to me by cash or cheque, be transferred to _____ the ACL _____ as my gift. Add your signature and date it.

- preferably make only one submission yearly, in November or December, and,
- a tax receipt equal to the amount of the issued.

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GUIDELINES

1. The following priorities in the 'means of travel' should be used in making arrangements:
 - a. Airline or Rail – most economical fares – where feasible and practicable; and,
 - b. Personal or rented Motor Vehicle where feasible and practicable.

2. With receipts or as below in para 3, claims will be reimbursed for:
 - a. Overnight accommodation in commercial lodgings (Note - when a double room is shared with another person (member), the original bill should be attached to one claim and suitably annotated);
 - b. Actual and/or reasonable cost of breakfast, lunch and dinner, including gratuities up to the published going Government or Revenue Canada rates (see para 3 below);
 - c. Actual reasonable daily incidentals as allowable by and up to the published limits by Revenue Canada (\$17.30 as of late 2008);
 - d. Private Motor Vehicle travel expenses may be claimed at the going Revenue Canada rate per kilometer (\$0.55 per km for the first 5,000 kms and \$0.46 after for the year (2011), or the cost of a compact rented car with gasoline costs;
 - e. Taxi and Airport Bus Fares of \$20 and over;
 - f. Parking costs of \$20 and over; and
 - g. Other expenses incurred in the required conduct of National Level Air Cadet Business.

3. Reimbursement, if receipts are unobtainable, will be made for the following:
 - a. In-city public transportation;
 - b. Taxi and Airport Bus fares under \$20;
 - c. Motor Vehicle Parking to a maximum of \$20/day; and
 - d. Meals to a maximum of \$15.05 for breakfast, \$14.15 for lunch and \$39.85 for Dinner (mid 2011);
 - e. When the claimant stays at Private non-commercial accommodation, instead of hotel, claim may be made for \$50.00 per night (mid 2011).

4. When personal activities of the claimant extend the period of time required for travel then expenses for the additional time will be absorbed by the individual. For staff, any additional days involved will be deducted from holiday entitlements.

5. These guidelines shall be reviewed annually by the National Finance Committee, and suggested amendments will be considered at any time.

3.7.12 DISBANDED OR CEASED OPERATIONS SQUADRONS - ASSETS AND LIABILITIES

POLICY

When a Squadron ceases operations or is disbanded, the handling of assets and responsibilities shall be as per [Section 3.6.2.1](#). Neither the Air Cadet League of Canada nor the PCs shall have any responsibility for the liabilities of the SSCs. Any SSC assets remaining must be responsibly reallocated.

GUIDELINES

The net remaining assets of the SSC of a disbanded Squadron might be rightly transferred to another Air Cadet Squadron or an army and/or sea cadet corps in the same locality if most or many Air Cadets transfer there, especially if elements of the SSC transfer as well. In cases where no other cadet unit exists in the area, the net assets should be taken over by the PC and held in abeyance for three years to serve as seed money for a possible restart of the Squadron. After three years, a decision to absorb the assets in the PC's cadet-related budget should be considered.

SECTION 3.8

MEETINGS

The Annual General Meetings and other meetings of the various components of the Air Cadet League of Canada are key means of fulfilling the Mission Statement of the League.

3.8.1 ANNUAL GENERAL MEETING OF THE AIR CADET LEAGUE OF CANADA

POLICY

The Annual General Meeting of the Air Cadet League shall:

- (a) take place in June;
- (b) be a complete event with invitations to attend extended to all League Members/Directors, Honourary Directors, Advisory Council and National Committee Members, Director of Cadets and Junior Rangers staff and Regional Cadet Officer at the host Region.
- (c) extend invitations to the President of the Air Force Association of Canada, the National President of the ANAVETS, the President of the Royal Canadian Legion, the Commander of Air Command, or their designates;
- (d) be held at a suitable location confirmed four years in advance ;
- (e) be self-supporting;
- (f) have a registration fee for both Members and spouses that covers the Annual Meeting Day – specifically, the meals and meeting costs on Saturday – and the Host Provincial Committee's Friday evening function;
- (g) have as an alternative to the registration fee for spouses and others not directly involved with the meeting the option of buying individual tickets for the Host's Friday evening function and the Saturday meals – those tickets should reflect only the actual cost of the meals;
- (h) have the League consult with the Host Provincial Committee concerning tickets and costs for the Host's Friday evening function;
- (i) have anticipated administrative costs such as staff travel, printing, etc., entered as a line item in the annual budget;
- (j) have all other meeting costs borne by the League or Host Provincial Committee;
- (k) include the Annual Air Cadet League Dinner, for which the dress will be Black Tie Optional; and
- (l) not have a dance following the Annual Dinner.

An alternate program for the spouses/partners is the prerogative of the Host Committee

Members of the Air Cadet League unable to attend the Annual General Meeting may appoint another Member to be their proxies for voting at the meeting. Only Members are entitled to have proxy votes, and only for an Annual or Special General Meeting. Members wishing to appoint a proxy should use Form **ACC41**. Past Presidents as supernumerary and ex-officio members of the League have the right to vote and be included in the quorum at Annual and Special General Meetings. They are able to assign their vote to a proxy.

Open door hospitality suites will not be permitted at League meetings.

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Observers are welcome to attend National Committee meetings except for those sessions announced as being held in camera. The Chair of any Committee may determine whether or not it is appropriate to have observers during a portion of the meeting

PROCEDURE

Annual General Meeting nomination procedure will be in accordance with Bourinot's Rules of Order, fourth edition (1995) pages 73 through 75:

- (a) The Chairperson of the Nominating Committee will present and post a "single slate" recommendation of candidates during the morning session of the Annual General Meeting. That report is for information only and will not be voted on at that time.
- (b) Nominations will be accepted from the floor as follows:
 - only Members are entitled to nominate or be nominated for an office in the League;
 - such nominations must be submitted in writing and be signed by two Members of the League; the nominee must sign the nomination or submit a letter to indicate willingness to take the office if elected;
 - such nominations must be submitted to the Executive Director by 1300 hours, prior to the start of the afternoon session of the Annual General Meeting.
- (c) During the afternoon session of the Annual General Meeting, the Nominating Committee's report will be brought forward for consideration. If there have been no further nominations received, the Chairperson will declare that nominations are closed, and that the nominees put forward in the "single slate" are elected by acclamation.
- (d) If further nominations from the floor have been submitted, the Chairperson will present their names and the offices for which they have been nominated.

Annual General Meeting election procedure will be:

- (a) The Chairperson will appoint a Returning Officer and two scrutineers, subject to endorsement from the Members, whose duties will be to:
 - distribute the ballots;
 - decide the acceptability of and count the ballots; and
 - report the name of elected person and the office to the Chairperson (the vote count shall not be revealed).
- (b) The candidate(s) receiving the highest number of votes will be declared elected.
- (c) The elections will be held in five parts to elect:
 - up to 65 Members in accordance with the By-Laws and the provincial quotas previously established;
 - the President;
 - the First Vice-President;
 - the remaining three Vice-Presidents; and
 - the remaining Governors.

(Note: elections will only be held to determine the slate of a specific position, i.e., the Board of Governors or Executive Committee)
- (d) If voting is necessary it will be by written ballot.

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- (e) In the event of a tie between the top two candidates:
 - when there are more than two candidates, another vote between the two will be taken;
 - in the event of a final tie, the Chairperson shall exercise his right to cast the tie-breaking and deciding ballot, or to have the winner decided by a coin toss.
- (f) When the election is completed, a motion to destroy the ballots shall be requested and acted on.

Records of Decisions of all Annual and Special Meetings, including those of the Board of Governors, will be distributed to all Members of the League through electronic or other means.

GUIDELINES

The outline program for an Annual General Meeting is:

- (a) Thursday -
 - National Committee meetings as required
 - 1900 - Effective Speaking Competition
- (b) Friday -
 - 0700 - Committee meetings as required
 - 1200 - Lunch (go-as-you-please)
 - 1300 - Board of Governors meeting; Provincial Chairperson's Committee meeting; other Committee meetings may continue; - Workshops or Open Forums may also be scheduled
 - 1800 - Host Committee function
- (c) Saturday -
 - Community breakfast with guest speaker - optional
 - Annual General Meeting
 - Awards luncheon - optional
 - AGM continues
 - Reception and Annual Dinner
- (d) Sunday -
 - Departure

An open forum question and answer period for information exchange but excluding motions, for the "Good and Welfare of the Air Cadet League", will be scheduled in the Annual General Meeting. Items for the agenda will still be required in advance.

Meeting rooms for National Committees will be scheduled at the appointed times, but Committee Chairpersons may also elect to hold their meetings at other times. Chairpersons should liaise with League Headquarters well before the Annual General Meeting to make such alternate arrangements.

All printed Annual Meeting Reports and other material pertinent to the meeting will be distributed to delegates at registration or via electronic message at least 5 days prior to the meeting date.

Attendance at the National Effective Speaking Competition is not mandatory, but all delegates and spouses are encouraged to suspend their meetings to attend and provide support for their Cadets.

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The Effective Speaking Competition winner will not be required to speak at the Annual Dinner.

Provincial Committees should be advised they may submit bids to host future Annual Meetings, and, that such bids, will be considered by the Executive Committee.

3.8.2 SEMI-ANNUAL MEETING OF GOVERNORS AND COMMITTEES

In addition to meeting at the Annual General Meeting in June, Governors, the Executive Committee, the Advisory Council and all National Standing and Select Committees may meet at a Semi-Annual Meeting in November/December.

POLICY

The Semi-Annual Meeting of Governors and Committees (SAM) will be held in a reasonably priced hotel with meeting facilities in the Ottawa area at the end of November or the beginning of December.

Invitees to the Semi-Annual Meeting will include the Executive Committee, Board of Governors, National Committees' Chairpersons, Advisory Council Members, League Headquarters staff, and military and resource persons as necessary.

If a Provincial Chairperson is unable to attend the Semi-Annual Meeting, a representative, preferably the Immediate Past Provincial Chairperson should attend in his/her place to ensure all provinces are equally represented. In addition, Provincial Chairpersons may bring one resource person to attend the Provincial Chairpersons' Committee Meeting.

GUIDELINES

The Semi-Annual Meeting will be scheduled from Friday to Sunday. The exact details of Committee meetings and activities shall be determined by the Executive Director.

Meals will be on-your-own breakfasts and luncheons, a President's dinner on Friday evening, and an optional organized go-as-you-please Saturday evening dinner. Spouses may attend the Friday dinner by purchasing a separate ticket.

Registration costs will include the Friday dinner and coffee breaks. A no host bar will be available at the Friday dinner.

3.8.3 EXECUTIVE COMMITTEE MEETINGS

POLICY

In addition to their meeting at the Annual General Meeting and the Semi-Annual Meeting, the Executive Committee will meet or have teleconferences throughout the year at the call of the President.

Executive Committee Meetings are normally held in camera. Records of Decisions of all Executive Meetings will be distributed to all Governors.

Each Vice-President will be assigned responsibility for ongoing liaison with specific Provincial Committee Chairpersons to enhance communications.

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3.8.4 PROVINCIAL COMMITTEE MEETINGS

POLICY

A copy of the minutes of all Provincial Executive and General Meetings shall be sent to League Headquarters and forwarded to the League President for sharing with the Board of Governors and National Office for the sharing of Best Practices and Historical record.

NATIONAL REPRESENTATION AT PROVINCIAL COMMITTEE MEETINGS

The President of the ACL shall ensure that he or his designated representative attends every Provincial Committee Annual General Meeting. The Provincial Chairs Committee approved that they would pay for two nights and for the registration cost of the meeting. In order to mitigate these costs the President should take into consideration his selection of a Vice-President, Governor or the Executive director as his designated representative in terms of cost effectiveness for the Provincial Committee.

In cases where the Provincial Committee wishes to have the President attend their Annual General Meeting for a particular reason, such as a special anniversary, the Provincial Committee should inform the President, through the national office, of such a request at least three months in advance of the Annual General Meeting.

An Annual Provincial Committee Report Form **ACC12C** will be completed by the President or his designated in attendance at the Provincial Committee Annual General Meeting.

GUIDELINES

Provincial Committees should meet at least once a month during the Cadet training year from September to June.

3.8.5 SQUADRON SPONSORING COMMITTEE MEETINGS

GUIDELINES

Squadron Sponsoring Committees should meet at least once a month with the Commanding Officer and any other Sponsors or Supporters of the squadron not represented on the Committee. It is recommended that minutes be made for these and any other meetings the Committee holds. Provincial Chairmen may request information copies of those minutes.

3.8.6 APPROVAL OF MOTIONS VIA E-MAIL

POLICY

To facilitate the process of approving Motions via e-mail in a timely manner the Air Cadet League of Canada has approved the procedure outlined below. Any Committee Member may make a motion via e-mail. For the purpose of this Section, a "Committee" is anybody or group authorized by the League and includes, but is not limited to, the Executive Committee (EC), Board of Governors (BOG), Provincial Chairs and Standing and Select Committees.

PROCEDURE

1. Preparing the e-mail:
 - The subject line should include the word “Motion”.
 - The first line of the body of the e-mail should include the words “I move that the Board of Governors/Executive Committee/etc. approve/authorize/recommend”
2. The first person who seconds the motion will be recorded as officially doing so by the recording secretary.
3. The Motion will expire in fourteen calendar days or at the start of the next meeting – whichever comes first.
4. All Members of that particular Committee may vote. The President/Chair will only vote in the event of a tie. The Committee’s established quorum will apply.
5. A majority of affirmative votes are required to approve an e-mail motion. The Member who proposed the motion is automatically counted as an affirmative vote.
6. The recording secretary is responsible for tallying the votes and informing the Members of the outcome. Votes should be circulated to all Members of the Committee. If a Member fails to “cc:” other Committee Members on his vote, the secretary should forward the e-mail to the others. The secretary will be responsible for soliciting the vote of any Board Member without e-mail and informing the rest of the Board about that vote.
7. Board Members should include in the words “I vote No” or “I vote Yes” in the first line of their response. A Member, if abstaining, should declare that intention. If any Member has a conflict of interest, that should also be declared.
8. E-mail motions can only be voted up or down. They can’t be amended.
9. The Member who proposed the motion may withdraw it at any time prior to approval.
10. If the motion doesn’t receive the required number of votes by the deadline, it fails.
11. The Committee should review any e-mail motions, approved or unapproved, at the start of the next Committee meeting. The secretary should include that review in the minutes of the meeting.

E-mail approval is only suitable for straightforward motions. E-mail is not suited for the conduct of a deliberative process. E-mail doesn’t provide the opportunity for discussion or amendment of the motion that you would have in a face-to-face meeting. If any Member feels that discussion is required, he should immediately reply “Discussion required”. This will effectively defer the motion, to be dealt with a later date in a face-to-face meeting or teleconference. The Member who proposed the motion shouldn’t take offense at such a response

SECTION 3.9 COMMUNICATIONS

Effective communications within all segments of the Air Cadet League of Canada, with our Canadian Forces partners, with the Cadets, and with the public are vital for the well being of the Air Cadet Movement.

In addition to traditional means of communication, such as telephone, fax and mail, two forms of electronic communications on the Internet have rapidly become principal methods of transmitting and receiving information. Electronic mail (E-mail) is an instantaneous, simple, informal, economical and effective means of exchanging information between two or more addressees. The World Wide Web ("www") provides the global public with access to information through "home pages" and through "links" to other sites. An information web page at www.aircadetleague.com is maintained by the Air Cadet League and the League encourages the increasing use of electronic communications both internally and externally.

3.9.1 CHANNELS OF COMMUNICATION

POLICY

Channels of communication, which shall be followed, are shown in the Air Cadet League of Canada Organization Chart at Part 1. **Section 1.4.4.**

All submissions, resolutions or other correspondence from a Provincial Committee to the national level must be sent to League Headquarters.

Communications between Squadron Sponsoring Committees and League Headquarters are normally made through their respective Provincial Committees.

GUIDELINES

It is inappropriate for Provincial Committees to write to federal ministers. Any such comments should be directed to the President with a recommendation for onward transmission to the appropriate government department.

It is equally inappropriate for Squadron Sponsoring Committees to formally communicate directly to the Area Cadet Officer or Region Headquarters. They should instead communicate with their Provincial Committee, through their assigned Squadron Director, whose responsibility it is to develop close cooperation and rapport with the Regional Cadet Staff

It is imperative that Squadron Sponsoring Committees keep their lines of communication to their Provincial Committees open and active, and that their Provincial Committees are fully informed on significant developments within the Squadron Sponsoring Committee, for example, when a major capital expenditure for the squadron is being considered or planned.

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3.9.1.1 ELECTRONIC MAIL

Multiple addresses can easily be put into E-mail messages. To ensure compliance with League policy on channels of communication, as well as with provincial policies on privacy and protection of personal information, care must be taken to ensure messages and information is not sent indiscriminately to too many addressees. In this age of "information overload", as well as issues relating to the protection of personal information, messages should only be sent to those with an immediate need for the information.

GUIDELINES

E-mail originators in the League should carefully consider whether multiple addressees, both action and info, should be all included on the basis of a need to know, and whether all of them would be consistent with channels of communication policy. Particular care must be taken with addressees outside the same level of the League/CF partnership, in part by recognizing that communication with outside organizations and individuals normally is within the jurisdiction of League Headquarters. The use of "bcc" is encouraged.

3.9.1.2 WORLD WIDE WEB

Home Pages on the World Wide Web are increasingly a means of choice for conveying information to Members of the organization and to the general public. The Cadet Canada web site from NDHQ, www.cadets.ca, is a major source of information on the program for all stakeholders. The Air Cadet League of Canada web site, www.aircadetleague.com, consists of a home page and linked subordinate information sites. It serves the League and the Canadian Cadet Movement well.

POLICY

Within the Air Cadet League, web sites may be created at the League Headquarters, Provincial Committees and Squadron Sponsoring Committee levels.

The Air Cadet League of Canada web site maintained by League Headquarters, www.aircadetleague.com will primarily be a source of information about the organization and responsibilities of the League, as well as a supplementary means of communicating with Members of the League about important events and initiatives at the National Level. It will also provide links to web sites maintained by Provincial and Squadron Sponsoring Committees, and to Air Cadet web sites maintained by the CF.

The Air Cadet League Headquarters web site will be maintained in both official languages.

Provincial Committee web sites that are created should be maintained primarily to inform League members about important League events and initiatives occurring within the province. They may also provide information on programs or projects undertaken by Squadron Sponsoring Committees within the province, and related information about Air Cadet Activities within the province that is not available on other sites. Provincial Committee sites must provide a link to the League Headquarters site.

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Stand-alone Squadron Sponsoring Committee web sites should address only matters within their own responsibilities, and provide links to the Squadron page as well as to the Provincial Committee and League Headquarters web sites.

The use of the Air Cadet League crest and the words "Air Cadet League of Canada" on the Internet in any manner not authorized in the By-Laws of the Air Cadet League of Canada or by action of the Board of Governors is prohibited. Licensing of the Air Cadet League name, crest or other League marks will not be permitted. All Provincial Committees, Squadron Sponsoring Committees and members of the League shall conform to this policy.

When used on the Internet by a Provincial Committee or a Squadron Sponsoring Committee, the words "Air Cadet League" must be qualified with the identity of the province or Squadron concerned.

The use of a 'www' site by any Member of the Air Cadet League for a commercial purpose is prohibited. Air Cadet League sites at any level shall not be linked to any "www" site for a commercial purpose. On-site recognition of a donor to an electronic site, however, may be given.

The development of a sponsorship page is approved, whereby logos of Sponsors, links to their sites, etc. would be placed on a special page designed for that purpose. Under no circumstances, should logos or links to alcohol or tobacco companies be included.

An electronic site of the Air Cadet League at any level shall not contain the addresses or telephone numbers of any individual member of the League without the specific, written consent of the individual member.

League web sites shall not identify any Cadet without the permission of the Cadet and Cadet's parents/guardians.

An Air Cadet League "www" web site shall not be used to solicit donations or other funds.

Web sites established for an Air Cadet Squadron shall conform to policies and regulations established by the Canadian Forces.

GUIDELINES

When a 'www' site is initially established at any level in the League, the primary purpose should be to inform the public and new members or associates of the League about the League, its purpose, role, responsibilities and history. As the use of web sites becomes more widespread, the scope and purpose of those sites should be reviewed to identify areas where the greater use of and primary dependence on those web sites may be appropriate.

To be effective, a web site must be attractive, concise, original and purposeful; its information must be accurate, consistent, relevant and timely; and it should not repeat information contained in related or linked areas. Web sites also should not be used to duplicate routine League internal information that is normally disseminated by other means. Maintaining the information on a web site up-to-date is essential.

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At the Squadron Sponsoring Committee level, all relevant information could well be contained in a comprehensive Squadron home page, and Squadron Sponsoring Committees are encouraged to join with their Squadron on such a single web site. If both the Squadron Sponsoring Committee and the Squadron itself have separate web sites, however, care must be taken to ensure information is not duplicated.

3.9.2 AIR CADET LEAGUE OF CANADA PUBLIC INFORMATION PROGRAM

The Air Cadet Movement must be placed in the best possible light and in the forefront of the public eye. The following sections on public information give a general outline of the Air Cadet League philosophy on this topic. For more detailed information the “Air Cadet Public Relations Handbook” is included as a Reference in **Part 7**, and it should be used as a guide and working tool by Provincial Committees and Squadron Sponsoring Committees.

POLICY

The public information policy objective is to create at all levels of the Air Cadet League of Canada a coordinated public information plan to ensure the Royal Canadian Air Cadets and the Air Cadet League of Canada receive favourable public recognition Locally, Provincially, Nationally and Internationally.

PROCEDURE

Public information activity should include, but not be limited to:

- (a) Interacting with influential and well-placed persons at all levels of government, in the communities and within the field of education within the aviation/aerospace community:
 - Members of the League are encouraged to attend and/or accept speaking engagements at civic or educational seminars, Chambers of Commerce, Service Clubs or similar meetings, parent and Cadet Gatherings, and Regional Air Cadet Conferences.
 - Parents in support of Squadrons should actively participate through Parents Committees or other informal structures.
 - League Headquarters will, issue and periodically revise a speaker’s briefing package.
- (b) Maintaining close liaison and association with the media:
 - League Headquarters will, on a continuing basis, issue or post on its web site appropriate news releases. All levels of the League should be encouraged to keep local media and the National Headquarters informed on Air Cadet Activities and be on the alert to detect, develop and disseminate newsworthy stories.
 - League Headquarters and Provincial Committees will ensure that special Air Cadet Events and/or achievements are brought to the attention of the media at the National or Community level as appropriate.
 - The Air Cadet League must be sensitive to the image projected to the public by the Air Cadet Movement. This image is influenced by personal contact and the media. The Air Cadet League will, therefore, on a continuing basis, review Air Cadet Activities and programs and their impact on the public and

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Air Cadets; and assess the impression given by Air Cadets' appearance on their peers and the public.

- (c) Maintaining a close relationship with the public information infrastructure in the Canadian Forces:
- League Headquarters will maintain contact with NDHQ Public Affairs on a regular basis to ensure publication of appropriate news releases.
 - Provincial Committees will maintain contact with the Public Affairs Officer attached to the RCSU Headquarters.
 - League Headquarters, in cooperation with the Canadian Forces, will annually provide statistics on the numbers of persons with Air Cadet Service joining the Regular and Reserve Forces. This information should be brought to the attention of the Chief of Defence Staff and the President.
- (d) Publishing periodicals or other publications:
- League Headquarters will produce and circulate and post on its web site newsletters in both official languages which will cover items of interest to the various levels of the League, Sponsors and Air Cadets. Provincial and Squadron Sponsoring Committees should be encouraged to develop local newsletters where recognition and information can be given which might not or would not warrant being carried in a National newsletter.
- (e) Ensuring outstanding achievement or acts of courage or service to the community or humanity by Air Cadets are publicly recognized. All levels of the League are encouraged to disseminate the importance of recognizing outstanding service or acts. Everyone should be constantly on the alert to ensure that outstanding acts or service are brought forward for recognition. To ensure that there is awareness and mechanisms by which these acts are brought to the League and ultimately official attention, League Headquarters will:
- issue appropriate copies of Canadian Forces Administrative Orders (CFAOs) on Honours and Awards to the Chairperson of the National Honours and Awards Committee.
 - Through the National Honours and Awards Committee, request annually recommendations for Honours, Awards and Commendations.
 - Review the Air Cadet League Honours and Awards system and, if appropriate, recommend changes.
- (f) Producing publicity and public information material on a regular basis:
- Provincial Committees and Squadron Sponsoring Committees should produce appropriate publicity within their respective areas.
 - League Headquarters will produce appropriate publicity and public information material. Such material will be reviewed on an annual basis.
- (g) Sponsoring and/or encouraging major National or International Air Cadet events:
- In consultation with and approval of DCDTS, a Planning Committee should be formed for each event.

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GUIDELINES

All elements of the Air Cadet Movement must be involved:

- (a) **Air Cadets.** The best public relations persons available are the Air Cadets themselves. If they appear in public properly dressed, are courteous, assist their peers or elders when the situation demands and conduct themselves in a proper manner, they bring great credit to all levels in the Air Cadet Movement.
- (b) **Squadron Officers and Instructors.** The Squadron Officers and Instructors must instil a sense of pride and esprit-de-corps in their unit; teach the basics of dress, discipline, leadership and citizenship; volunteer the Squadron for community projects; and assist the Squadron Sponsoring Committee in publicizing the activities of the Squadron in all media outlets.
- (c) **Parents.** The parents of Air Cadets are integral to the success of the Air Cadet Movement. It is, therefore, imperative that steps be taken to actively involve parents in the affairs of the Air Cadet Movement at all levels but most especially at the local level.
- (d) **Sponsors.** The Squadron Sponsor and the Squadron Sponsoring Committee are the first links in the League chain which supports the Air Cadet Movement. It is their task to interpret the aims of Air Cadet training to parents, civic authorities and community organizations. Squadron Sponsors and Squadron Sponsoring Committees should publicize the activities of the Squadron, and assist the Squadron in carrying out projects that will be of benefit to the community.
- (e) **Provincial Committees.** Activities of the Air Cadet Squadrons in their jurisdictions should be publicized by the Provincial Committees. It is at this important level where through speaking engagements, seminars or workshops, information programs, and social occasions linked to Air Cadet Activities that the aims of Air Cadet training can be voiced to appropriate civic and provincial leaders.
- (f) **League Headquarters.** League Headquarters, by direction from the Board of Governors through the Executive Committee, assumes the overall managerial direction of the National Public Information Program. This consists of the design, production and distribution of all public relations and public information material such as brochures, posters, films, plus videos and audio cassettes.
- (g) **Canadian Forces.** It is assumed that the Canadian Forces will act on their own initiative to promote the Cadet image as opportunities arise, and will inform the League of all potential/actual Air Cadet Issues that are of public interest. It will be the responsibility of all Air Cadet League components to ensure that the Canadian Forces at all levels is kept informed of Air Cadet Activities so that their information gathering and dissemination network can publicize the Air Cadet Movement.

3.9.2.1 AIR CADET LEAGUE OF CANADA SOCIAL MEDIA POLICY

The Air Cadet League of Canada is one of Canada's largest and most prestigious youth organization and a prime means to increase the quality and numbers of the next generation of young Canadians. While we serve as a development tool, we also represent a powerful nation building organization, attracting many dignitaries and officials from all provinces and territories and all levels of governments, as well as many leaders from the aviation and corporate sectors. The Air Cadet League of Canada (ACL) recognizes the important role that these leaders play in contributing to the success of the Air Cadet League of Canada. The Air Cadet League of Canada recognizes that its employees, members, volunteers, and cadets are likely to take part in social media interactions prior to, during, and after their involvement with the Royal Canadian Air Cadets. The Air Cadet League of Canada has identified the need to establish guidelines with regards to its own social media presence.

POLICY STATEMENT

The Air Cadet League of Canada will ensure that established minimum protocol for the social media campaigns and activities are circulated, understood and encouraged for each Provincial Committee and Squadron. This Policy defines the rightful uses of social media within the Air Cadet League of Canada and provides guidelines for stakeholders

who engage in social media, whether personally or professionally. This Policy is subject to ongoing review and evaluation, and modifications will be made as deemed necessary to respond to circumstances and evolving needs of the organization.

SCOPE

This Policy and supporting guidelines apply to all Air Cadet League of Canada employees, members, volunteers, and participants. The Policy covers their personal and professional use of social media, both during and outside of office and event hours. Each stakeholder is asked to comply with this Policy, as well as any other guidelines implemented by the local organizing committee. Due to the nature of social media, it is nearly impossible to create a clear distinction between personal and professional profiles. The Air Cadet League of Canada strongly encourages its employees, members, volunteers, and participants to proactively disclose their affiliation to the organization when discussing matters regardless of whether the comments are controversial or not.

ROLES AND RESPONSIBILITIES

Social media administrators, designated by the Air Cadet League of Canada, have ultimate authority in the interpretation and administration of this Policy and Air Cadet League of Canada social media activities are supervised and monitored. Social media administrators have the responsibility to represent the Air Cadet League of Canada online and post on the organizations behalf using a variety of social media accounts. Only the selected members of the social media team(s) are allowed to speak on behalf of the Air Cadet League of Canada using official Air Cadet League of Canada social media accounts provided that they have received the necessary approvals from their supervisor(s). Social media administrators will be allowed to represent the Air Cadet League of Canada officially online only when they have been trained on the proper procedure, conduct, tone and manner to adopt and best practices relating to each platform. Employees, volunteers and participants are encouraged to use their personal social media accounts to engage with and promote the Air Cadet League of Canada. Some employees may also need to access social media for professional purposes (e.g. for research). Only designated employees may represent themselves as official Air Cadet League of Canada spokespeople online. Employees, members, volunteers, and participants shall not post negative or disparaging content, either real or perceived, about the Canadian Cadet Movement, the Royal Canadian Air Cadets, the Air Cadet League of Canada, the Government of Canada, other industries/organizations, individuals, colleagues, customers, consultants, suppliers, sponsors, or industry partners

REQUIREMENTS

All Air Cadet League of Canada employees, members, volunteers, and participants “online” conduct should be dictated by the following principles:

Be Respectful; No spam, untruthful, defamatory, or discriminatory comments and expletives. Remain polite and appropriate at all times. Be Honest; Mention your affiliation to the Air Cadet League of Canada when responding or posting a comment that is related to the Canadian Cadet Movement, Royal Canadian Air Cadets, Air Cadet League of Canada, or the Government of Canada. However, unless you have been assigned the task to represent the Air Cadet League of Canada online as part of the social media team; also remember to indicate that you speak on your own behalf and not that of the Air Cadet League of Canada. One way to express this would be to use the following statement: “I volunteer with the Air Cadet League of Canada. However, the opinions expressed here are my own and the Air Cadet League of Canada is in no way liable or responsible for this content.”

Be Responsible; before posting, ask yourself the following questions:

- Would I say this to a cadet? A journalist? My supervisor?
- Would I mind if this comment was published in a newspaper?
- Would I be comfortable with this content being attributed to me in five years' time?

Do:

- Review the terms of engagement of each platform you wish to participate in;
- Engage in social media personally using your own name and not on behalf of the Air Cadet League of Canada;
- Remain truthful and accurate at all times;
- Mention your affiliation to the Air Cadet League of Canada, if relevant to the topic of conversation;
- State that your views are your own using a disclosure statement, unless you are authorized otherwise;
- Act online as you would with colleagues or supervisors;
- Contact your superior(s) with any questions or to know how to handle a given situation.

Do not:

- Make disrespectful, defamatory or dishonest comments;
- Share sensitive information about the Canadian Cadet Organization, colleagues, or the Air Cadet League of Canada online;
- Position yourself as a Air Cadet League of Canada employee or volunteer unless you have expressly received the authorization to do so and have received access to the Air Cadet League of Canada official platforms;
- Create social media accounts for the Air Cadet League of Canada without the prior consent.

IMPLEMENTATION OF POLICY

Each stakeholder organization involved with the Air Cadet League of Canada is encouraged to:

- Better understand key messaging of the Air Cadet League of Canada.
- Support the Air Cadet League of Canada social media campaigns,
- Work to promote and use Canadian Cadet Organization specific hashtags
- Provide guidance in terms of social media efforts and presence on the following social media platforms: Twitter, Facebook, Flickr, YouTube, Blog.
- Better understand official Air Cadet League of Canada social media administrators.

PROCEDURES

Each stakeholder is responsible for developing their own themes, initiatives, and campaigns as they relate to social media and the Air Cadet League of Canada. In the development of social media campaigns, stakeholders are asked to not overlook the following key elements:

- **Bilingualism** – whenever possible, post/tweet/blog in both official languages; there is no need for every word to be repeated in both languages. Rather, the messages should have a good balance of French and English to meet the bilingual needs of fans/followers. A minimum of 40% of all social media communications should be in each official language;
- **Originality** – Try to stand out from the crowd of organizations engaged in social media. Consider using a customized campaign that is anchored by a contest, sweepstakes or special offer. Creating a content calendar for all platforms can help you with diversifying content.
- **Engagement** - We want to engage members, volunteers, participants, and families to share their enthusiasm, excitement and stories of Canada's future leaders.
- **Partner Integration** – Many industry partners, sponsors, donors, and special interest groups will be utilizing social media. If there is an occasion to promote an initiative undertaken by our partners and Stakeholders we encourage you to share those messages and 'tag' those user groups in your own social media messages.
- **Social Media Monitoring** – It is important to monitor what is being reported on/tweeted/posted about the Air Cadet League of Canada in the media and on social networks. Track articles and content relevant to the Air Cadet League of Canada on various networks and channels.

TIMING

Frequency of Posts:

Stakeholders are ideally engaging with users on a daily basis with unique content and respond quickly to questions/comments received via social media, whether positive or negative. If a stakeholder's social media network dissolves, a plan should be in place to transfer likes/fans/followers of those of the Air Cadet League of Canada. Before a stakeholder's Face book Page/Twitter Account/YouTube Channel is shut down, please encourage those who follow that page to now become a fan of the consistent Air Cadet League of Canada pages. Photos/Videos posted on channels can be provided/linked to the Air Cadet League of Canada accounts. Each Provincial Committee should provide a social media final report as part of their communications final report and shared with Air Cadet League of Canada; the following key statistics should be collected by the Provincial Committee:

- Social Media Analysis – Positive, Neutral, Negative comments/postings;
- User/Follower demographics;
- Sample Social Media Posts.
- Other stakeholder data is always welcome.

SOCIAL MEDIA ACCOUNTS

Only social media administrators are allowed to make new official social media accounts that represent the Air Cadet League of Canada, including any of its products or services. Prior to creating a new social media account, social media administrators will obtain the approval of the Communications Committee Chair, who will ensure the account respects Social Media Policy and is created and maintained according to best practices.

CONFIDENTIALITY, PRIVACY AND LEGAL CONSIDERATIONS

Always remember that you are liable for your online actions and that organizational human resource policies apply at all times when using social media. Keeping that in mind, make sure to:

- Respect all copyright, fair use and disclosure laws;
- Always credit sources with citations or links;
- Never divulge personal/confidential information about the Canadian Cadet Organization or the Air Cadet League of Canada, your colleagues, affiliated organizations, consultants, sponsors, suppliers, or industry partners. If a conversation requires you to discuss sensitive information or request private details, make sure that you are authorized to do so and use the private communication methods provided by the social media platform to request the details or continue the conversation using a more direct method of communication such as email or telephone;
- Remember that all content posted online, even on private or personal accounts, is in the public domain.

3.9.3 PROVINCIAL COMMITTEES' PUBLIC INFORMATION PROGRAMS

POLICY

Provincial Committees should coordinate all public information activity that concerns Air Cadet provincial events or activity.

PROCEDURE

Provincial Committees should appoint a member to handle public relations activities, including press releases on matters under its jurisdiction. These matters include annual meetings, election of committee executive, provincial honours and awards, multi- Squadron parades, activities, competitions and other appropriate activities. Release should first be approved by the Provincial Chairperson or designate. Provincial Committees should encourage Squadron Sponsoring Committees to forward newsworthy articles and photos to League Headquarters for possible inclusion in future League newsletters.

3.9.4 SQUADRON PUBLIC INFORMATION PROGRAM

POLICY

To function successfully, an Air Cadet Squadron must generate a sympathetic attitude in its home community.

Each Air Cadet Squadron should have a public relations program to:

- (a) keep the public fully informed on the activities of the Squadron; and
- (b) continually impress upon the public conscience the fact that Air Cadet training is beneficial to the community.

PROCEDURE

Squadron Sponsoring Committees should appoint a member to handle public relations activities, including press releases, on matters under its jurisdiction. This person should use the Air Cadet Public Relations Handbook from **Part 7** as a guide and working tool, and should liaise with the Commanding Officer and Chairperson in generating stories. Releases could be based on recruiting messages, Squadron promotions and awards, annual and special parades, community projects, and other appropriate activities. Releases should first be approved by the Squadron Sponsoring Committee Chairperson, and where applicable, the Commanding Officer. The public relations member should seek out and forward, with the Chairperson's and Commanding Officer's approvals, newsworthy articles and photos to League Headquarters for possible inclusion in League newsletters.

GUIDELINES

It is recommended that Squadron public relations be made the responsibility of a Squadron Sponsoring Committee Member who has had some experience in this field. The right person may be found on the local newspaper, radio or TV station, or perhaps in the advertising department of a local firm. In many of the most successful Squadrons the Air Cadets act as their own publicity representatives.

It must be emphasized, however, that a prime requirement in any Squadron public relations program is a full measure of cooperation and interest from the entire Squadron Sponsoring Committee. The Committee, through its wide range of business and social contacts, can secure endorsements from leading community figures and can interest newspaper editors, TV and radio station managers in publicizing the Movement through the Squadron's activities.

3.9.5 BILINGUALISM

POLICY

The National Cadet Council (NCC) policy on bilingualism is that the Cadet Leagues will operate and publish in both official languages to the extent they can afford and that is practical. Documents concerning Air Cadet League policy or other significant National Air Cadet matters will normally be published in both official languages.

The Air Cadet League of Canada, being national in scope and serving members of both official language communities, ensures that, whenever possible and where warranted, measures are put in place, to provide communications with and services to the public, its employees and to all levels of the League, in both official languages and promote the full recognition and use of English and French in Canadian society. This includes national and internal communications, such as the Air Cadet League web site, newsletters and policies and procedure.

The Air Cadet League budgets annually for translations services and translation software. The cost of and time required for translation precludes the publication of all communications in both languages. Consequently, records and correspondence resulting from meetings conducted in English will normally be published in English only. Major policies and procedure will be translated as soon as they have been approved. All major policies, procedure and documents that are on the League's web site will be posted in both official languages.

PRINCIPLES (As a reflection of the Official Languages Act)

1. Because the ACL consists of both English and French speaking members and air cadets from all provinces and territories, it has a legal and moral responsibility to deliver its services to both language groups to the best of its ability;
2. The ACL can use funds from its annual government grant to provide written and/or spoken language services beyond the capability of bilingual staff or funds set aside exclusively to pay for language services;
3. The ACL cannot assume that French speaking members are obligated in any way to provide French language services beyond which would normally be used by these persons to function as members of the ACL; and
4. The ACL has a moral responsibility to improve its language services to French speaking members by reason that these members may not feel comfortable in understanding or interpreting spoken or written English;
5. If an assessment of fees is applied to raise funds for additional language services, then the fee must be applied equally to all participants in the Air Cadet Movement based proportionally On the number of cadets in each province/Territories as reported by DND;
6. At least 2/3 of ACL HQ Office Staff should be bilingual to ensure a consistent delivery of official language services to the general public and to its membership. This does not apply to persons, not considered staff, but who are related to specific services contracted by the League.

PROCEDURE

AIR CADET LEAGUE ACTIVITY

1. **The Annual General Meeting (AGM) and Semi-Annual Meeting (SAM):** The AGM and SAM, which are closed meetings, can be considered a key element in the operation of the Air Cadet League (ACL). During the Board of Governors' Meeting and the General Assembly

- Meeting (AGM and SAM), important information is conveyed to the members and often there is a dialogue/discussion that takes place explaining the merits or otherwise of a subject, a motion to approve, or important announcements related to the operation of the League. The following language services should be provided whenever possible:
- a. At the commencement of the AGM and SAM there should be introductory remarks made in both official languages. During the Meetings, important announcements should also be made in both official languages;
 - b. If there are guest speakers, they should be informed, if they can, to give a portion of the presentation French and vice versa; and
 - c. If Cadets are invited to participate in workshops or symposiums, either they should all be bilingual or workshops should be held in both official languages. Cadet speeches for the National Effective Speaking Competition may be presented in either official language.
2. **Committee Meetings.** The ACL uses an extensive committee system to carry out much of the work that needs to be accomplished to develop policy and procedure, to conduct research on a variety of subjects and to prepare reports for presentation to the Board of Governors (BOG, the Executive Committee (EC) and General Assembly as necessary. The Chairs of these Committees are expected to be sensitive to the language needs of its participants and, whenever possible, provide official language services, including translation of reports if advanced notice of important documents is provided. Guidance can be obtained from the Executive Director as to costs involved and the need for such language services.
 3. **Awards Dinner/President's Banquet.** Because many important guests will be in attendance and several of these guests could be French speaking and represent companies that are Trust donors, every attempt should be made to provide a Bilingual MC or have two MCs; one French and one English speaking. The official program should be printed in both official languages.
 4. **Special Onetime Events of a Formal or Social Nature Organized by the National League.** Special care must be taken to ensure that events in this category offer services in both official languages since both language groups may be present. Invited speakers should be informed, if they can, to deliver a portion of their speech in French and vice versa. Pertinent printed material related to the event should be in both official languages.
 5. **Effective Speaking Program and National Competition.** At the local, regional and provincial level competitions every attempt should be made to accommodate the language preference of a cadet speaker. At least one judge should be bilingual. At the national level all three judges should be bilingual as should the MC.
 6. **Advisory Council.** The Advisory Council should be sensitive to the language needs of its members and can seek the guidance of the Executive Director on specific provisions of the Official Language Act as necessary.
 7. **Printed Material and Electronic Media.** The ACL web site, the Policy and Procedure Manual, Official Emails emanating from the League Office, Screening and Registration Cards and any other material meant to convey information to the membership should be available in both official languages.

GUIDELINES

The provision of Language Services is a costly undertaking, particularly for translation services. Therefore, it is incumbent on every League Member to show restraint when language services may not be required, but to ensure that the League can be seen to be in compliance with the Official Languages Act by offering official language services where it is warranted and the costs justified. When in doubt the Executive Director should be consulted as to the merits of providing language services in a particular situation.

SECTION 3.10

ADMINISTRATION

3.10.1 AIR CADET LEAGUE OF CANADA EXTERNAL AFFILIATIONS

POLICY

The Air Cadet League of Canada shall not become a member of or affiliated with any other organization, whether it is defence oriented, youth oriented or otherwise oriented, unless such affiliation is deemed by the Executive Committee to be of specific benefit to the League.

3.10.2 ADMINISTRATIVE FORMS

POLICY

The Air Cadet League has a number of official Forms in current use designed to facilitate the administrative process. Each Form will have a League Form number affixed. **Part 6.**

PROCEDURE

Provincial Committees and Squadron Sponsoring Committees are encouraged to locally reproduce their required Forms from the Policy and Procedure Manual (PPM). Most League Forms are of the "Fill Out and Print" type so they can either be typed on the computer and then printed or just printed and filled out by hand. Forms that do not require a formal signature or the signature can be waived, may transfer the completed Form electronically.

3.10.3 VISITS OF THE NATIONAL PRESIDENT

POLICY

Provincial Chairperson and Advisory Council Members shall be advised by League Headquarters when the National President is to visit in their Local area. It is incumbent upon all League Members to ensure that the President is accorded due protocol whenever he/she is invited to attend and/or officiate at any event.

3.10.4 MAILINGS

POLICY

Copies of correspondence sent to the Governors shall also be sent to Provincial Committee Chairpersons and Provincial Offices

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3.10.5 INSURANCE PROGRAMS

The National Office administers the insurance programs on behalf of the Air Cadet League of Canada, the Provincial Leagues and Squadron Sponsoring Committees. The Cadets, Sponsors, Squadron Sponsoring Committees and volunteer League members are by definition “civilians”. The potential for legal action and the resulting costs and court ordered indemnity is a real and immediate risk. Therefore, the League has assumed the responsibility to protect all volunteer members and cadets against risk by contracting and administering sufficient insurance coverage to protect them while they assist in delivering the Air Cadet Program.

Premiums are negotiated annually and may vary from time to time and are paid in advance by Air Cadet League Headquarters. The cost is then pro-rated to the Provincial Committees on the basis of Air Cadet Effective Parade Strength as of 30 June of the previous year. It is generally accepted practice for the Provincial Committees in turn to bill the individual Squadrons for their share of the premiums.

These policies do not cover Members of the Canadian Forces (CF) and Instructors who are under contract to the Department of National Defence (DND)

3.10.5.1 SERVICE BENEFITS FOR CADET INSTRUCTOR CADRE OFFICERS, CIVILIAN INSTRUCTORS AND AIR CADETS

It should be clearly understood that the medical coverage provided under the Air Cadet League of Canada Policy is intended to supplement, but not replace, the medical benefits provided by the Canadian Forces, which covers all Cadets. Official Service regulations state that Cadet Instructor Cadre (CIC) Officers, Civilian Instructors and Air Cadets are entitled to the medical benefits prescribed for members of the Reserve Force in the Queen's Regulations and Orders for the Canadian Forces. Squadron Commanders are asked to note that any case of accident or sickness should be considered in the light of entitlement under Service regulations before submitting a claim for an Air Cadet under the Air Cadet League Insurance Policy.

Please note that wherever you see the phrase “Director and Officer” in an insurance policy, this refers to an “Officer” of a society, i.e., Treasurer and NOT a military officer. DND provides the necessary liability and accident benefits coverage for CIC Officers and Civilian Instructors.

3.10.5.2 AIR CADET LEAGUE OF CANADA INSURANCE POLICIES IN EFFECT

- Accident Insurance (To provide coverage for an injury or death).
- Commercial General Liability Insurance (To protect against third party liability claims or legal action)
- Directors and Officers Liability Insurance (Association liability; for all duly elected national, provincial and local members and Governors, Directors and Officers)
- Automobile Insurance (Non Owned Auto)
- General Aviation Liability Insurance
- Non-owned aircraft Liability Insurance

- Fidelity Insurance – National Office
- Property Insurance – National Office

Summaries of the coverage provided by the above policies can be found in the member's only section of the website.

3.10.5.3 CHANGES IN COVERAGE

It is incumbent on the Provincial Leagues and Squadron Sponsoring Committees to keep the National Office informed of any plans that may constitute a material change to the insurance policies. This would include the purchase of aircraft, gliders, vehicles, or real estate.

3.10.5.4 CERTIFICATES OF INSURANCE

Certificates of Insurance may be issued on request to the insured where proof of insurance is requested by a Landlord or Association that is permitting Cadets to operate on their property. These certificates are "event specific" but can sometimes be issued for "Block" proof of coverage, for example for use of a facility on a weekly basis during an extended period of time. Requests should be submitted thirty (30) days before the planned activity, in accordance with the Form **ACC20** found on the League website. Such requests should include the amount of coverage required on the certificate. If an amount is not specified, the certificate will be issued for coverage of 2 Million Dollars. Keep in mind that the appropriate coverages are still in place, even if an insurance certificate has not been issued to a landlord or mall, etc.

3.10.5.5 ACCIDENTAL DEATH AND DISMEMBERMENT

The Air Cadet League of Canada provides Accidental Death and Dismemberment coverage through a policy underwritten by **Industrial Alliance Pacific Life Insurance Company** for the following insured classes:

Definition of Insured Classes:

Class 1:

All Cadets and Visiting Cadets of the policyholder, ages 12 to 22

Class 2:

All full time Employees, Members of National Committees, Directors and Officers of the League, Volunteers, Escorts and Members of the Advisory Council of the policyholder, under the age 70.

Class 3:

All full time Employees, Members of National Committees, Directors and Officers of the League, Volunteers, Escorts and Members of the Advisory Council of the policyholder, age 70 and under the age 80.

3.10.5.6 NOTICE AND PROOF OF CLAIM

In all cases where an accident or injury occurs to a **Cadet** during a Cadet activity, a CF98, *“REPORT ON INJURIES OR EXPOSURE TO TOXIC MATERIAL”* must be raised by the Cadet Squadron and submitted to the RCSU within **thirty (30) days** of the accident. The report will then be forwarded to the National Office.

If an accident or injury occurs to a full time Employee, Member of a National Committee, Director or Officer of the League, a volunteer, an escort or a Member of the Advisory Council of the policyholder, written notice must be given to the National Office within **thirty (30) days** of the accident.

Claims must be submitted as soon as possible in triplicate on the Insurance Policy Accident Claim Form **ACC30**, copies of all accounts for which the claim is being made should be attached to the Claim form. If all accounts are not available at the time of making the claim, an estimated amount of the total additional accounts payable should be shown.

Failure to notify the National Office of the League in a timely manner could result in the denial of a claim.

SECTION 3.11 AIR CADET LEAGUE OF CANADA SOCIAL BEHAVIOUR POLICIES

These policies should be read with a cross-reference to the CF policies for Air Cadets as the Air Cadet League of Canada follows the CF policy and Cadet Administrative Training Orders (CATOs) on these matters.

3.11.1 SMOKING

POLICY

At all Air Cadet League National Meetings and Dinners there shall be no smoking in any of the meeting rooms, but provision will be made for designated smoking/no-smoking areas at all social functions, including any hosted by Provincial Committees. Provincial laws and, where applicable, municipal By Laws relating to the purchase and use of tobacco products shall be adhered to at all times. CF policy regarding smoking and cadets is intended to promote a safe and healthful environment free of tobacco smoke. To that end Commanding Officers follow a number of specified guidelines that include the prohibition of smoking during parade nights, while under instruction and in DND establishments; prohibiting the sale of tobacco products in cadet canteens; discouraging smoking breaks during cadet activities; and encouraging a continuing education program to quit smoking.

3.11.2 ALCOHOL

POLICY

When Air Cadets are in attendance at League functions where alcoholic beverages are served, the League shall adhere to the Liquor Law of the province concerned

CF policy concerning alcohol and Cadets is detailed in **CATO 13-23**, from which the following is extracted:

- (a) regardless of age or provincial legislation, cadets are prohibited from purchasing, consuming or having alcohol in their possession while engaged in Cadet activities;
- (b) organizers of social events for adults, to which Cadets are invited, shall ensure that Cadets have access to non-alcoholic drinks and that the policy of no drinking by Cadets is understood by the hosts and cadets;
- (c) adults attending social events specifically organized for cadets should be requested to, and Cadet Instructors shall, refrain from consuming alcoholic beverages when in direct contact with Cadets; and
- (d) Cadets who violate alcohol policies should be suspended from training, counselled and subjected to appropriate administrative action. Return to unit should be strongly considered for summer camp infractions.

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3.11.3 DRUGS

POLICY

The Air Cadet League of Canada is strongly opposed to illicit drug use in Canada, and will cooperate fully with the appropriate agencies to prevent and otherwise deal with illegal drug use. As specified in **CATO 13-23**, involvement of Cadets with illegal drugs, prohibited substances, or drug related paraphernalia will not be tolerated. Incidents involving Cadets will be referred to local civilian authority for prosecution. Cadets who are determined to have committed a drug-related offence will be released or returned to unit and released. All cases of drug involvement will be reported to the Area Cadet Officer/Region Cadet Officer as appropriate.

3.11.4 EMOTIONAL, PHYSICAL AND SEXUAL ABUSE

The abuse of children has been a significant problem in Canadian society for many years. Only recently, however, has it received widespread recognition and attention. Child welfare is primarily a provincial concern, and actions are being taken in all provinces to combat and prevent abuse in its various forms. With increased awareness of the problem has come a general societal demand to deal with it through strong legislation, treatment and support programs. It is expected that those people who have the responsibility of teaching, caring for, or working with young people will recognize the problem and deal with its manifestations through decisive action and with compassion.

The complexity of the abuse problem is recognized by child welfare authorities throughout Canada. Some forms of abuse are harder to recognize than others, and consequently are more difficult to prevent. It is for this reason that child welfare laws in Canadian provinces provide definitions and protocols for reporting and dealing with abuse situations and outline the responsibilities of any Canadian citizen in the event they become aware that a young person has been or is being abused.

The aim is to increase the awareness and sensitivity of Air Cadet League Volunteers to the problem of abuse, to provide a definition of abuse, and to set out a set of guidelines volunteers should follow in the event they become aware that abuse has been or is taking place.

Cadets come from all walks of life. Given their numbers and diverse geographic backgrounds it can be said that they represent a certain microcosm of Canadian society. By extension it can also be stated that a certain percentage of them will have come to squadrons from abusive situations at home. As societal awareness increases, so too does the actual reporting of abuse situations. Victims are more prepared to report abuse and seek help.

In the past few years the revealing of abuse situations by Cadets to Cadet Instructors and League Volunteers has increased. Given this fact, the difficulty becomes what to do when a Cadet reveals to them that they have been or are currently being abused physically or sexually. In order to appropriately deal with this problem, Cadet Leaders must be sensitive to the issue, aware of their legal and ethical responsibilities in the matter and prepared to take immediate action as necessary.

POLICY

CF policy on emotional, physical or sexual abuse within the Canadian Cadet Organization is detailed in **CATO 13-24**. This order applies to Cadets, Officers of the Cadet Instructor Cadre and Civilian Instructors. Members of the Regular Force and Primary Reserve are subject to related regulations in Canadian Forces Administrative Orders. The Air Cadet League supports the CF policy, will assist in its implementation where appropriate, and will work to reduce abuse within the Air Cadet Movement.

PROCEDURE

Air Cadet League Members at all levels and associated civilian volunteers who become aware of an abuse situation involving a Cadet should report it to that Cadet's Commanding Officer or equivalent authority.



PART 4

MEMBERS' AWARDS AND DECORATIONS

POLICY AND PROCEDURE MANUAL

Part 4 - MEMBERS AWARDS AND DECORATIONS

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SECTION 4.1 AIR CADET LEAGUE OF CANADA AWARDS

4.1.1 AIR CADET LEAGUE INTERNAL HONOURS AND AWARDS

The Air Cadet League of Canada annually makes a number of Awards to Members and others involved in the Air Cadet Movement.

The Air Cadet League of Canada Medal of Honour and Honorary Life Memberships are awarded to League Members in recognition of exceptional service to the Air Cadet Movement over a long period of time. Honorary Life Membership in the Air Cadet League shall be limited to ten (10).

Air Cadet League of Canada Certificates of Honour, Merit, Recognition and the President's Citation are awarded in recognition of varying kinds and duration of service to the League.

Citations for all Air Cadet League internal Honours and Awards are recommended by the National Honours and Awards Committee and approved by the President.

Posthumous Awards will only be granted when the original Citation is dated prior to the death of the intended recipient.

Provincial Committees are responsible for screening applications from local and provincial levels of the League organization, and for ensuring that the proposed citation details show clearly what the nominee has done to merit a recommendation for the Award. Provincial Chairpersons should nominate a minimum of one Squadron Chairperson, Provincial Director and Commanding Officer for League Awards;

If a national member wishes to recognize an individual for his work at the national level, the nomination should be submitted to the Chair of the National Honours and Awards Committee using the appropriate Form. The National Chair will review the nomination, ensuring that the proposed citation details show clearly what the nominee has done to merit a recommendation for the award.

All internal Honours and Awards are normally presented at the Annual General Meeting of the Air Cadet League of Canada. Such Awards shall only be presented to those persons present at the meeting. All other recipients will be named, but their Award will be bestowed by the National League representative or the Provincial Chairperson at the respective Provincial AGM.

4.1.2 AIR CADET LEAGUE OF CANADA MEDAL OF HONOUR

POLICY

The Air Cadet League of Canada Medal of Honour is the highest Award that can be granted to a League Member. Great care must therefore be taken to ensure that only the most deserving are recommended for it. Whenever there is doubt that the person being considered for the Medal of Honour is fully deserving of the Award, consideration should be given to recommending either an Honorary Life Membership or a Certificate of Honour.

PROCEDURE

Application for this Award is made using League Form **ACC50**. Submissions should be forwarded from the originator to the National Office (Attention: Honours and Awards Committee) no later than 15 March.

Included in the application should be appropriate substantiation for the Award, as well as the requested Citation. The citation should be a maximum of 50 words in length. Upon receipt of a nomination, a Special Committee comprised of the President, First Vice-President, previous Medal of Honour recipients and the Chairperson of the Honours and Awards Committee, will be struck to determine the merit of the nomination.

The Citation. Care must be taken in preparing the Citation. It must be remembered that the Special Committee, in considering the applications for this Award, has only the material submitted upon which to base its decision to approve or not. Complete details must, therefore, be given of the services rendered by the Member being recommended for the Award.

Criteria. It is suggested that those charged with the responsibility of preparing a proposal on behalf of a League Member for the Medal of Honour ask themselves the following questions in order to decide whether or not a recommendation should be made for this Award:

- (a) How long has this League Member been associated with the Air Cadet Movement?
- (b) What has he or she done that has set him/her apart from the other Members of the League, and which contribution is considered to be above and beyond that which might be expected of any devoted Member? The fact that many, or all, of the normal League offices have been held and fulfilled well and faithfully, and that the candidate has striven to enhance the particular offices he or she has held, are not in themselves sufficient to warrant a recommendation for the Medal of Honour, because it is expected that those who accept League offices will put as much of themselves and their time into the job as their other day to day commitments will allow.
- (c) Regardless of the offices held, has the Member rendered outstanding services to the League which has set him or her apart from other Members of the League?
- (d) Has this Member made an unusual personal sacrifice of his or her time, or professional talents, which has brought great credit to the League, or which has enhanced the prestige of Air Cadets within the community?
- (e) Has he or she rendered services to Air Cadets so much above those rendered by any other Member that it is felt that only by granting of the League's highest Award can these services be fully recognized?

4.1.3 HONOURARIES AND OTHER ASSOCIATES

Persons who have rendered distinguished service to the Air Cadet Movement may be invited to be Honorary Officers, Honorary Directors or Honorary Life Associates of the League. Associate-at-Large is another special title, as described below. Persons bestowed with these titles are not entitled to a vote, except that Past Presidents shall retain their voting privilege.

POLICY

Honorary Officers and Directors: Honorary Officers shall normally be appointed as Honorary President, Honorary Treasurer, Honorary Secretary, and Honorary Solicitor. Honorary Directors are appointed in the same manner as for Honorary Officers. Retired military officers may be appointed Honorary Officers and Directors, but serving officers may not.

Honorary Directors of the Air Cadet League of Canada should be persons of distinction, preferably with a background in the field of aviation, or a field aligned with the individual's background and/or youth development, and who may also be highly regarded as having a national profile. Active Air Cadet League of Canada members do not normally get selected as Honorary Directors.

In carrying out their role as Honorary Officers and Honorary Directors, the appointed individuals are expected to support the purposes of the league by:

- their very presence and name, help to build and develop community support by providing a public profile – a public face – for the Air Cadet League and Air Cadet Alumni;
- providing a much needed connection between the community, the League and the Air Cadets;
- promoting at reasonable opportunities, the mission and values of the Air Cadet League of Canada and the Canadian Cadet Movement;
- helping to build relationships through their networks;
- assisting the League through speaking engagements and or the presentation of plaques, trophies for awards/competitions from time-to-time;
- being invited to attend the Annual General meeting and other functions;
- being asked to have their names appear on League Letterhead and on the League's website;
- being asked to sign, on occasion, (personally or electronically), award/presentation certificates for the League; and
- responding to requests for assistance from the National President and/or his/her designate from the Executive Committee when it is in keeping with the individual's background and ability to carry out such a request.

Taking on the title of an Honorary Officer is a minimal time commitment. The objective of the positions is to associate a person of national profile and distinction with the Air Cadet league in the interest of building community support by providing a public face for the organization.

Honorary Life Associate is an award reflecting a great honour bestowed on a colleague who has given long, faithful and meritorious service. It is a dimension above the level of merit recognized by a Certificate of Honour. In addition, a colleague could be considered for a Honorary Life Associate Title before being considered for the Medal of Honour, because the

degree of service rendered to the League need not have been of such a high order as for the Medal of Honour.

Associates-at-Large are selected persons who have specific knowledge and expertise, deemed of value to the League. These title holders are limited to three. Associates at Large may be appointed by the President to Chair a National Committee, but do not have a vote

PROCEDURE

Honourary Officers and Directors:

- 1. Nominations** – When needed, the President, in consultation with the Nominating Committee, will request nominations for suitable candidates to Honourary Officers or Honourary Directors at any time during the year. Nominations will be in writing and state the merits of the individual and be forwarded directly to League HQ, Attention: Nominating Committee, who will recommend suitable candidates to the President.
- 2. Appointments** - The President will inform the BOG of the outcome of a review of the nominations and present up to three suitable candidates, including a named preferred candidate to the BOG for approval. Once the BOG approves the candidates the President or his/her designated representative will engage the preferred candidate and confirm he/she agrees to accept the Honourary Officer or Honourary Director Title and the expectations set out in Section 4.1.3. If the preferred candidate is not available to accept the Title the President or his/her designated representative may engage another approved candidate.
- 3. Term** – There is no set term for an appointments, but the Nominating Committee will review the appointments annually as part of the Committee's preparations to produce a Slate and confirm to the President the availability of the Honourary President and Honourary Directors to continue in the Title. Honourary Officer and Honourary Director Titles may be terminated in writing by the incumbent, by ordinary resolution of the Board of Governors or by the incumbent's death; and
- 4. Announcements** – Appointments to Honourary Officer and Honourary Director Titles will be acknowledged in the League website and a formal announcement will be made appropriate to the Title and background of the individuals. In some cases, it may be appropriate to forward a formal announcement to the employers, associated organizations and/or media outlet nearest to the residence of the individuals. Each announcement will be issued in the name of the President of the Air Cadet league of Canada.

Honourary Life Associate selection criteria are the same as that set out for the Air Cadet League medal of Honour. Nomination for this Award is made using League [Form ACC51](#) Application for Honourary Life Associate. Approval of this Award rests with the National Honours and Awards Committee. This Award comes with a Certificate, signed and sealed by the National President and the Honourary President.

Associates-at-Large are selected persons who have specific knowledge and expertise deemed of value to the League. Associates-At-Large are appointed by the Board of Governors on recommendation of a League Member to serve on a National Committee. The President at his discretion may appoint that member as Chair of a National Committee. Associates-At-Large do not have a vote. The term of the appointment will be determined by the BOG working in consultation with the committee with which the appointee has been assigned.

4.1.4 PRESIDENT'S CITATION

POLICY

The President's Citation is an Award that can be made to a Member of the Air Cadet League of Canada for continuous meritorious service, but who has already been recognized by the Air Cadet League as a recipient of the Certificate of Honour. The Award may also be made to a Member who has been nominated for a Medal of Honour one or more times, but has not been a recipient of the Award.

The President's Citation should be used to recognize a Member's extraordinary contribution above that which earned him the Certificate of Honour or a nomination for the Medal of Honour. The President's Citation can also be awarded to a non-League person for significant contribution to the Air Cadet Movement.

Nominations for the President's Citation can be made by any Member of the League at the National, Provincial or Local Levels. Recipients of the President's Citation may receive more than one President's Citation and will continue to be eligible for nomination for the Medal of Honour.

This Award is normally reserved for civilian personnel, but in special circumstances may be awarded to Military personnel or to supporting organizations.

PROCEDURE

Nominations for this Award is made using League Form **ACC50**. Submissions should be forwarded from the originator to the National Office (Attention: Honours and Awards Committee) no later than 15 March.

Included in the application should be appropriate substantiation for the Award, as well as the requested Citation. The citation should be a maximum of 50 words in length.

The submission shall include a full supporting narrative that explains the unusual contribution that the Member has made to be deserving of this Award. Because this Award would be recognized by Members as a second Certificate of Honour, the narrative understandably, will be held to the same, if not higher, standard than that for a Certificate of Honour.

4.1.5 AIR CADET LEAGUE OF CANADA CERTIFICATE OF HONOUR

POLICY

Certificates of Honour may be issued in conjunction with any of the other Awards in recognition of outstanding service, or may be issued as a separate Award by the National Honours and Awards Committee. Certificates of Honour may be awarded only to Members of the Air Cadet League of Canada.

This Award is for persons at the National, Provincial or Local levels, when it is desired to honour a person for exemplary service which is considered to be above that which might

be expected of a Member or Officer, and yet which is not considered to warrant a recommendation for either a Honorary Life Membership or the Medal of Honour.

Certificates of Honour are also a useful means of recognizing services rendered to the League by a Member over an extended period of time.

PROCEDURE

Application for this Award is made using League Form **ACC50**. Submissions should be forwarded from the originator to the National Office (Attention: Honours and Awards Committee) no later than 15 March.

Included in the application should be appropriate substantiation for the Award, as well as the requested Citation. The citation should be a maximum of 50 words in length.

4.1.6 AIR CADET LEAGUE OF CANADA CERTIFICATE OF MERIT

POLICY

Certificates of Merit may be issued to Members of the Air Cadet League of Canada in recognition of meritorious service to the League. The Honours and Awards Committee may issue them in conjunction with other Recognition Awards, or as a separate Award.

This Award is for persons at the National, Provincial or Local levels when it is desired to recognize a person for meritorious service over a relatively brief period or for a specific project or contribution, but where such service is not considered to warrant a higher award. This Award is reserved for League personnel only.

A Member of the League can be nominated for a second Certificate of Merit, providing that the second Certificate reflects the individual's involvement in a new or different project or initiative.

PROCEDURE

Application for this Award is made using League Form **ACC50**. Submissions should be forwarded from the originator to the National Office (Attention: Honours and Awards Committee) no later than 15 March.

Included in the application should be appropriate substantiation for the Award, as well as the requested Citation. The citation should be a maximum of 50 words in length.

4.1.7 AIR CADET LEAGUE OF CANADA DIRECTOR OF THE YEAR

POLICY

In 1953, the Department of National Defence instituted the Director of the Year scroll. Since that time, it has been presented annually to a Member of the Air Cadet League of Canada in appreciation for the meritorious manner in which the person has stimulated interest in the Air Cadet Movement through service to the Royal Canadian Air Cadets.

PROCEDURE

The President of the League annually recommends a nomination to the Chief of the Defence Staff for his approval. The recipient of the Award is announced and presented at the Annual General Meeting of the League.

4.1.8 PRESENTATION TO RETIRING PRESIDENTS**POLICY**

As a token of appreciation from the Air Cadet League of Canada, a memento is normally presented to a retiring President on completion of his or her term of office.

PROCEDURE

A suitable memento is selected by the Executive Director, and presented by the Honourary President at the Annual Dinner.

4.1.9 AIR CADET LEAGUE LONG SERVICE MEDAL**POLICY**

The Air Cadet League of Canada Long Service Medal is available to an individual who has provided ten years or more of volunteer service to the Air Cadet League. This service can be at the local level (Squadron Sponsoring Committee), Provincial level, National level or any combination of the three. The 10 years of volunteer service do not have to be consecutive or with the same Squadron / Provincial Committee.

A bar is available for each subsequent 10 year time frame. A silver bar will be presented at 20 and 30 years of service. A gold bar will be presented at 40 years of service and beyond.

PROCEDURE

Nomination for this medal is normally made using League Form [ACC63](#). The application can be completed by the individual or by another individual on behalf of the applicant. The completed application is submitted to the provincial Committee in the jurisdiction where the recipient is currently living. The Chair of the provincial Honours and Awards Committee (or designate) is the approving and issuing authority for the medal.

Applications for individuals who serve only at the national level will be submitted to the National Honours and Awards Committee through the National Office.

Applications for the Air Cadet League of Canada Long Service Medal can be made at any time.

GUIDELINES

Whenever possible, the medal should be presented to the recipient at a suitable occasion (awards night, parade, general meeting, etc.) by a member of the Provincial Committee or a National Member.

The medal is to be worn on the right side of the blazer /suit jacket, above the top line of the right breast pocket. A miniature (suit/evening wear) and lapel pin (all apparel) are also available.

Recipients are encouraged to wear the medal at all formal National, Provincial or Regional League functions and at other ceremonial occasions - specifically, but not limited to, Semi-Annual and Annual Meetings, Annual Ceremonial Reviews and award presentations. The medal should also be worn at corresponding industry and other partner events/occasions where the individual is specifically invited as a League representative.

When the first (silver) bar is presented recognizing 20 years (total) service to the League, the bar is worn centered on the ribbon. If a second silver bar is presented (recognizing 30 years of service), the bars should be equally spaced on the ribbon. When an individual is eligible to receive a gold bar, recognizing a total of 40 years of volunteer service, it is strongly suggested that the appropriate approving authority (provincial committee or National Honours and Awards Committee) order a new Long Service Medal and secure the gold bar in the center of the ribbon. If a second gold bar is presented (recognizing 50 years of service), the bars should be equally spaced on the ribbon.

Recipients that have received the Air Cadet Service Medal may wear both medals. The Air Cadet Service Medal is to be worn to the outside of the Air Cadet League Service Medal.

Recipients who have received a provincial committee Long Service Medal may wear their provincial medal in addition to a national medal, providing the two medals were not awarded for the same time period. The provincial medal would be worn to the outside of the national medal, and to the inside of the Air Cadet Service Medal. See [4.1.10](#) for additional details.

4.1.10 WEARING OF LEAGUE AND CADET MEDALS

POLICY

An Air Cadet League members who earned medals as a cadet may wear his/her cadet medals in addition to the Air Cadet League medals.

PROCEDURE

The cadet medals will be worn with the Air Cadet League medals on the right side of the blazer. This is in conformity with common practice for the wearing of non-governmental (“society”) medals, as well as standard Air Cadet League policy.

GUIDELINES

Members are encouraged to wear their medals at all formal National, Provincial or Regional League functions and at other ceremonial occasions - specifically, but not limited to, Semi-Annual and Annual Meetings, Annual Ceremonial Reviews, Remembrance Day services and award presentations. The medals should also be worn at other events/occasions where the member is specifically invited as a League representative.

The Air Cadet League medals take precedence over the cadet medals. The medals would be worn in the following sequence (from the center of the body to the right side):

Air Cadet League Medal of Honour
Air Cadet League Member Long Service Medal
Provincial Air Cadet League Service Medal
Cadet Award for Bravery
Lord Strathcona Medal
Royal Canadian Legion Cadet Medal of Excellence
Air Force Association Medal
Army, Navy, Air Force Veterans Medal of Merit
Air Cadet Service Medal

For additional information on cadet medals, refer to CATO 13-16 National Cadet Honours and Awards



PART 5

MILITARY PERSONNEL AND ROYAL CANADIAN AIR CADET MATTERS

POLICY AND PROCEDURE MANUAL

PART 5 – MILITARY PERSONNEL AND ROYAL CANADIAN AIR CADET MATTERS

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SECTION 5.1 INTRODUCTION

Direct responsibility for the supervision, welfare, equipping and training of Air Cadets lies primarily with the Canadian Armed Forces. Accordingly, Air Cadets and their Squadrons are subject to applicable Canadian Forces (CF) rules, regulations and orders, the principal ones of which are the Queen's Regulations for the Canadian Cadet Organizations (QR Cadets), and the Cadet Administration and Training Orders (CATOs). In keeping with our partnership, however, certain CF information and some CF policies and procedure, which apply to Air Cadets, are included unofficially, in the Policy and Procedure Manual (PPM) for ready references. Up to date QR(Cadets) and CATOs may be accessed at <https://portal.cadets.gc.ca>.

5.1.1 CADET ADMINISTRATIVE AND TRAINING ORDER (CATO) REVIEW

PROCEDURE

When the Directorate of Cadets (DCdts) requests the Air Cadet League of Canada to comment on a new or under-review Cadet Administrative and Training Order (CATO), the procedure is:

- (a) Request from DCdts to review CATO arrives at League Headquarters;
- (b) If the CATO is straightforward, the Executive Director responds immediately to DCdts;
- (c) If the CATO includes policy issues or other sensitive CF/League interrelationship matters or wider expertise is needed, the Executive Director disseminates the Draft for comments to all Governors and Provincial Chairpersons and Members of the Advisory Council, giving a reasonable deadline to respond to a designated Governor who prepares the overall League response to DCdts,
- (d) The designated responder consolidates comments and recommendations into a draft reply for return to DCdts via the Executive Director, informing the League President;
- (e) In some instances, the response is sent to the Policies and Procedure and By-Laws Committee Chairperson for final expert comment and, if required, put to the Executive for approval, and
- (f) The Approved response is then sent to DCdts from the Executive Director.

5.1.2 CADET ADMINISTRATIVE AND TRAINING ORDERS (CATOs)

The Air Cadet League of Canada, in partnership with DND, frequently has a role in carrying out a DND Air Cadet related procedure. Hence, it must ensure that the League procedure is in compliance with a respective CATO, yet, in carrying out that role, the League must be cognizant of its responsibilities to its Constitution and By-Laws. Therefore, the Policy and Procedure Manual (PPM), wherever possible, will direct its Members to relevant CATOs to assist with their deliberations and decisions. To facilitate this process the following information on CATOs is provided:

DND Website – to access CATOs: <https://portal.cadets.gc.ca>

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SECTION 5.2 AIR CADET QUALIFICATIONS

5.2.1 ENROLMENT REQUIREMENTS

CATO 13-01 describes the policy regarding attracting and becoming members of the Canadian Cadet Organizations (CCO). It includes:

- Basic Membership Standards
- Membership Documentation
- Medical, Physical and Mental Conditions
- Special Considerations

Read More: Volume 1, CATO 13-01 Cadet Membership (Nov 2002)

Go To: <https://portal.cadets.gc.ca>

5.2.2 MEDICAL STANDARDS

An applicant for membership in an Air Cadet Squadron must provide a Statement of Medical Fitness signed by the Parent/Guardian.

Read More: Volume 1, CATO 13-01 Cadet Membership (Nov 2002)

Go To: <https://portal.cadets.gc.ca>

5.2.3 AIR CADET RANK STRUCTURE

Air Cadet Ranks are, in ascending order:

- (a) Air Cadet;
- (b) Leading Air Cadet;
- (c) Corporal;
- (d) Flight Corporal;
- (e) Sergeant
- (f) Flight Sergeant;
- (g) Warrant Officer, Second Class; and
- (h) Warrant Officer, First Class.

Command by Cadets. Cadets shall take seniority among themselves in accordance with the order of ranks prescribed above. They shall not have power of command over personnel of the Canadian Forces.

Read More: Volume 5, CATO 55-04 Air Cadet Dress Instructions, Annex D, Appendix 3.

Go To: <https://portal.cadets.gc.ca>

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5.2.4 AIR CADET DRESS AND ACCESSORIES

CATO 55-04 describes the policy and instructions for wearing the authorized uniform and uniform accessories. It includes:

- Authorized Uniform
- Authorized Optional Uniform/Items
- Unauthorized Uniform Items
- Issued Kit
- Wearing of Uniform
- Uniformity of Dress
- Wearing Items of Dress
- Personal Appearance
- Tattoos and Body Piercing
- Under Garments
- Eyeglasses/Sunglasses
- Cultural and Religious Accommodation
- Wearing of Headdress
- Rank Badges and Rank Slip-ons
- Pilot Wings
- Music Badges
- Other Authorized Badges and Pins
- Poppy
- Squadron Anniversary Pins
- Attendance Pins
- Embroidered Crests
- Authorized Medals and Ribbons for Cadets
- Numbered Order of Dress

Read More: Volume 5, CATO 55-04 Air Cadet Dress Instructions (Apr 2006)

Go To: <https://portal.cadets.gc.ca>

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SECTION 5.3 CADET INSTRUCTOR CADRE OFFICERS

GUIDELINES

Cadet Instructor Cadre (CIC) Officers form a sub-component of the CF Reserve Force. They are responsible for the supervision, administration and training of Cadets. National League Members, Provincial Committee Members and Sponsoring Committee Members are encouraged to help find and bring forward suitable citizens of local communities as potential CIC Officer Candidates.

In CIC personnel matters at the Squadron level, such as enrolments, promotions, appointments, or releases, the Squadron Sponsoring Committee, through its Chairperson, and the Chairperson of the Provincial Committee, representing the League, have a vested interest in the advisability of the transactions as it pertains to the welfare and protection of youth (Cadets). As partners in the Air Cadet Program, they will be informed of contemplated transactions and even consulted by the CF authorities. They are to assess the suitability of the contemplated transactions and provide to the CF for consideration, carefully arrived at inputs when issues that could jeopardize or be detrimental to the welfare of Cadets or the success of the program are known. Otherwise, no input or endorsement is to be provided. The only and final authority in any CIC Officer Career transaction lies with the CF.

The length of appointment as Commanding Officer of a Squadron is governed by military regulations, but the Air Cadet League of Canada favors a three-year tenure for Squadron Commanding Officers with the proviso that two one-year extensions could be granted when circumstances warrant for a maximum tenure of five years, except in extenuating circumstances.

Read More: Volume 1, CATO 23-01 Recruiting/enrolment – CIC Officers (Sep 1997)

Go To: <https://portal.cadets.gc.ca>

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SECTION 5.4 AIR CADET SQUADRONS

A listing of Air Cadet Squadrons by Provincial Committee, Squadron Number, Location and Squadron Sponsoring Committee is in [Part 7](#).

5.4.1 FORMATION OF AIR CADET SQUADRONS

POLICY

The Air Cadet League of Canada has a declared policy to grow the overall Air Cadet population by effective retention and recruiting, including through the formation of new Squadrons to serve the growth in Canada's population and the shift to urban centers. Provincial Committees are to take the lead in the formation of new Squadrons where warranted and resources are to be found. The initiative in the formation of new Squadrons is invited from all sources. Encouragement, effort, guidance and support shall be afforded every opportunity and application to form a new Squadron if conditions are viable. No unit can parade until formal approval has been given.

PROCEDURE

Individuals or groups interested in forming an Air Cadet Squadron in their community should contact the appropriate Provincial Committee of the League.

Basic requirements. Any group wishing to form an Air Cadet Squadron should be in a position to assure the Provincial Committee that the following requirements can be met:

- 1 **Squadron Sponsoring Committee.** Every Air Cadet Squadron must include and be supported by a local element of the League called the Squadron Sponsoring Committee. It is made up of at least five interested citizens who are prepared to become Chairperson, Vice-Chairperson, Secretary, Treasurer and Members and collectively provide financial and other support for the Squadron Commanding Officer and staff. Squadron Sponsoring Committees were usually drawn from Service Clubs, Air Force Association of Canada Wings, Legion Branches, etc., but nowadays are more habitually made up of independent individuals, including Cadet Parents. Whatever their source, Members of the Squadron Sponsoring Committee must be interested, capable and available to fulfill their duties to the Squadron program. They must also be Registered and Screened in accordance with League procedure and standards. Duties in general include the provision of quarters and training facilities, fund raising and financial management, organizing certain events and activities (e.g. banquets and effective speaking competition), doing or assisting with public relations, etc. in general assisting the Commanding Officer. More specific details on Squadron Sponsoring Committee responsibilities can be found in Part 3, [Section 3.6.2.1](#).
- 2 **Interest of Potential Cadets.** The Squadron Sponsoring Committee must be in a position to assure the Provincial Committee that the number of interested young people in the community, aged 12 up to and including 18 years, is sufficient to guarantee successful continuance of the Squadron. The minimum strength required for the formation of an Air Cadet Squadron is normally 50 cadets. In special circumstances, consideration will be given to the formation of a new Squadron with an initial enrollment of 31 or more Cadets.

3. **Training Accommodation.** It is essential that the proposed Squadron Sponsoring Committee be in a position to offer the Squadron suitable accommodation for training, offices and storage. Such accommodation, if not available in a Department of National Defence facility, must be obtained (and paid for) in schools, church halls, municipal buildings, commercial accommodation, etc. While DND accommodation may be provided if space is available, the problem of finding training accommodation is a permanent responsibility of the Squadron Sponsoring Committee.
4. **Officers and Instructors.** A prime requirement is that suitably qualified people, able to meet the enrollment and training requirements laid down by the Canadian Forces, be available to serve as Cadet Instructor Cadre Officers and Instructors with the Squadron. In some cases, a Commanding Officer and/or already qualified Instructors will be available from neighboring Squadrons, or due to previous qualifying service. While the number of Officers and Instructors authorized by the CF will vary with the size of the Squadron, the normal complement is as follows:
 - a. **Commanding Officer.** The Commanding Officer assumes the primary responsibility for the supervision and care of the Cadets and to conduct training.
 - b. **Administrative Officer** (and assistant if provided). Responsible for supervising the administrative aspect of Squadron operations, including documentation, submission of reports, pay records, etc.
 - c. **Supply Officer.**(and assistant if provided). Responsible for supervising the demand, storage, issue and control of all Service equipment loaned to the squadron by the Canadian Forces.
 - d. **Training Officer.**(and assistant if provided) Responsible for planning and managing, under the direction of the Commanding Officer, the training activities of the Squadron.
 - e. **Volunteer Instructors.** Commanding Officers are authorized to utilize the services of Civilian Instructors, for the purpose of providing specialist or general instruction to the Cadets. Paid Civilian Instructors are engaged, supervised, screened and paid by DND. Unpaid instructors will be deemed volunteers of the League. As such, they must all be Registered and Screened by the Squadron Sponsoring Committee.
 - f. **Application Procedure.** Assuming that the above conditions can be met, and that an acceptable Local Squadron Sponsoring Committee has been formed, arrangements will be made for the interested parties to be briefed by representatives of the Provincial Committee of the League and of the appropriate CF Region Headquarters. The Committee, along with the proposed Squadron Officers, will be provided with a complete outline of the requirements and steps to be followed in order to get the Squadron into operation. The Squadron Sponsoring Committee will be provided with copies of the official “Application to form a Squadron Sponsoring Committee” (League Form [ACC1](#) and [DND 1805](#) – Application to Form a Cadet Corps (see [CATO 11-10](#)). Both Forms are to be completed in duplicate and forwarded to the appropriate Provincial Committee of the Air Cadet League of Canada. Upon being recommended by the Provincial Committee, the applications will be forwarded as follows:

- (1) **Air Cadet League Form ACC1** - To Air Cadet League Headquarters, 201-1505 Laperriere Avenue Ottawa, ON K1Z 7T1.
 - (2) **Canadian Forces Form DND 1805** - To the appropriate Region Headquarters of the Canadian Forces. If recommended by the Region Headquarters, the signed Form DND 1805 is forwarded to National Defence Headquarters, Attention DCdts. The Directorate of Cadets will obtain the concurrence of League Headquarters prior to arranging for final approval, joint promulgation of the formation of the new Squadron.
- g. **Squadron Name.** Every Squadron should have a distinguishing name. The designation of a Squadron will be: Number and Name of Squadron, Royal Canadian Air Cadets. Names may be proposed by the Squadron Sponsoring Committee but are subject to the approval of the League. The League will approve use of commercial names to designate Squadrons provided that the company concerned is associated with aviation as a general rule, but Cadet Squadrons should not be named after living persons. If they are it will be to honour persons of highest lifetime achievements and moral standards.
 - h. **Squadron Numbers** are allotted by the Air Cadet League subject to the approval of the CF. The squadron identification will appear on shoulder badges on the Air Cadet uniform. (Note: Squadron names appearing on shoulder flashes are limited to a maximum of fifteen characters, including spaces. Wording appearing on shoulder badges must be approved by League Headquarters prior to submission to NDHQ.)

5.4.2 PROBATION OF SQUADRONS

POLICY

When the activities and/or performance of an Air Cadet Squadron are not up to the expected standard, the Canadian Forces, through the Regional Cadet Support Unit or the Detachment may place a Squadron on probation for a specified period of time, usually not exceeding one year. Reasons for placing a Squadron on probation will include the following: inactivity; lack of sufficient Officers or qualified instructors; inadequate numbers of Cadets; inefficient operations; or conduct detrimental to the Cadet movement.

GUIDELINES

Probationary status provides an opportunity to bring these deficiencies to the attention of the Squadron and its Sponsoring Committee, who are advised that if improvement is not shown in a specified period of time, action may be taken to resolve the issues up to and including the decision to disband the Squadron. When it is considered that a Squadron should be placed on probation, the reasons are to be discussed with the Squadron Sponsoring Committee and the Provincial Committee of the Air Cadet League.

5.4.3 DISBANDMENT OF SQUADRONS

POLICY

An Air Cadet Squadron may be disbanded on the recommendation of the Air Cadet League, with the concurrence of the Region Commander and approval by NDHQ.

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PROCEDURE

The recommendation for disbandment shall be made to Region Headquarters by the Provincial Committee concerned. The Region Headquarters shall forward the recommendation, with the concurrence or otherwise of the Region Commander, to NDHQ, Attn.: DCdts. The Directorate of Cadets will obtain the concurrence of Air Cadet League Headquarters prior to proceeding with the recommended disbandment.

Notwithstanding the foregoing provisions, the Region Commander may initiate a recommendation for the disbandment of a Cadet unit for: inefficiency; inactivity; failure to maintain adequate Cadet Strength; or any other good and sufficient reason. Under this procedure the Region Commander shall inform the Provincial Committee in writing of the proposed actions and the reasons therefore. The Provincial Committee will be given an opportunity to present any objections in writing, and, if no such objections are received within 30 days, the Sponsor and Provincial Committee shall be deemed to concur in the proposed disbandment. The recommendations for disbandment, along with any statement of objection or agreement from the Provincial Committee, will then be forwarded to National Defence Headquarters, Attn.: DCdts. The Directorate of Cadets will obtain the concurrence of Air Cadet League Headquarters prior to proceeding with the recommended disbandment. NDHQ shall inform the Region Headquarters and League Headquarters of any disbandment approved, and will promulgate such disbandment in Canadian Forces Organization Orders.

GUIDELINES

For SSC financial assets/debt procedure upon disbandment of a Squadron see Part 3, [Section 3.7.12](#)

5.4.4 CHANGE OF SQUADRON SPONSOR

POLICY

A Squadron is not authorized to operate without an authorized, thus official, Squadron Sponsor and an authorized, thus official, Squadron Sponsoring Committee. In recent times, numerous Squadrons do not have outside organizations such as Service Clubs as Squadron Sponsors. Instead, the Squadron Sponsoring Committee doubles as Squadron Sponsor, using its official name. The Squadron Sponsor of an Air Cadet Squadron, even just in name, may only be changed with the recommendation of the Provincial Committee and the approval of the appropriate Region and Air Cadet League Headquarters

PROCEDURE

The new Squadron Sponsor's authorized signatory required to complete Transfer of Sponsorship Form [ACC10](#), which is to be duly signed by the Provincial Chairperson or designate (Executive Director) or Secretary and forwarded, in duplicate, to League Headquarters for final approval and notification to NDHQ.

In addition to the Air Cadet League Form [ACC10](#), the DND Form, Application for Change, Annex B, Appendix 1 must be submitted to the Commanding Officer of the Regional Cadet Support Unit (RCSU) who must concur for this type of request to proceed to the National Office of the Air Cadet League for approval.

Jun 2007

Read More: Volume 1, CATO 11-10, Annex B, Appendix 1, Application for Change and Annex D, Change of Sponsor. (Jun 2004)

Go To: <https://portal.cadets.gc.ca>

5.4.5 SUPERVISION OF SQUADRON ACTIVITIES

POLICY

The sole, overall responsibility for supervising Squadron activities rests with the Commanding Officer. Registered and Screened volunteers who have signed the required DND documentation may assist authorized supervisors for Squadron Activities in accordance with current DND regulations only. Also, refer to www.aircadetleague.com for additional information on the League's Member Registration and Screening Policy and Procedure.

5.4.6 ANNUAL CEREMONIAL REVIEW

POLICY

Provincial Committees will nominate an official League representative to attend each of their Squadron's Annual Ceremonial Reviews.

GUIDELINES

Provincial Committees shall work with their Regional Cadet Officers and the Squadron Sponsoring Committee concerned to establish the Annual Ceremonial Review procedure. Where appropriate, multiple Cadet Unit annual reviews are encouraged.

Read More: Volume 1, CATO 12-01, Protocol at Parades

Go To: <https://portal.cadets.gc.ca>

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SECTION 5.5 AIR CADET TRAINING

POLICY

Overall, the mandatory and the directed Air Cadet training programs, including the provision of training manuals and other reference materials, are the responsibility of the Canadian Forces. These are normally produced in consultation with the Air Cadet League of Canada. The League, from time to time, develops and sponsors optional training programs. One such program is the Effective Speaking Program.

PROCEDURE

League recommendations for changes to the Air Cadet training programs that are the responsibility of the CF, at both the Local Headquarters and Summer Training Centre levels, will be forwarded by/from the National President of the League to DCdts for consideration. Suggestions for training changes from Squadron Sponsoring Committees or Provincial Committees should be submitted through League channels to League Headquarters, for submission to DND as required or, in the case of League optional programs, for consideration by the National Training and Education Credits Committee and Board of Governors in consultation with DCdts.

5.5.1 LOCAL HEADQUARTERS TRAINING

Training conducted at the Squadron level often involves participation by a League Member or Squadron Sponsoring Committee, such as providing information about the League at each Proficiency Level, supporting optional training, such as a Squadron Effective Speaking Program and/or funding recreational trips. CATO 54-10- establishes the policies and procedure for the Air Cadet Local Headquarters (LHQ) Training Program and includes:

- Proficiency Level Program
- Accelerated Training
- Mandatory Support Training
- Sessions at the Squadron Commanding Officer's Discretion
- Training Day
- Training Weekend
- Cadet Harassment and Abuse Prevention Program (CHAP)
- Optional Training
- Optional Training Directed by DCdts
- Optional Training Directed by the Squadron
- DND Support for Optional Training

Read More: Volume 5, CATO 54-10 Air Cadet Local Headquarters Training Program (Sep 2005)

Go To: <https://portal.cadets.gc.ca>

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5.5.2 SUMMER TRAINING

Summer training consists of courses, trips and international exchanges conducted at various locations, normally during the summer months of July and August. The courses vary in length between two and seven weeks and in the prerequisites needed (CATO 54-20 details Air Cadet summer training). The aim of summer training is to support and/or enhance LHQ training by providing Squadrons with qualified NCMs. Summer training consists of:

- (a) familiarization courses;
- (b) introductory specialty courses;
- (c) advanced specialty courses; and
- (d) international Air Cadet exchanges and trips.

POLICY

The Air Cadet League at the Local, Provincial and National levels works with the CF in the Cadet Selection process for a number of courses and exchange programs. Squadron effective parade strength as of June 30 of the previous training year, and not the Squadron quota, shall be used in determining the Squadron selection numbers allocation. Through a system of deadlines, every effort is made to ensure that final selections are announced by League Headquarters, Provincial Committees and the equivalent CF agencies, by mid-April each training year.

NOTE: VISITS; Provincial Committees should liaise directly with their Regional Staff to arrange visits of their Members to Cadet Summer Training Centers (CSTCs) within their Region. Otherwise, requests for visits to CSTCs by League Members and others are to be coordinated through League Headquarters to NDHQ for approval and action.

PROCEDURE

League Headquarters initiates the Cadet Selections process for those National courses with which it is involved in the selections process, by forwarding the necessary documentation to Provincial Committees for onward distribution to Squadron Sponsoring Committees. The application forms are revised annually by the National Selections Committee in Ottawa, printed centrally by DCdts in Ottawa and distributed to the Squadrons through the Regional Cadet Support Units. The Provincial Committees and the Regional Cadet Officers jointly review nominations put forward from the Squadrons, and arrange selection boards to interview the Cadet candidates. The results of that selections process are forwarded to the Provincial Committees. The only exception to this is for the International Air Cadet Exchange, i.e. for which final selections of the Cadets will be made by the joint National Selections Committee in Ottawa. Selections for regional courses are made by the Regional Cadet Officers in consultation with Provincial Committees.

Read More: Summer Training Courses, CATO 51-01

Go To: <https://portal.cadets.gc.ca>

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5.5.3 EDUCATION CREDITS

Secondary School Graduation Credits are awarded by some Provincial Ministries of Education for Cadet training. If such credit is available, it may normally accrue at Grades 11 and 12, or their equivalent, and it may be awarded for successfully completing Air Cadet Levels 4 and 5, or for successfully completing specified Advanced Specialty Courses. As education is a provincial matter, it will be necessary to determine the policy prevailing in respective provincial jurisdictions.

5.5.4 POWER PILOT AND GLIDER PILOT PROGRAMS

The Power Pilot and Glider Pilot Scholarship courses are the ultimate reward courses that help keep “The Air in Air Cadets”.

POLICY

In allocating provincial quotas for flying scholarships and other courses, consideration is given to both number of Cadets and numbers of Squadrons.

The Transport Canada Medical Category required for Air Cadets applying for Power Pilot and Glider Pilot Scholarships is Category 3 and 4 respectively, although Glider Pilot Scholarship applicants should attempt to get a Category 3, which they can use for the subsequent Power Pilot Scholarship.

All League flying and gliding equipment shall be painted in high visibility colors. The official color scheme for League-owned gliders and aircraft is Harvard yellow and blue, to be painted in the approved manner

During Cadet Glider familiarization flights, Commanding Officers, Provincial or Squadron Sponsoring Committees must put in place some activity to occupy or entertain the Cadets while they are awaiting their flights. The Gliding Center operations staff does not have the time or resources to supervise Cadets visiting the gliding site.

NOTE: Hang Gliding, Ultra Light Flying and parachuting are not approved activities for Air Cadet Squadrons.

GUIDELINES

Utilization of League owned gliding equipment for other than Air Cadet training purposes must be carefully controlled by the Provincial Committees through the RCAOpsO.

Public Relations flights may be carried out at the discretion of the RCAOpsO and in accordance with guidelines agreed upon by the owning Provincial Committee. Such flights should be limited in number and carried out only when some direct benefit to the Air Cadet program is involved.

5.5.5 INTERNATIONAL AIR CADET EXCHANGE PROGRAM (IACE)

The Air Cadet League of Canada participates in an annual summer exchange of Air Cadets or their equivalents with a number of other countries.

POLICY

Exchange Program itinerary arrangements, hosting, and funding responsibilities are shared by the CF and the League, as negotiated annually. Some Provincial Committees are involved in receiving foreign Cadets.

A civilian uniform of standard pattern is worn by each Air Cadet selected for the exchange program. League Headquarters will select those Members of the League who are to escort the IACE cadets on their international tours (United Kingdom only). Those League Members who are selected as escort Officers must be physically fit and have the ability to endure lengthy physical activity that includes touring, walking for many miles a day, sightseeing and sports activities. In addition, the escort must be over 25 years of age, been properly registered and screened in the League's registration and screening process, knowledgeable of the Association aims, and have experience in the field of aviation. Above all, they must have the common sense and maturity and experience in dealing with young people.

Spouses, relatives and friends are not to accompany escorts. Escorts are to be briefed on all aspects of the exchange program and are to be made aware of their responsibility and that of the host organization for ensuring the success of the visit. They will be actively involved in the day-to-day exchange operation and will assist host country members in supervising all Cadets regardless of nationality. Escorts will also be appointed by the host organization to accompany Cadets throughout the period of the exchange.

GUIDELINES

Provincial Committees that host visiting Exchange Cadets, usually Ontario and Quebec are given sufficient advance information by League Headquarters to fully plan for the visitors. This information will include dates, times and other details concerning their arrival and departure, and their ages and genders.

Transportation arrangements are made by the CF for the Cadets' entire stay. Planned accommodation, for which the responsibility is shared by the League and the CF, must be of the highest standard. Suitable accommodations either commercial or on CF Bases is satisfactory.

Programs of entertainment, visits, touring and sightseeing for visiting Exchange Cadets should not be too rigid, with emphasis on flying and aviation/aerospace-related activities, and entertainment with Senior Cadets.

For each Royal Canadian Air Cadet to be sent on an exchange visit, their respective Provincial Committee will send a \$250 (in 2007) fee to League Headquarters. Some or the entire fee may in turn be charged back to the selected Cadet's Squadron Sponsoring Committee.

5.5.6 EFFECTIVE SPEAKING COMPETITIONS

POLICY

Effective Speaking Competitions at the National, Provincial, Zone/Wing, and Squadron levels for Air Cadets will be an annual Competition. Zone/Wing and Provincial Competitions will be held in the March/April time frame to ensure a Provincial Candidate is selected to participate in the National competition. The final National phase of the competition will be held in conjunction with the Annual General Meeting of the Air Cadet League of Canada.

PROCEDURE

Official Rules, Procedure and Guidelines for all levels of Effective Speaking Competitions are found in Part 7. In addition, information about the current year Competition is published yearly on the National web site at www.aircadetleague.com. Current year rules are:

- (a) Each level of an Effective Speaking Competition is open to all Air Cadets, provided they were enrolled before 31 December of the year preceding the National Annual General Meeting, and have not aged out up to and including the day of return to unit from the National Competition;
- (b) National Competition winners may only compete once at the National Level and returning cadets who were not a previous National winner at the National Level are not to use the same topic that they used in previous National Competitions;
- (c) Information applicable to all Competitions will be distributed to the Provincial Committee through appropriate means for onward distribution to the Squadron Sponsoring Committee and the Commanding Officer;
- (d) The National Competition final should have Cadet Representation from each Provincial Committee;
- (e) Each level of a Competition is an Air Cadet League sponsored and organized event, which should be arranged in cooperation with the Squadron Staff;
- (f) Each Provincial Committee will appoint a provincial coordinator whose responsibility will be to run the Provincial Competition in the best way they deem appropriate following the Rules and Regulations as posted on the National website;
- (g) The impromptu speech Topic will be the same for all Cadets in each Competition;
- (h) League Headquarters will be responsible for promotion of the National Competition, medals for the provincial championships and the prizes for the National final;
- (i) Squadrons will be responsible to host their own Competitions;
- (j) Provincial Committees will pay for the Zone/Wing and Provincial Levels of the Competition;
- (k) In cooperation with the Provincial Committee, League Headquarters will attempt to secure subsidized travel arrangements to bring Provincial finalists to the Annual General Meeting. Notwithstanding, Provincial Committees are responsible for the full cost of transporting their Cadet;
- (l) The Provincial Committee (or corresponding RCSU) hosting the Annual General Meeting is responsible for accommodation for the Provincial finalists, usually with screened host families, for entertaining the Cadets during their stay, for assisting in the securing of bilingual judges and for assisting the National Coordinator in the conduct of the Competition;

- (m) All participants at the local level will receive a participation certificate, to be provided by the Provincial Committee. Blank certificates are available from League Headquarters at nominal cost;
- (n) The winner of the National Competition final shall have his/her name inscribed on the Effective Speaking Trophy, which will stay in Ottawa, and will receive a keeper trophy, and a cheque for \$200.00. The monetary prize will be available for presentation at the Annual General Meeting;
- (o) An Air Cadet League gift will be presented to each National finalist in lieu of a plaque;
- (p) Each Provincial Committee shall be provided one set of three medals for their provincial final;
- (q) A sponsor will be sought for the National Effective Speaking competition;
- (r) The approved Cadet uniform for all levels of Competition is the C-1 Ceremonial dress uniform. Web belts, spats and lanyards will not be permitted; and
- (s) Participants at each level of Competition will be allowed to wear the Effective Speaking Pin on their Air Cadet Uniform; Zone/Wing level Competition (Bronze), Provincial Level (Silver) and National Level (Gold). Details with respect to the Effective Speaking Pin are available at Part 5, [Section 5.8.2.11](#).
- (t) Cadets must not have any electronic communication devices on his/her person at any time during the Competition.

SECTION 5.6 AIR CADET FLAGS AND INSIGNIA

5.6.1 AIR CADET FLAGS

POLICY

The flags of the Royal Canadian Air Cadets are known as the Air Cadet Ensign and the Air Cadet Squadron Banner. When spoken of collectively, the Ensign and Banner shall be known as flags.

The Air Cadet Ensign. In accordance with official policy, there is only one design of Air Cadet Ensign for all squadrons of the Royal Canadian Air Cadets. The design, approved by Her Majesty Queen Elizabeth II in 1971, consists of the Canadian Flag on a field of Air Force blue with an eagle surmounted by a maple leaf, in gold, in a circle of royal blue. The Air Cadet Ensign is senior to the Air Cadet Squadron Banner. Ensigns are available through the National Headquarters of the Air Cadet League of Canada.

THE AIR CADET ENSIGN



The Air Cadet Squadron Banner. The Air Cadet Squadron Banner was approved for issue to Air Cadet Squadrons by the Air Cadet League of Canada in 1963. The official design of the Banner consists of a field of Air Force blue on both sides of which is embroidered the official badge of the Royal Canadian Air Cadets. Beneath the badge is an embroidered scroll incorporating the name and number of the individual squadron. The Air Cadet Squadron Banner is junior to the Air Cadet Ensign and is displayed and carried only by members of the Squadron to which it is presented. Embroidered banners are obtainable through the National Headquarters of the Air Cadet League of Canada. To save costs, squadrons are authorized to obtain and use a non-embroidered banner. A special directive outlining the Presentation Ceremonies and Drill Movements for the presentation of Air Cadet Ensigns and Banners is available from Air Cadet League Headquarters.

THE AIR CADET SQUADRON BANNER



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Royal Canadian Air Cadets' Pipe Banner. Pipe Banners have been used by Highland Chiefs from the mid-17th century. Their subsequent development is mainly military, principally as a Pipe Banner, used by the Pipers of Scottish Regiments. The Royal Canadian Air Cadet's Pipe Banner is a guidon-shaped flag which is fastened to the large or drone of the bagpipe and hangs backwards over the Cadet Piper's shoulder, displaying the official badge of the Royal Canadian Air Cadets, in English and French, emblazoned on either side of the Banner.

ROYAL CANADIAN AIR CADETS PIPE BANNER



Royal Canadian Air Cadets' Banner. The Royal Canadian Air Cadets' Banner was approved by the Governor General of Canada in October, 1990. It is based on the Canadian Flag with a bilingual badge of the Royal Canadian Air Cadets in the centre. Prince Philip's cipher is in the top hoist and the device from the Royal Canadian Air Cadet Ensign is in the bottom fly.

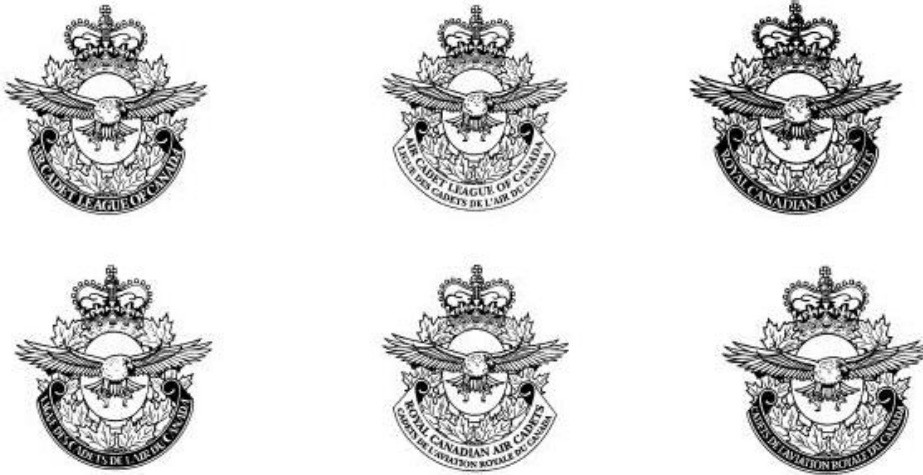
ROYAL CANADIAN AIR CADETS BANNER



5.6.2 AIR CADET LEAGUE AND SQUADRON BADGES

Official Badges

Official badges for the Air Cadets and the Air Cadet League of Canada have been approved for use by Squadrons and Committees on official documents, letterheads, etc. The design comprises a falcon in flight against the background of a wreath of maple leaves supporting the crown. Across the base are ribbons bearing the words “Royal Canadian Air Cadets - Cadets de l’aviation Royale du Canada” and “The Air Cadet League of Canada - La Ligue des Cadets de l’air du Canada”. The badges are illustrated below.



Squadron Badges. To provide an official basis for individual Squadron badges, the Air Cadet League of Canada has adopted a basic design for such a badge and established a procedure under which the required official approval may be granted. A sample badge is illustrated below.

SQUADRON BADGES



As will be noted, the drawing incorporates the following elements:

- (a) the Canadian Coronet - featuring the maple leaf;
- (b) a ribbon incorporating the words "Royal Canadian Air Cadets"; and
- (c) space for the following individual squadron elements - Squadron Number, Squadron Symbol, and Squadron Name or Motto.

POLICY

A request for information in or approval of an official Squadron badge, or change to an existing badge, is to be forwarded to Air Cadet League Headquarters, Ottawa by the Squadron Sponsoring Committee Chairperson, and should include:

- (a) A rough colored sketch of the proposed badge symbol;
- (b) Reasons for choice of the symbol;
- (c) The proposed squadron motto, if applicable.
- (d) The design cannot replicate or duplicate another Squadron's design. In addition, illustrations, photographs, symbols and drawings cannot be copies, facsimiles or any other representations of licensed or copyrighted trademarks, images or other symbols, i.e. such as those owned by the Disney Company, Universal Pictures and so on;
- (e) The proposed design must not carry over into the space for Squadron Name or number and cannot include designs deemed inappropriate and/or offensive;

- (f) The text in the concentric circle can be in French, English and Latin only, again slogans, wording and/or any other descriptive text must not duplicate an existing design, it must also be appropriate, non-offensive and respectful of good manners and taste and provide a positive image of the Royal Canadian Air Cadets and the Air Cadet League of Canada; and
- (g) Squadron crests (initial designs and changes) are professionally rendered by a competent graphics artist. The official crests will normally be rendered by a professional graphics artist engaged by the National Headquarters of the League at the Squadron Sponsoring Committee's cost/expense. Simple designs can cost as little as \$200 whereas complex and elaborate designs can cost up to \$700 and possibly more.

If changes in the suggested design are required, League Headquarters will, if necessary, prepare an amended sketch and return it to the Squadron for concurrence. Once agreement of the design has been reached, it will be approved and signed by the President of the Air Cadet League. Unauthorized and improper use of the Royal Crown on Squadron badges used on Letterheads, Windbreaker, T-shirts etc. is prohibited.

Read More: Volume 1, CATO 12-05 Cadet Flags and Banners (Jan 1999)

Go To: <https://portal.cadets.gc.ca>

5.6.3 AIR CADET MARCH

POLICY

The R.C.A.F. March Past has been adopted as the official March for the Royal Canadian Air Cadets. A Royal Canadian Air Cadet March also exists. Copies can be obtained for a nominal fee from the National Headquarters.

5.6.4 LOGOS AND COPYRIGHTS

The use of the registered logos of the Air Cadet League of Canada (ACL) is forbidden unless authorized by the ACL in writing. RC(Air)C and RCAC are acronyms registered and controlled by the DND.

SECTION 5.7 AWARDS TO MILITARY PERSONNEL

POLICY

The Air Cadet League of Canada annually makes Awards to Military Members involved in the Air Cadet Movement. The Air Cadet League recognizes and acknowledges the important contribution that Military Members make in terms of commitment, dedication and initiative that results in successful Air Cadet Squadrons throughout Canada, which means more and better opportunities for Air Cadets. Therefore, Military Awards are no less important than any other League Award in saying “Thank you” on behalf of the Air Cadet Movement.

5.7.1 OFFICER OF THE YEAR

POLICY

The Air Cadet League of Canada Officer of the year Award is to recognize a Canadian Forces Officer for outstanding service to the League. Although any Canadian Forces Officer may be considered, such consideration is focussed on Members of the Cadet Instructor Cadre (CIC). The award may be issued in conjunction with any of the other Awards, or it may be issued as a separate Award by the National Honours and Awards Committee.

This Award is for an individual who serves in support of the Canadian Cadet Movement at the National, Provincial or Local level, when it is desired to honour such a person for service that is considered to be above that which might normally be expected of a Member of the Canadian Forces in its CIC component.

PROCEDURE

Each Provincial Committee may submit a single nomination for this Award to a Canadian Forces Officer that, in the opinion of the Provincial Committee, has provided outstanding service to the Air Cadet League. As well, the Board of Governors and Advisory Council may each submit a single nomination for an individual who has provided outstanding service to the Air Cadet League at the Regional or National Level.

Nominations for the Officer of the year Award should be forwarded on Form [ACC50](#) from the Provincial Chairman, the Chairman of the Advisory Council, or the National President in the case of the Board of governors, to the Chairperson of the National Honours and Awards Committee. The nomination should contain a full supporting narrative of the reasons for the nomination. All such nominations should be forwarded annually to reach the National Office no later than 15 March.

5.7.2 AIR CADET LEAGUE OF CANADA CERTIFICATE OF RECOGNITION AWARD

POLICY

The Certificate of Recognition has been instituted for presentation to Canadian Forces Personnel and for other persons or organizations that have provided outstanding service to the Air Cadet League of Canada.

Although any Canadian Forces Officer may be considered, such consideration is primarily focused on Members of the Cadet Instructor Cadre (CIC). The Award may be issued in conjunction with any of the other Awards, or it may be issued as a separate Award by the National Honours and Awards Committee.

This Award is for an individual who may have made a unique, but important and significant contribution that has benefited Air Cadets specifically, and the Air Cadet Movement overall. It can also be used to recognize and acknowledge an outstanding one-time service to the League as a result of a request for such service from the League.

PROCEDURE

Nominations for this Award can be made at the National, Provincial or Local Level. . Nominations made at the Local Level shall be forwarded to the Chair of the Provincial Committee. Each Provincial Committee, Member of the Board of Governors or Advisory Council may submit one or more nominations for this Award using League Form [ACC50](#) for each nomination.

Nominations for this Award shall be forwarded to the Chairperson of the National Honours and Awards Committee and should contain a full supporting narrative of the reasons for the nomination. Nominations shall be forwarded to reach the National Office no later than 15 March.

Names of successful nominees will be announced at the Annual General Meeting of the Air Cadet League.

SECTION 5.8 DECORATIONS, HONOURS AND AWARDS FOR AIR CADETS

Numerous Trophies and Awards for individual and Squadron achievement are awarded throughout the entire Air Cadet Movement each year, and it, therefore, is not possible to list all the Awards available. Section 5.8 outlines the major awards available to Air Cadets, largely from the National Level.

National Honours and Awards for individual Cadets, groups of Cadets and Cadet Squadrons may be awarded by the Department of National Defence (DND), the Air Cadet League of Canada, or with DND's and the League's approval, by other organizations.

Read More: Volume 1, CATO 13-16 National Cadet Honours and Awards (Sep 2006)

Go To: <https://portal.cadets.gc.ca>

5.8.1 DECORATIONS

5.8.1.1 CADET AWARD FOR BRAVERY

POLICY

The Cadet Award for Bravery may be awarded by the Canadian Forces to Cadets who perform outstanding deeds of valour involving risk of their own lives in saving the lives or property of others.

PROCEDURE

The recommendation shall be initiated by the Air Cadet Squadron Commanding Officer, and forwarded by the Sponsoring Committee through their Provincial Committee to League Headquarters. Comments by the Provincial Committee will be sent with the recommendation to League Headquarters.

The decision of the Executive Committee of the League will be forwarded to National Defence Headquarters where the recommendations will be considered by the Canadian Cadet Movement (CCM), National Honours and Awards Committee before presentation for final approval by the Chief of the Defence Staff. The Executive Director of the Air Cadet League is a member of that Committee which is chaired by the Director of Cadets.

It is essential that as soon as an outstanding deed of valour by an Air Cadet is recognized, the Air Cadet Squadron Commanding Officer initiate the recommendation for an award without delay. Similarly, those concerned with the processing of the recommendation should ensure that unnecessary delay in handling does not occur.

Official approval of awards shall be promulgated in Command Cadet Bulletins.

GUIDELINES

Wearing of Award. The medal shall be worn suspended from the right breast pocket of the jacket. The medal shall be worn while in uniform on ceremonial occasions only. The ribbon shall be centered immediately above the right breast pocket of the jacket or shirt. For females wearing the short-sleeve shirt, the ribbon will be worn 11.5 cm from the shoulder seam to the top edge of the ribbon and centered between the edge of the shirt closure and the arm seam. The medal and ribbon shall not be worn on any uniform other than that duly authorized for Air Cadets.

5.8.1.2 LORD STRATHCONA MEDAL

POLICY

The LSM medal or Ribbon shall be worn immediately above the right breast pocket of the uniform, centrally over and immediately above the top line of the right breast pocket. The Medal shall be worn for ceremonial occasions only; on all other occasions the Ribbon only shall be worn.

PROCEDURE

Each Air Cadet Squadron may award one Medal in each training year, but the award of the Medal is to be based solely on the availability of a worthy candidate. Awarding the LSM annually is not mandatory and should not be a matter of custom for a particular appointment or by seniority alone.

The Squadron Commanding Officer determines whether a LSM should be awarded each year, but he is encouraged to seek the recommendations of the Squadron Sponsoring Committee. The LSM is provided through the Area Cadet Officer, and is presented by the Reviewing Officer at the squadron's annual ceremonial review.

GUIDELINES

The LSM medal or Ribbon shall be worn immediately above the right breast pocket of the uniform, centrally over and immediately above the top line of the right breast pocket. The Medal shall be worn for ceremonial occasions only; on all other occasions the Ribbon only shall be worn.

5.8.1.3 ROYAL CANADIAN LEGION CADET MEDAL OF EXCELLENCE

POLICY

The Royal Canadian Legion Cadet Medal of Excellence (RCLCME) recognizes individual endeavours of a citizenship nature, which meet or enhance the aims and objectives of the Cadet organizations. It is wholly sponsored and awarded by the Royal Canadian Legion.

PROCEDURE

Each Air Cadet Squadron may award one RCLCME each training year, provided a worthy candidate is available. The main theme in awarding the RCLCME is to emphasize the citizenship aspects of the Cadet program.

The Squadron Commanding Officer is the approving authority for the award of the medal, but he is encouraged to seek the active participation of the local Legion authorities and the recommendations of the Squadron Sponsoring Committee. The RCLCME will normally be presented by a suitable Legion representative at the Squadron's annual ceremonial review.

GUIDELINES

The RCLCME Medal or Ribbon shall be worn immediately above the right breast pocket of the uniform centrally over and immediately above the top line of the right breast pocket. The Medal shall be worn for ceremonial occasions, and the Ribbon only for all other occasions.

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5.8.1.4 AIR FORCE ASSOCIATION OF CANADA MEDAL

POLICY

The Air Force Association of Canada (AFAC) medal is presented to Air Cadets for excellence demonstrated on the Glider Pilot Scholarship (GPS) and Power Pilot Scholarship (PPS). One medal shall be awarded to the top cadet, male or female, on both the GPS and PPS in each of the five regions. Selection will be based on overall achievement on the course, leadership qualities, dress and deportment, motivation and cooperation with others.

PROCEDURE

Each Regional School Commanding Officer shall form two selection committees comprised of members of his/her staff: one for GPS and one for the PPS. The Commanding Officer shall make sure the selection process is known by all, is transparent and auditable to ensure the most deserving cadets are selected to receive the medal.

GUIDELINES

An AFAC representative shall present the medals to the recipients at the graduation parades. If an AFAC representative is not present, the Reviewing Officer shall present the medals. If the medal cannot be presented at the CSTC, then the Award is to be made by an AFAC Member, or failing that an ACLC Member at the Recipient's home squadron. This should be undertaken as early as possible at the start of the training year.

A cadet can be eligible to win both medals for both the GPS and PPS in subsequent years. In the event of a cadet winning a second medal, an AFAC medal with a silver coloured maple leaf clasp affixed in the middle and center of the medal and the ribbon shall be awarded to the second-time medal recipient.

The AFAC Medal or Ribbon shall be worn immediately above the right breast pocket of the uniform, centrally over and immediately above the top line of the right breast pocket. The Medal shall be worn for ceremonial occasions, and the Ribbon only for all other occasions.

For additional information, refer to [CATO 52-08](#) Air Force Association of Canada Medal.

5.8.1.5 ARMY, NAVY, AIR FORCE VETERANS CADET MEDAL OF MERIT

POLICY

The Army, Navy and Air Force Veterans in Canada (ANAVETS), as a legacy to its desire to promote excellence and awareness of the Canadian Cadet Organization has established the ANAVETS Cadet Medal of Merit.

PROCEDURE

One medal shall be awarded at each CSTC to the top cadet, male and female, for each of the following courses:

- Advance Aviation Technology Course – Airport Operations
- Advanced Aviation Technology Course – Aircraft Maintenance
- Advanced Aerospace Course
- Leadership and Ceremonial Instructor Course
- Fitness and Sports Instructor Course
- Survival Instructor Course
- Air Rifle Marksmanship Instructor Course
- Music Levels 4-5 Courses
- Pipes and Drums Levels 4-5 Course

The selection of the recipients shall be based on the following criteria:

- Overall achievement
- Leadership qualities
- Instructional abilities
- Dress, deportment and motivation
- Cooperation with others

Details of the selection procedure are outlined in [CATO 13-16 Annex F](#)

GUIDELINES

A cadet having already received the ANAVETS Cadet Medal of Merit may also, in subsequent years, be the best cadet on other courses for which the medal is awarded. For second time medal recipients, a silver coloured maple leaf clasp shall be affixed in the middle and centre of the medal and ribbon. For third time medal recipients a gold coloured maple leaf class shall be affixed in the middle and center of the medal and ribbon.

Wearing of Award The medal shall be immediately above the right breast pocket of the jacket. The medal shall be worn while in uniform on ceremonial occasions only. The ribbon shall be centered immediately above the right breast pocket of the jacket or shirt. For females wearing the short-sleeve shirt, the ribbon will be worn 11.5 cm from the shoulder seam to the top edge of the ribbon and centered between the edge of the shirt closure and the arm seam. The medal and ribbon shall not be worn on any uniform other than that duly authorized for Air Cadets

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5.8.1.6 AIR CADET LEAGUE OF CANADA AIR CADET SERVICE MEDAL (AIRCSM)

The Air Cadet League of Canada (ACL) has created an Award to recognize meritorious service of four years by deserving Air Cadets. The effective date of this Award shall be 1 January 2006.

POLICY

The Award (AirCSM) was authorized for issue and wear by the National Cadet Council (NCC) 5 May 2004. The authority for the AirCSM shall be the Air Cadet League of Canada. For **currently serving Air Cadets**, the Medal will be recommended for issue by the Cadet Squadron Commanding Officer and approved by the Chairperson of the Squadron Sponsoring Committee or the Squadron Sponsor, where a Sponsoring Committee does not exist.

GUIDELINES

To qualify for this Award, a **servicing Cadet** must have successfully completed four years of honourable service with no serious infractions and be recommended by the Cadet Squadron Commanding Officer. All Air Cadets, on strength at a Cadet Squadron as of 1 January 2006 shall be eligible to receive the Medal.

The ACLCSM Medal or Ribbon shall be worn immediately above the right breast pocket of the uniform centrally over and immediately above the top line of the right breast pocket. The Medal shall be worn for ceremonial occasions, and the Ribbon only for all other occasions.

A gold bar is available for each subsequent full year of eligible service. The bar shall be affixed to the medal ribbon in the center (as measured from the top of the ribbon to the top of the medal). If a second bar is presented, the bars should be equally spaced on the medal ribbon.

A gold rosette is available to wear on the undress ribbon. The first rosette shall be centered on the undress ribbon. If a second rosette is presented, the two shall be spaced equally on the undress ribbon.

Applications for **currently serving Cadets** – Form **ACC56** are to be sent by the Squadron to the appropriate Air Cadet League Provincial/Territorial Committee. Please contact your League representative for the address and contact information for each Provincial Committee.

PRESENTATION TO CURRENTLY SERVING AIR CADETS

Presentation of the award shall be made at a suitable ceremony by a representative of the Air Cadet League of Canada as may be arranged by the provincial/Territorial Committees with the Cadet Squadrons.

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DISPUTES

Disputes for **currently serving cadets** shall be mediated by the Provincial/Territorial Committee whose decision shall be final and binding. Disputes for rejections of applications by **former Air Cadets** can be appealed by special request to the National President of the Air Cadet League of Canada.

FORMER AIR CADETS

Former Cadets who were non-effective (N/E) or Struck of Strength (SOS) on or before 31 December 2005, may apply to the National Officer for this Award. No Medal shall be issued without supporting proof of service. The onus to produce such proof being upon the applicant. The cost of the Medal and handling charges, determined by the Air Cadet League, will be the responsibility of the applicant.

NOTE: Applications for **former Air Cadets** - Form [ACC57](#) are to be sent for verification, approval and fulfillment to the National Headquarters in Ottawa:

**Air Cadet League of Canada
201-1505 Laperriere Avenue
Ottawa, ON K1Z 7T1
ATTENTION: Executive Director**

The onus shall be on the individual Cadet to apply for this Award.

5.8.2 HONOURS AND AWARDS FOR AIR CADETS

5.8.2.1 CADET CERTIFICATE OF COMMENDATION

POLICY

The Cadet Certificate of Commendation may be awarded by the Canadian Forces to an Air Cadet for outstanding gallantry in saving lives or property of others.

PROCEDURE

Procedure for recommendation and approval for the Cadet Certificate of Commendation shall be the same as prescribed for the Cadet Award for Bravery (see 5.8.1.1).

5.8.2.2 ROYAL CANADIAN HUMANE ASSOCIATION MEDAL

POLICY

The Royal Canadian Humane Association (RCHA) Silver and Bronze Medals are awarded for gallantry in saving or trying to save life. The Silver Medal is awarded for acts more gallant than those for which the Bronze Medal is awarded.

PROCEDURE

A recommendation that a Cadet Instructor, Civilian Instructor or Cadet be awarded a Royal Canadian Humane Association Medal must be made within two months of the gallant act. The Association requires that a recommendation for an award be made on a special declaration Form. That Form, and other supporting documents required, may be obtained from the Association or through the CF. See also the RCHA web site: www.canadabraveryawards.com.

5.8.2.3 DUKE OF EDINBURGH AWARD IN CANADA

POLICY

The Duke of Edinburgh Award in Canada has been selected as an optional subject by a number of Squadrons. Involvement at the local level should be encouraged. The program encourages young people to make the best use of their leisure time both actively and creatively, and provides opportunities for challenges to be met and awards to be earned.

PROCEDURE

The Duke of Edinburgh Award is designed in such a way as not to burden the Air Cadet Squadron with another complete training syllabus. The Award fits almost completely into regular Squadron training, if that Squadron has a versatile training program. More detailed information on the Duke of Edinburgh Award Program is available at <http://www.dukeofed.org/Award.htm>

GUIDELINES

Air Cadets who have been awarded the Duke of Edinburgh Award may wear the appropriate badge on their uniform in accordance with [CATO 55-04, ANNEX D, Appendix 12](#). Badges are supplied by the Duke of Edinburgh Office.

5.8.2.4 AIR CADET LEAGUE ANNUAL MUSIC AWARDS FOR EXCELLENCE

POLICY

To promote music in the Air Cadet Movement, The Air Cadet League of Canada has established annual Music Awards for outstanding Air Cadet musicians. Two Awards are presented annually: one to an outstanding Air Cadet Pipe Band Musician; and one to an outstanding Air Cadet Military Band Musician. Each Award is an Air Cadet League gold watch.

PROCEDURE

The period of consideration for nomination is from September 1 to August 31 in any training year. Squadron Commanding Officers should consult with their Squadron Sponsoring Committees, and through their Region Cadet Music Advisor, nominate as many Air Cadets as possible providing they meet the selection criteria detailed below. A Music Award Nomination Form **ACC58** shall be submitted for each Cadet nominated to the Chairperson, National Honours and Awards Committee, League Headquarters. The closing date for nominations is 31 October.

The Selection Committee consists of members of the National Honours and Awards Committee; they will consult with the appropriate Region Cadet Music Advisor. Music Awards will be announced at the Semi-Annual Meeting of the League, and presented to recipients at an appropriate time and place.

GUIDELINES

The criterion for nomination for a Music Award requires that each Air Cadet must:

- (a) have completed a minimum of two years continuous service as a member of an Air Cadet Pipe Band or Military Band by the date of nomination;
- (b) be at least a level 5 instrumentalist;
- (c) have rendered outstanding participation in Air Cadet or Cadet parades or engagements; and Squadron, community, or provincial performances, etc.;
- (d) have demonstrated loyalty to his/her Squadron and the Air Cadet Movement;
- (e) have shown obvious dedication to the Air Cadet Pipe Band or Military Band musician training program;
- (f) have maintained outstanding dress, deportment, drill and dependability.

5.8.2.5 RESERVED**5.8.2.6 DOMINION OF CANADA RIFLE ASSOCIATION AWARDS****POLICY**

The National Cadet Small bore/Air Rifle Championship is an authorized Cadet training activity conducted under the auspices of the CF. The Dominion of Canada Rifle Association (DCRA) will provide the technical expertise to conduct the matches. The Air Cadet League of Canada will present a \$200 cheque to the second place finisher and a \$100 cheque for third place.

PROCEDURE

All Sea Cadet Corps, Army Cadet Corps, and Air Cadet Squadrons may enter a team in this annual competition. The Cadet Unit team which places first in Provincial / Territorial competitions will be selected to represent each Province and the Territories at the national competition which takes place in Ottawa during March/April. DCRA will provide a Match Director, and is responsible for the scoring and results. The Directorate of Cadets and DCRA will co-host the Awards.

5.8.2.7 PROVINCIAL COMMITTEE AWARDS**POLICY**

Air Cadet League Provincial Committees may make any Awards they deem appropriate to adults and Cadets in the Air Cadet Movement and to others.

5.8.2.8 PRESIDENTIAL CERTIFICATES**POLICY**

Presidential Certificates will be awarded to Squadrons based on successful completion of criteria selected by the President.

5.8.2.9 ROYAL CANADIAN LEGION AIR CADET OF THE YEAR AWARD

POLICY

The Royal Canadian Legion (RCL) Air Cadet of the Year Award is selected annually by the Air Cadet League of Canada on behalf of the RCL. The Honours and Awards Committee will announce the chosen candidate at the mid-June Annual General Meeting.

At the invitation of the RCL the RCL Air Cadet of the Year will be invited by the RCL to act as the youth representative for the annual National Remembrance Day Ceremony held in Ottawa.

The RCL will contact the Cadet in late August of each year and advise/explain to the selected Cadet, the particulars of the Award. The RCL will arrange for the transportation, rations and quarters of the Cadet **and one parent or escort** to Ottawa, where the Cadet will be a Member of the Vice-Regal Party (along with the RCL Army and Sea Cadet of the Year) for the National Remembrance Day Ceremonies. He/she will accompany the Vice-Regal party during the ceremonies and will assist with laying wreaths. The Cadet will also receive the Royal Canadian Legion Medal of Excellence, will receive a \$500. Bursary and will participate in other ceremonies, events and visits while in Ottawa.

PROCEDURE

The Royal Canadian Legion (RCL) Air Cadet of the Year Award will be presented to a deserving cadet from one province each year according to the following schedule, starting in November 2008:

Year 1 New Brunswick	Year 7 Manitoba
Year 2 Northern Region	Year 8 Newfoundland and Labrador
Year 3 Alberta	Year 9 Prince Edward Island
Year 4 Quebec and Ottawa Valley	Year 10 British Columbia
Year 5 Nova Scotia	Year 11 Ontario
Year 6 Saskatchewan	

The Provincial Committee will be responsible for selecting one candidate and one alternate and advising the National Office no later than 31 May of the contact information of the selected cadet and the alternate. The National Office will coordinate the activities associated with the event in Ottawa. The name of the selected cadet and alternate will be announced at the League's Annual General Meeting.

Should the Provincial Committee be unable to provide a suitable candidate, the national Honours and Awards Committee will select a suitable candidate.

It should be noted that the selected cadet and alternate must not "age out" prior to November 11. Ceremonial Dress (C1) shall be worn for the National Remembrance Day Ceremony.

5.8.2.10 THE COLONEL ROBERT PERRON FITNESS AWARD

POLICY

The Colonel Robert Perron Fitness Award (hereafter called the Colonel Perron Award) recognizes outstanding achievement in physical fitness. This National Award will be presented annually to the Cadet who attains the highest physical fitness test score. Cadets from the Army, Navy and Air elements are eligible to apply for this Award.

PROCEDURE

Air Cadets who wish to apply for this Award should contact their Commanding Officer or Training Officer, who will provide pertinent information about the Award and, where applicable, arrange for the Cadet to be tested in accordance with established guidelines.

5.8.2.11 EFFECTIVE SPEAKING COMPETITION PINS

POLICY

Effective Speaking Competition Pins will be awarded to each Cadet participating in a formal Effective Speaking Competition at the Zone/Wing, Provincial, and National Levels. DND has approved the wearing of these pins on the Air Cadet Uniform.

Only the participants for each level of competition, Zone/Wing (Bronze), Provincial (Silver), and National (Gold), shall be authorized to wear the awarded Pin.

Effective Speaking Competition Pins will be awarded to participants for each Level of Competition by the Air Cadet League of Canada at no cost to Cadets.

An Air Cadet who has participated in the Air Cadet League of Canada Effective Speaking Competition in the past years, either at the Zone//Wing, Provincial, or National Level and who is still an active member as a Cadet, is also authorized to wear the Effective Speaking Competition Pin on his/her uniform. These pins shall also be provided by the Air Cadet League of Canada at no cost to the Cadets.

PROCEDURE

The National Effective Speaking Committee will obtain Effective Speaking Competition Pins from Air Cadet League Headquarters.

Provincial Effective Speaking Coordinators will obtain and distribute Effective Speaking Competition Pins to Local and Provincial Effective Speaking Competition organizers.

Cadets eligible for Effective Speaking Competition Pins will be awarded their Pin immediately following the Competition.

Cadets awarded Effective Speaking Pins will wear them in accordance with CATO 55-04, Annex F, Appendix 5.

Read More: CATO 55-04 – Annex F

Go To: <https://portal.cadets.gc.ca>

5.8.3 CADET FINANCIAL AWARDS

5.8.3.1 INDUSTRY MEMORANDA OF UNDERSTANDING (MOU)/LETTERS OF AGREEMENT (LOA) AWARDS

The Air Cadet League through the National Resource Generation Committee and League Industry Partnership (LIP) Group have and continue to develop Memoranda of Understanding with Associations and Companies who support graduate cadets from both Power and Glider Scholarship Courses. MOUs are reviewed annually by LIP through direct communication with the provider.

5.8.3.1.1 CURRENT CONTINUATION FLYING SCHOLARSHIP AWARDS

A list of current providers of Continuation Flying Scholarship awards is available from the National Office.

POLICY

Most of the scholarships provided by the sponsor/partner are currently valued at \$2500.00. The funds will be deposited to a specified Flight Training Centre by the National Office. The cadet must be a member in good standing and on strength at a squadron at the time of notice of the award.

These awards apply only to Power Pilot graduates. Any applicant shall use application form [ACC 68](#). The completed application form shall be submitted to the Chief Flight Instructor (CFI) who will complete their section and forward the completed document by fax or email to leaguehq@aircadetleague.com as soon as possible when test results are available.

An assigned Governor shall review all applications and determine distribution of awards based on a combination of National apportioning and examination results. If all results have been provided prior to planned Graduation Parades, announcements/presentations shall be made at that time.

PROCEDURE

National Office refers to specific procedure for the implementation of the above-mentioned policy. This process is reviewed annually at the Semi Annual Meeting by Advisory Council Honours and Awards Committee and revised as required.

5.8.3.1.2 ADDITIONAL FLYING AWARDS

A. CIVIL AIR SEARCH AND RESCUE ASSOCIATION (CASARA) POLICY

1. This bursary is designated as the Civil Air Search and Rescue Association (CASARA) Foundation Continuation Flying Award and to qualify for this award a cadet must express an interest in using his/her flying qualifications to help other individuals or organizations.
2. The value of the award will be decided annually by the CASARA Foundation Inc.
3. CASARA Foundation will deposit the award with the Air Cadet League on account with the local flying club where the winner will be completing his/her actual flying.

PROCEDURE

- a. Applicants must submit a request for this support, stating their need and future intentions
- b. Candidates must have successfully completed the PPS Course, be actively involved in an Air Cadet Squadron / Program at the time of application.
- c. Each candidate must complete the application form [ACC 68](#).
- d. The cadet recipient is advised by letter and is requested to send a thank you note to the President of the Civil Air Search and Rescue Association Foundation.
- e. The winner will be announced by the Air Cadet League and the Civil Air Search and Rescue Association Foundation at the Semi Annual Meeting.

5.8.3.1.3 CURRENT AIRCRAFT MAINTENANCE COURSE AWARDS

A list of current providers of Continuation Flying Scholarship awards is available from the National Office.

POLICY

Associations and companies that provide annual awards to cadets who achieve excellence in various divisions of the National Technology Course shall receive Cash awards that will be presented to selected cadets at the graduation exercises held at the National Technical Training School.

PROCEDURE

Presentation of these awards is made at the ASCL SAM or at a time and place determined by the sponsor and the league.

5.8.3.1.4 AIRPORT OPERATIONS AWARDS**A. CANADIAN AIRPORT COUNCIL (CAC)****POLICY**

- a. Annual – two awards of \$500.00 each
- b. Top Cadet and Most Improved Cadet in the Advanced Aviation Technology Course (AATC) – Airport Operations
- c. Awarded to the Cadet who achieved the highest academic achievement and the cadet who demonstrated the most improvement in the AATC – Airport Operations summer course.

PROCEDURE

- a. National Office forwards an invoice to the designated contact at CAC, and
- b. Presentation of these monetary awards is made at AATC-Airport Operations Cadet Summer Training Course (CSTC) Graduation Ceremony by a representative of the League and, where feasible, by a representative of CAC. The Cadet recipient is then contacted by the National Office and requested to send a thank you note to the CAC contact person.

B. NAV CANADA

POLICY

- a. Annual – two awards of \$500 each
- b. Awarded to the cadets who achieved the highest academic achievement, as determined by course instructor, in (1) the Navigation Section and (2) the ATC and Services Section of the AATC – Airport Operations summer course.

PROCEDURE

- a. National Office forwards an invoice to the designated contact at NAVCANADA.
- b. Presentation of these monetary awards are made at ATTC-Airport Operations Cadet summer training Course (CSTC) Graduation Ceremony by a representative of the League and, where feasible, by a representative of NAVCANADA. The Cadet recipient is then contacted by the National Office and requested to send a thank you note to the NAVCANADA contact person.

5.8.3.1.5 TOP POWER PILOT AND GLIDER PILOT AWARDS POLICY

- a. Annual – 2 Hamilton Pilot Watches
- b. Awarded to the top power pilot and top glider pilot on the summer PPS and GPS courses, as determined by National Air Ops.

Presentation of these awards is made at the ACL SAM or at a time and place determined by the sponsor and the League.

5.8.3.2 TRUST AWARDS AND NATIONAL EDUCATION SCHOLARSHIPS

In addition to the Industry MOU/MOA/LOA specific awards, there are various related League partner/trust aviation and Post Secondary Education awards available to cadets. Aviation awards are mainly Pilot Training Achievement Awards (PTAA). Post Secondary Education awards are generally fixed amount Scholarships. All are available to Cadets annually. Honours and Awards Committee is responsible for the determination of recipients.

5.8.3.2.1 TRUST AWARDS – AVIATION POLICY

PTAA provide monetary awards for Cadets who have won their Air Cadet Power or Glider Wings. These awards are funded by trust funds that have been donated to the Air Cadet League for that purpose by various organizations and individuals. These awards are normally \$300.00, unless otherwise specified by the donor. Some have specific criteria. The exact value and/or the number of these awards, as well as the specific trusts involved, may well vary from year to year depending on the funds available.

PROCEDURE

Applications are distributed to graduates of the Power and Gliding Program. Applicants must strictly follow the instructions on [Form ACC59](#)

5.8.3.2.2 NATIONAL EDUCATION SCHOLARSHIPS POLICY

Post Secondary Education Scholarships are provided by donors and administered by the League. Specific eligibility and application criteria are provided on the application Form and must be strictly followed by the applicant.

ABOUT THE DONORS:

1. Air Commodore Leonard J. Birchall, CM, OBE, DFC, O.Ont, CD, L.L. D,D.SC.M and Mrs. Kathleen Birchall

The late Air Commodore Birchall (6 July 1915 - 10 September 2004) supported by his surviving spouse, Mrs Kathleen Birchall have been long-time generous supporters of the Royal Canadian Air Cadet Movement across Canada, but especially of Air Cadets enrolled in Squadrons of the "Birchall Wing" in the Eastern Ontario Area. Air Commodore Birchall, who died at 89 years of age, was known as "the Saviour of Ceylon" because he spotted the Japanese Fleet approaching the Island, which was the base for the Royal Navy's Eastern Fleet in 1942; as he radioed the position of the enemy force, his flying boat was shot down in flames and he was taken prisoner. He joined the RCAF to train as a pilot in 1937 before specializing in maritime reconnaissance. His illustrious military career was recognized by Great Britain, the United States and Canada. His contribution to Canadian Society was equally noteworthy. He was appointed to the Order of Canada in 1999.

2. Lieutenant Colonel Robert G Dale, DSO, DFC, CD and Mrs. Mary Dale

The late Lieutenant Colonel Robert Dale (1 November 1920 - 11 March 2013) supported by his surviving spouse, Mrs. Mary Dale, has given exceptional service to Canada in times of both war and peace. He enlisted in the Royal Canadian Air Force, serving overseas with the Royal Air Force Bomber Command and Pathfinder Force from 1941 to 1945.

Mr. Dale was an Air Cadet League Member for more than 50 years, having initially served as Commanding Officer and subsequently as Chairman of No. 180 (North Toronto Mosquito) Squadron Sponsoring Committee. He then served as a Member and rose to the Chairmanship of the Ontario Provincial Committee of the Air Cadet League of Canada His great talent and leadership saw him rapidly move to the national level of the Air Cadet League to become National President in 1972 for the customary one-year term. Finances being one of his fortes, he was elected Honorary Treasurer in 1973 and Honorary President from 1983 until he passed away. Mr. Bob Dale was a strength and mainstay of the Air Cadet Movement almost since its inception (in 1941) and was held in highest esteem. He was awarded the Air Cadet League of Canada's highest award, the Medal of Honour, in 1993 and was awarded the Queen Elizabeth Diamond jubilee Medal in 2012 for his significant contribution to Canada and his community.

3. Young Citizens Foundation

The fundamental purpose and goal of the Young Citizens Foundation is to assist young Canadian to grow and mature as committed, knowledgeable and contributing young Citizens. The Foundation will pursue this objective by assisting young Canadians to join or participate in qualified citizenship development programs as operated by nationally recognized organizations that provide life-learning experiences and opportunities for young persons, which will significantly influence and benefit their development and education as caring Canadian citizens.

4. Alex Venebles Scholarship in Engineering

Presented in recognition of Gerald Gilroy's generous contribution made to the Air Cadet League of Canada, in trust, for the annual National Educational Scholarship that will be known as the "Alex Venebles Scholarship in Engineering". Students must be entering directly into a full time program of study in the field of engineering. The award consists of a \$2,500 scholarship.

5. Jazz Scholarships

A - The Jazz Aviation Pathway Award for Professionalism.

Awarded to a full-time student accepted and enrolled in a Jazz APP-affiliated aviation program for outstanding contributions to safety, leadership and professionalism. The Award consists of a \$3,000 scholarship to one of the Jazz APP programs.

B - The Jazz Aviation Pathway Award for Professionalism and Diversity.

Awarded to a full-time student accepted and enrolled in a Jazz APP-affiliated aviation program who has self-identified as Aboriginal, a person with a disability, a visible minority, or female; for outstanding contributions to safety, leadership and professionalism. The Award consists of a \$3,000 scholarship to one of the Jazz APP programs.

The Jazz APP program is offered through affiliated schools.

All Cadets who have graduated from the Power program and meet the eligibility requirements can apply for the Jazz Aviation Pathways award for Professionalism. Any Cadet who has graduated from the Power program and identifies themselves in one of the categories of aboriginal, a person with disability, a visible minority, or female can apply for the Jazz Aviation Pathways award for Professionalism and diversity. The National Education Scholarship Committee will review all applications and may consider Cadets applying to the second award as candidates for the first award if warranted. Award recipients will meet with Jazz representatives during a visit to the Jazz training facility.

PROCEDURE

Cadets wishing to apply for National Education Scholarships must complete the [form ACC64](#).



PART 6

FORMS

POLICY AND PROCEDURE MANUAL

SECTION 6.1 INTRODUCTION

Part 6 contains Air Cadet League of Canada Administrative and Financial Forms used on an ongoing basis. Some include amplified guidelines for their use and completion.

Part 6 also contains sample application Forms for Air Cadet Summer Training courses and opportunities. As the Forms are revised, League Headquarters will update the web site PPM accordingly. In some cases League Headquarters will distribute Forms that are to be used for a particular purpose and these Forms will not be included on the web site PPM, but may be shown on the web site under a special alert instruction.

In order to facilitate the completion of Forms, they will be available in PDF in a Fill Out and Print format, where applicable, and may be downloaded from the Web site and reproduced locally. Where signatures on the Forms are not required, they may be electronically transferred where practical.

Certain Canadian Forces Forms for Cadets may require League input, comment or concurrence.

Queries about the Forms and their use should be directed to Air Cadet League Headquarters in Ottawa.

PART 6

SECTION 6.2 AIR CADET LEAGUE OF CANADA FORMS

ACC1	APPLICATION TO FORM A SQUADRON SPONSORING COMMITTEE
ACC9P	TWEAKED PAPER WITHOUT JOURNALS
ACC9S	TWEAKED PAPER WITH JOURNALS
ACC9M	EXCEL SELF CALCULATING VERSION WITH JOURNALS
ACC10	TRANSFER OF SPONSORSHIP FORM
ACC12A	FORM A- ANNUAL PROVINCIAL COMMITTEE REPORT (PC CHAIR)
ACC12B	FORM B- ANNUAL PROVINCIAL COMMITTEE REPORT (PC AVIATION COMMITTEE)
ACC12C	FORM C- ANNUAL PROVINCIAL COMMITTEE REPORT (NATIONAL)
ACC20	APPLICATION FOR LIABILITY COVERAGE BY BUSINESS/SHOPPING MALLS AND RELATED COMPANIES FOR SQUADRON FUNCTIONS AND ACTIVITIES.
ACC30	LEAGUE INSURANCE POLICY- ACCIDENT CLAIM FORM
ACC31	POLICY AND PROCEDURE MANUAL SUBMISSION FORM
ACC32	ANNUAL SQUADRON SPONSORING COMMITTEE – INDIVIDUAL ASSESSEMENT
ACC37	AIR CADET LEAGUE OF CANADA EXPENSE REPORT
ACC39	TREASURER HANDOVER CERTIFICATE
ACC40	RECOMMENDATION FOR THE AWARD OF CADET AWARD FOR BRAVERY
ACC41	AIR CADET LEAGUE OF CANADA PROXY
ACC50	AIR CADET LEAGUE OF CANADA HONOURS AND AWARDS NOMINATION FORM
ACC51	AIR CADET LEAGUE OF CANADA – APPLICATION FOR HONOURARY LIFE MEMBERSHIP.
ACC54	APPLICATION FORM- EFFECTIVE SPEAKING COMPETITION FOR ROYAL CANADIAN AIR CADETS

ACC55	EAGLE FLIGHT INFORMATION FORM
ACC56	CURRENTLY SERVING AIR CADETS – APPLICATION FOR THE AIR CADET SERVICE MEDAL
ACC57	FORMER AIR CADETS – APPLICATION FOR THE AIR CADET SERVICE MEDAL
ACC58	AIR CADET LEAGUE OF CADADA MUSIC AWARDS FOR EXCELLENCE
ACC59	PILOT TRAINING ACHEIVEMENT AWARD
ACC60	VOLUNTEER REGISTRATION AND SCREENING FORM
ACC60A	ANNEX A – CANDIDATE INTERVIEW FORM
ACC60B	ANNEXB – CANDIDATE REFERENCE CHECK
ACC60D1	REQUEST FOR POLICE RECORDS CHECK
ACC60D2	REQUEST FOR POLICE RECORDS CHECK FORM 1
ACC60E	SCREENING RENEWAL FORM
ACC61	VOLUNTEER AGREEMENT
ACC62	TRIP DRIVER’S LOG BOOK
ACC63	AIR CADET LEAGUE LONG SERVICE MEDAL
ACC64	APPLICATION FOR POST-SECONDARY SCHOLARSHIP AWARDS
ACC68	CONTINUATION FLYING TRAINING AWARD



PART 7

REFERENCES

POLICY AND PROCEDURE MANUAL

PART 7- REFERENCES

SECTION 7.1 INTRODUCTION

Part 7 c ontains R eferences, w hich m ay r equire on going r evision t o ens ure ac curate and current information. Some of the References provide information that augments information in other Parts of the PPM.

Suggestions for additional References to be included should be sent to League Headquarters.

SECTION 7.2 REFERENCES

[RECIPIENTS, HONOURS AND AWARDS](#)

[AIR CADET LEAGUE PUBLIC RELATIONS HANDBOOK](#)

[EFFECTIVE SPEAKING COMPETITIONS](#)

[LISTING OF AIR CADET SQUADRONS AND SQUADRON SPONSORING COMMITTEES](#)

[THE DUKE OF EDINBURGH AWARDS PROGRAM](#)

[AGM PLANNING GUIDE](#)

[LEAGUE/AVIATION AND AEROSPACE INDUSTRY PARTNERSHIP](#)
[-STATEMENT OF PRINCIPLE - LEAGUE OBLIGATIONS TO OUR PARTNERS](#)
[-SUMMARY OF PARTNERSHIPS](#)

[OPERATIONAL GUIDE](#)