



**THE AIR CADET LEAGUE OF CANADA  
BRITISH COLUMBIA PROVINCIAL COMMITTEE  
ADMINISTRATIVE MANUAL**

**Section 3  
Squadron  
Sponsoring  
Committee**

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### Section 3 Squadron Sponsoring Committee

### 3.1 ROLES AND RESPONSIBILITIES

#### 3.1.1 Origins

At the inception of the Air Cadet movement during the Second World War, government and military authorities felt that a strong civilian presence was required, not only to enlist the support of communities and businesses throughout the country, but also to assist in the enrolment of suitable staff and officers as well as the provision of local organizational ability. As a result, the Air Cadet League was formed as the civilian half of the "partnership", organized on the national, provincial and local levels; the basic units in the structure at the local level are the "Squadron Sponsoring Committee".

The Squadron Sponsoring Committee is generally comprised of a group of cadet parents, but not exclusively. The Squadron Sponsoring Committee may also have a member that is affiliated with a veterans' organization (such as a branch of the Royal Canadian Legion or Air Force Association of Canada), a service club (such as the Lions, Kiwanis, or Rotary Clubs) known as a Sponsor. A Sponsor must subscribe to the aims and objectives of the Air Cadet League, and must be willing to provide assistance to the Squadron Sponsoring Committee as required by the League.

The Squadron Sponsoring Committee is often described as the "backbone of the Air Cadet Movement", because one of the real secrets to the success of an Air Cadet Squadron is a well organized and effective Squadron Sponsoring Committee. Members of the Squadron Sponsoring Committee are the persons who directly interact with the CIC officers, civilian staff, and cadets of the squadron.

In addition to support received from its Sponsor and Squadron Sponsoring Committee, an Air Cadet Squadron may receive assistance and support from other organizations, groups or individuals. Such organizations, groups, or individuals may be formally recognized as Supporters of the squadron concerned. A Supporter usually provides assistance in the form of periodic financial donations, awards to the cadets, guest lectures, or other forms of support.

#### 3.1.2 Roles

Each Squadron must have a Squadron Sponsoring Committee as defined under the incorporated society as outlined by the Societies Act in BC. Squadron Sponsoring Committee members usually attend each parade and in many instances, most of the cadet activities as well. The Squadron Sponsoring Committee's specific responsibilities include:



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### **ACCOMODATION**

Locating suitable accommodation for the Squadron and paying for those accommodations if required.

### **Financing**

Funding the costs of squadron operations not covered by DND. These costs may include charges for quarters, transportation and/or quarters on trips, rations, band instruments and music, flags, special clothing, rifles, radios, trophies, computer equipment, training aids, social events and telephone/fax/internet expenses.

### **Administration**

The Squadron Sponsoring Committee is responsible to produce monthly and yearly financial statements (ACC9) and an annual budget. Other documents required are: Incorporation reports (Form 11), charity reports (T3010A); compliance forms such as screening documents, Squadron Sponsoring Committee information sheets, Annual Ceremony Review report, +++forms,

### **Assessment**

Paying the BCPC Assessment which is used to fund province-wide programs.

### **Officers**

Assisting DND in attracting new CIC officers into the squadron.

### **Extra-Curricular Programs**

Extra-curricular programs, including the Duke of Edinburgh's program and the Effective Speaking program.

### **Mock Selection Boards**

Working with the CO to ensure cadet applications for national scholarship courses are complete and organizing and conducting "practise" (Mock) boards each year to prepare senior cadets for the Provincial Scholarship selection Boards.



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## **Social Events**

Organizing social events for the squadron, from the nightly canteen to the reception following the Annual Ceremonial Review. This can include planning and staffing these activities, paying for all supplies, accounting, reporting and clean-up.

## **Public Relations**

Establishing and maintaining relationships with the local press, as well other municipal organizations such as school boards, councils and service clubs.

### **3.1.3 Formation**

Each Air Cadet Squadron must have an Incorporated Squadron Sponsoring Committee. During the past few years, many government agencies and corporations in British Columbia have chosen to do business only with Squadron Sponsoring Committees who are legal entities; in other words, Incorporated Societies. As a result of this trend, and in view of the personal liability which arises for members of unincorporated societies, the membership of the BCPC voted in the majority at their October, 2000 Annual General Meeting to incorporate all existing Squadron Sponsoring Committees, and to require all future Squadron Sponsoring Committees to be incorporated societies.

The Constitution and Bylaws resulting from the incorporation will provide the framework within which the Squadron Sponsoring Committee must operate. For example, the Bylaws require that the Founding Directors will serve until the first Annual General Meeting (AGM), at which time a new Board of Directors must be elected by the Membership. The first AGM must be held within 15 months of incorporation; therefore, the Incorporating Members and Founding Directors have over one year to attract a full complement of new members to the Squadron Sponsoring Committee.

The Directors and Executive of all Squadron Sponsoring Committees are covered by the Air Cadet League's liability insurance for their activities from the beginning. This insurance is referred to as Directors and Officers (or D&O) insurance. Under provincial law, ordinary Members of the incorporated Squadron Sponsoring Committee cannot be held personally liable for its actions, but they are also covered for general liability under the League's policy.



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#### 3.1.4 Membership

Persons wishing to join the Squadron Sponsoring Committee must complete an application, using the Sponsoring Committee Registration Form, a copy of which can be found in Appendix A which is then submitted to the Directors of the Squadron Sponsoring Committee (referred to as the "Board of Directors", or just "Board") for approval. Applications for membership in the Squadron Sponsoring Committee may include (but may not be limited to) members of the Sponsor, parents of cadets, prominent members of the community and friends of the squadron. Canadian Forces officers cannot be members, nor is it advisable to enrol spouses of the squadron military staff.

Application must be made to the BCPC, in special circumstances, such as remote locations, for Civilian and/or Volunteer Instructors to be Members. They may not vote on issues and it is not advisable to include persons who may have any special association or conflict through employment or marriage.

The number of Members admitted will be governed by the requirements of individual Sponsoring Committees. However, it is in the Sponsoring Committee's interest to limit membership to a manageable number, since it is necessary to advise the Registrar of Companies of any changes in the Sponsoring Committee's membership or Board of Directors.

The membership shall elect/appoint Directors. The Directors comprise the Executive of the Squadron Sponsoring Committee as follows –

Chair

Vice Chair

Treasurer

Some Sponsoring Committees will want to separate the Secretary/Treasurer positions, and many may wish to include a number of At-Large Directorships

#### 3.1.5 Composition

The Executive (Directors) of the Squadron Sponsoring Committee will consist of a minimum of three directors.

These positions are usually elected as Directors by the Membership at the Annual General Meeting, or at any other General Meeting called for that purpose. Many Squadron Sponsoring Committees have found it useful to have the Vice-Chair



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automatically succeed the previous Chair, negating the requirement to elect a Chair every year. Others find it helpful to use a structure of sub-committees.

These operational details, however, are decided upon by the Squadron Sponsoring Committee involved, and are formalized by a change in their Bylaws.

### **3.1.6 Meetings**

The Executive shall meet at least once a month to present and consider financial statements, discuss correspondence and upcoming events, consult with the Commanding Officer, and deal with issues concerning the Squadron Sponsoring Committee's role.

Meetings of the entire membership (called General Meetings) are usually limited to three or four times a year, one of which is designated as the Annual General Meeting. In accordance with the Bylaws the Annual General Meeting must be held within 6 months of the Fiscal Year end,

Many Squadron Sponsoring Committees also find it useful to hold meetings for the Parents of cadets at various times throughout the year, in order to inform the parents of the activities of the unit, upcoming events, and changes in policies. This is also a good time to explain how the squadron and Squadron Sponsoring Committee operate, and to recruit new members for the Squadron Sponsoring Committee if required.

### **3.1.7 Duties of the Executive**

The duties and responsibilities of the Executive are defined, to a large degree, in the Squadron Sponsoring Committee's Bylaws; however, from a practical standpoint, it may be helpful to consider the following guidelines:

(a) **Chair**

It is the Chair's primary responsibility to represent the Squadron Sponsoring Committee (and, by extension, the Air Cadet League) to the Commanding Officer, the Parents, the Cadets of the Squadron, the Sponsors, and the local community. The Chair also represents the Squadron Sponsoring Committee at Wing and Provincial level meetings, or delegates an alternate Executive member to act in that capacity.

The Chair is also responsible for supervising the work of other Squadron Sponsoring Committee members, and for ensuring that reports are filed on a timely basis.



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Of paramount importance is the Chair's primary duty of liaising with the Commanding Officer on issues concerning the staff and cadets of the squadron, and maintaining an open line of communication. This includes meeting with the Commanding Officer on a regular basis, inviting the Commanding Officer to the Executive and Squadron Sponsoring Committee meetings, providing copies of Minutes and Financial Statements to the Commanding Officer, and receiving copies of the Monthly Routine Orders.

Finally, it is the Chair's responsibility to arrange a smooth transition to the next Chair, either by finding and training a successor or through advancement of the existing Vice-Chair.

**(b) Vice-Chair**

The primary duty of the Vice-Chair is to represent the Chair when requested, and to assume all the Chair's duties in those circumstances. It is also customary for the Chair and Vice-Chair to share duties of the Squadron Sponsoring Committee, including the administration and/or supervision of various programs within the Committee.

As is the case for the Chair, it is also the Vice-Chair's responsibility to ensure a smooth transition to the next Vice-Chair, which might involve recruiting and training a new individual, or merely acquainting an experienced person with the work in progress.

**(c) Secretary**

The primary duties of the Secretary include the preparation of minutes of the Executive and Squadron Sponsoring Committee meetings, and the filing of reports in compliance with the regulations of the Air Cadet League, the provincial government and its agencies, and the federal government. Reporting and filing requirements are included in the Reporting Schedule on Page 22.

Minutes are prepared for review and signature by the Chair before distribution to the appropriate members, Commanding Officer, and BCPC office. Minutes should be short and should reference the subject and the decision taken - it is not necessary to document the entire scope of discussion. Items regarding staff issues or sensitive items should not be included in minutes.

The Secretary is also responsible for managing the flow of paperwork, including the filing of incoming and outgoing correspondence, notices of





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meetings, catalogue orders, manuals and amendments, membership rosters, and e-mail accounts.

A sample Agenda and a Sample of Minutes format can be found in the Appendix section of this manual.

Finally, the Secretary must also find and train a successor to ensure the orderly transition of duties.

**(d) Treasurer**

It is desirable for the position of Treasurer to be separate. However this position may be combined with that of the Secretary.

The Treasurer's primary responsibility is safekeeping and administration of funds entrusted to the Squadron Sponsoring Committee from any and all sources. The Treasurer therefore maintains bank accounts on behalf of the Squadron Sponsoring Committee (and in accordance with the Bylaws), and these may range from a simple chequing account to multiple accounts for gaming funds, Certificates of Deposits, investments, or trust funds.

The Treasurer is responsible for collecting all funds on behalf of the Squadron Sponsoring Committee and the squadron, and depositing these funds in the Squadron Sponsoring Committee's account. Funds come from a number of sources, including training allowances from Pacific region Cadets, grants from the federal government, donations from community groups and parents, proceeds from fund-raising activities, fees for special events such as dinners, and many other sources.

Two signatures are required on all cheques drawn on the Squadron Sponsoring Committee's account. Cheque signing authority might be vested in the Chair and two other members of the Committee; but such authority should not be vested in two members of the same immediate family.

The Treasurer will also ensure the Squadron Sponsoring Committee's bills are paid on a regular basis and that all financial returns (such as the ACC9 and Registered Charity Information Form) are submitted as required. Copies of the monthly and annual financial statements should be made available to the Commanding Officer. Cadets should be informed about funds which they have helped raise. Reporting and filing requirements are included in the Reporting Schedule on Page 22.



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It is important to understand that military officers are not permitted to handle or administer funds; therefore, it is necessary for the Treasurer (or other delegated Squadron Sponsoring Committee members) to anticipate those functions where funds will be collected or where bills will have to be paid. It is particularly important to anticipate events where cash may have to be collected or held by staff or cadets; every effort should be made to minimize these periods, and to avoid the potential for the loss of funds or the conflict, which usually arises over innocent errors.

Finally, the Treasurer must recruit and train a suitable successor.

### **3.1.8 Financial Responsibilities**

In addition to the Treasurer's specific duties, Squadron Sponsoring Committees meet their general financial responsibilities to the Squadrons by:

- (a) Working with the Commanding Officer to determine funds required to support the squadron during the training year;
- (b) Being involved in longer term planning (beyond the current training year) of special projects which have financial implications;
- (c) Ensuring the availability of required funds by organizing and overseeing fundraising initiatives;
- (d) Managing the Squadron Sponsoring Committee's bank account;
- (e) Paying bills as presented by the Commanding Officer in line with the squadron budget, or as pre-approved outside the budget;
- (f) Filing provincial and federal tax returns as required (e.g. PST/GST) and claim rebates where allowed;
- (g) Maintaining financial records of income and expenses, assets and liabilities;
- (h) Preparing the ACC9 - the annual Statement of Receipts and Disbursements and Statement of Assets and Liabilities, as required by the Air Cadet League's Bylaws.
- (i) Filing the Registered Charity Information Return (T3010)

In order to assist the Squadron Sponsoring Committee in meeting the above objectives, the ACC9 available on the BCPC website must be utilised to maintain appropriate accounting records.

Each month the Squadron Sponsoring Committee and the Commanding Officer should be provided with a copy of a Balance Sheet and a Revenue and Expense Statement



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with budget comparisons. With this information, all are able to track the financial progress throughout the year.

The Balance Sheet and Income Statement can be generated from the ACC9.

#### **3.1.9 Preparation and Filing of the ACC9**

In compliance with the Air Cadet League of Canada by-laws, section XIX (d), every Squadron Sponsoring Committee **must** submit an accurate and signed ACC9 at the end of each Fiscal year, to be sent to BCPC by 31<sup>st</sup> October. The ACC9 is not intended to replace any other financial statements, audits or any return for Revenue Canada. It is provided to the Air Cadet League of Canada, National Office, annually for internal information purposes so that the financial health of a squadron may be reviewed and assessed.

Instructions and a copy of the ACC9 form can be found on the BCPC website.

#### **3.1.10 BCPC Assessment**

In addition to providing financial support for the squadrons, Squadron Sponsoring Committees contribute to the operating cost of the British Columbia Provincial Committee. The total operating budget is determined by means of discussion and subsequent vote at the BCPC Annual General Meeting. That operating budget is determined by the number of cadets as advised by Pacific Region using the information obtained from Fortress and is advised to each Squadron Sponsoring Committee. The Provincial Operating Assessment is an obligation of the individual Squadron Sponsoring Committees.

#### *Section 3.7.2.1 of the Air Cadet League of Canada Policy & Procedure manual states:*

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



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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.



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**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 for the program at no cost to the cadet.

**SSC's must be in compliance with the above National policy, to assist in this compliance the following guidelines are provided to all SSC's to create Cadet Registration policy and procedure.**

**SSC Guidelines for creating a written Cadet Registration Policy/Procedure:**

Having a written Cadet Registration Policy/Procedure assists Squadron Sponsoring Committees with avoiding unpleasant interactions with parents over non-payment of registration fees.

It is recommended that Squadron Sponsoring Committees, who charge a Cadets Registration fee, develop and post a written Cadet Registration policy. This policy must be developed through cooperative collaboration between the SSC Chair and the Squadron CO.

In accordance with details outlined in the National ACLC Cadet Registration/Assessment Fees policy (Section 3.7.2.1) it is also recommended that this squadron Registration/Assessment policy and procedure be reaffirmed before the start of every training year and or every time there is a Change of Command on either side of the partnership. BCPC League Representatives are available to assist SSCs with this process.

Annually, Cadets are required to download and complete a "Registration form" as a part of the Squadron's registration process. The Squadron "**Cadet Registration Policy**" can be posted on the Squadron's Web Site as a component of the Squadron's Registration package.

By providing this information clearly and in advance and also during the "New Cadet Parent Orientation Session" that every SSC is obligated to provide, parents are informed of the SSC's expectations of them. All concerns or questions can then be addressed prior to the cadet registration.

The following are examples of information that should be contained in Cadet Registration Policies:

**What the funds collected is used for;**

*"The Canadian Cadet Movement (CCM) delivers the Air Cadet Program through a partnership between the Department of National Defence (DND) and the Air Cadet League of Canada. While there is no cost to the Cadet for their uniforms or to*



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*participate in the core elements of the Air Cadet Program, a registration fee is charged by Squadron Sponsoring Committees (SSC) to cover the cost of optional training and equipment not covered by DND, the Squadron's Local Head Quarters (LHQ) (if applicable) as well as the annual BCPC Assessment.*

*No cadet will be refused registration or disadvantaged in anyway because of his or her parent's inability to pay this registration fee. All requests for hardship exemption of this fee must be submitted to the SSC Chair by the parent/guardian prior to the Cadet's registration.*

*All communication in this regard will be kept confidential between the parent or guardian and the SSC Chair and is covered under The Air Cadet League of Canada's Privacy policy."*

**The amount of the Registration fee;**

*The XXX Squadron Cadet Registration fee for the 20xx/20xx training year is set at \$xxx.00.*

*\$100.00 of this fee is applied to the BCPC Annual Assessment. The remaining \$000.00 covers all annual Squadron expenses not covered by the DND.*

*Parents or Guardians should accompany new and returning cadets to complete the registration process. Cadets registering without the stipulated registration fee **must** be accompanied by a parent or guardian.*

**The Payment due date and any special rates:**

- All Registration fees are due and payable at the time of registration.*
- Special rate: If paid before (Date) there will be a xx% saving per cadet.*
- Parents with more than one cadet registered will receive a xx% discount on each additional cadet.*
- Alternate methods of payment can be negotiated.*

**The SSC Cadet Transfer Policy: (In and Out)**

*(In) If a cadet was previously registered at another squadron during the current training year and he/she paid a registration fee to the other SSC, the set registration fee for XXX Squadron will be charged only if the initial registration fee was refunded to the cadet/parent.*

*(Out) See refund policy*

**The SSC Refund Policy: (Options)**

Any of the following refund options can be included in the policy:

- No refunds granted*
- No refunds after (Date)*



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- *Refunds will be prorated*
- *Only amounts over annual BCPC cadet assessment refunded*

This information (document) was developed to assist SSCs with the collection of Annual Registration fees. Each SSC should take from this the information that best suits their Squadron circumstances and needs to develop their individual registration policy.

A cadet registration procedure that provides both the Squadron Staff and the SSC Chair access to new and returning cadets and their parents is an essential requirement for this procedure to meet the needs of both sides of the partnership. It is the responsibility of the SSC Chair and the Squadron CO to develop and schedule a cadet registration procedure to be implemented at the beginning of the training year.

### **3.1.11 Preparing the Budget**

Running a squadron can be compared to a small business. A simple budget formula is –  
**Training schedule + costs = CO**  
**(Fund-raising + Events) x revenue = Chair**  
**CO + Chair = Budget**

The success of a business requires the management of resources, planning and, of course, budgeting: a squadron with all its complexities is not that much different.

Preparing a plan and an annual operating budget is very much a part of running a successful squadron. The budget is a simple financial document, but it is one of the most important tools in running the squadron (the "Business"). It is not possible to prepare a budget without having planned the year's activities, and having such planning in place. From then on, the budget can be used to compare financial results with the original plan.

Budgeting should be based on realistic expectations. A good starting point for a budget is the previous year's financial performance which can point to expectations for the coming year, assisted by input from the Officers and other Squadron Sponsoring Committee members.

A key component to the budget is the training plan, which will be established by the Commanding Officer and his/her staff. The training plan sets out how the bulk of the squadron funds will be spent, and it is important that the Commanding Officer and the Squadron Sponsoring Committee are in agreement with the direction of the training and the meshing of extra-curricular activities with that training. The military staff will identify the training activities and their estimated costs, while the Squadron Sponsoring Committee plans the fund-raising activities.



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Much of the training planned by the Officers may be accompanied by partial financing from Pacific Region Cadets (funds which must be deposited in the Squadron Sponsoring Committee's account); but the balance will have to be raised by the Squadron Sponsoring Committee or the event cannot take place. Only by working together will the two sides avoid scheduling conflicts, allowing each to direct their full resources to these projects.

When the activities have been decided upon, the required fund-raising becomes evident. By using the training plan to drive the budget the Commanding Officer and Squadron Sponsoring Committee can ensure those objectives which best suit the squadron will be achieved. The budget allocation may be used for other activities which may arise during the year, upon discussion and agreement by the CO and Chair, for a worthwhile expenditure.

Once completed, budget figures must be placed on the Income and Expense statements prepared each month, along with the indicated variance, and these statements should be distributed throughout the unit. It is important to monitor the performance to determine if expectations are on target, and to report the differences. If the budget is changed midstream, it will be difficult to determine progress with respect to the original plan.

Most importantly, financial information must be shared with the Commanding Officer. All parties involved in the budgeting, planning and fund-raising processes should be kept informed of financial progress throughout the year, and how this progress compares to the original plan. The financial information should not be a secret.

Once the budget has been approved, the Commanding Officer should be able to spend within their budget allowances without having to have each item approved again by the Squadron Sponsoring Committee.

To summarize:

- The Commanding Officer along with the other officers prepares the training plan.
- The Squadron Sponsoring Committee prepares their fund raising plan.
- The Chair and Commanding Officer then meet to discuss the plan.
- The two plans are merged into a single Budget.





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### **3.1.12 Registration and Volunteer Screening**

In keeping with the Government of Canada's commitment to combat violence, appropriate and thorough screening of applicants for positions of trust with children is considered vital. Screening refers to a range of procedure and processes to carefully scrutinize individuals in order to choose the best candidates and weed out, as far as possible, those who would do harm. Screening is a fundamental resource management activity.

The Air Cadet League will, in accordance with the mandate set out in Section 2.2.7 of the National Policy and Procedure Manual, register and screen all members and staff who belong to the Squadron Sponsoring Committees that work with the individual Air Cadet squadrons.

Each Squadron Sponsoring Committee shall appoint a Volunteer Registration and Screening Coordinator to manage the registration and screening process. The Screening Coordinator/s must be a director/s of the Society. All persons seeking membership in a Squadron Sponsoring Committee will be required to complete the Registration and Information Form (RIF), will be interviewed by members of the Screening Coordinator and Chair or a member of the League. They will be required to have a Criminal Record Check and Vulnerable Sector Screening completed.

Candidates will be interviewed by a minimum of two persons. One of the persons may be a member of the Air Cadet League of Canada (such as the League Rep); the other interviewer may be a director of the Squadron Sponsoring Committee. Two Directors of the Squadron Sponsoring Committee may also utilize as interviewers. It is the local Screening Coordinator's responsibility to organize the date and time of the interview, to arrange personnel, and to forward the documentation to the Provincial Screening Coordinator. No confidential records should be retained at the Squadron Sponsoring Committee level.

The interviewers must themselves be registered under the member registration and screening program. The interview should be done in a private setting. Use of an office or a location that allows for unrestricted discussion during the interview is important to obtaining the best information about the candidate and to put the candidate at ease. A written record of the interview must be kept.

Suggested questions and a form that must be used to record the applicant's response are found in the Appendix. A minimum of three reference checks must be fully completed and recorded in writing. A copy of photo identification must also be included



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with the completed screening package. The notes from the interview in the required format must be signed by the interviewers and accompany the Registration and Information Form when it is forwarded to the Provincial Screening Coordinator.

Upon completion of this process, all documentation must be sent to the Provincial Screening Coordinator. Steps have been taken within the BCPC office to ensure the secure storage of these confidential documents, facilities which Squadron Sponsoring Committees lack. It is the joint responsibility of the Chair and the Squadron Sponsoring Committee's Screening Coordinator to ensure that all material is forwarded to the BCPC office and that none is kept at the unit.

Once the screening process is complete, a membership card will be issued indicating the person has been screened by the Air Cadet League of Canada as a Squadron Sponsoring Committee member. This card will indicate the name of the person, the screening card number, the date of registration, the expiry date of registration to a maximum of five years, and the signature of the Provincial Screening Coordinator.

This screening program described above refers to members of the Squadron Sponsoring Committees. CIC Officers, Civilian Instructors (Paid and Unpaid) or Volunteers who are part of the squadron's staff are not included as they will be screened by the Canadian Forces. Members of the Sponsor's organization (such as the Legion or Air Force Association) or Parent's Groups do not have to be screened unless they wish to become members of the Squadron Sponsoring Committee, or unless they volunteer to assist the Committee on a frequent basis.

### **3.1.13 Volunteer Drivers**

Squadron Sponsoring Committees are often called upon to provide transportation for cadets participating in various activities, including fund-raising, familiarization flying, community service, tours, parades, etc. When it is not practical or feasible to hire buses or commercial transportation, Squadron Sponsoring Committees usually ask for other members of the Squadron Sponsoring Committee to assist, using private motor vehicles or, failing sufficient members, they may ask for volunteer drivers.

Volunteer drivers may be officers or civilian instructors, parents or relatives of cadets, members of the Sponsor group, and friends of the squadron or mature cadets. When these volunteers agree to drive cadets on authorized activities, the following steps must be taken:



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- (a) All drivers must sign the Drivers Log Form certifying that they are currently licensed to drive within the Province of British Columbia, and that their vehicles carry insurance as required by provincial law. (Refer to Appendix A for a copy of the Drivers Log)
- (b) Provided that they are known by members of the Squadron Sponsoring Committee executive, volunteers who have not been screened by the Canadian Forces or the Air Cadet League may only drive cadets on an occasional basis (meaning no more than twice a year). Frequent drivers must be screened.
- (c) Cadets who meet the above requirements may drive other cadets only with their Commanding Officer's written permission

By agreeing to permit members and volunteers to drive cadets, Squadron Sponsoring Committees are, in effect, indicating that they believe these individuals have the necessary maturity and reliability to be entrusted with the safety of cadets, and this must not be taken lightly. Due to the serious implications arising from insurance and screening, these regulations must be adhered to without exception on all occasions.

#### **3.1.14 Schedule of Important Activities and Events**

The following schedule sets out the timings for important events that most Squadron Sponsoring Committees will experience throughout the year. Individual Squadron Sponsoring Committees may have additional dates to consider:

##### ***August***

- Meet with Commanding Officer and Training Officers to establish yearly calendar
- Meet with Commanding Officer for training budget
- Complete and submit Registration for British Columbia Annual General Meeting
- Complete Continuation Flying AWARD forms for glider/power cadets for National Continuation Flying scholarships. (CASARA & WESTJET)

##### ***September***

- Establish and approve SSC Budget for the year.
- Set date for "New Parent Orientation" Session (include CO in Session)
- Meet with Executive Committee to establish yearly activities and fund raisers
- Establish Tag Day dates and order supplies; put in newsletter for next issue
- Battle of Britain Parade, confirm transportation if needed (3<sup>rd</sup> Sunday in September).
- Set date for Society's Annual General Meeting (to be held within 6 months of fiscal year end, August 31)
- Establish dates for Parents Meetings
- Confer with CO and set ACR date and inform BC Provincial office



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***October***

- Remind Treasurer of ACC9 deadline of October 31
- Volunteer Registration and Screening Forms to be completed by new Executive Members and also persons having on-going contact with cadets (On going)
- Squadron Information Sheet due immediately following Annual General Meeting of Society. To be sent to BC Provincial office.
- Send Chair or representative to ACL/BCPC Annual General Meeting
- Schedule Squadron Effective Speaking Competition dates and solicit cadets
- Call Toastmasters and other squadrons for Effective speaking course

***November***

- First instalment of BCPC Assessment is due (November 15)
- Remembrance Day Parade and activities (November 11)
- Confer with CO regarding information on ACL Scholarships and Regional Camps.
- Establish dates for Mock Review boards; confer with CO re assistance from staff

***December***

- Registered Charities yearly report due by February 28th (within six months of the Squadron Sponsoring Committee's fiscal year end).
- Order attendance pins for June from the League's national office(check with Admin Officer for inventory)
- Follow up CO on status of DND 2226 Scholarship application forms
- Arrange time & location to assist CO with scholarship camp applications; use checklist to confirm that all supporting documents are with application before sending to BCPC office: #2-7630 Montreal Street, Delta, BC V4K 0A7.

***January***

- Check BCPC calendar of events for Wing and Provincial competition dates
- Discuss mess dinner with CO and officers if planned.
- Discuss drill competition for lunches/transportation
- Conduct Mock Review Board for summer camp applicants
- Check website for Provincial Scholarship Board dates

***February***

- Issue/mail tax receipts for donations.
- Check BCPC Calendar for Scholarship Review Board dates
- Discuss spring fundraising events and dates with Executive and Officers
- Squadron level Effective Speaking competition
- Drill team competition, coordinate attendance of SSC Members.
- Send invitations to local dignitaries (Mayor, City Councillors) for Annual Review



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- Squadron Sponsoring Committee's Annual General meeting should be complete.

***March***

- Balance of BCPC Assessment is due March 15.
- Watch for Effective Speaking competitions at Wing Level
- Parent meeting? Recommended to be held once a month
- Coordinate lunches/transport First Aid and Band competition, if applicable.
- Gather trophies for engraving for presentation at Annual Ceremonial Review.

***April***

- Band Competition, coordinate attendance of SSC Members.
- First Aid Competition coordinate attendance of SSC Members.
- Range team competition, coordinate Committee Members attendance.
- Effective Speaking (Provincial competition- normally held the end of April)
- Confirm date/location for Annual Review and any other Annual events.
- Start SSC Chair's Annual Report for submission to League Inspector at ACR.

***May***

- Complete plans for Squadron's Annual Ceremonial Review and contact Wing Chair or BCPC office for League Inspector's information to send invitation.
- Recruit for new executive members
- Complete SSC Chair's annual report for League Inspector at ACR
- Form sub-committee to select recipients for any Squadron Sponsoring Committee Awards and liaise with CO for nominations for awards at Annual (remember Legion Medal of Excellence and Strathcona Medal of Honour).
- Complete any planned 'Final' Fundraisers

***June***

- Annual Ceremonial Review must be completed by June 15.
- Confer with CO regarding Cadets Caring for Canada (second Saturday in June)
- Advise Executive of SSC to plan on attending ACL/ BC Provincial Committee's AGM on the first weekend of October.
- Discuss plans for summer activities, if any.
- Watch for ACLC assessment invoice to be sent out by June 30.

**3.1.15 Good and Services Tax (GST)**

Squadron Sponsoring Committees having a Charity Taxation Registration Number are eligible to file a claim to redeem a percentage of the GST paid on eligible purchases. These purchases must be for the exclusive use of each squadron.



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The form to claim GST Rebate can be obtained from the nearest Canadian Customs and Revenue Agency (CCRA) office or be downloaded from the CCRA website at:

<http://www.ccradrc.gc.ca/tax/business/menu-e.html>

### **3.1.16 Application for Liability Insurance Coverage**

Many Squadron Sponsoring Committees carry out a number of fund-raising activities (as well as training events) on property owned by third parties, such as malls and retail stores, many of whom are now requesting evidence of liability insurance coverage.

The policies maintained by the Air Cadet League of Canada provide this type of coverage for all squadrons, and individual riders can be obtained by completing an ACC20 request form, which should be mailed or faxed directly to the Air Cadet League office in Ottawa. Refer to the Appendix of this manual for a copy of the ACC20.

If a Squadron Sponsoring Committee intends to use one or two shopping malls or businesses every year, Blanket Coverage for one year can be obtained by preparing an annual request and forwarding it The Air Cadet League office. Contact the Provincial league office directly for further details.

Please note that the national Air Cadet League office requires a minimum of three weeks' notice to process these requests.

### **3.1.17 Registered Charity Status**

The BCPC has official registered charity status, and as such it may issue official Income Tax receipts for legitimate donations. This status helps significantly in raising funds through donations and contributions; however, BCPC cannot provide receipts for donations made to Squadron Sponsoring Committees, as the receiving organization must have their own Registered Charity number. Therefore, Squadron Sponsoring Committees are encouraged to apply individually to Canada Customs and Revenue Agency (CCRA) for individual registered charity status

To acquire registered charity status, Squadron Sponsoring Committees must complete an Application for Charity Registration (Form T2050). The completed Application should be submitted to CCRA with the appropriate documentation. To maintain this registered charity status, each Sponsoring Committee must submit to Revenue Canada a form T3010, Registered Charity Information Return and Public Information Return, within six months after the end of each fiscal year; that is, by February 28th of the following year.



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Reference material that may assist with charitable registration includes:

- (a) Fundraising: A Guide for Squadron Sponsoring Committees of the Air Cadet League of Canada;
- (b) Application for Income Tax Registration for Canadian Amateur Athletic Associations and Canadian Charities (Form T2050);
- (c) Information of the Income tax Act and Registered Charities;

### **3.1.18 Fund-Raising**

Fund-raising has been, and will continue to be, an integral part of the Squadron Sponsoring Committee's responsibilities in supporting their squadrons. While some Squadron Sponsoring Committees receive significant financial support from service organizations (who may or may not be a Sponsor for that squadron), that type of support is diminishing, commensurate with the declining enrolment in service organizations. It is expected that a greater proportion of cadet training costs will have to be supported by unit fund-raising activities in the future. Fund-raising, therefore, is a key activity at the local level.

Squadron Sponsoring Committee fund-raising activities level should not be in conflict with the activities of other units. For example, conducting Tag Days in an area covered by another squadron is strongly discouraged. Cooperation at all levels of the organization will maximize fund-raising results and ensure that positive relationships with prospective donors are maintained.

In addition, fund-raising involving cadet participation, while important, should not take place for extended periods, leaving participants with the impression that fund-raising has become the purpose of their organization. The proper administration of the squadron and training of cadets should be paramount in all decisions, with fund-raising as a necessary means to an end.

All licenses for fund-raising should be in the name of the Squadron Sponsoring Committee, and not the squadron. Proper accounting procedure and practices must be maintained in all fund-raising endeavours to ensure the security of funds received and used. Cadets should not be placed in a position of having to carry too much money in their possession.

All provincial gaming regulations and procedure must be adhered to, including where funds are spent, the type of cheque used to pay this expense, and a detailed accounting. Failure to comply with the Gaming Commission's rules can result in serious penalties, such as a loss of proceeds, or the banning of applications for a number of



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years. In one case, a Squadron Sponsoring Committee who suffered a theft of funds was prohibited from re-applying for three years after the Commission concluded that insufficient care had been taken to prevent the theft.

It is essential that a follow-up of the results of the fund-raising be shared with cadets, parents, and all others involved in the fund-raising endeavours.

If a Squadron Sponsoring Committee has charitable status, tax receipts can be issued for donations received. Please refer to CCRA guidelines for the production and issuance of the appropriate receipts.

### **3.1.19 Public Relations**

The public information function plays an important role in the success of a squadron and should be delegated to a member of the Squadron Sponsoring Committee.

The National Air Cadet League office has developed an excellent Public Relations Handbook to assist Squadron Sponsoring Committees. All Squadron Sponsoring Committees are encouraged to review and or print a copy for use by their Public Relations representative. The link below will take you directly to all the public relation documents which can be downloaded for your convenience and use:

<http://www.aircadetleague.com/en/infoforcadetsandsquadron/formsanddocuments/>

Public Relations Handbook:

[http://www.aircadetleague.com/common/documents/images/ppm-%20forms/pr\\_handbook.pdf](http://www.aircadetleague.com/common/documents/images/ppm-%20forms/pr_handbook.pdf)

### **3.1.20 Communications**

The main regulatory body for Squadron Sponsoring Committees is The Air Cadet League of Canada, British Columbia Provincial Committee, an incorporated society referred to in this manual as "BCPC". Each Squadron Sponsoring Committee is an ex-officio Member of the BCPC.

The British Columbia Provincial Committee Office is located at Boundary Bay Airport Unit #2, 7630 Montreal Street, Delta B.C.

This office maintains fax, phone and e-mail communication with all Squadron Sponsoring Committees. The office is staffed by a full time Chief Administrative officer. All enquiries are answered the same day either by phone or email.

Recruiting is one of the primary responsibilities of the Squadron Sponsoring Committee, and it applies to all levels of the squadron, including the Commanding Officer, officers





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and staff, cadets, and Squadron Sponsoring Committee members.

(a) **Commanding Officer**

Commanding Officers are appointed under the authority of the Regional Cadet Officer (RCO), for a term of three years; this term can be extended in one-year periods by the RCO.

It must be emphasized that the Squadron Sponsoring Committee and the BCPC make recommendations; however, the authority rests with the RCO. In the past, the RCO's decision has been heavily influenced by Air Cadet League recommendations; however, applicants must still meet the various requirements of the Canadian Forces, and it is not always possible to approve the Air Cadet League's recommendations.

In cases where no qualified applicant is found, the Squadron Sponsoring Committee and the BCPC may recommend that an extension be granted for the existing Commanding Officer.

(b) **Officers and Staff**

The employment of Officers and Staff falls within the Commanding Officer's authority. There are a number of regulations, which affect the granting of commissions in the Canadian Forces, and not all applicants will be able to meet these standards. In such cases, these individuals may qualify as Civilian Instructors or Volunteer Instructors, who can assist the squadron under employment agreements with the Commanding Officer.

(c) **Cadets**

Natural attrition of cadets affects the smallest and the largest squadrons, and recruiting remains an important activity in all squadrons. Squadron Sponsoring Committees can fulfill this function through general advertising in the local media, special activities and functions at schools or civic events, and cadet performances when authorized and supervised by the Commanding Officer.

Recruiting material such as posters, pamphlets and videotapes can be obtained through the Supplies Catalogue on the Provincial web site.

### **3.1.22 Parent Orientation**



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Once young people have been attracted to the squadron as possible recruits, it is vital to inform the parents of what to expect. Most Squadron Sponsoring Committees discharge this responsibility by preparing a Parents' Package, containing general information on the Air Cadet Program and specific information on the squadron.

This information includes an explanation of the partnership between the Department of National Defence and the Air Cadet League, the type of activities the cadet may expect and the prerequisites (such as additional clothing or equipment not supplied by DND of the squadron), the methods by which activities are funded, special courses and summer programs, and the contribution expected from parents.

Squadron Sponsoring Committees frequently exchange samples of orientation packages at Wing Meetings. Additional information to the parents on an on-going basis is usually provided by way of a monthly newsletter from the Squadron Sponsoring Committee.

### **3.1.23 Squadron Sponsoring Committee Contact with Cadets**

The Air Cadet program is administered by a partnership of the Department of National Defence and the Air Cadet League of Canada; however, operational supervision and control of cadets is the exclusive responsibility of the military.

Cadets may only take part in "authorized activities": simply put, these are activities which have been published in the Monthly Routine Orders issued by the Commanding Officer, and which are supervised by one of the squadron's Officers or Civilian Instructors. The rules and regulations of the Canadian Forces ensure that these individuals have been screened and have the required human rights and anti-harassment training.

Squadron Sponsoring Committee members are not authorized to supervise cadet activities, unless they are members of the Commanding Officer's staff (in which case they will have non-voting status within the Squadron Sponsoring Committee).

The screening of Squadron Sponsoring Committee members is required for those who will have contact with cadets through the discharge of their duties, but this does not include supervision. Those events undertaken by the Squadron Sponsoring Committee which involve cadets (such as the Duke of Edinburgh program, Effective Speaking, recruiting or fund-raising activities) still require the presence of a supervising Officer or Civilian Instructor.



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### **3.1.24 Dispute Resolution**

#### **DISPUTE RESOLUTION PROCESS FOR BC AIR CADET SQUADRONS AND SQUADRON SPONSORING COMMITTEES**

**It is understood:**

1. That a partnership exists between the Regional Cadet Support Unit (Pacific) and the British Columbia Provincial Committee of the Air Cadet League of Canada.
2. That the Memorandum of Understanding (MoU) between the Department of National Defence and the Air Cadet League of Canada is the official document with respect to the assignment of responsibilities to the military and to the Air Cadet League of Canada (available on the League website, click DND MoU). In addition, for the purpose of establishing the respective responsibilities of Commanding Officers and Squadron Sponsoring Committees, Section 3.2 of the administration manual (BCPC Sponsoring Committee and Commanding Officer's Partnership Guide) or its equivalent and the Society's Bylaws are acceptable documents to be used in the dispute resolution process.
3. This process concerns disputes at the squadron level between the Commanding Officer and the Squadron Sponsoring Committee. Disputes between parents and the CO and/or the SSC are not included in this process.
4. The dispute resolution process must be consistent with existing current policies and procedures that govern the military and SSCs.
5. Any dispute that appears to have a criminal context must be referred to the responsible police agency for investigation as necessary prior to any internal dispute resolution process being undertaken.

#### **Basic Philosophy**

Disputes are a normal occurrence in organizations. Effective communication is the key to resolving any dispute. The sooner that a dispute can be addressed, the greater the likelihood that a successful resolution will be reached.

As Commanding Officers and Squadron Sponsoring Committees undertake their respective responsibilities, establishing effective, cooperative, and regular communications can often contribute significantly to maintaining a positive relationship. When a dispute does occur, it is important that the matter be addressed as soon as practical.

Disputes addressed at an early stage can often be resolved by the parties involved discussing and listening to each other's point of view. This will be the preferred method of resolution for all disputes between COs and SSCs. When the parties are not able to resolve disputes on their own, the dispute will be referred to the next level in their respective chains of command for resolution.

#### **Local (Squadron) Level Resolution**



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When a dispute exists between the CO and the SSC or a member of the SSC, the first step that should always be considered is for informal discussion(s) to occur between the individuals involved. The goal should be to find a mutually acceptable resolution to the dispute that will establish or restore a positive working relationship.

Successful discussions will require that both/all parties involved approach the discussion professionally. Comments and observations must be expressed respectfully. A common goal of finding a resolution that will be to the benefit of both the organization (ie. Squadron) and the individuals involved should always underscore these discussions.

If the dispute is resolved at this informal stage, no further action should be required.

### **ACICO/Wing Chairperson Level Resolution**

The ACICO or Wing Chairperson may be contacted for advice at any point during the resolution process.

Should informal discussions fail to resolve conflict, either or both parties may raise the matter to next level in their chain of command. For SSC members, this would be to the Wing Chairperson and for military members; this would be to the RCSU (Pac) Air Office staff. Parties will be strongly encouraged to detail their concerns in writing with the understanding that the other party/parties involved in the dispute will have the opportunity to review the written submission. The Air Office staff will determine if the dispute could be resolved through the ACICO's involvement and if so, the SO2 Air will task the ACICO.

On receiving details of a dispute, the ACICO or Wing Chairperson shall take the following action:

- a. Review the dispute as presented and determine what informal action has already occurred. If the parties have not attempted informal discussions, they may be encouraged to do so if considered appropriate;
- b. If it is felt that the ACICO or Wing Chairperson will need to intervene to seek resolution, the other party must be advised of the dispute (ie. If the ACICO receives the dispute, he/she must contact the Wing Chairperson). The ACICO or Wing Chairperson may also seek guidance from their respective chain of command (ie. SO2 Air or Vice President BCPC as applicable);
- c. After consultation, a meeting will be established in which the ACICO and/or Wing Chairperson will facilitate a discussion between the parties in dispute with the aim of finding an appropriate collaborative resolution. Such a meeting should be held as soon as reasonably possible after receiving a dispute, and normally will occur within 21 days;
- d. If necessary, the agreed resolution will be summarized in writing and presented to the parties involved in the dispute.

### **RCSU (Pac)/BC Committee Level Resolution**



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Disputes that cannot be resolved at the ACICO/Wing Chairperson level will be referred to the SO2 Air and the Vice President BCPC. Any written record of the dispute and previously attempted resolution(s) shall be forwarded.

On receiving the details of a dispute, the SO2 Air and the Vice President BCPC shall take the following action:

- a. Review the dispute as presented and determine what action has already occurred. Consultation with the ACICO and/or Wing Chairperson may be necessary to gather all pertinent information. Email communication may be appropriate for gathering information at this stage;
- b. If the ACICO and Wing Chairperson have not previously been involved in attempting to resolve the dispute, directing the dispute to this level should be considered;
- c. If it is determined that the SO2 Air or the BCPC Vice President will need to intervene to seek resolution, the other party must be advised of the dispute with full disclosure of known details (ie. If the BCPC Vice President receives the dispute, he/she must contact the SO2 Air);
- d. After consultation, a meeting will be established in which the SO2 Air (or his/her representative) and/or the BCPC Vice President (or his/her representative) will facilitate discussions between the parties in dispute with the aim of finding an appropriate collaborative resolution. These discussions may take place in person or via telephone. Such a meeting should be held as soon as reasonably possible after receiving a dispute, and normally will occur within 21 days;
- e. If a meeting is deemed inappropriate for resolution of the dispute, the SO2 Air and the BCPC Vice President will determine the course of action appropriate given the circumstances and direction will be issued to address the situation. Such decisions shall be made in the best interest of the Squadron and the Air Cadet program;
- f. If necessary, the agreed resolution will be summarized in writing and presented to the parties involved in the dispute. Normally, the ACICO and Wing Chairperson will be advised of the final resolution in order to monitor and assist as required.

**Additional considerations**

All resolutions must comply with established policies and procedures. If it is determined that a policy or procedure should be adjusted, this information must be communicated to the SO2 Air or BCPC President for consideration.

Many disputes occur between a CO and SSC when roles and responsibilities are not established and followed. The MoU clearly defines the roles and responsibilities of both DND and the Leagues, and this document must be followed. Open, respectful communication between the CO and SSC will help to establish a positive working relationship which should avoid most conflict or allow for informal discussions and resolutions if a dispute does occur.



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### **3.1.25 SQUADRON/SSC DISPUTE RESOLUTION**

#### **3.1.25 Squadron/SSC Dispute Resolution**

##### **For BC Air Cadet Squadron Sponsoring Committee members and Cadet Parents**

##### **It is understood:**

1. That a partnership exists between the RCSU (Regional Cadet Support Unit) (Pacific) and the BCPC (British Columbia Provincial Committee) of the Air Cadet League of Canada
2. That the Squadron Sponsoring Committee's Society Bylaws and the BCPC Policy and Procedure handbook are accepted documents to be used in the Dispute Resolution process for SSCs.
3. That this process concerns disputes at the squadron level between members of the SSC (Squadron Sponsoring Committee) and/or the SSC and parents of cadets registered at the squadron.
4. That unsubstantiated general statements, perceptions and assumptions will not be accepted as fact during the resolution process.
5. That any dispute that appears to have a criminal context must be referred to the responsible police agency for investigation as necessary prior to any internal dispute resolution process being undertaken.

##### **Basic Philosophy:**

Disputes are a normal occurrence in organizations. Effective communication is the key to resolving any dispute. The sooner that a dispute can be addressed the greater the likelihood that a successful resolution will be reached.

As Squadron Sponsoring Committee members undertake their respective responsibilities, effective cooperation and regular communication can often contribute significantly to maintaining a positive working relationship. When a dispute does occur, it is important that the matter be addressed as soon as practicable.

The squadron CO and the League Representative will be apprised of all disputes that the SSC Chair is unable to or unwilling to resolve without assistance. The resolution process at this level will be overseen by the SSC Chair.

All disputes involving members of the SSC Executive will be overseen by the League Representative.

Disputes addressed at an early stage can often be resolved by the parties involved discussing and listening to each other's point of view. This will be the preferred method of resolution for all disputes between SSC members and/or SSC members and parents of cadets. When parties are not able to resolve disputes on their own the dispute will be referred to the next level in the ACL Chain of Command.

##### **Local (Squadron) Level Resolution**

When a dispute exists between SSC members and/or SSC members and parents of cadets, the first step that must always be considered is for informal discussion(s) to



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occur between the individuals involved. The goal should be to find a mutually acceptable resolution to the dispute that will establish and restore a positive working relationship.

Successful discussions will require that both/all parties involved approach the discussion professionally. Comments and observations must be expressed respectfully. The common goal of finding a resolution that will be to the benefit of both the organization (i.e. Squadron) and the individuals involved should always be the primary purpose of the discussions.

If the dispute is resolved at this informal stage, no further action should be required. This process should be completed within a three- week period (21 days) from the date of advisement.

**League Representative Level Resolution**

The SSC Chair should contact the League Representative for advice at any point during the resolution process if required.

Should informal discussions between the SSC Chair and the disputing parties fail to resolve the conflict, the SSC Chair will raise the issue to the level of the League Representative.

Decisions made at this level by the League Representative will reflect the good and welfare of the Society, the squadron and the effective delivery of Air Cadet Program at the squadron.

After meeting separately with both parties in the presence of the SSC Chair the League Representative will consult with the Wing Chair before delivering his/her decisions to the disputing parties. Every effort will be made to facilitate a discussion between the parties in dispute with the aim of finding an appropriate collaborative resolution.

The League Representative may make recommendations based on the Society's Bylaws and or the BCPC Policy and Procedure manual as a course of action to resolve the dispute.

**Wing Chair Level Resolution**

The Wing Chair may be contacted by the League Representative for advice at any point during the resolution process.

Should discussions at the League Representative Level fail to bring the dispute/conflict to a mutually acceptable resolution, either or both parties may raise the matter to the Wing Chair.

Disputes that escalate to this level usually threaten the stability of the squadron and the effective delivery of the program to the cadets. Decisions made at this level by the Wing Chair will reflect the good and welfare of the squadron.

Parties will document their concerns in detail with the understanding that the other party/parties involved in the dispute will have the opportunity to review the written submission.

On receiving written details of a dispute, the Wing Chairperson shall take the following action:

- a. If the dispute appears to be a threat to the stability of the squadron the Wing Chair will apprise the ACICO and the Vice President of the BCPC of the Dispute.



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- b. The Vice President may be contacted for advice at any point during the resolution process by the Wing Chair.
- c. The Wing Chair will facilitate a discussion between the parties in dispute with the aim of finding an appropriate collaborative resolution. Such a meeting should be held as soon as reasonably possible after receiving a dispute and normally will occur within 21 days.
- d. The terms of an agreed resolution will be summarized in writing and presented to the parties involved in the dispute.
- e. Decisions made by the Wing Chair will be final.

**Additional Considerations**

All dispute resolutions must comply with established policies, procedures and Bylaws. Any requests for changes to BCPC policies or procedures must be communicated to the BCPC President who will advise the SO2 Air. Any requests for changes to the Society's Bylaws must comply with procedures outlined in the Bylaws.

Many disputes between SSC Members and/- or SSC members and parents occur as a result of the absence of open and respectful communication. Personality clashes are also sources of conflict between parents.

Many Squadron Sponsoring Committees who are experiencing a decrease in parent volunteers can trace the cause of this decrease to disputes among its members, parents or officers that were not resolved in a timely manner. Volunteering must be an enjoyable and satisfying experience. Open, nonthreatening and respectful communication is an essential component of every successful Squadron Sponsoring Committee.

**3.1.26 Mock Boards**

Scholarship Award Boards are conducted every year for a number of senior courses such as Flying Training, Senior Leaders, and International Exchange. These Boards usually consist of two Air Cadet League members and an Officer who sit behind a table and ask questions of the applicant for approximately 30 minutes. Since these interviews can be very stressful for young candidates, Squadron Sponsoring Committees attempt to prepare the applicants by holding practices, called "mock boards", a short time before the actual boards are scheduled.

Instructions for the composition and operation of a "mock board" are contained in a separate section on the BC Provincial web site.

**3.1.27 Interests in Real Estate**

One of the most important responsibilities of the Squadron Sponsoring Committee is the provision of quarters for the training, administration and supplies of the squadron. Due to location factors and costs, there is a very wide range in the type and quality of these





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quarters throughout the province, from rented halls and school classrooms to free-standing buildings owned by the Squadron Sponsoring Committee.

Some units parade at locations provided by DND or by the Sponsors (such as the Legion) at little or no cost; however, over the past few years a trend of levying rentals against all types of quarters has emerged, and some units now hold “interests” in real estate, either as tenant or landlords and, in some cases, both.

An interest in real estate may be created by a lease, sub-lease, or partial or whole ownership; short term rentals, such as daily or nightly, do not usually create an interest. When an interest is created, a number of additional responsibilities fall upon the Squadron Sponsoring Committee, including insurance, compliance with laws and statutes, and liability for numerous issues such as soil contamination. On the other hand, long-term leases or occupancy at little or no rental can create significant value for the Squadron Sponsoring Committee.

Through incorporation, each Squadron Sponsoring Committee is a separate legal entity, and therefore the BCPC is not a party to the transaction. However, the rules and regulations of the BCPC, including financial reporting, must still be observed. Furthermore, given the speed with which Squadron Sponsoring Committee membership changes, it is advisable to lodge copies of the real estate documentation with the provincial office for safekeeping. There have been a number of incidents within the province where real estate interests were almost lost when documentation could not be located.

Squadron Sponsoring Committees must also be aware that where Registered Charity status is held, permission to hold real estate interests must be obtained from Canada Customs and Revenue Agency.

### **3.1.28 Filing of Reports**

As an Incorporated Society and a member of the Air Cadet League of Canada, there are certain reporting requirements that must be met by each Squadron Sponsoring Committee. The following is a list of some of the reports that are required to be filed. Depending on the specific Squadron Sponsoring committee activities, additional reports may have to be filed.

<b>Report or Document</b>	<b>Filed To/With</b>	<b>Date</b>
Minutes of SSC meetings, copy of newsletter and financial statements	British Columbia Provincial Committee Office	Monthly



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Chair's Annual Report	Given to Air Cadet League Inspector at time of ACR	At Annual Review (May/June)
ACC9 Annual Financial report	British Columbia Provincial Committee Office	October 31 of each year
Squadron Information Sheet	British Columbia Provincial Committee Office	December 31 of each year
SSC Assessment 1 <sup>st</sup> Instalment SSC Assessment 2 <sup>nd</sup> Instalment	British Columbia Provincial Committee Office	<b>November 15</b> & <b>March 15</b> of following year
<b>Annual Reporting to the Registrar of Companies to be filed through Mary S.Stewart Law Corporation.</b> <b>Form 11</b> (Reporting of Elected Officers/ Annual General Meeting Minutes)	Mary S. Stewart 280 – 12340 Horseshoe Way Richmond, BC V7A 4Z1	DUE within 30 days following SSC AGM
Charitable Status Return	Canada Customs & Revenue Agency (CCRA) T3010	February 28 of each year
GST Return	Canada Customs & Revenue Agency (CCRA)	As required
Registration and Screening Forms	British Columbia Provincial Committee Office	On going for all volunteers



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**3.2 OPERATIONAL GUIDE**

**British Columbia Provincial Committee**

**SQUADRON SPONSORING COMMITTEE**

**and**

**COMMANDING OFFICER**

**OPERATIONAL GUIDE**

28 OCTOBER 2011

President of the Air Cadet League of Canada,  
British Columbia Provincial Committee



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A. TEMPORARY	<p><b>b.</b> Follow procedure for securing permanent quarters.</p>	<p><b>a.</b> Identify and justify training facility requirements. Assist SSC Chair in locating potential facilities.</p> <p><b>c.</b> Follow the procedure for safeguarding permanent quarter.</p>
B. SELF-OWNED	<p><b>a.</b> Ensure that all deeds/documents are in the SSC name alone. Military personnel cannot be signatory on any legal documents. Ensure that adequate insurances for building and liability are maintained. Note: SSC's that own property must be incorporated under the appropriate Provincial Acts.</p>	
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<p>1. <u>FINANCE</u></p> <p>A. <u>Budget</u></p>	<p><b>b.</b> Evaluate budgetary requests with regards to SSC fund-raising capabilities. If amendments are necessary, discuss budget changes with CO and attain consensus.</p>	<p><b>a.</b> Provide the SSC with a detailed yearly training cost estimate. Include both operational and capital cost requirements. Present to SSC not later than 30 June of each training year.</p>



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	<p><b>d.</b> Provide CO with copy of finalized yearly operating budget. Include all operating costs i.e. rent, electricity, heat, communications, SSC Training/meetings and Provincial AGM attendance.</p>	<p>If necessary, adjust training plans to meet any budgetary shortfalls.</p>
<p><b>B. FUND-RAISING</b></p>	<p><b>a.</b> Based on budgetary requirements, develop a fund-raising plan. Plan should include type, quantity and schedule of proposed fund-raising events. When applicable and upon request, SSCs shall issue official receipts to contributors for Income Tax* purposes. (*SSC must be registered and in good standing with CRA Rules for a Non-Profit Society)</p> <p><b>c.</b> When SSC is planning a fund-raising event and expecting cadets to participate (i.e. a tag day) confirm with CO that no other Squadron training activities are scheduled for the same date/time.</p>	<p><b>b.</b> Squadron staff and cadet are expected to participate in high profile civic activities such as Poppy Sales for Nov. 11, tag days etc. where the cadet/uniform/squadron is in the public eye. Squadron staff and cadets are to be encouraged to assist with other fund-raising events but they should not be considered as the sole source of labour for these events.</p>
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<p><u>2. FINANCE cont.</u> <b>C. MANAGEMENT</b></p>	<p><b>a.</b> Assume financial responsibility for the Squadron and maintain proper accounting records.</p>	<p><b>a.</b> Keep the SSC Chair fully informed of all expenses on a timely basis.</p>



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	<p><b>b.</b> Ensure that all justified expenses (excluding those covered by DND) relating to the training of cadets, including their activities and representation in the community are fully funded. This would include all operating supplies, cost of services for activities outside of the mandatory training program such as powered flight hours and approved recreational activities.</p> <p><b>c.</b> Ensure the security of all squadron funds and brief the CO regularly on the financial status of the unit. It is incumbent that the SSC Chair and the CO work together to ensure that the funds available are spent in the best interest of the Squadron and the Cadets.</p>	<p><b>b.</b> Ensure that all authorized claims are filed with DND, and remit records of all other allowances or expenditures to the SSC Chair. The CO is to remit to the SSC Chair all allowances or other monies received that are intended for the use of the Squadron.</p> <p><b>c.</b> Ensure that, if established, the CO's Petty Cash fund to cover the costs of incidental expenses is properly managed and accounted for with all receipts and invoices forwarded to the SSC Chair.</p>
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<p><u>3. PUBLIC RELATIONS</u></p> <p>A. PUBLICITY</p>	<p><b>a.</b> Represent the Squadron by appearing at and participating in appropriate community meetings and/ or activities. Wherever possible this should be accomplished as a joint activity with the Squadron CO.</p>	<p><b>a.</b> Encourage cadets and staff involvement in local community activities such as Remembrance Day activities, Battle of Britain Parades, and other such civic minded events. Note that the purpose is to spotlight the cadets/uniform/squadron in a positive fashion.</p>



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	<p><b>b.</b> Issue announcements of important Squadron events and accomplishments such as awards, summer camps, competitions and special activities to all media outlets. Provide in-person interviews if possible.</p>	<p><b>b.</b> Represent the Squadron at appropriate public functions in conjunction with SSC Chair.</p>
<p><b>B. RECRUITING</b></p>	<p><b>a.</b> Co-ordinate and manage information campaigns for the recruitment of new cadets annually.</p> <p><b>b.</b> Use media to promote the advantages of Air Cadets and to inform the general public of recruiting drives. Provide campaign advertising material at all informational events and get local businesses involved with their design or production.</p> <p><b>c.</b> In conjunction with the CO, organize a greeting session for new recruits and parents. Provide them with a briefing on the aims and benefits of the Air Cadet organization.</p> <p><b>d.</b> Encourage parents to participate in SSC activities as a member and support all Squadron activities whenever possible.</p>	<p><b>a.</b> support the SSC recruiting campaign by organizing visits to schools and by ensuring Squadron representation at information booths during community special event..</p> <p><b>b.</b> In conjunction with the SSC Chair, provide a briefing for parents and new recruits about the training program, special activities offered and the many scholarship program opportunities for cadets.</p> <p><b>c.</b> Perform all administration duties required to enroll new recruits.</p>



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<p><u>3.PUBLIC RELATIONS</u> Continued</p> <p>C. SPOTLIGHTING THE CADETS</p>	<p>a. Establish, encourage and nurture relationships with local dignitaries such as Member of Parliament, Provincial Government officials, Mayors, counselors, school commissioners, heads of organizations like the RCMP or Municipal Police Forces, company executives etc. Keep them informed about the Squadron.</p> <p>b. Keep VIPs informed of Squadron activities and invite them to attend special events or ceremonies such as Annual Ceremonial Reviews. When they attend make sure to acknowledge their presence and any specific contribution made by them to the Squadron.</p>	<p>a. Support the Committee in its efforts by organizing public appearances of the cadets at approved events and accompany SSC Chair or members to official meetings as required.</p>
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<p><u>4. MANAGEMENT</u></p> <p>A. ADMINISTRATION</p>	<p>a. Look after the day-to-day management of the Squadron Sponsoring Committee (SSC)</p> <p>b. Forward all correspondence received about the Squadron, cadet or cadet training to the CO.</p>	<p>a. Assume responsibility for the general management of the Squadron as directed by the Regional Cadet Support Unit (RCSU).</p> <p>b. Keep the SSC apprised of all relevant Squadron information.</p>





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	<p><b>c.</b> Comply with Air Cadet League of Canada Policies and Procedures as well as all applicable Government Regulations.</p> <p><b>d.</b> Submit all reports as required to Provincial or National Committees.</p>	<p><b>c.</b> Ensure that all Squadron mail has been duly registered and distributed.</p> <p><b>d.</b> Submit all reports as required by the RCSU.</p> <p><b>e.</b> Ensure that all staff personnel files are kept up to date.</p> <p><b>f.</b> Ensure that all financial regulations as dictated by the RCSU are adhered to.</p>
<p><b>B. SUPPLIES</b></p>	<p><b>a.</b> Liaise with local merchants and organizations to procure supplies and services that are not provided by DND, and keep a detailed inventory of all non- DND supplied material.</p>	<p><b>a.</b> Procure uniforms and training supplies from DND. Note that the CO is solely responsible for supplies and the management of material provided by DND.</p> <p><b>b.</b> Assume responsibility of the distribution account and keep a detailed inventory of all material. Special attention should be paid to the tracking of cadet uniforms and the return of non-disposable items for Non-Effective Strength (NES) cadets.</p>



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<p><b>4. MANAGEMENT</b> Continued</p> <p><b>C.PERSONNEL</b></p>	<p><b>a.</b> Discuss personnel matters with the Squadron CO on a regular basis. Be familiar with all staff and notate their function within the unit.</p> <p><b>b.</b> Add comments and recommendations concerning personnel transactions in accordance with required procedures.</p> <p><b>c.</b> Ensure that all Volunteers are properly Registered and Screened as per ACL Policy and Procedures.</p> <p><b>d.</b> Supervise and control all duties of SSC personnel. Recognize and thank volunteers/staff for their contributions to the program through the ACL/Provincial Committee's Honours and Awards Programs.</p> <p><b>e.</b> Participate in the development of a succession plan for Squadron staff with specific emphasis on future replacement for the CO.</p> <p><b>f.</b> Develop and maintain succession plan for all Executive positions in the SSC.</p>	<p><b>a.</b> Process all documents for the recommendation of enrolment, appointment, promotion, posting, transfer, or release of officers and civilian instructors for furtherance to RCSU. Consultations with SSC Chair on all personnel transactions should precede making submission to RCSU.</p> <p><b>b.</b> Appoint qualified personnel to assume specific Squadron duties such as TrgO, SupO, AdmO.</p> <p><b>c.</b> Supervise and control all duties of Squadron personnel, assess their performance, and provide regular feedback to assist them in the performance of their duties.</p> <p><b>d.</b> Ensure that a succession plan is in place for all Squadron staff including the Commanding Officer. Develop this plan in consultation with the SSC.</p>



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<p><b><u>5. TRAINING</u></b></p> <p>A. SCHEDULE</p>	<p><b>a.</b> Prepare and present an annual training plan for all SSC positions and any new members. Training must be reflective of and tied to the ACL Policy and Procedure manual guidelines.</p> <p><b>b.</b> Confirm that the presented training plan meets the organization’s goal and is beneficial to the cadets.</p> <p><b>c.</b> Confirm that the presented plan can be fully funded by the proposed annual operating budget. If shortfalls exist, coordinate revisions with CO.</p> <p><b>d.</b> Ensure that SSC is prepared to organize and manage all social and recreational activities described on training plan.</p>	<p><b>a.</b> Prepare and present an annual training plan for Junior, Senior and Optional training programs to the SSC. Plan must reflect and be tied to the training budget forecast described in Section 2.A of this document.</p> <p><b>b.</b> Assist the SSC in organizing and running all social and recreational activities and encourage squadron staff to participate.</p>
<p>B. CADET EVALUATIONS AND PROMOTIONS</p>	<p><b>a.</b> In consultation with CO, review proposed award and promotion lists and provide comments and recommendations where required. Of specific importance are the WO1 and WO11 promotion levels.</p> <p><b>b.</b> Be fully conversant with the various award and promotion criteria so as to support CO selections when queried by interested parents.</p>	<p><b>a.</b> Using input from military and civilian staff, evaluate the performance of all cadets with respect to program training level advancement and promotion.</p> <p><b>b.</b> Assess each cadet based on amassed data and prepare list of proposed awards and promotions for discussion with SSC Chair. Explain awards and promotion criteria to SSC Chair and post results in appropriate fashion.</p>



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<p>5. TRAINING Continued</p> <p>C. SUMMER CAMPS</p>	<p><b>c.</b> In cooperation with the CO, organize Mock Review Boards for cadets selected to attend Scholarship Courses.</p> <p><b>d.</b> Upon publication of CSTC list, contact parents of cadets accepted for power/gliding programmes, as well as International Exchange visit to advise them of the extra expenses to be paid by the applicant.</p>	<p><b>a.</b> Inform cadets and SSC of what summer training courses are available; include dates, durations and locations of training centers (CSTCs).</p> <p><b>b.</b> Prepare list of cadets interested in attending a CSTC and what course they are applying for. In consultation with Squadron staff, produce a merit list for each course and submit to RCSU camp staffing officer.</p> <p><b>c.</b> Advise SSC of merit list including parameters used in developing the list.</p> <p><b>d.</b> Follow normal RCSU procedures in finalizing list of cadets selected to attend a CSTC. Inform the cadets and SSC of the finalized list.</p> <p><b>e.</b> Ensure that cadets selected to attend a CSTC are fully briefed on times, dates, travel arrangements, clothing/kit requirements and posted CSTC policies and procedures.</p>



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<p><b><u>6. DISCIPLINE</u></b></p> <p style="padding-left: 20px;"><b>A. GENERAL</b></p>	<p><b>a.</b> Support the CO in all efforts of maintaining a high level of squadron proficiency in dress, deportment, discipline and application of all regulations.</p> <p><b>b.</b> Ensure that channels of communication with the CO are kept open.</p>	<p><b>a.</b> Ensure that dress and deportment of officers, CIs, volunteers and cadets is consistently of a high level and is always a credit to the Air Cadet Movement.</p> <p><b>b.</b> Ensure that squadron discipline is maintained at a high level and is in total compliance with all orders and regulations issued by the RCSU.</p> <p><b>c.</b> Advise the SSC Chair of any staff member or cadet who has distinguished themselves or is deficient in the performance of their duties and responsibilities.</p>
<p><b>B. DISMISSAL OF A CADET</b></p>	<p><b>a.</b> In consultation with the CO, ensure that the course of action proposed is correct in that the problem can neither be resolved nor is to sufficient severity to warrant being moved up the chain of command (e.g. the RCSI) for resolution.</p> <p><b>b.</b> Notate all incidences of dismissal in SSC meeting minutes.</p>	<p><b>a.</b> Ensure that if dismissal of a cadet is necessary, all information relating to the cadets dismissal is clearly and accurately documented. Discuss situation and proposed actions with SSC Chair prior to proceeding.</p> <p><b>b.</b> Following consultation with SSC Chair, and assuming no other alternatives have been identified, proceed with the dismissal process.</p> <p><b>c.</b> In all incidents, ensure that RCSU regulations are adhered to and that all documentation is retained for the appropriate length of time.</p>



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<p><u>6. DISCIPLINE</u> continues</p> <p>C.OFFICERS, CIs and SSC VOLUNTEERS</p>	<p>a. Follow all rules and procedures issued by the Air Cadet League and/ or Government regulations when dealing with SSC Members accused of violating acceptable rules of conduct.</p> <p>b. Ensure that all incidences of breach of trust issues or unacceptable behavior concerns are clearly and concisely recorded.</p> <p>c. In consultation with the CO, ensure that the course of action proposed is correct in that the problem can neither be resolved nor is of sufficient severity to warrant being moved up the chain of command (e.g. the RCSU) for resolution.</p> <p>d. Notate any decisions regarding situation in SSC meeting minutes and if in doubt as to policy or procedures, contact Provincial League Office.</p>	<p>a. Follow all rules and procedures issued by DND/TCSU for the dealing of individuals accused of violating acceptable rules of conduct.</p> <p>b. Ensure that all incidences of breach of discipline by officers or civilian instructors are clearly and concisely recorded.</p> <p>c. Discuss situation with SSC Chair and formulate course of action.</p> <p>d. If agreed- to course of action is in compliance with published rules and regulations, proceed. If there is any doubt on process or procedure, contact RCSU.</p>





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### **3.3 CONSTITUTION AND BYLAWS**

#### **NOTE**

The following pages contain the recommended Constitution and Bylaws for use by all British Columbia Squadron Sponsoring Committees.

#### **CONSTITUTION**

- (1) The name of the society is Air Cadet League of Canada, \_\_\_\_ Squadron Sponsoring Committee.
- (2) The purposes of the Society are:
  - (a) to facilitate, support, promote and carry out the activities and programs of The Air Cadet League of Canada - La Ligue des Cadets de l'Air du Canada, within the province of British Columbia, as well as to fund and supply equipment and facilities which are necessary to such activities and programs, all with the intent to promote national, patriotic, charitable, and educational purposes;
  - (b) to receive bequests, trusts, funds and property, and to hold, invest, administer and distribute funds and property for the purposes of the Society 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 directors in their sole and absolute discretion may refuse to accept any bequests, trusts, funds or property; and
  - (c) to exercise all powers as are necessarily ancillary to the fulfillment of the purposes of the Society.
- (3) The Society shall have perpetual succession and has power to acquire by purchase, gift, devise, bequest, trust agreement, contract or otherwise, real and personal property within and without the province, and may hold, sell, dispose of, exchange, mortgage, lease, let, improve and develop any such property, and without restricting the generality of the foregoing, may acquire in any way or ways real and personal property for the purpose of funding the purposes of the Society and deal with any and all such property as is empowered by this section. This paragraph is unalterable.
- (4) The activities of the Society shall be carried on without purpose of gain for its members and any income, profits or other accretions to the Society shall be used in promoting the purposes of the Society. This paragraph is unalterable.
- (5) Upon winding-up or dissolution of the Society, the assets remaining after the payment of all costs, charges and expenses properly incurred in the winding up, including the remuneration of a liquidator, and after payment to employees of the





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Society of any arrears of salaries, or wages, and after the payment of any debts of the Society, shall be distributed to a charity or charities within the Province of British Columbia, registered under the provisions of the Income Tax Act or the Minister of Finance for the Province of British Columbia, which distribution shall be as shall be designated by the Board of Directors. Any of such funds or property remaining which had originally been received for specific purposes shall, wherever possible be distributed to charities within the Province of British Columbia, registered under the provisions of the Income Tax Act which carry on work of a similar nature to such specific purposes. This paragraph is unalterable.

## **BYLAWS**

### **PART I - INTERPRETATION**

Here set out, in numbered clauses, the bylaws providing for the matters referred to in section 6(1) of the *Society Act* and any other bylaws.

1.1 In these bylaws and the constitution of the Society, unless the context otherwise requires:

“Address of the Society” means the address of the Society as filed from time to time with the Registrar in the Notice of Address;

“Appointed director” means a person appointed in accordance with these bylaws as an appointed director or appointed as a replacement director for an appointed director;

“Board” mean the directors acting as authorized by the constitution and these bylaws in managing or supervising the management of the affairs of the Society and exercising the powers of the Society;

“Board resolution” means:

- (1) a resolution passed at a meeting of the Board by a simple majority of the votes cast by those directors present and entitled to vote at such meeting;  
or
- (2) a resolution that has been submitted to all of the directors and consented to in writing by all of the directors who would have been entitled to vote on it in person at a meeting of the Board;

“bylaws” means the bylaws of the Society as filed in the Office of the Registrar;

“Chair” means the person elected to the office of President in accordance with these bylaws;

“Constitution” means the constitution of the Society as filed in the Office of the Registrar;



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“directors” means only those persons who have become either appointed, elected, founding or replacement directors in accordance with these bylaws and have not ceased to be directors, and a “director means any one of them;

“Elected director means a person elected as an elected director in accordance with these bylaws or elected or appointed as a replacement director for an elected director;

“Founding director” means a person whose name is included in the List of First Directors filed with the Registrar at the time of incorporation;

“Income Tax Act” means the Income Tax Act R.S.C. 1985 (Supp.) C. 1 as amended from time to time;

“members” means the applicants for incorporation of the Society and those persons who have subsequently become members in accordance with these bylaws and, in either case, have not ceased to be members, and a “member means any one of them;

“ordinary resolution” means:

- (1) a resolution passed at a general meeting of the Society by a simple majority of the votes cast by those members present in person or by proxy and who are entitled to vote in person or by proxy at such meeting; or
- (2) a resolution that has been submitted to all of the members and consented to in writing by 75% of the members who would have been entitled to vote in person or by proxy at a general meeting of the Society;

“President” means a person elected to the office of President in accordance with these bylaws, but such office holder shall use the title Chair in substitution for the title President;

“Registered address” of a member or director means the address of that person as recorded in the register of members or the register of directors;

“Registrar” means the Registrar of Companies of the Province of British Columbia;

“Secretary” means a person elected to the office of Secretary in accordance with these bylaws;

“Society” means Air Cadet League of Canada, \_\_\_\_\_ Squadron Sponsoring Committee;

“*Society Act*” means the Society Act R.S.B.C. 1996, Chap. 433, as amended from time to time;

“Special resolution” means:



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- (1) a resolution passed at a general meeting of the Society by a majority of not less than 75% of the votes cast by those members present in person or by proxy and who are entitled to vote in person or by proxy at such meeting; or
- (2) a resolution consented to in writing by every member who would have been entitled to vote in person or by proxy at a general meeting of the Society;

“Treasurer” means a person elected to the office of Treasurer in accordance with these bylaws;

- 1.2 The definitions in the *Society Act* on the date these bylaws become effective apply to these bylaws and the constitution.

**PART 2- MEMBERSHIP**

- 2.1 Membership in the Society shall be restricted to the applicants for incorporation and to those persons, including societies with the same purposes as the Society, of full legal capacity whose application for admission as a member of the Society has been approved by a Board resolution.
- 2.2 The amount of the membership dues, if any, shall be determined by the Board. 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 succeeding membership year until such amount is changed.
- 2.3 A member may withdraw from the Society by delivering his or her resignation in writing to the Secretary of the Society or delivering it to the address of the Society.
- 2.4 A person shall immediately cease to be a member of the Society:
  - (1) upon the date which is the later of the date of delivering his or her resignation in writing to the Secretary of the Society or to the address of the Society and the effective date of the resignation stated therein; or
  - (2) upon his or her death; or
  - (3) in the case of a society upon dissolution, bankruptcy or receivership; or
  - (4) upon the expiration of the term currently determined stipulating the length of time for which he or she is to be a member; or
  - (5) upon being removed; or
  - (6) upon failing to attend the annual general meeting of the Society for two consecutive years unless the Board, by Board resolution, waives this condition for the named member.
- 2.5 A member may be removed by an ordinary resolution of the members passed at a general meeting or by a Board resolution;



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- 2.6 The membership of a person in the Society is not transferable.
- 2.7 All members shall be in good standing except a member who has failed to pay his or her current membership dues, or any other subscription or any debt due and owing by such member to the Society, and such member is not in good standing as long as the debt remains unpaid.

**PART 3- MEETINGS OF MEMBERS**

- 3.1 The Secretary shall be responsible for making the necessary arrangements for:
  - (1) the issuance of notices of meetings of members;
  - (2) the keeping of minutes of all meetings of members; and
  - (3) the maintenance of the register of members.
- 3.2 The general meetings of the Society shall be held at such time and place, in accordance with the *Society Act*, as the Chair shall decide.
- 3.3 The Secretary shall give not less than 14 days written notice of a general meeting to its members entitled to receive notice; but those members may waive or reduce the period of notice for a particular meeting by unanimous consent in writing.
- 3.4 Notice of a general meeting shall specify the place, the day and the hour of the meeting.
- 3.5 The accidental omission to give notice of a general meeting to, or the non-receipt of notice by, any of the members entitled to receive notice does not invalidate proceedings at that meeting.
- 3.6 The first annual general meeting of the Society shall be held not more than 15 months after the date of incorporation, and thereafter an annual general meeting shall be held at least once in every calendar year and not more than 15 months after the holding of the last preceding annual general meeting.
- 3.7 Every general meeting other than an annual general meeting is an extraordinary general meeting.
- 3.8 The Chair may, whenever he or she thinks fit, convene an extraordinary general meeting.



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**PART 4- PROCEEDINGS AT GENERAL MEETINGS**

4.1 Special business is:

- (1) All business at an extraordinary general meeting except the adoption of rules of order; and
- (2) All business that is transacted at an annual general meeting, except:
  - (1) the adoption of rules of order;
  - (2) consideration of the financial statements;
  - (3) consideration of the report of the directors;
  - (4) consideration of the report of the auditor;
  - (5) the election or appointment of directors;
  - (6) the appointment of the auditor; and
  - (7) such other business that, under these bylaws or any governing statutes, ought to be transacted at an annual general meeting, or business which is brought under consideration by the report of the directors if the report was issued with the notice of the meeting.

4.2 A quorum at a general meeting is the greater of 3 members entitled to vote being present or 25% of the members entitled to vote being present.

4.3 No business, other than the election of a person to chair the meeting and the adjournment or termination of the meeting, shall be conducted at a general meeting at a time when a quorum is not present.

4.4 If at any time during a general meeting there ceases to be a quorum present, business then in progress shall be suspended until there is a quorum present or until the meeting is adjourned or terminated.

4.5 If within 30 minutes from the time appointed for a general meeting a quorum is not present, the meeting, if convened on the requisition of members, shall be terminated, but in any other case, it shall stand adjourned to the same day in the next week, at the same time and place, and if, at the adjourned meeting, a quorum is not present within 30 minutes from the time appointed for the meeting, the members present shall constitute a quorum.

4.6 The Chair shall chair all general meetings, but if at any general meeting the Chair is not present within 15 minutes after the time appointed for the general meeting, or requests that he or she not chair that meeting, the members present may choose one of their directors to chair that general meeting.

4.7 If a person presiding as chair of a general meeting wants to step down as chair for all or part of that meeting, he or she may designate an alternate to chair such meeting or portion thereof, and upon such designated alternate receiving the



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consent of a majority of the members present at such meeting, he or she may preside as chair.

- 4.8 A general meeting may be adjourned from time to time and place to place, but no business shall be transacted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.
- 4.9 It is not necessary to give notice of an adjournment or of the business to be transacted at an adjourned meeting except where a meeting is adjourned for more than 14 days, in which case notice of the adjourned meeting shall be given as in the case of the original meeting.
- 4.10 Any issue at a general meeting which is not required by these bylaws or the *Society Act* to be decided by a special resolution shall be decided by an ordinary resolution.
- 4.11 A member in good standing is entitled to one vote.
- 4.12 A society which is a member may vote by its duly authorized representative who is entitled to speak and vote and in all other respects exercise the rights of a member and that representative shall be recognized as a member for all purposes in connection with any meeting of the Society. The chairman of a meeting shall be entitled to require any such representative to first produce a certified copy of a resolution of the board of directors of the society appointing him as its representative.
- 4.13 A member chairing a general meeting may vote but, if he or she does so and the result is a tie, he or she shall not be permitted to vote again to break the tie and the resolution being voted on shall be deemed to have failed.
- 4.14 Voting shall be by show of hands or voice vote recorded by the secretary of the meeting, unless proxy votes are to be recorded, or if, any member present at the meeting makes a request for a secret vote and a simple majority of those present in person or by proxy, vote in favour of a secret vote, then a secret vote by written ballot shall be required.
- 4.15 Voting by proxy is permitted provided that the proxy has previously been appointed in writing signed by the member appointing the proxy. A permanent proxy entitling a person or member to vote at other than one meeting and any adjournment of that meeting is void.
- 4.16 No resolution proposed at a general meeting need be seconded and the person chairing such a meeting may move or propose a resolution.



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- 4.17 A resolution in writing which is identified as an ordinary resolution and has been submitted to all the members and signed by a minimum of 75% of the members who would have been entitled to vote on it in person or by proxy at a general meeting of the Society is as valid and effectual as an ordinary resolution as if it had been passed at a meeting of members duly called and constituted and shall be deemed to be an ordinary resolution. Such a resolution may be in two or more counterparts which together shall be deemed to constitute one ordinary resolution in writing. Such ordinary resolution shall be filed with minutes of the proceedings of the members and shall be effective on the date stated therein or, in the absence of such a date being stated, on the latest date stated on any counterpart.
- 4.18 A resolution in writing which is identified as a special resolution and has been signed by all the members who would have been entitled to vote on it in person or by proxy at a general meeting of the Society is as valid and effectual as a special resolution as if it had been passed at a meeting of members duly called and constituted. Such a resolution may be in two or more counterparts which together shall be deemed to constitute one special resolution in writing. Such special resolution shall be filed with minutes of the proceedings of the members and filed with the Registrar and shall be deemed to be passed on the date stated therein or, in the absence of such a date being stated, on the latest date stated on any counterpart and shall take effect on the date it is accepted by the Registrar.

**PART 5 - DIRECTORS**

- 5.1 The Board may exercise all such powers and do all such acts and things as the Society may exercise and do, and which are not by these bylaws or by statute or otherwise lawfully directed or required to be exercised or done by the members in general meeting, but subject, nevertheless, to the provisions of:
- (1) all laws affecting the Society;
  - (2) these bylaws; and
  - (3) rules, not being inconsistent with these bylaws, which are made from time to time by the Society in general meeting.
- 5.2 No rule made by the Society in a general meeting invalidates a prior act of the Board that would have been valid if that rule had not been made.
- 5.3 The property and the affairs of the Society shall be managed by the Board.
- 5.4 Every director shall subscribe to and support the purposes of the Society. No person shall be a director of the Society unless duly elected or appointed a director in accordance with these bylaws and shall cease to be a director if notice of a change in directors is not filed with the Registrar of Companies in compliance with the *Society Act* within 60 days of such election or appointment.



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- 5.5 The number of directors shall be three, or such other number, not being less than three, as may be determined from time to time by ordinary resolution.
- 5.6 The persons whose names are listed in the List of First Directors filed with the Registrar at the time of incorporation shall be the founding directors and the terms of each such founding director shall be deemed to terminate at the close of the first annual general meeting of the Society.
- 5.7 Elected directors shall be elected by the members at the annual general meeting of the Society and shall take office commencing at the close of such meeting.
- 5.8 The directors shall retire from office at each annual general meeting when their successors are elected.
- 5.9 In elections where there are more candidates than vacant positions for directors, election shall be by secret ballot with the name of each duly nominated candidate being added to the ballot. Candidates shall be deemed to be elected in order of those candidates receiving the most votes.
- 5.10 No member shall vote for more directors than the number of vacant positions for elected directors. Any ballot on which more names are voted for than there are vacant positions shall be deemed to be void.
- 5.11 The directors shall, at any time and from time to time, appoint a member as a director to fill a vacancy in the directors and a director so appointed holds office only until the conclusion of the next annual general meeting of the society, but is eligible for re-election at the meeting.
- 5.12 The members may by ordinary resolution remove a director before the expiration of such director's term of office and may elect a person as a replacement director for the balance of the term of the director removed.
- 5.13 No act or proceeding of the Board is invalid by reason only of there being less than the prescribed number of directors in office.
- 5.14 A person shall immediately cease to be a director of the Society:
- (1) upon delivering his or her resignation in writing to the Secretary of the Society or to the address of the Society; or
  - (2) upon his or her death; or
  - (3) upon the expiration of the term currently determined stipulating the length of time for which he or she is to serve as a director; or
  - (4) upon being removed as a director by the members;
  - (5) upon failing to attend or participate in three consecutive meetings of the directors, unless this provision is specifically waived for a named director in a Board resolution evidenced in writing and upon which the named director is not entitled to vote.





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- 5.15 Notwithstanding the foregoing bylaws, if no successor is elected or appointed to replace the person who otherwise would cease to be a director and the result is that the number of directors would fall below three, the person previously elected or appointed as director continues to hold office until such time as a successor director is elected or appointed.
- 5.16 A director may not be remunerated for services rendered in his or her capacity as a director, although a director may, as determined by a Board resolution, be reimbursed for all expenses necessarily and reasonably incurred by him or her while engaged on the affairs of the Society.
- 5.17 A director may hold any office or place of profit in the Society (other than auditor) in conjunction with his or her office of director for the period and on such terms as the Board determines. Subject to the *Society Act*, no director shall be disqualified by such office from contracting with the Society.
- 5.18 The Society shall have the power to make expenditures and loans whether or not secured or interest bearing for the purpose of furthering the purposes of the Society. The Society shall also have the power to enter into trust arrangements or contracts for the purpose of discharging obligations or conditions either imposed by a person donating, bequeathing, advancing or lending funds or property to the Society, or assumed by the Society in expectation of such donations, bequests, advances or loans. Such arrangements or contracts shall be in accordance with the terms and conditions that the Board may prescribe.
- 5.19 The Board shall take such steps as it deems necessary to enable the Society to receive donations, bequests, funds, property, trusts, contracts, agreements and benefits for the purpose of furthering the purposes of the Society. The Board in its sole and absolute discretion may refuse to accept any donation, bequest, trust, loan, contract or property.
- 5.20 In investing the funds of the Society, the Board shall not be limited to securities and investments in which trustees are authorized by law to invest, but may make any investments which in its opinion are prudent. In determining whether an investment is prudent, the Board may consider the extent to which an investment furthers purposes and funding of the Society in addition to issues of pure economic return. Subject to the provisions of the *Society Act*, a director shall not be liable for any loss which may result from any such investment.



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**PART 6- PROCEEDINGS OF THE BOARD**

- 6.1 A meeting of the Board may be held at any time and place determined by the Board, provided that five days' notice of such meeting shall be sent in writing to each director. However, no written notice shall be necessary if all directors were present at the preceding meeting when the time and place of the meeting were determined or are present at the meeting or waive notice thereof in writing or give a prior verbal waiver to the Secretary of the Society.
- 6.2 For the purposes of the first meeting of the Board held immediately following the appointment or election of a director or directors at a general meeting, or for the purposes of a meeting of the Board at which a director is appointed to fill a vacancy in the Board, it is not necessary to give notice of the meeting to the newly elected or appointed director or directors for the meeting to be properly constituted.
- 6.3 The Chair may at any time, and the Secretary, on the request of any two directors shall, convene a meeting of the Board.
- 6.4 The Board may from time to time fix the quorum necessary to transact business, and unless so fixed the quorum shall be a majority of the directors in office at the time when the meeting convenes; but in no instance may the number necessary for a quorum be less than two.
- 6.5 The Chair shall chair all meetings of the Board; but if at any meeting the Chair is not present within 15 minutes after the time appointed for the meeting, or the Chair requests that he or she not chair that meeting, the directors present may choose one of their number to chair that meeting.
- 6.6 If the person presiding as chair of a meeting of the Board wants to step down as chair for all or part of that meeting, he or she may designate an alternate to chair such meeting or portion thereof, and upon such designated alternate receiving the consent of a majority of the directors present at such meeting, he or she may preside as chair.
- 6.7 No resolution proposed at a meeting of the Board must be seconded. The person chairing a meeting may move or propose a resolution.
- 6.8 Any issue at a meeting of the Board which is not required by these bylaws or the *Society Act* to be decided by a resolution requiring more than a simple majority shall be decided by a Board resolution.
- 6.9 A director chairing a meeting may vote but, if he or she does so and the result is a tie, he or she shall not be permitted to vote again to break the tie and the resolution being voted on shall be deemed to have failed.
- 6.10 Voting shall be by show of hands or voice vote recorded by the secretary of the meeting except that, at the request of any one director, a secret vote by written ballot shall be required.



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- 6.11 A Board resolution in writing which has been deposited with the Secretary is as valid and effectual as if it had been passed at a meeting of the Board duly called and constituted. Such Board resolution may be in two or more counterparts which together shall be deemed to constitute one resolution in writing. Such resolution shall be filed with minutes of the proceedings of the Board and shall be effective on the date stated therein or, in the absence of such a date being stated, on the latest date stated on any counterpart.
- 6.12 A director who contemplates being or is temporarily absent from Canada may, by letter, facsimile, telegram or telex, send or deliver to the address of the Society a waiver of notice of any meeting of the Board for a period not longer than one year and may, at any time, withdraw the waiver in like manner. Until the waiver is withdrawn:
- (1) no notice of meetings of the Board need be sent to that director; and
  - (2) any and all meetings of the Board, notice of which has not been given to that director shall, if a quorum is present, be valid and effective.

**PART 7- PATRONS**

- 7.1 The Board may appoint prominent persons and office holders to be Patrons of the Society.
- 7.2 The function and number of Patrons and the terms of each appointment shall be determined by the Board.

**PART 8- COMMITTEES**

- 8.1 The Board may create such standing and special committees as may from time to time be required which may be in whole or in part composed of directors as the Board thinks fit. The Board may delegate any, but not all, of its power to such committees and any such committee shall limit its activities to the purpose or purposes for which it is appointed, and shall have no powers except those specifically conferred by the Board. Unless specifically designated as a standing committee, any special committee so created must be created for a specific time period only. Upon completion of the earlier of the specified time period or the task for which it was appointed, a special committee shall automatically be dissolved.
- 8.2 A committee, in the exercise of the powers delegated to it, shall conform to any rules that may from time to time be imposed by the Board, and shall report every act or thing done in exercise of those powers at the next meeting of the Board held after it has been done, or at such other time or times as the Board directs.
- 8.3 The members of a committee may meet and adjourn as they think proper and meetings of committees shall be governed mutatis mutandis by the rules set out in these bylaws governing proceedings of the Board.



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**PART 9 - DUTIES OF OFFICERS**

- 9.1 At the first meeting of the Board held after an annual general meeting, the Board shall elect from among the directors a President (Chair) who shall hold office until the first meeting of the Board held after the next following annual general meeting. The Chair shall be responsible for chairing general meetings of the Board.
- 9.2 The Board shall appoint a Secretary, Treasurer, Vice-Chair and may, subject to Bylaw 9.3, appoint and remove such other officers of the Society as it deems necessary and determine the duties, responsibilities, term of all officers.
- 9.3 A person may be removed as an officer by a Board resolution.
- 9.4 Should the Chair or any other officer for any reason not be able to complete his or her term, the Board shall elect or appoint a replacement without delay.
- 9.5 The Chair shall be responsible for:
- (1) chairing meetings of the Board;
  - (2) communications between the Society and the commanding officer of the air cadet squadron for which the Society is responsible;
  - (3) ensuring all resolutions of the Board are implemented;
  - (4) representing, in person or through another officer or director of the Society, the Society at all official functions of the Society with the intent to promote the Society, Air Cadet League of Canada-La Ligue des Cadets de l'Air du Canada and squadron for which the Society is responsible.
- 9.6 The Vice-Chair shall be responsible for assisting the Chair as required and in the absence of the Chair, assuming the responsibilities of the Chair.
- 9.7. The Secretary shall be responsible for making the necessary arrangements for:
- (1) the issuance of notices of meetings of the Board;
  - (2) the keeping of minutes of all meetings of the Board;
  - (3) the custody of all records and documents of the Society;
  - (4) the custody of the common seal of the Society;
  - (5) the maintenance of the register of members and directors;
  - (6) the conduct of the correspondence of the Society;
- 9.8 The Treasurer shall be responsible for making the necessary arrangements for:
- (1) the keeping of such financial records, including books of account, as are necessary to comply with the *Society Act*, and
  - (2) the rendering of financial statements to the directors, members and others when required.



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- 9.9 If the Secretary is absent from any meeting of the Board, the directors present shall appoint another person to act as secretary at that meeting.
- 9.10 A person may be appointed to two or more of the offices of the Society at any one time.
- 9.11 Notwithstanding the foregoing bylaws, the Board may appoint a secretary of the Board to be responsible for the preparation and custody of minutes of meetings of the Board and the correspondence of the Board.
- 9.12 An officer may not be remunerated for services rendered in his or her capacity as an officer, although an officer may, as determined by a Board resolution, be reimbursed for all expenses necessarily and reasonably incurred by him or her while engaged on the affairs of the Society.

**PART 10- SEAL**

- 10.1 The Board may provide a common seal for the Society and it shall have power from time to time to destroy a seal and substitute a new seal in its place.
- 10.2 The common seal, if any, shall be affixed only when authorized by a resolution of the Board, and then only in the presence of the persons prescribed in the resolution or, if no persons are prescribed, in the presence of any two directors.
- 10.3 Should the Society not have a common seal, execution by the Society shall be authorized by a resolution of the Board provided always that such resolution shall require the signatures of either two directors or one director and one officer, not being the same person.

**PART 11 - BORROWING AND INVESTMENTS**

- 11.1 In order to carry out the purposes of the Society, the Board may, on behalf of and in the name of the Society, raise or secure the payment or repayment of money in any manner it decides including the granting of guarantees, and in particular, but without limiting the foregoing, by the issue of debentures.
- 11.2 No debenture shall be issued without the authorization of a special resolution.
- 11.3 The members may restrict the borrowing powers of the Board.



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**PART 12- AUDITOR**

- 12.1 This Part applies only where the Society is required or has resolved to have an auditor.
- 12.2 The first auditor shall be appointed by the Board which shall also fill any vacancy occurring in the office of auditor.
- 12.3 At each annual general meeting, the Society shall appoint an auditor to hold office until he or she is re-appointed or his or her successor is appointed at the next following annual general meeting.
- 12.4 An auditor may be removed by ordinary resolution.
- 12.5 An auditor shall be promptly informed in writing of his appointment or removal.
- 12.6 The auditor may attend general meetings.

**PART 13- NOTICES**

- 13.1 Notice of a general meeting shall be given to:
  - (1) every person shown on the register of members as a member on the day the notice is given; and
  - (2) the auditor.
- 13.2 A notice may be given to a member or a director or an officer either personally or by first class mail posted to such person's registered address.
- 13.3 A notice sent by mail shall be deemed to have been given on the fifth day following that on which the notice was posted. In proving that notice has been given it is sufficient to prove the notice was properly addressed and put in a Canadian Government post office receptacle with adequate postage affixed, provided that if there shall be, between the time of posting and the deemed giving of the notice, a mail strike or other labour dispute which might reasonably be expected to delay the delivery of such notice by the mails, then such notice shall only be effective when actually received. Any notice delivered by hand shall be deemed to have been given on the day it was so delivered.
- 13.4 If a number of days notice or a notice extending over any other period is required to be given, the day the notice is given or deemed to have been given shall not, but the day on which the event for which notice is given shall, be counted in the number of days required.



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**PART 14- MISCELLANEOUS**

- 14.1 The Board shall from time to time determine to what reasonable extent and at what reasonable times and places and under what reasonable conditions or regulations the documents, including the books of account, of the Society and minutes of meetings of the Board shall be open to the inspection of members of the Society not being directors.
- 14.2 The rules governing when notice is deemed to have been given set out in these bylaws shall apply mutatis mutandis to determine when a Board resolution shall be deemed to have been submitted to all of the directors and when an ordinary or special resolution shall be deemed to have been submitted to all of the members.
- 14.3 The Society shall have the right to subscribe to, become a member of and cooperate with any other society, foundation, corporation or association whose purposes or objectives are in whole or in part similar to the Society's purposes.
- 14.4 Subject to an order of the Registrar pursuant to the *Society Act* stating that the Society is a "reporting society" as defined under the *Society Act*, the Society shall be deemed not to be a "reporting society".
- 14.5 The Society may establish and maintain one or more branch societies with the powers, not exceeding the powers of the Society, that the Society confers.
- 14.6 The Society shall be deemed not to be a subsidiary of any other society or corporation.



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**PART 15-INDEMNIFICATION**

- 15.1 Subject to the provisions of the *Society Act*, each director or officer of the Society shall be indemnified by the Society against expenses reasonably incurred by him or her in connection with any action, suit or proceeding to which he or she may be made a party by reason of his or her being or having been an officer or director of the Society, except in relation to matters as to which he or she shall be finally adjudged in such action, suit or proceeding to have been derelict in the performance of his or her duty as an officer or director. "Derelict" shall mean grossly negligent, criminally negligent or intentionally engaged in tortious conduct with the intent to defraud, deceive, misrepresent or take advantage improperly of an opportunity available to the Society.
- 15.2 Subject to the provisions of the *Society Act*, the Board is authorized from time to time to give indemnities to any director or other person who has undertaken or is about to undertake any liability on behalf of the Society or any foundation or corporation controlled by it, and to secure such director or other person against loss by mortgage and charge on the whole or any part of the real and personal property of the Society by way of security, and any action from time to time taken by the directors under this paragraph shall not require approval or confirmation by the members.
- 15.3 The Board in its discretion may submit any contract, act or transaction for approval, ratification or confirmation at any annual general meeting or at any extraordinary general meeting of the members called for the purpose of considering the same and any contract, act or transaction that may be approved, ratified or confirmed by a resolution passed by a majority of the votes cast at any such meeting (unless any different or additional requirement is imposed by the *Society Act* or these bylaws) shall be as valid and as binding upon the Society and upon all the members as though it had been approved, ratified and confirmed by every member of the Society.
- 15.4 Subject to the provisions of the *Society Act*, no director or officer for the time being of the Society shall be liable for the acts, neglects or defaults of any other director or officer of the Society or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Society through the insufficiency or deficiency of title to any property acquired by order of the directors for or on behalf of the Society, or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Society shall be placed out or invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom or which any funds or property of the Society shall be lodged or deposited, or for any other loss, damage or misfortune whatsoever which may happen in the execution of the duties of his or her respective office or trust or in relation thereto, unless all or any of the same shall happen by or through the wilful act, default or neglect of such director or officer.





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- 15.5 The Society shall, to the full extent permitted by the *Society Act*, indemnify and hold harmless, every person heretofore, now or hereafter serving as a director or officer of the Society and his or her heirs and legal representatives.
- 15.6 Expenses incurred with respect to any claim, action, suit or proceeding may be advanced by the Society prior to the final disposition thereof in the discretion of the Board and upon receipt of an undertaking satisfactory in form and amount to the Board by or on behalf of the recipient to repay such amount unless it is ultimately determined that he or she is entitled to indemnification hereunder.
- 15.7 The Society shall apply to the Court for any approval of the Court which may be required to make the indemnities herein effective and enforceable. Each director and officer of the Society on being elected or appointed shall be deemed to have contracted with the Society upon the terms of the foregoing indemnities. Such indemnities shall continue in effect with regard to actions arising out of the term each director or officer held such office notwithstanding that he or she no longer continues to hold such office.
- 15.8 The failure of a director or officer of the Society to comply with the provisions of the *Society Act* or of the constitution or these bylaws shall not invalidate any indemnity to which he or she is entitled under this Part.
- 15.9 The Society may purchase and maintain insurance for the benefit of any or all directors or officers against personal liability incurred by any such person as a director or officer.



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**PART 16-BYLAWS**

16.1 On being admitted to membership, each member is entitled to and upon request, the Society shall provide him or her with a copy of the constitution and bylaws of the Society.

16.2 These bylaws shall not be altered or added to except by special resolution.

DATED the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

**WITNESSES: \_\_\_\_\_ APPLICANTS FOR INCORPORATION**

Signature \_\_\_\_\_

Print Name

Address:

Occupation

Signature \_\_\_\_\_

Print Name

Address:

Occupation

Signature \_\_\_\_\_

Print Name

Address:

Occupation

Signature \_\_\_\_\_

Print Name

Address:

Occupation

Signature \_\_\_\_\_

Print Name

Address:

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Print Name



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Address:  
Occupation

Address:  
Occupation

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Print Name

Print Name

Address:

Address:

Occupation

Occupation



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### 3.4 CONTACTS

#### 3.4 Contacts

The following list of contacts is printed for reference purposes only. An up to date list will be maintained on the BCPC Website at:

[http://www.aircadetleague.bc.ca/admin\\_manual/Forms/bcpc\\_contact\\_list.pdf](http://www.aircadetleague.bc.ca/admin_manual/Forms/bcpc_contact_list.pdf)

ORGANIZATION	PHONE/FAX NUMBER	E-MAIL ADDRESS	WEBSITE
The Air Cadet League of Canada British Columbia Provincial Committee Unit 2 – 7630 Montreal Street Delta, BC, V4K 0A7	Phone: 604-732-9119 Toll free: 1-866-614- BCPC (2272) Fax: 604-732-9115	<a href="mailto:bcpc@aircadetleague.bc.ca">bcpc@aircadetleague.bc.ca</a>	<a href="http://www.bc.aircadetleagueofcanada.ca">www.bc.aircadetleagueofcanada.ca</a>
The Air Cadet League of Canada National Headquarters Constitution Building 66 Lisgar Street Ottawa, ON, K2P 0C1	Phone: 613-991-4349 Toll free: 1-877-I Can Fly Fax: 613-991-4347	<a href="mailto:webadmin@aircadetleague.com">webadmin@aircadetleague.com</a>	<a href="http://www.aircadetleague.com">www.aircadetleague.com</a>
Regional Cadet Officer Pacific Region Cadet Office PO Box 17000, Stn Forces Victoria, BC, V9A 7N2	Phone: 1-800-661-4255 Fax: 250-363-0818		



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Pacific Region Gliding School Pacific Region Gliding Centre CFB, Comox Lazo, BC, V0R 2K0	Phone: 250-339-8211 Fax: 250-339-8317		<a href="http://www.cadets.ca/en/summer-opportunities/training-centres-pacific-gliding.page">www.cadets.ca/en/summer-opportunities/training-centres-pacific-gliding.page</a>
Department of National Defence National Cadet Website			<a href="http://www.cadets.ca/">www.cadets.ca/</a>
Canada Revenue Agency (CRA) 1166 West Pender Street Vancouver, BC, V6E 3H8	Phone: 604-669-7687 (For GST Credit)		<a href="http://www.cra-arc.gc.ca/menu-eng.html">http://www.cra-arc.gc.ca/menu-eng.html</a>
Province of British Columbia Gaming Commission 1 <sup>st</sup> Floor 844 Courtney Street PO Box 9310 Stn Prov Govt Victoria, BC, V8W 9N1	Phone: 250-387-5311 Fax: 250-356-8149		<a href="http://www.pssq.gov.bc.ca/gaming/">www.pssq.gov.bc.ca/gaming/</a>