



**THE AIR CADET LEAGUE OF CANADA
BRITISH COLUMBIA PROVINCIAL COMMITTEE
POLICY and ADMINISTRATION MANUAL**



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Editorial Note:

***The following was included in the first issue of this manual
and is retained for historic purposes only!***

1.1 FOREWARD

In an ongoing effort to provide information to the Squadron Sponsoring Committees, League Members and the Officers, the Executive of the British Columbia Provincial Committee have undertaken a project to update the “Blue Book” or what we will now refer to as the:

**THE AIR CADET LEAGUE OF CANADA
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The original “Blue Book” was first conceived in the early 1990s by the Directors of the BCPC who recognized a need for instructions, guidelines and information to be readily available to the various levels of League and Committee members.

To all those Directors, Committee Members and Military personnel who assisted in the preparation of the first manual, BCPC extends our deep appreciation for a job well done. We would also like to thank the staff and Directors who have continued to provide manual updates. Over the years, this manual has been a key reference point for all those involved with the successful running of squadrons throughout the province.

Moving forward, the current Directors recognized the need to upgrade the manual and to publish a revised version. In these times of “electronic information”, we will also include the manual as a component of our website. Publishing the manual on the website will also make it accessible to more committee members.

The manual is a “living document” and will undergo changes and revisions as required. The goal is to update the manual once a year, effective September 1 of each year. However, this does not preclude us from providing revisions during the year if a significant change is required.

It is hoped that the revised format will provide key information to all those that are involved with the Air Cadet Program.

British Columbia Provincial Committee



1.2 ABBREVIATIONS

The following is a list of abbreviations that are referred to within this manual:

AEA	Area Elemental Advisor
Area OC	Area Officer Commanding
ACLCL	Air Cadet League of Canada
ACR	Annual Ceremonial Review
BCPC	British Columbia Provincial Committee
CAF	Canadian Air Force
CCC	Community Coordinating Committee
CCFTC	Comox Cadet Flight Training Centre
CDS	Chief of Defence Staff
CFB	Canadian Forces Base
CIC	Cadet Instructor Cadre – the term applied to the officers involved in the Air Cadet Program
Comd CJCR	Commander Cadets and Junior Canadian Rangers
CO	Commanding Officer
CO RCSU	A senior military officer with the rank of Cdr/LCol who is in charge of Cadet Operations within the province/region
CTC	Cadet Training Centre
DND	Department of National Defence
NDHQ	National Defence Headquarters
GSIRP	Glider Structural Inspection Repair Program – a structured program to maintain and upgrade the Glider aircraft fleet owned by the Air Cadet League
GPTC	Glider Pilot Training Course
HQ	Headquarters
IACE	International Air Cadet Exchange



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**Section 1
Preface**

MOA	Memorandum of Agreement (ie. Between BCPC and the Soaring Association of Canada)
MOU	Memorandum of Understanding (ie. Between DND and Air Cadet League of Canada)
MRO's	Monthly Routine Orders published by the squadron, which defines the activities of a squadron for the coming month.
NCM	Non-Commissioned Member – an Air Cadet or CAF member who holds a rank of Corporal or above. Replaces the term Non-Commissioned Officer
NCO	Non-Commissioned Officer – former term for an NCM
NSTC	National Summer Training Courses
OC	Officer Commanding
PAC Region	The military organization responsible for cadet operations within the Province (RCSU)
PPTC	Power Pilot Training Course
PSRY	Positive Social Relations for Youth
PYDPO	Positive Youth Development Program for Officers
RCAG	Regional Cadet Advisory Group
RCA Ops O	Regional Cadet Air Operations Officer located at CFB Comox who is in charge of all cadet flying programs within the province
RCA Ops (PAC)	Regional Cadet Air Operations Pacific (formerly RGS - Regional Gliding School)
RCMA	Regional Cadet Music Advisor
RCSU	Regional Cadet Support Unit located in Victoria (PAC Region)
RO	Reviewing Officer who presides over a Squadron Annual review
SIRP	Structural Inspection Repair Program
SSC	Squadron Sponsoring Committee
UHRA	Unit Human Rights Advisor
VCDS	Vice Chief of Defence Staff
Wing	The province is divided into eight geographical areas called "wings".
Zn Trg O	Zone Training Officer



1.3 MANUAL LOCATION

This electronic manual is available via the BCPC website (BCPC Resources; BCPC Manual; BCPC Policy and Administration Manual):

<https://bc-aircadetleague.com/bcpc-resources/bcpc-manual/>

This electronic manual is a living document; please refer to the BCPC website for the latest version.

Suggestions and comments can be forwarded to the BCPC Office:

bcpc@aircadetleague.bc.ca



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2.1 THE AIR CADET MOVEMENT

2.1.1 The History of the Air Cadet Movement

The Air Cadets Movement in Canada was started in British Columbia circa 1938 by *111 Pegasus Squadron* while the Air Cadet League of Canada was not chartered until April, 1941. The purpose of the League in its formative years was military, but its founders were also thinking in terms of the long-range benefits of Air Cadet Training. They realized that through voluntary study, cadets could improve their knowledge of aviation and increase their usefulness to the community. Through participation in supervised squadron activities, they would find opportunities to develop those qualities usually associated with good citizenship.

It was this character-building aspect of Air Cadet training which appealed most strongly to the youth leaders of the country. Service Clubs, Educators, Boards of Trade and Veterans groups offered their services to the League, not only as a contribution to the war effort, but also as a means of assisting the youth of the country along the road to good citizenship. Commencing in 1944, the League planned and carried out its wartime conversion with the same vigour that it tackled its wartime responsibilities.

The challenge faced by the Air Cadet leaders of the sixties was to revitalize the Movement and establish its credibility with a new and very aware generation of young Canadians. In the summer of 1965, the League's western members launched an experimental gliding program in conjunction with the Air Cadet Summer camp at Penhold, Alberta. From that small beginning, gliding has developed into a major project and has built up to the point where the Air Cadet Movement carries out more than 60,000 glider flights and graduates 320 licenced Air Cadet glider pilots annually.

Past figures received from Transport Canada and the Airline Pilots Association, reveal that one out of every five Private Pilots in Canada at the present time is an ex-Air Cadet and 67% of the Commercial Airline Pilots flying today got their start in Air Cadets. It is also estimated that 28% of the flying, technical and administrative members serving in the Air Force today had some form of Air Cadet training. Even more important, the failure rate among ex-Air Cadets joining the service is almost nil.

2.1.2 The Air Cadet League of Canada

The Air Cadet League of Canada works at three levels throughout the country: The National organization, the Provincial Committees, and the Squadron Sponsoring Committees. As part of the "Air Cadet Partnership", the Air Cadet League is responsible for:

- (a) Making recommendations to the Chief of the Defence Staff for the formation, organization or disbandment of a cadet squadron;
- (b) Recommending and Screening suitable persons for enrolment in the Department of National Defence as CIC Officers, or for employment as Volunteer and Civilian Instructors;
- (c) When requested, making recommendations to the appropriate Regional Commander regarding the appointment, promotion, transfer or release of CIC officers and civilian instructors;

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- (d) Providing financial support as required;
- (e) Ownership and maintenance of the fleet of tow aircraft and gliders;
- (f) Providing advice, direction, training, and assistance to Squadron Sponsoring Committees;
- (g) Overseeing, in co-operation with the Department of National Defence, the effective operation of Air Cadet Squadrons and their Squadron Sponsoring Committees;
- (h) Administering trust accounts set up for awards to outstanding cadets;
- (i) Identifying and providing other appropriate awards to recognize commendable cadet's and volunteers' performances; and,
- (j) Assist DND in the cadet selection process for national courses and exchange programs.

The Air Cadet League is a very large organization which assists the Department of National Defence in administering Air Cadet training on all three levels throughout the country.

Apart from the financial considerations, however, are the efforts of the thousands of Air Cadet League personnel who volunteer across the country to assist Squadrons in meeting their objectives.

The Air Cadet League of Canada provides a voice in Canada for the Air Cadet Movement as a whole so that the Canadian public is kept aware of the accomplishments and capabilities of the Movement and of its ability to fulfil its aims.

2.1.3 The Air Cadet League in British Columbia

The British Columbia Provincial Committee, hereinafter referred to as BCPC, comprises unpaid volunteers and two full-time paid employees, who administer the B.C. SSCs from the provincial office located at Boundary Bay Airport, #2 – 7630 Montreal Street, Delta, BC V4K 0A7. The main areas of responsibility for the BCPC are:

Formation of Units

The BCPC liaises with the Regional Cadet Support Unit (Pac) (RCSU (Pac)) to identify areas of interest and assists local groups in starting new Air Cadet Squadrons. The BCPC also recommends the disbandment of unsuccessful units.

Personnel

It is the responsibility of the BCPC, through each Squadron Sponsoring Committee (SSC), to assist with the recruiting of officers into the program and to recommend their enrolment, promotion or transfer, to the Commanding Officer of the Regional Cadet Support Unit.



Recruiting

The Air Cadet League of Canada is also responsible for cadet recruiting, and a considerable effort is undertaken at the provincial level advertising at various activities.

Flying

BC's Air Cadet fleet of tow planes and gliders is owned by the BCPC. The aircraft are operated and maintained by the Canadian Air Force under a formal agreement (called The Memorandum of Agreement) while the costs of insurance, parts, overhauls and replacements are paid for by the BCPC.

Special Events

The BCPC contributes to or wholly underwrites a number of events throughout the province, these including The BCPC AGM, the Provincial Effective Speaking program and the Boundary Bay Airport Battle of Britain Parade.

Awards and Trophies

The majority of the provincial trophies awarded throughout the training year are purchased and maintained by the BCPC.

National Summer Training Review Boards

The BCPC assigns League members for National Summer Training Review Boards. Cadets are interviewed in various locations throughout the Province for the National Courses.

Squadron Sponsoring Committee Evaluations

The BCPC assigns a member to each Squadron's Annual Ceremonial Review, where the Squadron Sponsoring Committee is reviewed and offered recommendations. Each SSC is evaluated on their administrative and compliance responsibilities throughout the training year.

Sponsoring Committee Administration

The Provincial SSCs report to the BCPC who administers them through eight Wings. The BCPC sponsors Wing meetings and training sessions in each area at least once a year. In rare instances where the SSCs require assistance or become ineffective, the BCPC may step in and place the unit under trusteeship.

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2.1.4 The Squadron Sponsoring Committee

Each Squadron has a SSC formed by the parents of the cadets in that unit, and/or by members of Service Clubs such as the Royal Canadian Legion or Air Force Association. SSC members usually attend each parade and, in many instances, most of the cadet activities as well.

Refer to Section 3 of this manual for the SSC's specific responsibilities.

2.2 BCPC ORGANIZATION

2.2.1 Structure and Incorporation

During the year 2000, the Board carried out an in-depth review of the structure of the National, Provincial and Local Committees. This review included authorities, responsibilities, vehicle ownership, real estate ownership and the various insurance coverages that were in place along with future insurance requirements.

As a result of this review and in accordance with legal advice, the Board determined that it was necessary to register the Provincial Committee as an Incorporated Society. In addition, it was determined that the SSCs of each squadron should also become Incorporated Societies.

On March 5, 2001, The Registrar of Companies granted a Certificate of Incorporation to the B.C. Provincial Committee which is officially known as:

**The Air Cadet League of Canada
British Columbia Provincial Committee**

Once incorporated, the Board held numerous meetings to restructure the Incorporated Society. The following page shows an organization chart of the newly formed organization, which is followed by a copy of the Constitution and Bylaws.

While this manual is provided as a guide by the BCPC there are other organizations and departments that SSCs may wish to contact in the course of administering their affairs and those of their Squadron.

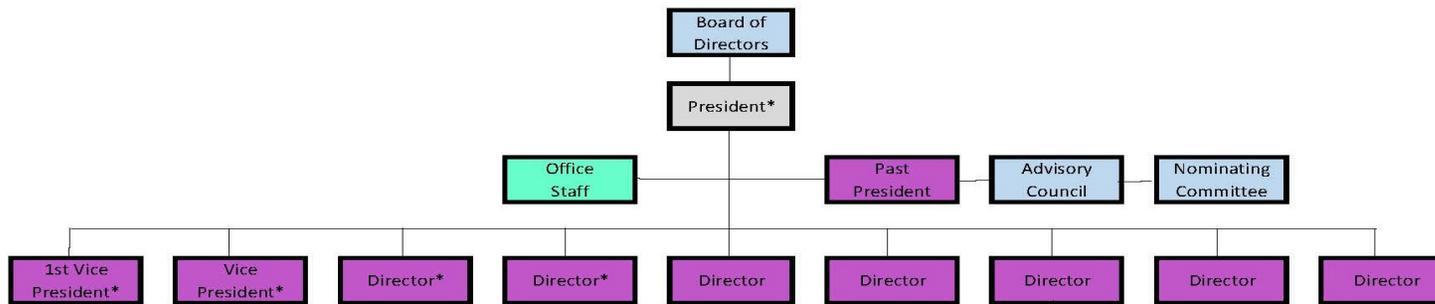
A current contact and link list can be found on the BCPC website at:

www.bc-aircadetleague.com



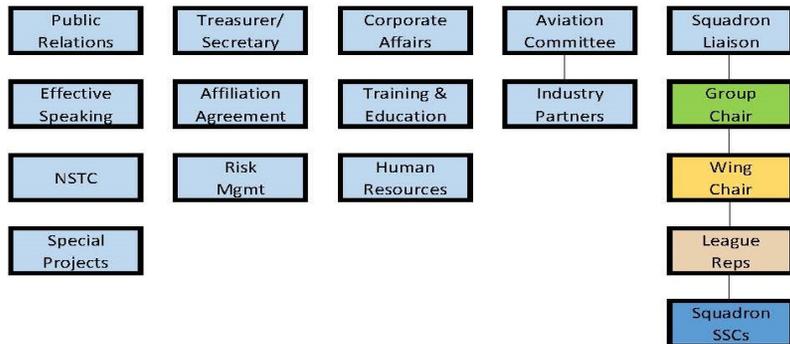
2.2.2 Organizational Chart

**AIR CADET LEAGUE OF CANADA
BRITISH COLUMBIA PROVINCIAL COMMITTEE
ORGANIZATION CHART**



*Executive Committee

PORTFOLIOS (as assigned):





2.3 CONSTITUTION AND BYLAWS

2.3.1 Constitution

CONSTITUTION

NAME OF SOCIETY

THE AIR CADET LEAGUE OF CANADA, BRITISH COLUMBIA PROVINCIAL COMMITTEE.

SOCIETY'S PURPOSES

1. 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;
2. 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
3. to exercise all powers as are necessarily ancillary to the fulfilment of the purposes of the Society.

2.3.2 Bylaws

PART 1 - INTERPRETATION

Bylaws of THE AIR CADET LEAGUE OF CANADA, BRITISH COLUMBIA PROVINCIAL COMMITTEE

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;



“Advisory Council” means the council appointed by the Board in accordance with these bylaws;

“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” means 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:

- (a) 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
- (b) 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;

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

“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 (5th 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:

- (a) 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



- (b) 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;

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

“Society” means The Air Cadet League of Canada, British Columbia Provincial Committee;

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

“Special resolution” means:

- (a) 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
- (b) 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;

- 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:
- (a) 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
 - (b) Upon his or her death; or
 - (c) In the case of a society upon dissolution, bankruptcy or receivership; or
 - (d) Upon the expiration of the term currently determined stipulating the length of time for which he or she is to be a member; or
 - (e) Upon being removed; or
 - (f) 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 or by a Board resolution;
- 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:
- (a) The issuance of notices of meetings of members;
 - (b) The keeping of minutes of all meetings of members; and
 - (c) 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 Secretary 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 Secretary may, whenever he or she thinks fit, convene an extraordinary general meeting.

PART 4 - PROCEEDINGS AT GENERAL MEETINGS

- 4.1 Special business is:
- (a) All business at an extraordinary general meeting except the adoption of rules of order; and
 - (b) All business that is transacted at an annual general meeting, except:
 - (i) the adoption of rules or order;
 - (ii) consideration of the financial statements;
 - (iii) consideration of the report of the directors;
 - (iv) consideration of the report of the auditor;
 - (v) the election or appointment of directors;
 - (vi) the appointment of the auditor; and
 - (vii) 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 25% of the members entitled to vote being present or 3 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 President shall chair all general meetings, but if at any general meeting the President 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 number 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 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.
- 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:



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- (a) all laws affecting the Society;
 - (b) these bylaws; and
 - (c) 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 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.
- 5.5 The number of directors shall be five, 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 a general meeting and shall take office commencing at the close of such meeting.
- 5.8 The term of office of elected directors shall normally be two (2) years. However the Board may determine that some or all vacant elected directors' positions shall have a term of a period less than two years, the length of such term to be determined by the Board in its discretion. For purposes of calculating the duration of an elected director's term of office, the term shall be deemed to commence at the close of the annual general meeting in which such director was elected. If the director was elected at an extraordinary general meeting, for purposes of calculating the term of office, such term shall be deemed to have commenced at the close of the annual general meeting next following such extraordinary general meeting.
- 5.9 Deleted
- 5.10 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.



- 5.11 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.
- 5.12 The members may, from time to time, appoint such additional directors, to be known as appointed directors, for such terms of office as determined by the members.
- 5.13 A person need not be a member of the Society to be eligible to be a director of the Society.
- 5.14 Every director shall retire from office at the close of the annual general meeting in the year in which his or her term expires.
- 5.15 The members may by ordinary resolution remove a director before the expiration of such director's term of office and may elect or appoint a person as a replacement director and determine the term of such replacement director.
- 5.16 Notwithstanding the foregoing bylaws, if a director ceases to hold office during his or her term for any reason other than removal as aforesaid, the Board may appoint a person as a replacement director to take the place of such director until the next annual general meeting.
- 5.17 No act or proceeding of the Board is invalid by reason only of there being less than the prescribed number of directors in office.
- 5.18 A person shall immediately cease to be a director of the Society:
- (a) upon delivering his or her resignation in writing to the Secretary of the Society or to the address of the Society; or
 - (b) upon his or her death; or
 - (c) 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
 - (d) upon being removed as a director by the members;
 - (e) 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.
- 5.19 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.
- 5.20 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.

- 5.21 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.
- 5.22 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.
- 5.23 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.
- 5.24 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.

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.



**THE AIR CADET LEAGUE OF CANADA
BRITISH COLUMBIA PROVINCIAL COMMITTEE
POLICY and ADMINISTRATION MANUAL**

**Section 2
BCPC
Background
& Organization**

- 6.3 The President 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 President shall chair all meetings of the Board; but if at any meeting the President is not present within 15 minutes after the time appointed for the meeting, or the President requests that he or she not chair that meeting, the directors present may choose one of their members 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.
- 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:
- (a) no notice of meetings of the Board need be sent to that director; and



- (b) 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 - ADVISORY COUNCIL

- 8.1 The Board may constitute an Advisory Council to provide advice and counsel to the Board on broad issues of policy and profile and may appoint worthy persons to it and determine the terms of each appointment.
- 8.2 The Board shall determine the size and composition and specific functions of the Advisory Council.
- 8.3 The Advisory Council shall not have the legal powers to direct the acts and operations of the Society and its members shall not be Directors of the Society.
- 8.4 The Advisory Council may hold meetings at such time and place as is determined by the Board and shall conform to any rules that may from time to time be imposed on it by the Board.

PART 9 - COMMITTEES

- 9.1 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.
- 9.2 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.



- 9.3 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.

PART 10 - DUTIES OF OFFICERS

- 10.1 At the first meeting of the Board held after an annual general meeting, the Board shall elect from among the directors a President who shall hold office until the first meeting of the Board held after the next following annual general meeting. The President shall be responsible for chairing general meetings of the Board.
- 10.2 The Board shall appoint a Secretary/Treasurer, two Vice-Presidents, and a Chair for each Wing, and may, subject to Bylaw 10.3, appoint and remove such other officers of the Society as it deems necessary and determine the duties, responsibilities and terms of all officers.
- 10.3 A person may be removed as an officer by a Board resolution.
- 10.4 Should the President 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.
- 10.5 The Secretary/Treasurer shall be responsible for making the necessary arrangements for:
- (a) the issuance of notices of meetings of the Board and Advisory Council;
 - (b) the keeping of minutes of all meetings of the Board and Advisory Council;
 - (c) the custody of all records and documents of the Society except those required to be kept by the Treasurer;
 - (d) the custody of the common seal of the Society;
 - (e) the maintenance of the register of members and directors;
 - (f) the conduct of the correspondence of the Society;
 - (g) the keeping of such financial records, including books of account, as are necessary to comply with the *Society Act*; and
 - (h) the rendering of financial statements to the directors, members and others when required.
- 10.6 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.
- 10.7 A person may be appointed to two or more of the offices of the Society at any one time.



- 10.8 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.
- 10.9 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 11 - SEAL

- 11.1 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.
- 11.2 The common seal 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 either any two directors or one director and one officer, not being the same person.
- 11.3 Should the Society not have a common seal, execution by the Society shall be as authorized by a resolution of the Board provided always that such resolution shall require the signatures of either any two directors or one director and one officer, not being the same person.

PART 12 - BORROWING AND INVESTMENTS

- 12.1 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.
- 12.2 No debenture shall be issued without the authorization of a special resolution.
- 12.3 The members may restrict the borrowing powers of the Board.

PART 13 - AUDITOR

- 13.1 This Part applies only where the Society is required or has resolved to have an auditor.
- 13.2 The first auditor shall be appointed by the Board, which shall also fill any vacancy occurring in the office of auditor.



- 13.3 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.
- 13.4 An auditor may be removed by ordinary resolution.
- 13.5 An auditor shall be promptly informed in writing of his appointment or removal.
- 13.6 The auditor may attend general meetings.

PART 14 - NOTICES

- 14.1 Notice of a general meeting shall be given to:
- (a) every person shown on the register of members as a member on the day the notice is given; and
 - (b) the auditor.
- No other person is entitled to be given notice of a general meeting.
- 14.2 A notice may be given to a member or a director either personally (by delivery, facsimile, telegram, email or telex) or by first class mail posted to such person's registered address.
- 14.3 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 or sent by facsimile, telegram, email or telex shall be deemed to have been given on the day it was so delivered or sent.
- 14.4 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.



PART 15 - MISCELLANEOUS

- 15.1 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 and Advisory Council shall be open to the inspection of members of the Society not being directors.
- 15.2 Any meeting of the Society, the Board, the Advisory Council or any committee or group may also be held, or any members, directors or committee member may participate in any meeting of the Society, Board, Advisory Council or any committee in which he or she is entitled to participate, by conference call or similar communication equipment or device so long as all the members, directors, council or committee members or other persons participating in the meeting can hear and respond to one another. All such members, directors, council or committee members or other persons so participating in any such meeting shall be deemed to be present in person at the stated location of such meeting and, notwithstanding the foregoing bylaws, shall be entitled to vote by a voice vote recorded by the secretary of such meeting.
- 15.3 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.
- 15.4 The Society shall have the right to subscribe to, become a member of and co-operate with any other society, foundation, corporation or association whose purposes or objectives are in whole or in part similar to the Society's purposes.
- 15.5 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".
- 15.6 The Society may establish and maintain one or more branch societies with the powers, not exceeding the powers of the Society, which the Society confers.
- 15.7 The Society shall be deemed not to be a subsidiary of any other society or corporation.

PART 16 - INDEMNIFICATION

- 16.1 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.

- 16.2 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.
- 16.3 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.
- 16.4 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.
- 16.5 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.
- 16.6 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.
- 16.7 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.

- 16.8 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.
- 16.9 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.

PART 17 - BYLAWS

- 17.1 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.
- 17.2 These bylaws shall not be altered or added to except by special resolution.
- 17.3 The number of non-voting members of the Society shall not exceed the number of voting members of the Society.

PART 18 – ASSOCIATE MEMBERS

- 18.1 An Associate Member of the Society shall be a non-voting member of the Society who has applied for admission to the Society as an Associate Member and has been approved as such by a Board resolution.
- 18.2 Associate Members shall be persons who have had an active association with the Society, whether as a member, a volunteer or through other service, they are not currently actively associated with the Society but they may in the future become actively associated with the Society.
- 18.3 An Associate Member may withdraw from the Society by delivering his or her resignation in writing to the Secretary of the Society or to the address of the Society.
- 18.4 A person shall immediately cease to be an Associate Member of the Society:
- (a) upon the date of delivering his or her resignation in writing to the Secretary of the Society or to the address of the Society;
 - (b) upon his or her death;
 - (c) upon the expiration of the term currently determined by the Board as the length of time for which he or she is to be an Associate Member; or
 - (d) upon being removed by a Board resolution.



- 18.5 The Associate Membership is not transferable.
- 18.6 Associate Members shall be entitled to attend general meetings if a written notice to attend is sent by the Secretary to the Associate Member.
- 18.7 Associate Members shall be a special class of member to which Parts 2, 3 and 4 of the bylaws do not apply.
- 18.8 Except as stated in this Part 18 all rights and obligations of Associate Members shall be as determined by the Board.

PART 19 – HONORARY LIFETIME MEMBERS

- 19.1 Honorary Lifetime Member of the Society shall be a non-voting member of the Society who has applied for admission to the Society as an Honorary Lifetime member and has been approved as such by a Board resolution.
- 19.2 Honorary Lifetime Members shall be persons who have had a long and active association with the Society, whether as a member, a volunteer or through other service.
- 19.3 An Honorary Lifetime Member may withdraw from the Society by delivering his or her resignation in writing to the Secretary of the Society or to the address of the Society.
- 19.4 A person shall immediately cease to be an Honorary Lifetime Member of the Society:
- (a) Upon the date of delivering his or her resignation in writing to the Secretary of the Society or to the address of the Society;
 - (b) Upon his or her death
 - (c) Upon the expiration of the term currently determined by the Board as the length of time for which he or she is to be an Honorary Lifetime Member; or
 - (d) Upon being removed by a Board resolution.
- 19.5 The Honorary Lifetime Membership is not transferable.
- 19.6 Honorary Lifetime Members shall be entitled to attend general meetings if a written notice to attend is sent by the Secretary to the Honorary Lifetime Member.



- 19.7 Honorary Lifetime Members shall be a special class of member to which Parts 2, 3 and 4 of the Bylaws do not apply.
- 19.8 Except as stated in this Part 19 all rights and obligations of Honorary Lifetime Members shall be as determined by the Board.

PART 20 - PREVIOUSLY UNALTERABLE PROVISIONS

- 20.1 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 restriction 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 was previously unalterable.**
- 20.2 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 was previously unalterable.**
- 20.3 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 Society of any arrears of salaries, or wages, and after the payment of any debts of the Society, shall be distributed to The Air Cadet League of Canada - La Ligue des Cadets de l'Air du Canada is then registered as a charity under the provisions of the Income Tax Act, or if not so registered, to such charities designated by the Board of Directors as are registered under the Income Tax Act and, wherever possible, are carrying on work of a similar nature to the Society. **This paragraph was previously unalterable.**



2.4 TERMS OF REFERENCE

2.4.1 Executive & Directors Terms & Conditions

President

Term	Minimum 2 years, normally 3 years. Re-confirmed by the new Board of Directors at each AGM.
Condition	Must retain the confidence of the Board of Directors.

1st Vice President

Term	Normally 2 years or as required. Re-confirmed by new Board of Directors at each AGM.
Conditions	Can be the immediate successor to President. Must be willing to assume the responsibilities of the President. Must retain the confidence of the Board of Directors.

Vice President(s)

Term	Normally 2 years or as required. Re-confirmed by new Board of Directors at each AGM.
Condition	Must retain the confidence of the Board of Directors.

Past President

Term	As required
Conditions	Normally filled by immediate Past President however, can be filled by any former member of the Executive Committee. Must retain confidence of the Executive Committee.

Secretary /Treasurer

Term	As required
Conditions	May be a Director. Must retain confidence of the Executive Committee.



Director

Term	2 years
Conditions	Elected by the League Members at the AGM. Must be willing to accept either an operational or administrative responsibility on the BOD. Must retain the confidence of the membership/ the Board of Directors

Squadron Liaison

Term	2 years
Conditions	Must be a Director on the BCPC. Is appointed by the President Reports directly to the President.

Corporate Affairs

Term	Normally 2 years or as required.
Conditions	Must be a Director. Is appointed by the President. Reports to the President. (the 1 st Vice President may assume this responsibility. Works with the Treasurer and the CAO in the Human Resources management of the BCPC office. Oversees and provides direction to the following Subcommittees: Public Relations, Effective Speaking, Scholarship Review Boards, Screening and Registration, Special Events, Aviation Committee, Aerospace Committee and Honours and Awards Committee. Must retain the confidence of the BCPC Executive Committee. Other Duties as assigned by the President.

Directors are also bound by the Policies and Guidelines contained in the Director's Handbook which was approved by the Directors at the Board meeting on December 14, 2021. As a requirement of being a Director, Board members are required to read this Handbook and sign a Confidentiality Agreement at the beginning of each two (2) year term.

2.4.2 Executive & Advisory Committees

Board of Directors

Chairperson	President
Composition	All Directors
Purpose	Discharge the Air Cadet League BCPC responsibilities for the conduct of the Air Cadet Movement in BC.



Executive Committee

Chairperson	President
Composition	Past President, Secretary/Treasurer, all Vice Presidents, and any temporary member as agreed by committee members. A Representative of RCSU is invited to attend all EC meetings.
Purpose	Oversee and manage the responsibilities of the Board of Directors on a daily basis.

Advisory Council

Chairperson	Past President
Composition	Past member of the executive committee and associate members; shall not be a current director of the society as per by-laws.
Purpose	Support to the executive committee by undertaking special initiatives and activities.

2.4.3 Standing Committees

Review Boards

Chairperson	N/A
Composition	League members as needed.
Purpose	To provide League members to assist with Review Boards throughout the Province through collaboration with RCSU(Pac).

Effective Speaking Committee

Chairperson	League Member
Composition	Director ES, Group Chairs, Wing Chairs, Squadron Coordinators.
Purpose	Promote and provide guidance for Squadron effective speaking program. Organize and conduct Wing and Provincial Effective Speaking Competitions.

Aviation Committee

Chairperson	League Member
Composition	League Members with general, military or RGS aviation experience.
Purpose	Manage and coordinate the BCPC aircraft fleet responsibilities with the Regional Air Operations Officer.



Aerospace Committee

Chairperson	League Member with a background in the either the aerospace or education sector.
Composition	Group chairs, Wing Chairs.
Purpose	Establish partnerships with Aerospace Industries. Promote, coordinate and manage Cadet Work Experience Program.

BC Directors Succession Planning Committee

Chairperson	League Member
Composition	3 to 5 members.
Purpose	Identify potential directors and to develop and maintain a 3-year succession plan for each position of the Executive Committee.



2.4.4 Group Chair

Reports to: Director/Corporate Affairs

General

The Group Chair is responsible for ensuring that the Wing Chair(s), League Reps and Squadron Sponsoring Committees within the Wing adhere to the Policies and Procedure of the Air Cadet League of Canada. The Group Chair accomplishes this by assigning and empowering (if warranted) a geographic Wing Chair and individual representatives (League Reps) to each Squadron Sponsoring Committee.

Duties and Responsibilities

1. Be fully conversant with BCPC Administrative Manual and Air Cadet League Policy and Procedure Manual.
2. Represent the Wing at the Annual General Meeting of the BCPC.
3. Recruit and appoint Wing Chairs and League Reps within the Wing.
4. Convene training sessions and meetings for Wing Chairs and League Reps as often as required.
5. Ensure that the Wing Chairs are made aware of their duties and responsibilities.
6. Convene Wing Meetings as required.
7. Nominate League personnel to act as Air Cadet League Inspectors for Annual Ceremonial Reviews. Attend and carry out Annual Reviews of Wing Squadrons as required.
8. Attend special functions, either as an invited representative of the Air Cadet League, or as an invited guest speaker, as may be applicable
9. Plan and administer the Wing operating budget.
10. Recruit and train a successor.

2.4.5 Wing Chair

Reports to: Group Chair

General

The Wing Chair is responsible for ensuring that the Squadron Sponsoring Committees under their supervision adhere to the Policies and Procedure of the Air Cadet League of Canada. The Wing Chair accomplishes this through collaborating with and supporting the League Representatives assigned to each Squadron Sponsoring Committee.



Duties and Responsibilities

1. Be fully conversant with BCPC Administrative Manual and Air Cadet League Policy and Procedure Manual.
2. Be responsible for the resolution of disputes which cannot be resolved at the Squadron Sponsoring Committee level. If the assistance of the BCPC and/or the military is required to resolve the dispute, the Wing Chair will contact the Group Chair and or the respective RCSU Area Elemental Advisor. If further action is required, the matter shall be referred up to the Squadron Liaison by the Group Chair.
3. Attend the Annual General Meeting of the BCPC
4. Collaborate with the Group Chair with regard to the recruitment, appointment and/or removal of League Reps.
5. Convene training sessions and meetings for League Reps as often as required.
6. Ensure that the League Reps are made aware of their duties and responsibilities.
7. Organize the Annual Wing Effective Speaking Competition in accordance with rules and procedure provided by the Air Cadet League through the BCPC.
8. Attend special functions, either as an invited representative of the Air Cadet League, or as an invited guest speaker, as may be applicable.
9. Provide a written monthly Wing Squadron status report to the BCPC.
10. Recruit and train a successor.

2.4.6 League Representative

Reports to: Wing Chair
Authority: Delegated from Wing Chair

General

A League Rep is appointed by the Wing Chair and provides the means by which liaison is maintained with a Squadron Sponsoring Committee. While most liaison duties deal with routine squadron sponsoring committee activities, from time to time a sensitive situation or one of potential long-term importance will develop. The League Reps, therefore, should have a thorough knowledge of the current BCPC Administrative Manual. Matters of concern that are not readily resolved are to be discussed with the Wing Chair.

Duties and Responsibilities



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BRITISH COLUMBIA PROVINCIAL COMMITTEE
POLICY and ADMINISTRATION MANUAL**

**Section 2
BCPC
Background
& Organization**

1. Represent the BCPC for matters affecting an assigned Squadron Sponsoring Committee including attending the executive meetings of that Committee as required.
2. Assist the assigned Squadron Sponsoring Committee Chair in implementing Air Cadet League BCPC policies, procedure and regulations. In particular:
 - The BCPC Administrative Manual, and;
 - The Air Cadet League Policy and Procedure Manual
3. The chain of command for the League Rep is to the Wing Chair who will initiate any military assistance, if required.
4. Liaise regularly with the Squadron Sponsoring Committee Chair to ensure all matters are dealt with appropriately and in a timely manner: This includes:
 - Screening and Registration is completed for all SSC Members
 - ACC9 and SSC Minutes are filed monthly to BCPC
 - Year-End ACC9 is filed on time annually
 - Annual Squadron Information Sheet is filed, a Budget is prepared and approved by the Squadron Sponsoring Committee and the CO and a copy is filed with the BCPC
 - Squadron assessment is paid
 - Special Awards (medals, bravery, appreciation certificates) are provided and presented when required.
5. Assist the Wing Chair in finding suitable candidates to serve as Chair or members of the Squadron Sponsoring Committee.
6. Training Squadron Sponsoring Committee Chairs and members as required.
7. Assisting the Wing Chair in organizing:
 - Annual Wing Meetings
 - Effective Speaking Competitions
8. Liaise with the Squadron Sponsoring Committee Chair prior to the Squadron Annual Ceremonial Review to review all Squadron Performance Evaluation policies and procedures in accordance with the BCPC Administrative Manual.
9. Advise the Wing Chair of any problems with an assigned Squadron Sponsoring Committee that might have a negative impact on the BCPC, Air Cadet League or the Air Cadet Program.
10. Complete and submit to the BCPC office, the "League Rep Annual Visit Report" as detailed in Section 2.4.9.



2.4.7 League Representative Calendar of Responsibilities

Ongoing: Schedule training sessions for New SSC members as and when needed.

September:

- Meet with SSC Executive and introduce yourself
- Discuss ACC9, Squadron Information Sheet, Screening Forms and ACL/BCPC expectations for the coming year. (e.g. copies of SSC meeting minutes and newsletters sent to League office)
- Promote Effective Speaking and Honours and Awards programs with SSC/CO

October:

- Attend the BCPC AGM (Kamloops)
- Attend a Parade Night and introduce self to CO /SSC
- Attend and sit in on the SSC's AGM. Ensure the Form 4 is completed and forwarded to the BCPC office with a copy of the AGM Minutes
- Promote "MOCK" Review Boards for completion by early January
- Verify that the ACC9 has been or is being completed for submission by Oct 31st
- Promote Effective Speaking and Honours and Awards programs with SSC/CO

November:

- Start preparing to complete the League Representative ANNUAL Visit report
- Due April 30th
- Verify that the BCPC Assessment or at least the first installment was paid
- Promote Effective Speaking and Honours and Awards programs with SSC/CO
- Promote "MOCK" Review Boards for completion by early January

December:

- Attend squadron on a Parade Night. Visit with CO
- Promote "MOCK" Review Boards for completion by early January
- Attend the Holiday dinner if invited

January:

- Attend Parade Night
- Promote Effective Speaking and Honours and Awards programs to everyone.
- Participate in Wing Review Boards if requested to do so



February:

- Meet with Executive
- Ensure Screening is in place for everyone
- Ensure ACC9 was fully completed and submitted
- Ensure Revenue Canada T3010 forms are completed where necessary
- Attend Wing Meetings and Training workshops
- Check on and or provide assistance with Effective Speaking Program

March:

- Complete the League Representative's Annual Visit Report. Send the completed report to the BCPC Office and a copy to the Wing Chair by April 30th
- Verify that the second installment of the BCPC Assessment was paid
- Discuss Annual Ceremonial Review requirements and Honours and Awards Program

April:

- Attend Parade Night
- Visit with CO
- League Representative's Annual Report due April 30th

May:

- Attend Squadron Sponsoring Committee Executive Meeting
- Check All Screening Cards
- Check Financial Records
- Be available to serve as a League Inspector if requested to do so

June:

- Attend the squadron Annual Ceremonial Review
- Attend Executive Meeting Wrap Up
- Provide guidance to the SSC on preparing the budget for the upcoming training year



2.5 BCPC ASSESSMENTS

2.5.1 Squadron Sponsoring Committee Assessments

In addition to providing financial support for the squadrons, Squadron Sponsoring Committees contribute to the operating cost of the BCPC. The total operating budget is determined by means of discussion and subsequent vote at the Annual General Meeting. That operating budget is based on the registered unit average strength provided by Fortress

The Provincial Assessment is an obligation of the individual Squadron Sponsoring Committees. While many Sponsoring Committees ask parents for donations to assist in fund raising each year, and while many parents are pleased to do so, such donations cannot become compulsory and should not be collected through any participation by the cadets or officers.

2.6 INSURANCE

2.6.1 National Insurance

The National Office administers the Insurance Program on behalf of The Air Cadet League of Canada, the Provincial Committees and the Sponsoring Committees. It is incumbent on the Provincial Committees and Sponsoring Committees to keep the Air Cadet League National Office informed of any plans that may require a material change to the insurance policies such as the purchase of aircraft, gliders, vehicles or real estate.

The National Office maintains the following policies:

- Accident Insurance
- Commercial General Liability Insurance
- Director's and Officer's Liability Insurance – National, Provincial and Squadron Sponsoring committees
- General Aviation Liability Insurance
- Non owned Automobile Insurance
- Non owned Aviation Liability Insurance
- Aviation Insurance
- Fidelity Insurance – National Office only
- Property Insurance – National Office only



NOTE: If making a claim under any of the above policies, a claim must be filed **within 30 days of the occurrence**.

The insurance coverages provided by the above policies are complex and the details of the coverage can be found in the National Policy and Procedure Manual.

Alternatively, refer to the National Website: www.aircadetleague.com for details and the various claim forms. If a Sponsor or Squadron Sponsoring Committee owns or leases premises, it will be necessary to maintain appropriate coverage on the building. In addition, as most Squadron Sponsoring Committees accumulate various pieces of equipment, it is prudent to maintain specific insurance coverage on contents.

2.6.2 Liability for Squadron Functions

Liability coverage for Businesses and Malls for Squadron Functions:

Refer to Section 3.10.5.4 of the National Policy and Procedure Manual for the procedure and Form (ACC20) to be used when applying for Liability Coverage for Malls and Businesses.

<https://aircadetleague.com/about-us/policy-procedure/>

<https://aircadetleague.com/library/insurance/>



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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 ("SSC").

The SSC is generally comprised of a group of cadet parents, but not exclusively. The SSC 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 SSC as required by the League.

The SSC 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 SSC. Screened Members of the Squadron Sponsoring Committee are the persons who may directly interact with the CIC officers, civilian staff, and cadets of the squadron.

In addition to support received from its SSC, 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 SSC as defined under the incorporated society as outlined by the Societies Act in BC. SSC members usually attend each parade and, in many instances, most of the cadet activities as well. The Squadron Sponsoring Committee's specific responsibilities include:

Accommodation

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

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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 SSC is responsible to produce monthly and yearly financial statements (ACC9) and an annual budget. Other documents required are: Incorporation reports (Form 4), charity reports (T3010A); plus, all forms included on BC SSC Compliance Checklist (BCF201).

Assessment

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

Officers

Assisting DND in attracting and recruiting 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 the following national training courses: International Air Cadet Exchange – (IACE), Power Pilot Training Course – (PPTC), Glider Pilot Training Course – (GPTC), are completed and submitted on time and organizing and conducting “practice” (Mock) boards each year to prepare senior cadets for the selection Boards

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.

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3.1.3. Formation

Each Air Cadet Squadron must have an Incorporated SSC. During the past few years, many government agencies and corporations in British Columbia have chosen to do business only with SSCs 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 at their October 2000 Annual General Meeting to incorporate all existing SSCs, and to require all future SSCs to be incorporated societies.

The Constitution and Bylaws resulting from the incorporation will provide the framework within which the SSC must operate. For example, the Bylaws require that the Founding Directors 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 SSCs 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 SSC cannot be held personally liable for its actions, but they are also covered for general liability under the League's policy.

3.1.4. Membership

Persons wishing to become Members of the SSC 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 SSC (referred to as the "Board of Directors", or just "Board") for approval. Applications for membership in the SSC 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. Military officers cannot be members, nor is it advisable to enrol spouses of the squadron military staff. The final approval of all SSC membership applications is contingent on the successful Criminal Record Screening of each applicant.

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 SSCs. However, it is in the SSC's interest to limit membership to a manageable number, since it is necessary to advise the Registrar of Companies of any changes in the SSC's membership or Board of Directors.

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The membership shall elect/appoint Directors. The Directors comprise the Executive of the SSC as follows:

- Chair
- Vice Chair
- Secretary
- Treasurer

Some SSCs may wish to include a number of At-Large Directorships.

3.1.5. Composition

The Executive (Directors) of the SSC 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 SSCs have found it useful to have the Vice-Chair 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 SSC 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 SSC'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 by December 31st of the current year.

Many SSCs also find it useful to hold Parent/Guardian Information meetings for the Parents/Guardian 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 SSC operate, and to recruit new members for the SSC if required.

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3.1.7. Duties of the Executive

The duties and responsibilities of the Executive are defined, to a large degree, in the SSC'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 SSC (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 SSC members, and for ensuring that reports are filed on a timely basis.

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 SSC 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 through Succession planning or through the electoral process defined in the society's Bylaws.

BCPC has prepared an "Incoming Chair Survival Guide", available through the BCPC website under tab SSC Resources; SSC Training Resources.

(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 SSC, 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 SSC member 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 Section 3.1.26.

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

A sample Agenda and Minutes format template is available through the BCPC website under tab SSC Resources; SSC Forms.

Finally, the Secretary must also assist with the identification, recruiting and training of 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 the 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 SSC (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 SSC and the squadron, and depositing these funds in the SSC'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 SSC'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 SSC'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 Section 3.1.26.



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 SSC 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 assist with the recruiting and training of a suitable successor to ensure a smooth transition of this responsibility.

3.1.8. Financial Responsibilities

In addition to the Treasurer's specific duties, SSCs 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 SSC'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; and
- (i) Filing the Registered Charity Information Return (T3010) if applicable.

In order to assist the SSC in meeting the above objectives, the ACC9 must be utilised to maintain appropriate accounting records.

Each month the SSC Executive and the Commanding Officer must be provided with a copy of the SSC financials as generated from the ACC9. With this information, all are able to track the financial progress throughout the year.

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3.1.9. Preparation and Filing of the ACC9

In compliance with the Air Cadet League of Canada by-laws, section XIX (d), every SSC **must** submit an accurate and signed ACC9 at the end of each month and at the end of the Fiscal year, to be sent to BCPC by 31st 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. A link to 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, SSCs 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 BCPC operating budget is determined by the total number of cadets as advised by Pacific Region using Cadet monthly attendance records obtained from Fortress. The Provincial Operating Assessment is an obligation of the individual SSCs.

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

POLICY

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

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

National Assessment Fee:

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

Provincial Assessment Fee:

The Provincial Committee is authorized to use a Provincial Committee Assessment Fee. The Provincial Assessment Fee is determined by the Provincial Committee's budgeting

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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 of the Air Cadet League of Canada PPM.

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

Hardship Cases:

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

Government Funding:

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

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



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

Having a written Cadet Registration Policy/Procedure assists SSCs with avoiding unpleasant interactions with parents over non-payment of assessments.

It is recommended that SSCs that charge an Assessment, develop and post a written Cadet Registration policy. This policy must be developed through cooperative collaboration between the SSC Chair and the Squadron CO.

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’s **“Cadet Registration Policy”** can be posted on the Squadron’s Website 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 are 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 participate in the core elements of the Air Cadet Program, an assessment 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 any way because of his or her parent’s inability to pay this assessment. 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 Assessment:

*The XXX Squadron Cadet Assessment for the 20xx/20xx training year is set at \$xxx.00. \$xxx.00 of this assessment is applied to the BCPC Annual Assessment. The remaining \$xxx.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 assessment **must** be accompanied by a parent or guardian.*

The Payment due date and any special rates:

- *All Assessments 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 assessment for XXX Squadron will be charged only if the initial assessment 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)*
- *Refunds will be prorated*
- *Only amounts over annual BCPC cadet assessment refunded*

This information was developed to assist SSCs with the collection of Annual Assessments. 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:

$$\begin{aligned}
 &\text{Training schedule + costs} = \text{CO} \\
 &(\text{Fund-raising + Events}) \times \text{revenue} = \text{Chair} \\
 &\text{CO} + \text{Chair} = \text{Budget}
 \end{aligned}$$

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 SSC members.

A key component to the budget is the training plan, which will be established by the CO 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 SSC 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 SSC plans the fund-raising activities.

Much of the training planned by the Officers may be accompanied by partial financing from RCSU (Pacific Region) Local Support Allocation (LSA) funds which must be deposited in the SSC's account; but the balance will have to be raised by the SSC 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 CO and SSC 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 CO. All parties involved in the budgeting, planning and fund-raising processes should be kept informed of the financial progress throughout the year, and how this progress compares to the Budget. The financial information should not be a secret.

Once the budget has been approved, the CO should be able to spend within his or her budget allowances without having to have each item approved again by the SSC.

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To summarize:

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

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 3.2.7](#) of the National Policy and Procedure Manual, register and screen all members and staff who belong to SSCs that work with individual Air Cadet squadrons.

Each SSC 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 SSC will be required to complete the Registration and Information Form (RIF), will be interviewed by the Screening Coordinator and Chair or a member of the League. They will be required to have a Criminal Record Check 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 SSC. Two Directors of the SSC may also act 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 SSC 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 required information about the candidate and to put the candidate at ease. A written record of the interview must be attached to the Screening Application, through the use of the BC League Membership Interview Form BCF304.

A minimum of two reference checks must be fully completed and recorded in writing. A photo of applicant must be included 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 SSCs lack. It is the joint responsibility of the Chair and the SSC'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 SSC 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 SSCs, as well as to Civilian Volunteers. CIC Officers and Civilian Instructors who are part of the squadron's staff are **not** included as they will be screened by DND. Members of non-sponsor veteran organizations, their auxiliaries or other service clubs do not have to be screened unless they wish to become members of the SSC, or unless they volunteer to assist the Committee on a frequent basis.

3.1.13. Volunteer Drivers

SSCs 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, SSC members may be asked to drive on a volunteer basis, using private vehicles.

All volunteer drivers must be screened with DND. All volunteer drivers must be approved by the CO for each separate event, using criteria established by the Department of National Defence. The only exception will be parents/guardians driving their own children.

3.1.14. Schedule of Important Activities and Events

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

July/August

- Meet with CO and Training Officers to establish yearly calendar
- Meet with CO 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 (3rd Sunday in September).
- Set date for Society’s Annual General Meeting (to be held by December 31st, annually)
- Establish dates for Parent/Guardian Information Meetings
- Confer with CO and set ACR date and inform BC Provincial office
- Review SSC Compliance Checklist – minutes and financials to be sent in monthly

October

- Remind Treasurer of ACC9 deadline of October 31st
- Review SSC Compliance Checklist – minutes and financials to be sent in monthly
- 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
- Organize a volunteer to run (lessons on the Air Cadet League of Canada website) Effective speaking course

November

- First instalment of BCPC Assessment is due (November 1st)
- Review SSC Compliance Check List – minutes and financials to be sent in monthly
- Remembrance Day Parade and activities (November 11th)
- 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 SSC's fiscal year end).
- Review SSC Compliance Checklist – minutes and financials to be sent in monthly
- Order attendance pins for June from the League's national office (check with Admin Officer for inventory)



January

- Check BCPC calendar of events for Wing and Provincial competition dates
- Review SSC Compliance Checklist – minutes and financials to be sent in monthly
- Discuss mess dinner with CO and Officers if planned.
- Discuss drill competition for lunches/transportation
- Conduct Mock Review Boards for National summer camp applicants
- Check BCPC website calendar for Provincial Review Board dates

February

- Issue/mail tax receipts for donations
- Review SSC Compliance Checklist – minutes and financials to be sent in monthly
- 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
- SSC's Annual General meeting should be complete

March

- Balance of BCPC Assessment is due March 1st
- Review SSC Compliance Checklist – minutes and financials to be sent in monthly
- 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

- Review SSC Compliance Checklist – minutes and financials to be sent in monthly
- 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 BCPC by May 15th

May

- Review SSC Compliance Checklist – minutes and financials to be sent in monthly
- 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 and submit to BCPC by May 15



- 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' fund-raisers

June

- Review Compliance Checklist – minutes and financials to be sent in monthly
- 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)

SSCs 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.

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:

<https://www.canada.ca/en/revenue-agency/services/tax/businesses/topics/gst-hst-businesses/gst-hst-rebates/public-service-bodies.html>

3.1.16. Application for Liability Insurance Coverage

Many SSCs 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:

<https://aircadetleague.com/library/insurance/>

If an SSC 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, the National Air Cadet League office requires a minimum of three weeks' notice to process these requests.

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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 SSCs, as the receiving organization must have their own Registered Charity number. Therefore, SSCs are encouraged to apply individually to Canada Customs and Revenue Agency (CCRA) for individual registered charity status.

To acquire registered charity status, SSCs 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.

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); and
- (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 SSC's responsibilities in supporting their squadrons. While some SSCs 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.

SSC 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 SSC, 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 years. In one case, an SSC 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 an SSC 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 Relations portfolio plays an important role in the success of a squadron and should be delegated to a member of the SSC.

The National Air Cadet League office has developed an excellent Public Relations Handbook to assist SSCs. All SSCs 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 and the PR Handbook which can be downloaded for your convenience and use:

<https://aircadetleague.com/library/public-relations/>

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3.1.20. Communications

The main regulatory body for SSCs is The Air Cadet League of Canada, British Columbia Provincial Committee, an incorporated society referred to in this manual as "BCPC". Each SSC 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 SSCs. The office is staffed by two full time employees. All enquiries are answered the same day either by phone or email.

3.1.21. Recruiting

Recruiting is one of the primary responsibilities of the SSC, and it applies to all levels of the squadron, including the CO, officers and staff, cadets, and SSC members.

1. Commanding Officer (CO)

In keeping with the MOU signed between the DND and the ACLC it is the responsibility of SSCs to assist the Squadron CO with identifying and recruiting Squadron Staff from within each community. COs are ultimately appointed under the authority of the RCSU CO, for a term of three years; this term can be extended in one-year periods by the RCSU CO.

It must be emphasized that the SSC and the BCPC make recommendations; however, the authority rests with the CO RCSU. In the past, the CO's decision has been heavily influenced by Air Cadet League recommendations; however, applicants must still meet the various requirements of the Department of National Defence, and it is not always possible to approve the Air Cadet League's recommendations.

In cases where no qualified applicant is found, the SSC and the BCPC may recommend that an extension be granted for the existing CO.

2. Officers and Staff

The employment of Officers and Staff falls within the CO'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 (CI) or Civilian Volunteer (CV) Instructors, who can assist the squadron under employment agreements with the CO.



3. Cadets

Natural attrition of cadets affects the smallest and the largest squadrons and recruiting remains an important activity in all squadrons. SSCs 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 CO.

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

Once young people have been attracted to the squadron as possible recruits, it is vital to inform the parents about what to expect. Most SSCs 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.

SSCs 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 CO, and which are supervised by one of the squadron's Officers or Civilian Instructors. The rules and regulations of the Department of National Defence ensure that these individuals have been screened and have the required human rights and anti-harassment training.

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

The screening of SSC 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 SSC which involve cadets (such as the Duke of Edinburgh program, Effective Speaking,

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recruiting or fund-raising activities) still require the presence of a supervising Officer or Civilian Instructor.

3.1.24. Mock Boards

Selection Review Boards are conducted every year for three senior courses, Power Pilot Training Course (PPTC) Glider Pilot Training Course (GPTC), and International Air Cadet Exchange (IACE). These Boards usually consist of three members who sit behind a table and ask questions of the applicant for approximately 20 minutes. Since these interviews can be very stressful for young candidates, SSCs 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” can be found on the BCPC website under SSC Resources, SSC Training Resources titled “How to run a “Mock” Review Board”.

3.1.25. Interests in Real Estate

One of the most important responsibilities of the SSC 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 quarters throughout the province, from rented halls and school classrooms to free-standing buildings owned by the SSC.

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

Through incorporation, each SSC 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 SSC 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.

SSCs 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.

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3.1.26. Compliance - Filing of Reports

Squadron Sponsoring Committee

3.1.26.1. SSC Compliance Checklist – BCF201

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 SSC. Depending on the specific SSC activities, additional reports may have to be filed. This checklist can be found on the BCPC website under SSC Resources; SSC Forms.

3.1.26.2. Compliance Policy

Air Cadet League of Canada, British Columbia Provincial Committee

By signing the Air Cadet League of Canada Application to form a squadron (ACC1) and the adoption of a Constitution and Bylaws *for* that incorporated society, the founding members of every Squadron Sponsoring Committee (SSC) in British Columbia tacitly agree to accept the following compliance requirements:

- i. The Squadron Sponsoring Committee will comply with all applicable rules and regulations issued by the Air Cadet League of Canada and the Canadian Forces (DND).
- ii. An annual certified Statement of receipts and expenditures (ACC9) *for* the Squadron will be sent to the Provincial Committee
- iii. The Squadron will be self-supporting and will at no time pledge or attempt to pledge the credit of the Air Cadet League of Canada.
- iv. The purposes of the Society are to facilitate, support, promote and carry out the activities and programs of the Air Cadet League of 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

Policy

As an Incorporated Society and a member of the Air Cadet League of Canada, all reporting requirements to the Registrar of Societies and the ACLC/BCPC must be met annually by each SSC. Depending on the individual activities of each SSC, additional reports may need to be filed.

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A compliance reporting checklist can be found on the BCPC website under SSC Resources; SSC Forms section: **Compliance Form BCF201**

Failure or refusal to meet Compliance requirements

An SSC's failure or refusal to meet the compliance requirements set out in Compliance Checklist, (Form BCF201) will result in progressive SSC disciplinary measures starting with the SSC being placed on probation and continuing through to the suspension of the squadron's Charter. Each case will be dealt with based on its individual circumstances and will be coordinated in consultation with the Commanding Office of the RCSU(Pacific)/RCAG.

All inquiries with regard to this **Compliance Policy** may be forwarded in writing to the regional Group Chair.

Need

Because of the prevalent revolving door syndrome in many SSCs and in some cases the refusal of SSC members to participate in SSC training provided by the BCPC, it is not unusual to see reporting requirements either overlooked or simply ignored. If not addressed in a timely manner, this non-compliance can lead to SSCs losing their society status or even being audited by the CRA.

3.2. DISPUTE RESOLUTION

3.2.1. Dispute Resolution within the Partnership (DND and BCPC)

It is understood:

1. That a partnership exists between the Regional Cadet Support Unit (Pacific) and the BCPC 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 ACLC website: <https://aircadetleague.com/about-us/policy-procedure/>.

3. This process concerns disputes at the squadron level between the Commanding Officer and the SSC. 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 COs and SSCs 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

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 (i.e. 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.

Zone Training Officer/Wing Chairperson Level Resolution

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

Should informal discussions at the Local (Squadron) Level fail to resolve a conflict; either party or both parties may raise the matter to next level in their chains of command. For SSC members, this would be to the Group Chairperson and for military members; this would be to the RCSU (Pac) J3 OIC (Area).

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.

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The RCSU (Pac) J3 OIC (Area) will determine if the dispute could be resolved through the Zone Training Officer/Area Elemental Advisor's involvement. If so, the RCSU (Pac) J3 OIC (Area) will task the Area Elemental Advisor. On receiving details of a dispute, Area Elemental Advisor or Wing Chairperson shall take the following action:

- a. The BCPC Squadron Liaison and the RCSU (Pac) J35 CTO must be apprised of the dispute at this point for information purposes only.
- b. 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.
- c. If it is felt that the Zone Training Officer/Area Elemental Advisor or Wing Chairperson will need to intervene to seek resolution, the other party must be advised of the dispute (i.e. if either the Zone Training Officer or the Area Elemental Advisor receives the dispute, he/she must contact the Wing Chairperson). The Zone Training Officer/Area Elemental Advisor or Wing Chairperson may also seek guidance from their respective chains of command (i.e. J3 OC (Area) or BCPC Group Chair).
- d. After consultation, a meeting will be established in which the Zone Training Officer/Area Elemental Advisor 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.
- e. If necessary, the agreed resolution will be summarized in writing and presented to the parties involved in the dispute. A copy of the agreed resolution will also be sent to the BCPC Squadron Liaison and the RCSU (Pac) J 35 CTO.

Disputes that cannot be resolved at the Zone Training Officer/Area Elemental Advisor/Wing Chairperson level will be referred to J3 OIC (Area) and the BCPC Group Chair. Any written record of the dispute and previously attempted resolution(s) shall be forwarded. On receiving the details of a dispute, J3 OC (Area) and the BCPC Group Chair shall take the following action:

- a. Provide a dispute status report to the BCPC Squadron Liaison and the RCSU (Pac) J35 CTO.
- b. Review the dispute as presented and determine what action has already occurred. Consultation with the Zone Training Officer/Area Elemental Advisor and/or Wing Chairperson may be necessary to gather all pertinent information. Email communication may be appropriate for gathering information at this stage.
- c. If the Zone Training Officer/Area Elemental Advisor and Wing Chairperson have not previously been involved in attempting to resolve the dispute, directing the dispute to this level should be considered.



- d. If it is determined that the J3 OC (Area)/Area Elemental Advisor or the BCPC Group Chair 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 Group Chair receives the dispute, he/she must contact the J3 OC (Area)/Area Elemental Advisor).
- e. After consultation, a meeting will be established in which the J3 OC (Area) (or his/her representative) and/or the BCPC Group Chair (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.
- f. If a meeting is deemed inappropriate for resolution of the dispute, the J3 OC (Area)/Area Elemental Advisor and the BCPC Group Chair 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.
- g. If necessary, the agreed resolution will be summarized in writing and presented to the parties involved in the dispute. Normally, the BCPC Squadron Liaison, the RCSU (Pac) J35 CTO the Zone Training Officer/Area Elemental Advisor 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 RCSU Commanding Officer and 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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3.2.2. Dispute Resolution Between SSC Members or Involving 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 SSC'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 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 SSC 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.

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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 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 the 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 Administration 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.

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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 Zone Training Officer/Area Elemental Advisor and the BCPC Squadron Liaison of the Dispute.
- b. The BCPC Squadron Liaison 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 notification of 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 RCSU (Pac) J3 OC (Area). Any requests for changes to the Society's Bylaws must comply with procedures outlined in the Bylaws.

Many disputes between SSC Members or between 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 SSCs 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 SSC.



3.3. CONSTITUTION AND BYLAWS

Each SSC, as a registered Society in BC, must have Constitution and Bylaws in place. Generic BCPC Constitution and Bylaws template can be obtained from the BCPC Office.

Email: bcpc@aircadetleague.bc.ca

The BCPC Compliance Officer provides advice and ensures that BCPC and SSC Societies are compliant with the BC Societies Act and Canada Revenue Agency.



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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

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	Main: bcpc@aircadetleague.bc.ca Finance and Compliance: finance@aircadetleague.bc.ca Screening: screening@aircadetleague.bc.ca	www.bc-aircadetleague.com
The Air Cadet League of Canada National Headquarters 1505 Lapierre Avenue, Suite 201 Ottawa, ON K1Z 7T1	Phone: 613-991-4349 Toll free: 1-877-I Can Fly Fax: 613-725-3777	leaguehq@aircadetleague.com	www.aircadetleague.com
Regional Cadet Support Unit Pacific PO Box 17000, Stn Forces Victoria, BC, V9A 7N2	Phone: 1-800-661-4255 Fax: 250-363-0818 LSA: 250-363-7345		



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LSA Enquiries: Master Sailor Lily Bae		LSA Enquiries: keumhee.bae@forces.gc.ca	
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ORGANIZATION	PHONE/FAX NUMBER	E-MAIL ADDRESS	WEBSITE
Regional Cadet Air Operations Pacific Region Gliding Centre CFB Comox Lazo, BC, V0R 2K0	Phone: 250-339-8211 Fax: 250-339-8317		www.cadets.ca/en/summer-opportunities/training-centres-pacific-gliding.page
Department of National Defence National Cadet Website			www.cadets.ca
Canada Revenue Agency (CRA) 1166 West Pender Street Vancouver, BC, V6E 3H8	Phone: 604-669-7687 (For GST Credit)		http://www.cra-arc.gc.ca/menu-eng.html
Province of British Columbia Gaming Commission 1 st Floor 844 Courtney Street PO Box 9310 Stn Prov Govt Victoria, BC, V8W 9N1	Phone: 250-387-5311 Fax: 250-356-8149		www2.gov.bc.ca/gov/content/sports-culture/gambling-fundraising/gaming-grants



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4.1. SQUADRON ANNUAL EVALUATIONS

4.1.1. Overview

The Air Cadet League of Canada and the Department of National Defence develop the next year's budget based on the registered cadet population as shown by the FORTRESS Data Base Program (January 1 to December 31 of the previous training year). The 'FORTRESS Registered Strength' is the official cadet population count. Squadron allocation funds, staffing, summer camp quotas, and insurance costs are influenced by the cadet population.

The monitoring and assessment of the Squadron Supply, Administration, Training functions, and the Military/Civilian instructor staff is essentially the responsibility of the Department of National Defence, while the BCPC monitors performance of the SSC. To recognize the collective achievement of SSCs in performance and assessment evaluations, SSCs are provided with a Bronze/Silver/Gold certificate.

4.1.2. Air Cadet League Evaluations

All BC SSCs are assessed and evaluated on the same criteria and procedures. This is in keeping with BCPC and Pacific Region policy that every Cadet is to have access to and receive the same training and support regardless of location and size of the Squadron.

4.2. PERFORMANCE REPORTS ON SQUADRON SPONSORING COMMITTEES (BY LEAGUE REPS)

4.2.1. Overview

All British Columbia SSCs are provided a detailed Compliance Check list (BCF201) to assist in their evaluation. In addition, the squadron's League Representative submits an Annual Report to the BCPC office.

4.3. SQUADRON SPONSORING COMMITTEE ANNUAL REPORT (BCF202)

4.3.1. Overview

The BCF202 Squadron Sponsoring Committee Annual Report is intended to be used as a guideline for the Chairperson to ensure all items of importance to BCPC Office are included.

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A completed Squadron Sponsoring Committee Annual Report must be emailed to the BCPC office by May 15th each year.

4.4. PERFORMANCE EVALUATION REVIEW - FEEDBACK

4.4.1. Overview

By way of “feedback” on their overall Annual Performance Evaluation, SSCs will receive a copy of the written summary of their performance along with comments completed by the League Inspector for their ACR in late October or early November of each year. The intent of this “feedback” is to give an overview of the past years’ efforts and provide guidance as to where improvements could be made with respect to the Performance Evaluation criteria as set out in the BCPC Policy and Administration Manual.

Wing Chairs will have all pertinent information with respect to SSC Annual Evaluations within their respective Wings. Queries or concerns must be referred to the Wing Chair.



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NOTE:

All forms are located on the BCPC website in two places:

1. SSC Forms Tab

<https://bc-aircadetleague.com/bc-ssc-forms/>

2. BCPC Resources Tab, BCPC Manuals & Forms, BCPC League Member Forms

<https://bc-aircadetleague.com/bcpc-resources/bcpc-league-member-forms/>

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5.1. BCPC HONOURS AND AWARDS

5.1.1. Overview

Honours and Awards are an important method of recognizing valuable service to the Air Cadet Movement. The Air Cadet League of Canada could not exist without the thousands of volunteers who give freely of their time to support hundreds of Squadrons by serving on Committees, helping with fundraisers, transporting cadets, instructing cadets or by joining the CIC. This Section provides the policies and procedure for the granting of Honours and Awards for BC and is the basis for nominating deserving League Members for National Awards.

Please read the following paper prepared by Mr. Bob Burchinshaw for the BCH&A Committee to fully understand and appreciate the importance and need for honouring and awarding our volunteers.

THE BCPC HONOURS AND AWARDS SYSTEM - A PRIMER FOR VOLUNTEERS

Purpose

The purpose of this paper is to serve as a Primer for volunteers in the BC Air Cadet Program, which will provide an explanation of the BCPC Honours and Awards (BCPC H&A) System. It is also intended to bring transparency to the process in the hope it will provide every volunteer in the Air Cadet Program with sufficient information to use the system effectively to bring maximum benefits to individual Squadrons. Hopefully, it will encourage volunteers to provide feedback to the BCPC through normal channels so that changes can be made to keep the system practical and useful to SSCs and to ensure that volunteers deserving of recognition and acknowledgement for their contribution to the BC Air Cadet Program are recognized and are acknowledged in a prestigious manner.

As a first step all volunteers are encouraged to read Section 5 of the BCPC Administration Manual to learn about the H&A System and then use this Primer to better understand the System overall and perhaps answer questions that may arise.

The current BCPC H&A System is a living document, in that, it is meant to change to meet ongoing volunteer challenges and reflect the needs of SSCs in recruiting new volunteers and maintaining efficient and effective (all volunteer) groups to support the ongoing requirements of their individual squadrons.

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What is a Volunteer?

There are many definitions of a volunteer, but the one that fits the BC Air Cadet Program best is taken from the Canadian Oxford Dictionary which states: “*A person who voluntarily takes part in an enterprise or offers to undertake a task*”. The BC Air Cadet Program would not exist without its volunteers that make up the BC Air Cadet Program.

While this paper specifically targets the SSCs or volunteers who support the work of SSCs in fulfilling their mandate as described in the Air Cadet League of Canada Policy and Procedure Manual (available online at: www.aircadetleague.ca) it also may be helpful for other BCPC volunteers.

Definitions are nice to have, but what is the reality of that definition in terms of expectations by the BCPC and by the SSCs? BCPC expectations are not the same for all volunteers because the BCPC is also made up of volunteers who perform duties different from the SSCs. The goal however is the same for both – to provide a system whereby maximum benefits can accrue to Squadrons and individual cadets in those Squadrons.

While DND provides the training and logistics support, it is the BCPC working closely with the SSCs that provides the means to make the DND role successful and when the three groups work together the result is generally a successful Air Cadet Squadron that provides maximum opportunities for individual Cadets.

Recruiting Volunteers

Recruiting volunteers at the Squadron Level has many facets: frustration, lack of interest, resistance to requests to volunteer, to just name a few. In general, most SSCs recruit from parents who have a cadet enrolled in the Squadron or are asked or are willing to stay on after their child has aged out.

The volunteer pool is also important, while some Squadrons can recruit from a large pool of parents, smaller Squadrons may have trouble in recruiting SSC members. Often an individual volunteer member may be asked to serve in more than one position. This can create a situation whereby the volunteer experiences a ‘burn out’ and simply decides to cease volunteering altogether.

Based on experience, it seems that the Chairperson of the SSC is the key to a successful recruiting campaign. There have been and still are many small Squadrons that have many SSC volunteer members involved and upon close examination the key to this success is usually attributable to the SSC Chairperson who is not afraid to contact parents or even members of the community who have shown an interest in the Cadet Program.

In recent years the recruiting trend has been to choose from the parent pool, but it is still legal and, sometimes prudent, to recruit from Squadron sponsors or even look to military CIC members who have also aged out or retired early from the CIC but wish to keep their connection and support



to the Squadron. The key is to keep an open mind and recruit people from 'wherever' that are willing to support the Squadron. Of course, registration and screening requirements must be strictly adhered to in the recruiting process.

Based on the above the BCPC believes that acknowledgement and recognition of all volunteers is the most important method for demonstrating recognition of service that exceed expectations. More importantly, it is equally important that volunteers selected to receive awards receive them in the most prestigious manner possible. The BCPC Annual General Meeting is therefore the preferred event to present these awards, but with the permission of the BCPC, other presentation venues are also possible. For example, it may be preferred for an award to be presented at a major community event whereby local publicity can be achieved. Either method should always be followed up with local publicity (in local newspapers) to enhance the value of the award to the individual and to possibly aid in recruiting new volunteers or even encourage parents to enroll their children in the local Air Cadet Squadron.

So, What's the Problem?

The problem is that to ensure the volunteers' service and related awards can be matched up there has to be a very high standard of service to make sure that the award has value to all concerned, but mostly to the individual volunteer recipient.

The BCPC believes the standard for each award that is enunciated in Section 5 of the BC Policy and Procedure Manual reflects a very high standard with some flexibility when warranted.

Another major problem is for the BCPC H&A Committee to obtain sufficient information from which it can validate the award being recommended by the nominee and, if required, to prepare a written citation to back up the award. The H&A Committee strives to obtain such information, but the lack thereof tends to complicate the entire process and often adds additional hours to complete the process.

The BCPC H&A System emulates the national level in many respects. The reason for this is to ensure that BC Volunteers can also be eligible for national awards. For example, in the BC Awards program it is expected that a volunteer would receive a Certificate of Merit before receiving a Certificate of Honour. This is generally the same criteria for a National Award whereby, a volunteer would be expected to have already received a BC Certificate of Merit before being eligible for a national Certificate of Merit and to be eligible for a National Certificate of Honour the volunteer should have already received a BCPC Certificate of Honour.

The BCPC H&A System is also designed to encourage volunteers to remain in the system for the entire period their children are enrolled or beyond as their experience and understanding of the BC Cadet program would be greater and, hence, more valuable to the Squadron.

Again, SSC Chairpersons are the key to promoting the BCPC H&A System within their SSC domain. If volunteers are not nominated, then they cannot be considered for an award. Alternatively, the Squadron BCPC representative's role is to ensure that the SSC Chair is made aware of the BCPC H&A System and can assist in making sure that the nomination papers are



prepared correctly and submitted on time to the BCPC. This information is often made available at Wing meetings and if isn't it should be to ensure that the importance of the BCPC H&A System is, at least, brought forward on an annual basis.

In the case whereby someone believes the SSC Chair should receive an award then any member of the SSC can undertake this nomination or can bring the matter to the attention of the Squadron BCPC Representative, who can either prepare the nomination papers on behalf of the Squadron or forward it to the Wing Chairperson who also can assist with this process. This fits the statement "let no deserving volunteer go unrecognized".

The BCPC H&A System also provides for an award to groups, companies, sponsors, etc., that have provided unique or long standing financial and/or physical support to a Squadron. Another source of solid advice is to contact the BCPC Office and seek the help/advice of staff.

Why Do We Give an Award to Deserving CIC Officers and Civilian Instructors?

The role of DND within the Air Cadet Program is entirely governed by the Policies and Procedure and Orders established by the Commander National CJCR (Comd CJCR). National CJCR command is located in Ottawa and is organized through a military chain of command that reaches down to the Provinces and then to Squadrons, to ensure compliance with established standards for every level and facet of the Program. The CIC does not report to the Air Cadet League but does ensure that League interests are considered through a series of meetings, conferences regularly held in Ottawa and throughout Canada. SSCs have no authority over Commanding Officers or military or civilian staff. SSCs exist to fulfill a mandate established by the National Air Cadet League based in Ottawa, which in turn exists by an Act of Parliament called the "Canada Not-For-Profit Corporations Act". This means that all volunteer activity is governed by that Act and not by DND.

It is important however to understand that SSCs and all other volunteer activity, including that conducted by the BCPC, have a voice at all levels of the Military Cadet organization. SSCs talk to their Commanding Officers, BCPC Wing Representatives and Squadron Representatives, in doing so information is moved up and down their respective chains of command and civilian communication channels to ensure that the Air Cadet Program always functions effectively. This also applies when the Program does not function effectively, and appropriate measures can be taken quickly to resolve problems. This means that at the local level and beyond, communication between military staff and league volunteers is paramount.

The Air Cadet League of Canada recognizes that military staff generally are drawn from the community in which they serve and most also have civilian jobs to earn their living with Membership in the CIC being a secondary duty that may also be considered a community service to local youth. In many cases that service exceeds expectations and the military standard established for specific staff positions. The BCPC chose to emulate the National Recognition Awards to ensure that this exemplary, outstanding, unusual, service is appreciated because such service has immediate benefits for the enrolled cadets. Such service, when informed to the community through the awards program is also a recruiting tool to encourage parents to enroll their children in the program. On occasion exceptional service is also recognized and

acknowledged with a National Award, which also serves to highlight the merits of the Air Cadet program locally and province-wide.

The BCPC has chosen to present military and civilian instructor awards at the Annual General meeting, which is the highest profile event held in BC so that these awards are presented in the presence of peers, staff and Squadron SSC members as well as the entire executive of the BCPC and representatives from most BC Squadrons.

With each award a Citation is provided that can be used as a reference letter to a prospective employer or simply a statement of community involvement should such be needed going forward in a civilian career. Such awards are also used to support a nomination for a national Air Cadet League of Canada military award. All such recognition awards are independent of any military awards presented by the military.

The Citation and BCF506

The only way a nomination can be brought to the attention of the BCPC H&A Committee is through the BCF506 Application Form. It is critical that sufficient information be provided on this form to support the Award being recommended by the Nominator and author of the BCF506.

This is the most contentious part of the H&A System because, in many cases, the information provided does not support the award being recommended or is simply insufficient in scope to substantiate the award criteria (published in Section 5 of the Policy and Procedure Manual). Members of the BCPC H&A Committee will always give the Nominator the benefit of the doubt, in that, they will assume that the nominee is deserving and then look for the information that supports that assumption. In most cases the Nominator will be contacted to discuss the disconnect and be asked to either choose a lesser award or provide additional information to support the recommended award.

The task for the Committee here is to maintain a high standard of eligibility for each award but to also support the Nominator as much as possible. The BCPC H&A Committee has the authority to change the award to a lesser award or to a higher award depending on the information supplied by the Nominator.

Some Suggestions for SSCs in Providing Nominations for Awards

There are many ways that SSCs can identify deserving volunteers and the following are a few currently used throughout the province. All are effective and valid:

- The SSC Chairperson makes the decision: In this case the SSC Chairperson will consider the support received from a volunteer and decide whether it exceeds normal expectations. After all, when a person volunteers, one can assume that there is a task(s) to be performed and that individual volunteered to take on that task. Also, a SSC might consider what the volunteer does that is more than just the task assigned. The performance overall of either tasks might make a difference in the decision to nominate the volunteer.



- The SSC Chairperson establishes an annual Squadron H&A Committee. In this case, two or more persons might be asked to assemble a list of potential nominees for consideration and provide the detail for each that supports a recommended award.
- This list can then be reviewed by the Chairperson in private with the Committee (to avoid spilling the beans). This approach might not work in all cases because it might be expected that most potential nominees come from the SSC membership. In any case it is recommended that the SSC Chairperson have the last word and sign the BCF506 as the Nominator.
- If it is the SSC Chairperson that other SSC members believe should receive an award, the same procedure as above can be used by any member of the SSC. In this case, it might be helpful to solicit the help of the BCPC League Representative as this volunteer might wish to add to the information based on exceptional support he/she received over time from the SSC Chairperson. This can be accomplished either during a normal Squadron visit or by phone to avoid 'spilling the beans'.
- Sometimes the SSC might wish to recognize an individual who is not a member of the SSC but has or is providing valuable service to the Squadron. Examples of these services may be in areas of fundraising, maintaining a building, providing transportation, teaching a one-time special class to cadets that is not a regular military subject. Some of these suggestions would involve the Commanding Officer but presenting an appreciation award might be a consideration to encourage ongoing participation and support to the Commanding Officer.
- Awards for Individuals or groups outside that are not volunteers. In this case we are talking about an individual who makes a major contribution (financial or otherwise) to the Squadron on a one time or ongoing basis. The same for Groups such as Sponsors, the Royal Canadian Legion, a local flying club, or any such community group that regularly supports the Squadron in some way that merits recognition. The key here is that the SSC believes this support merits recognition and would like to have that support acknowledged by the BCPC. Depending on the merits of the nomination the Administrative Staff of the BCPC can provide advice and assistance as can the Squadron and Wing Representatives.



The Importance of Public Relations

Good public relations can be the key to an ongoing successful Squadron by letting the public know that a Cadet, SSC Member or member of the Squadron military and civilian staff received an Award from the BCPC, or was granted an Award within the community for community service. The more positive publicity the better because each time the community is informed of such Awards you are, in effect, informing the public of the advantages and positive learning environment that exists within the Squadron.

Awards are not the only reason for good public relations. Squadron activities that may not be available to local youth through other community sources, can also encourage enrolment. SSC activity can be a source of interest to community members because the role of an SSC is not all that well known within the community. This is an essential consideration when assisting parents to feel comfortable with the fact that a Cadet Squadron is not just another way to encourage young people to join the military. It is much more than that. It is the parents of enrolled cadets that can be the best communicators within a community of the advantages of enrolling their children.

This paper only touches on the many advantages of good public relations at the Squadron level. While there are many ways that this can be accomplished, one that stands out is to appoint a civilian SSC volunteer to search out and keep track of Award recipients and good deeds undertaken by SSCs and the cadets and get this information published in local news outlets, such as newspapers, radio stations or local/community TV. Also, an excellent source of advice would be from the BCPC Public Relations member that can be contacted by going through the BCPC Office.

The BCPC Honours and Awards Committee

Members of the BCPC H&A Committee are appointed by the President of the BCPC. Normally the President would be looking for volunteers that have extensive experience in one or more of the following positions: former BCPC President, Executive Member, Director, Wing Chairperson, Squadron Representative or Wing Chairperson. The Committee normally consists of four Members. The Committee Chairperson is chosen by the President. The CAO serves as the Administrator of the Committee and is responsible for processing the paperwork and preparing the Award Certificates.

While the BCPC President does not serve as an active member, he/she is consulted on the deliberations of the Committee and signs off the final Award List for presentation at the Annual General Meeting. The President also signs off on Certificates of Appreciation that are going to be presented by a member of the BCPC, otherwise the SSC Chairperson will sign off Appreciation Certificates awarded and presented by the SSC.

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The Committee does meet annually or as required to review and approve each award. The approval must be unanimous and if a consensus cannot be reached then the President is asked to make a final decision with respect to the award. The Committee Chairperson normally prepares the Citations and circulates them to all members for consideration and confirmation.

The Last Word but Not the Final Word

The preceding section should not be considered a policy or procedure but is intended to be a primer for anyone choosing to nominate someone for a BCPC Award. It is not the last word by any means, so anyone can provide feedback at any time or make recommendations for additions, deletions or amendments to this section. Such recommendations will be processed through the BCPC Office to the BCHAC for consideration and follow-on action.

The BCPC H&A System was designed to recognize and acknowledge the exceptional and valued service provided to the BC Air Cadet Program by the most important people ‘the volunteers’ who give so much and ask for so little from the Program.

5.1.2. British Columbia (BC) Honours and Awards

Policy

- Honours and Awards are made annually to Members and others to recognize their outstanding contribution to the Air Cadet Movement in BC.
- This Section provides policies and procedure applicable to those involved in the Air Cadet Movement in BC.
- All decisions with respect to the granting of BC Honours and Awards rest with the BC Honours and Awards Committee.
- The BC Honours and Awards Coordinator (BCHAC) will assist the Group and Wing Chairs and others with respect to all aspects of the BC Honours and Awards Program.
- Whenever possible BC Honours and Awards should be presented at the BCPC Annual General Meeting (AGM). If this is not practical, the BC Honours and Awards Committee will provide presentation guidance as applicable.
- The BC Honours and Awards Committee shall provide Public Relations guidance to ensure maximum public exposure to the recipients of BC Honours and Awards.
- Locally designed and produced Certificates shall not be used for any purpose without prior approval of the BC Honours and Awards Committee.

Procedure

- The BCPC may, at its discretion, convene an Honours and Awards Committee to receive, review and approve all nominations for Honours and Awards. The President of the BCPC



or his designated representative will serve as Chairman and be assisted by one or more current or former BCPC Members.

- All nominations for BC and National Air Cadet League Honours and Awards requiring provincial input will be made to the BC Honours and Awards Committee for approval through the BCHAC.

5.1.3. BC Honours and Awards Coordinator (BCHAC)

Terms of Reference

- Assist Members as necessary on all aspects of preparing submissions for National and BC Honours and Awards.
- Ensure compliance with National and BC Policy and Procedure.
- Coordinate the formulation of BC Honours and Awards Policy and Procedure with the BCPC and Wing Chairs.
- Coordinate submissions with the BC Honours and Awards Committee, Wing Chairs and others as necessary.
- Maintain records of submissions for future assessment and ongoing guidance to members.
- Assist in the final preparation of submissions to the BC Honours and Awards Committee.

5.1.4. Certificate of Appreciation

Policy

- Individuals or organizations will use Certificates of Appreciation to formally acknowledge a service or contribution.
- There is no requirement for Certificates of Appreciation to be approved by the BC Honours and Awards Committee unless the signature of the President of the BCPC or their designated representative is required and/or the Certificate is to be presented by a Member of the BCPC.

Procedure

- Certificates of Appreciation may be obtained from the BCPC Office or ordered online through the National Website Online Catalogue.



5.1.5. Certificates of Recognition for 25, 40 And 50 Years

Policy

- All Certificates in this section shall be signed by the President of the BCPC or their designated representative.
- Whenever possible, Certificates in this section should be presented by a Member of the BCPC, preferably at the annual BCPC AGM, or other suitable occasion.

Procedure

- Certificates in this section can be ordered through the National Website online catalogue.

5.1.6. BC Certificate of Honour

Policy

- A BC Certificate of Honour is the highest award that can be granted to a BC League Member or civilian volunteer by the BC Honours and Awards Committee for extraordinary service to the Air Cadet Movement in BC and may be granted in conjunction with any of the other BC or National awards.
- A nomination for a BC Certificate of Honour shall be made only by a Member or former Member of the BCPC or Wing Chair.
- Chairpersons shall submit their nominations to their Wing Chair and assist in the preparation of the Citation. Citations must clearly show that the service rendered to the Air Cadet Movement in BC has been consistently outstanding over an extended period of time. The Citation should also include an explanation of service to the Air Cadet Movement elsewhere in Canada that might support consideration for a National Award.
- This Award would normally be presented at the BCPC AGM or at an event appropriate to the prestige of this award.
- The BCHAC shall recommend to the BC Honours and Awards Committee, if approval of this award would also merit nomination for a National award, and if so, prepare an appropriate submission.

Procedure

- A submission to the BCHAC shall be made no later than 30 June complete with a written citation and relevant supporting information. Each nomination shall be made by completing Form BCF506.

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5.1.7. B.C. Certificate of Merit

Policy

- A BC Certificate of Merit may be issued to a BC League Member or civilian volunteers in recognition of meritorious service to the Air Cadet Movement in BC. This award may also be used to recognize a specific service rendered to a Squadron or Committee, which may have been of a short duration, but is considered by the BC Honours and Awards Committee to warrant recognition.
- A nomination for a Certificate of Merit may be made by any BC League Member.
- The BCHAC may recommend to the BC Honours and Awards Committee if approval of this award would also merit nomination for a National award and, if so, prepare an appropriate submission.
- This Award would normally be presented at the BCPC AGM or at an event appropriate to the prestige of the award.

Procedure

- A submission to the BCHAC shall be made no later than 30 June complete with a written citation and relevant supporting information.
- Chairpersons shall submit their nominations through their Wing Chair and assist in the preparation of the citation.
- Complete Form BCF506.

5.1.8. The President's Award

Policy

- The President's Award may be issued as a separate award by the BC Honours and Awards Committee on the recommendation of the President of the BCPC. The President's Award may be issued to BC League Members, to persons outside the League, or to organizations, in recognition of unique and/or extraordinary service rendered to the Air Cadet Movement in BC.
- The BC Honours and Awards Committee will decide on the form of the award and provide guidance on an appropriate occasion for its presentation.

Procedure

- Submissions from Wing Chairs shall be made to the BCHAC at any time during the year.



5.1.9. Award to Military Personnel

Policy

- The BC Honours and Awards Committee, will, when appropriate, make awards to military members or former members involved in the Air Cadet Movement in B.C.
- Nominations for this award may be made by members or former members of the BCPC or by Wing Chairs. Chairpersons may nominate an Officer for this award through their Wing Chairs
- The citation shall clearly show that the military member has provided outstanding leadership and commitment above that which might normally be expected of a member of the Department of National Defence or its CIC component.

Procedure

- Nominations shall be forwarded to the BCHAC by June 30th. The submission shall contain a written citation that will clearly show what the nominee has done to warrant this award.
- The BCHAC will make a recommendation to the BC Honours and Awards Committee if the submission would support a nomination for a National award and, if so, prepare an appropriate submission.
- Complete form BCF506.

5.1.10. Honours and Awards for Cadets

Policy

- Nominations for National awards to cadets that require comments by the BCPC shall be dealt with by the BC Honours and Awards Committee as necessary.

Procedure

- Sponsoring Committees shall forward submissions as instructed in the National Policy and procedure Manual to the BC Honours and Awards Committee for supporting comments.
- Recommendations for and processing of the following awards shall be dealt with without delay:
Refer to the following sections in the National Policy and Procedure Manual (PPM) for details:
 - Part 5, Section 5.8.1.1 Cadet Award for Bravery
 - Part 5, Section 5.8.2.1 Cadet Certificate of Commendation

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Follow the link to the National Policy and Procedure Manual:

<https://aircadetleague.com/about-us/policy-procedure/>

5.1.11. Special Honours and Awards

Policy

- In exceptional and rare circumstances, the BC Honours and Awards Committee may make a one-time award to an individual, military member or organization that has rendered a service to the BC Air Cadet Movement that warrants recognition superior to any other BC Award.

Procedure

- Any recommendations for a Special Award must be made through Wing Chairs directly to the President of the BCPC who will provide guidance on the commission of such an award.

5.1.12. BC Honours and Awards Nomination Form

The BC Honours and Awards Nomination Form can be found on the BCPC Website:

- BCPC Resources tab, BCPC Manuals & Forms, BCPC League Member Forms

Complete Form BCF506. In order to facilitate processing, this form is required for all submissions. A separate citation must be attached to the original submission.

5.1.13. The Air Cadet League Long Service Medal

Policy

- An Air Cadet League Long Service Medal may be issued to current and former civilian volunteers by the BC Honours and Awards Committee.
- The Long Service Medal is in recognition of ten (10) or more years of volunteer service in support of the BC Air Cadet Movement.
- Volunteers who left the BC Air Cadet Movement because they were no longer in good standing are not eligible for the Long Service Medal.



- Volunteer service need not be continuous, but the total number of years as a BC volunteer must add up to ten (10) or more years.
- The Long Service Medal may be worn on civilian attire or, in lieu; a Long Service Lapel Pin may be worn signifying the individual is a recipient of the Long Service Medal.
- Because the Long Service Medal has not been officially approved by the Governor General, recipients should wear it on the right side of their attire. See Guidelines below for instructions on where and how to wear the medal.
- There will be no cost to the recipient for the Long Service Medal.
- The Long Service Medal shall be presented as follows:
 - At the BC AGM by the President of the BCPC or their designated representative.
 - For volunteers not attending the AGM, by the applicable Wing Chair or by a Member of the Executive of the BC Provincial Committee at an appropriate BCPC event, i.e., Annual Ceremonial Reviews, Banquets, Annual Wing Meetings, etc. Every attempt should be made to make the occasion a respectful and meaningful event.

Procedure

- Chairpersons may nominate volunteers for the Long Service Medal through their Wing Chairs at any time during the year. Wing Chairs may nominate volunteers at any time during the year.
- Nominations for the Long Service Medal shall be submitted; using the Form BCF507 to the BCPC Office and must include substantiation that the nominee has satisfied the eligibility requirements. A recommendation should be included as to a preferred presentation venue.
- The Honours and Awards Committee will confirm eligibility for the Long Service Medal and will provide guidance to the BCPC Office staff as to the distribution and presentation of the Medal.
- Publicity, including Press Releases will be the responsibility of the organization making the presentation.
- Complete form BCF507.

Guidelines

- Air Cadet League Name Tags are worn on the right-hand side of the blazer/suit jacket aligned above the top line of the right breast pocket. The Long Service Medal is to be worn ½ inch below the nametag at the pocket level.
- Recipients of the Long Service Medal are encouraged to wear it at formal League or Cadet functions, i.e., AGMs, Annual Ceremonial Reviews, etc.

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5.1.14. BC Honorary Lifetime Members

Policy

- Honorary Lifetime Members of the BCPC may be approved in accordance with the terms and conditions described in the BCPC Policy and Administration Manual, Section 2.3 Constitution and Bylaws. Honorary Lifetime Members of the Society shall be a non-voting Member of the Society who has applied for admission to the Society as an Honorary Lifetime Member and has been approved as such by a Board resolution.
- Honorary Lifetime Members shall be persons who have had a long and active association with the Society, whether as a Member, a volunteer or through other service.

Procedure

- A detailed Citation and supporting information must accompany the Nomination form and contain sufficient detail to permit a reasoned determination of merit by the BC Honours and Awards Committee. This information may include written testimonials or other information of such strength that they will attest to the merit of this award and confirm beyond doubt that the Nominee’s outstanding service and devotion to the aims and objectives of the Air Cadet League of Canada and, in particular, the BC Air Cadet Program, were self-evident.
- The completed nomination package must be mailed directly to the BCPC Office, Attention: CAO.
- Because acceptance of this Award will result in the loss of voting privileges, the recipient may decline to accept the Award.
- Approval of the Award rests with the BC Honours and Awards Committee. An Honorary Life Member Certificate, signed by the BC President and Members of the BC Executive Committee of the Provincial Committee, will be given to the recipient at an event that maximizes the prestige of the Award and acknowledgement of the recipient’s contribution.



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6.1. MINISTRY OF EDUCATION CREDIT PROGRAMS

6.1.1. External Course Credits

6.1.1.1. Introduction

In 1997, the BC Ministry of Education gave formal recognition to certain courses within the Air Cadet program to qualify for Educational credits. The Minister of Education approved a revision to the Graduation Credits Order to include credits for training received in Cadets. Cadets may obtain up to eight (8) credits towards Secondary School graduation. Four (4) credits may be obtained at Grade 11 by successfully completing Level Four squadron training, or an approved six-week summer training course, and four (4) credits may be earned at Grade 12 for successfully completing Level Five squadron training, or an approved six-week summer training course. Of course, where credit has been granted at Grade 11 on the basis of a summer training course then a second approved summer training course must be submitted for credit at Grade 12. Employment as a Staff Cadet may be used as an alternative to a summer training course. Specific course information may be found in the External Youth Development Course Codes Section, page 134, of the Course Information for Graduation Guide on the BC Ministry of Education website at:

BC Ministry of Education - Provincial Exams - Handbook of Procedures

6.1.1.2. What is an External Course?

A Ministry-accepted External Course is a Ministry-Authorized course which is an organized set of learning activities developed or offered outside the British Columbia School System and set out in Schedule 4 of the *Graduation Requirements Order*. Students receive graduation credit for successfully completing an External Course. These courses are of an equivalent standard to other Ministry-Authorized senior secondary courses.

6.1.1.3. Questions Concerning External Courses

If you have questions not addressed in this section concerning the curriculum or course documentation required for external courses, the Curriculum and Resources Branch, phone 250-356-7690.

6.1.1.4. How to Report an External Course to the Ministry

When reporting an External Course to the Ministry, the school must use the designated course code and indicate a school mark. In order to provide a school mark, the school must first examine course documentation from the external institution. It is the student's responsibility to present this documentation as proof of successfully completing the course. The only External Courses which apply towards graduation are those which have been reviewed and approved by the Ministry and listed in the *Graduation Requirements Order*.

After examining the documentation from the external institution, the school must decide whether to report the student's level of achievement as a school percent and letter grade or as a Transfer Standing (TS) letter grade. TS has no negative or positive impact on a student's Grade Point Average (GPA).



6.1.1.5. Ministry-Authorized Air Cadet Training Levels, Courses and Codes

Level Three: Course Code UXCA 10

Recognizes the Cadet's achievements over previous training years, and provides further training and leadership, citizenship, physical fitness and aviation subjects. Cadets are eligible to be recommended for promotion to the rank of Flight Sergeant upon completion of Level Three, and preferably successful completion of an Introductory Specialty Summer Course.

Level Four: Course Code UXCA 11

Advanced coverage expands Cadet knowledge. Cadets are eligible to be recommended for promotion to the rank of Warrant Officer Second Class upon completion of Level Four, and preferably completion of an Advanced Specialty Summer course.

Level Five: Course Code UXCA 12

Provides senior Air Cadets with opportunities to gain experience and to expand their knowledge/skills to carry out their duties effectively and to better support the Squadron Officer staff. A Cadet may be recommended for promotion to the rank of Warrant Officer First Class upon completion of Level Five training, and preferably completion of an Advanced Specialty Summer course.

6.1.1.6. Qualifying Air Cadet Introductory Courses

- Basic Aviation
- Basic Aviation Technology Aerospace
- Basic Fitness & Sports
- Basic Leadership
- Military Band – Basic Musician
- Military Band Basic Musician – Pipe Band

6.1.1.7. Qualifying Air Cadet Advanced Specialty Courses

All courses noted are of six (6) weeks or more duration. Cadets are not eligible to enroll until the third or fourth level or ranking is reached:

- Advanced Aerospace
- Advanced Aviation Technology – Aircraft Maintenance
- Advanced Aviation Technology – Airport Operations
- Glider Pilot Training course
- Military Band Advanced Musician
- Pipe Band – Advanced Musician
- International Exchange
- Power Pilot Training Course



6.1.1.8. Documentation

Each qualified Air Cadet will be provided with a National Defense Cadet Certificate of Qualification (CF558) signed and dated by his or her Commanding Officer. This certificate displays the Cadet red, navy and gold crest and identifies personal and course data. The grading systems vary depending upon the course or cadet program completed. Some certificates will indicate a grade or percentage, pass or fail, or a class rank. For a staff Cadet program, a level of performance will be indicated.

It is the school's responsibility to verify the authenticity of the documents. Schools will contact the Regional Cadet Support Unit (Pacific), J35 Chief Training Officer (250-363-0852) should the documents provided for school use appear not to be genuine or not to belong to the student who presents it.

6.2. EFFECTIVE SPEAKING PROGRAM

6.2.1. Aims of the Program

The Effective Speaking program is an Air Cadet League sponsored activity and is in addition to the cadet training program as prescribed by DND. The Air Cadet League believes that this program provides an important skill, which will benefit cadets in their future endeavors.

6.2.2. Wing Structure

The Effective Speaking Wings are in the original wing structure. These groupings are based as much as possible on geographical location. This may vary from the DND zones or wings.

Northern	258, 353, 396, 747, 768, 787, 899
Kootenay	279, 531, 552, 561, 581
Okanagan	204, 222, 223, 232, 243, 259, 902, 909
Vancouver Island	22, 89, 205, 257, 363, 386, 676, 744, 848, 893
Fraser Valley	147, 521, 583, 746, 861
Greater Vancouver	59, 103, 111, 135, 525, 835, 858, 888
Lower Mainland	278, 609, 655, 692, 819, 828, 907
Metro Vancouver	513, 637, 754, 759, 767, 777, 808

For additional information follow the link to the National Effective Speaking program web page:

<http://aircadetleague.com/effective-speaking-program/>



6.3. AIR CADETS AND THE DUKE OF EDINBURGH AWARDS PROGRAM

6.3.1. Overview

In setting up a Duke of Edinburgh (D of E) Awards Program in a Squadron, enthusiastic and dedicated leaders are a prime requirement. One person should be given the responsibility for supervising the entire activity. This program should be his/her main contribution to the Squadron or his/her only contribution if the Squadron has a large number of candidates. The task of leading a D of E Awards Program is too demanding to be considered as a secondary duty.

Follow this link for more information regarding the Duke of Edinburgh Program; National Policy & Procedure Manual Section 5.8.2.3:

<https://aircadetleague.com/about-us/policy-procedure/>

6.4. AIR CADET PILOT TRAINING ACHIEVEMENT AWARDS

Follow this link for more information:

National Policy and Procedure Section 5.8.3.2.1

<https://aircadetleague.com/about-us/policy-procedure/>

Application Forms:

<https://aircadetleague.com/for-members/awards/for-cadets>

6.5. TROPHIES FOR CADETS

6.5.1. Trophies

Each year, the BCPC awards Trophies to deserving Cadets. The individual Cadet awards are selected by the military through evaluation of course reports and competition results.

NOTE: * Indicates that a small “keeper trophy” is also awarded to each recipient.

1. Chuck Sixsmith Trophy - Top Flying Training (Power)*

The BC Air Cadet who places first on the Flying Training Course (Power), as notified by reports from the Flying Training Course.



2. Billy Bishop Trophy - Runner-Up-Flying Training (Power)*

The BC Air Cadet who places second on the Flying Training Course (Power), as notified by reports from the Flying Training Course.

3. Ivan R. Quinn Trophy - Top Flying Training (Glider)*

The BC Air Cadet who places First on the Glider Training Course, as notified by reports from the Gliding School.

4. Cherie Hall Trophy - Runner-Up Flying Training (Glider)*

The BC Air Cadet who places Second on the Glider Training course as notified by reports from the Gliding School.

5. Wallace S Jamieson Trophy and Cash award (Power)

Selected annually by the RCA Ops O, D/RCA Ops O and the BCPC Provincial Aviation Coordinator from PPTC participants. Selection based on specified criteria.

6. Nancy Tsangaris Effective Speaking Trophy

To BC Air Cadet winner of Provincial Effective Speaking Competition.

6.6. NATIONAL SUMMER TRAINING COURSES (NSTC)

Details for the National Courses can be found on the RCSU (Pacific) Summer Training Course Information tab:

<https://www.canada.ca/en/department-national-defence/services/cadets-junior-canadian-rangers/cadets.html>



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7.1. REGULATIONS

7.1.1. Travel and Expense Policy

1. POLICY

- a. Members may receive reasonable reimbursement for out-of-pocket travel expenses incurred in the course of their assigned duties as pre-approved by the BCPC Board of Directors. Travel expenses for spouses/partners are not reimbursable.
- b. Airline or rail travel, when pre-approved, should be booked at the most economical fares. In cases when Members' travels are beyond required minimum periods and exceed most economical means, hypothetical claims will be calculated and should accompany the stated actual travel and actual receipts. Examples leading hypothetical claims are, but not limited to:
 - i. Flying first/business class to attend a pre-approved function. Provide documentation for equivalent flight costs in economy class.
 - ii. Using Air Miles for travel. Claim hypothetical real cost for that date of travel. You may use a copy of someone else's ticket who traveled the same date and route.
- c. Written pre-approval is required for all personal choice travel expenses that are over the levels defined in this policy. For example:
 - i. Advanced seat selections on airline flights
 - ii. Flight class upgrades
 - iii. Car rental upgrades
 - iv. Extended accommodation stays

Pre-approved personal choice expenses incurred as a result of personal medical or physical restrictions are exempt from this requirement. Requests submitted for pre-approval will be reviewed by the BCPC Advisory Board.
- d. Alcohol is not to be claimed either with or without meals.
- e. Rental cars, when pre-approved, should be the most compact car to accommodate the number of members travelling.
- f. Mileage will not be reimbursed for travel to and from the Provincial Annual General Meeting. Members will be allowed to donate their mileage expenses to BCPC in exchange for a tax receipt.



2. PROCEDURE

- a. All claims for reimbursement of authorized expenses must meet standards that will stand up to audit scrutiny within the BCPC and by CRA, as may be the case. To meet these standards, each event/item claimed must be itemized separately on expense form BCF504 and be accompanied by original receipts. The original form and receipts must be mailed to the BCPC office. Faxed or emailed expense reports will not be reimbursed until the original copy is received by BCPC unless the expense report is for the reimbursement of mileage only, which does not require a receipt.
- b. Claims must be submitted as soon as possible after the expenses have been incurred.
- c. Mileage only claims can only be submitted after a minimum of \$25.00 reimbursement has been accumulated.

3. GUIDELINES

- a. Claims will be reimbursed with receipts for:
 - i. Overnight accommodation in commercial lodgings (Note – when a double room is shared with another member, the original claim should be attached to one claim and suitably annotated)
 - ii. Checked luggage fees (if travelling by air) for one checked bag only
 - iii. Actual and/or reasonable cost of meals, including gratuities not exceeding 15%, as follows:
 - Breakfast \$17.15
 - Lunch \$18.05
 - Dinner \$45.95
 - iv. Private motor vehicle travel expense may be claimed at \$0.54 per kilometer for the first 5,000 kms and \$0.48 for each subsequent kilometer expended during the fiscal year
 - v. Cost of compact rental vehicle and gasoline costs
 - vi. Taxi and Airport Bus fares
 - vii. Parking costs
 - viii. Other expenses incurred in the required conduct of BCPC business
- b. Reimbursement, if receipts are unobtainable, will be made for the following:
 - i. In-city public transportation
 - ii. Taxi and Airport Bus fares under \$20
 - iii. Parking to a maximum of \$20 per day
 - iv. Meals to a maximum as stipulated above in paragraph 3.a.iii



- c. When personal activities of the claimant extend the period required for travel, expenses for the additional time will be absorbed by the individual.
- d. Examples of allowable expenses for typical assigned duties are, but not limited to:
- i. National Annual General Meeting

Travel costs, registration fees and accommodation expenses for:
 - Executive Committee
 - Directors chosen to attend by the Executive Committee
 - Chief Administrative Officer
 - Winner and Provincial coordinator of the Provincial Effective Speaking Competition
 - ii. Provincial Annual General Meeting

Registration fees and accommodation expenses for:
 - Executive committee
 - Directors
 - Group Chairs
 - Wing Chairs
 - League Representatives
 - League members
 - Invited guests/speakers as authorized by the Executive Committee
 - iii. Group and Wing Chairs

Travel costs, accommodation expenses and out of pocket expenses incurred for Wing Chair meetings and Scholarship Review Boards.
 - iv. League Representatives

Mileage charges for squadron visits and out of pocket expenses directly related to BCPC business.
 - v. Annual Ceremonial Review League Inspectors

Travel costs including mileage, accommodation expenses and out of pocket expenses.
- e. These guidelines shall be reviewed annually and may be periodically amended by the BCPC Board of Directors.

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7.1.2. Nominating Committee/ Director Succession Planning Committee

After each AGM of the BCPC, the President shall appoint a Nominating Committee. The Nominating Committee shall be appointed from the BCPC Membership. The number of members making up the Nominating Committee shall be determined by the President.

The Nominating Committee shall determine which incumbent Directors' terms expire in the ensuing year and canvas and interview prospective candidates to fill the vacancies. The Nominating Committee shall then select the appropriate number of candidates to fill the vacant positions and prepare a single slate report which shall be presented in the form of a recommendation to the Directors.

The Directors will then have the final vote on the slate of candidates to be presented at the next AGM of the BCPC.

	<p align="center">THE AIR CADET LEAGUE OF CANADA BRITISH COLUMBIA PROVINCIAL COMMITTEE POLICY and ADMINISTRATION MANUAL</p>	<p align="center">Section 7 BCPC Regulations</p>
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7.1.3. Confidentiality Agreement

**Air Cadet League of Canada
British Columbia Provincial Committee
Confidentiality Agreement**

This document shall be completed by all new Directors and Advisory Council members, and any Directors who have been re-elected to an additional term.

Respecting the privacy of our, Directors, donors, members, staff and volunteers and of the Air Cadet League of Canada, British Columbia Provincial Committee (BCPC) itself is a basic value of BCPC. Personal and financial information is confidential and should not be disclosed or discussed with unauthorized individuals without permission or authorization from the President.

Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared. Employees, volunteers and Board Members of BCPC may be exposed to information which is confidential and/or privileged and proprietary in nature.

It is the policy of BCPC that such information must be kept confidential both during and after employment or volunteer service, except as required by law.

Staff, volunteers and Board Members are expected to return materials containing privileged or confidential information at the time of separation from employment or expiration of service.

Certification

I have read BCPC's Confidentiality Policy presented above. I agree to abide by the requirements of the policy and inform the President immediately if I believe any violation (unintentional or otherwise) of the policy has occurred. I understand that violation of this policy will lead to disciplinary action, up to and including termination of my service with BCPC.

Signature _____

Print Name _____

Date _____



7.1.4. Misappropriation of Funds

Unfortunately, organizations occasionally encounter a situation where an employee or director has misappropriated funds. When the situation is discovered, action must be taken to protect all the concerned parties to avoid any potential conflict. Once it has been determined that funds have been misappropriated, the following steps must be taken:

Admission of Misappropriation

If a person has admitted to misappropriating funds, then that person, if he or she is a member of the Executive or a Director, must resign their position pending the outcome of any investigation that may take place.

If the person involved has any signing authority, then that signing authority must be revoked immediately.

No commitments are to be made regarding forgiving the repayment of any amount that has been misappropriated.

Depending on the amounts and circumstances involved, the local police force may have to be called in to conduct an investigation.

The BCPC Office must be notified initially by phone, followed up in writing, of the circumstances of the misappropriation for further direction and action.

Suspicion of Misappropriation

If a person is suspected of misappropriating funds, then the BCPC Office must be notified immediately by phone, followed up in writing of the circumstances of the misappropriation for further direction and action.

Care must be exercised not to accuse an individual of any indiscretions. If a person is going to be interviewed regarding a misappropriation, no more than two people should conduct that interview.

If the person admits to misappropriating funds, then that person, if he or she is a member of the Executive or a Director, must resign their position pending the outcome of any investigation that may take place.

Notes should be taken at the interview identifying the time and date of the interview.

Depending on the amounts and circumstances involved, the local police force may have to be called in to conduct an investigation.