



AIR CADET LEAGUE OF CANADA

POLICY AND PROCEDURES MANUAL

September 2026

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PART 1 - BACKGROUND AND INTRODUCTION

1.1 Air Cadet Motto

The motto of the Royal Canadian Air Cadets is: To Learn * To Serve * To Advance. The motto was created by Robert Myles Colwell in 1966 while he was a Cadet at 625 Squadron in New Brunswick.

1.2 Mission

The mission of the ACL is to promote and encourage the nation's youth to develop and maintain an interest in aviation, leadership, and citizenship, in partnership with the CAF and other organizations.

1.3 Vision

An aviation focused organization preparing youth to be engaged citizens of Canada.

1.4 Core Values

INTEGRITY- An organization that has shared roles and responsibilities in support of the Air Cadet program.

DEDICATION- Members of the ACL are passionate in the performance of our roles and responsibilities and will continue to provide new and sustainable opportunities for Air Cadets.

VOLUNTEERISM- Our volunteers understand the importance of giving their time, skills, and expertise in support of our youth and their future. The ACL is committed to growing our volunteer network.

RESPECT- We appreciate the importance of volunteers and stakeholders. This being a guiding value assures all interactions builds trusts and values our future youth.

SUPPORT- We will continue to support opportunities for youth to gain real life experiences, access to resources and support through our shared roles and responsibilities of the Air Cadet program.

1.5 Philosophy

The ACL has adopted the following philosophy as a means of conveying, to its members at all levels of the league and to the public, the core beliefs that influence its decisions as a youth development organization.

The ACL believes that there is a place in our society for an educational and skills development program, which is not entirely permissive and requires the Cadets to accept a full measure of personal responsibility for their own actions and by doing so should have the opportunity to qualify for the

most attractive rewards the program offers. However, the Cadets shall earn these awards through merit and good service with squadrons by meeting established training and behavioural standards and by participating in both the up-to-date and progressive, compulsory, and optional training programs.

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

1.6 CAF Memorandum of Understanding

Signed June 2020, the [CAF MOU](#) outlines our shared responsibilities with the CAF:

- Participate in a mutually concurred upon consultative framework;
- Recommend, supervise, and assist local committees;
- Supervise and account for the provision of facilities, material, transportation, and financial support when not provided by the CAF;
- Engage with private industry, non-government organizations and P/T/municipal governments;
- Support communications activities;
- Support awards, recognition, bursaries and grants for Cadets and Cadet Corps and Squadrons; and
- Provide other support upon request when not provided by the CAF.

1.7 Main Contributions to the Program

The main contributions to the Air Cadet program are to, as financially feasible, provide optional training programs for the benefit of the Cadets in the areas of, but not limited to, the following:

- Aviation
- International Air Cadet Exchange
- Educational Scholarships
- Citizenship Training
- Effective Speaking Development; and
- Other training programs as may be approved from time to time by the Board, the Members, and the CAF

1.8 ACL Purposes

The purposes of the League, as outlined in the [2013 Certificate of Continuance](#), are to advance the education of the Air Cadets and to promote an interest in the air element of the CAF:

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

Appendix 1.1 - *Definitions*

- “Air Cadet” and “Cadet” means a properly enrolled member of an authorized Squadron of the Royal Canadian Air Cadets.
- “Air Cadets” means the Royal Canadian Air Cadets.
- “Air Cadet Movement” means everyone within all levels of the CAF, the League, and others who are involved, in any capacity, with the Royal Canadian Air Cadets.
- “Air Cadet Squadron” means an individual body of Air Cadets authorized and organized pursuant to Section 46 of the National Defence Act.
- “Area Cadet Officer” (ACO) means an officer in the CAF Regular or Reserve component employed at a Regional Headquarters and responsible for training and administering Air Cadets.
- “By-Laws” means the Air Cadet League of Canada General Operating By-Law No.1
- “Cadet Instructor Cadre” (CIC) means a sub-component of the CAF Reserve Force, consisting of officers whose primary duty is the supervision, administration and training of Cadets mentioned in Section 46 of the National Defence Act.
- “Cadet Summer Training Centre” (CSTC) means Camps, Bases, and other locations where Cadets are in residence for summer training courses.
- “Canadian Cadet Movement” (CCM) means everyone within all levels of the CAF, the Navy League, the Army Cadet League, and the ACL who is involved in any capacity with Canadian Cadets.
- “Canadian Cadet Organization” (CCO) means the three Cadet organizations, under the control and supervision of the CAF, known as: • the Royal Canadian Sea Cadets; • the Royal Canadian Army Cadets; and the Royal Canadian Air Cadets
- “Canadian Armed Forces” (CAF) means the armed forces of Her Majesty raised by Canada, which consist of one Service called the Canadian Armed Forces.
- “CIC Training” means training provided to CIC officers, normally conducted in the regions by the Regional Cadet Instructor Schools.
- “Civilian Instructor” (CI) means a resource person with special talents who is employed by CAF as an Instructor within a designated Air Cadet Squadron but who is not a member of the CAF.
- “Directed Optional Training” means training on such subjects as music conducted by regions as directed by NDHQ. This training is conducted by Squadron Officers, Civilian Instructors, Specialist
- “League” means the ACL as incorporated under the laws of Canada.
- “National Office” means the national office of the ACL in Ottawa.
- “Local Headquarters (LHQ) Training” means the training conducted in the Air Cadet Squadrons during the months of September through June of each training year. The training is directed by NDHQ and is designed to achieve national objectives. The mandatory portions of the training program are the financial responsibility of the CAF.
- “Mandatory Support Training” means practical training outside regular training sessions required to assist in achieving the Mandatory Training objectives. Eight Mandatory Support

Training days are allotted each year. This training is conducted and supported by CAF resources.

- “Mandatory Training” means a proficiency level program, which teaches and practices the minimum knowledge and skills necessary to achieve the training objectives of Air Cadets. It is part of the Local Headquarters Training normally given during 25 dedicated sessions.
- “Minister” means the Minister of National Defence.
- “National Cadet Council” (NCC) means an advisory and consultative body, the principal members of which are the Vice-Chief of the Defence Staff and the three League Presidents, which meets at least annually to further the aims and objective of the Canadian Cadet Movement.
- “NDHQ” means National Defence Headquarters.
- “NDHQ Cadet Staff Establishment” means the composition of Reserve officers and non-commissioned members who supplement the Regular Force staff at NDHQ, and who are responsible for matters associated with the Canadian Cadet Movement (CCM).
- “Optional Training” means all discretionary training that is conducted at the squadron at no cost to the CAF. Monies and other resources required to conduct this training will be provided by local Squadron Sponsors, SSCs or by the P/TC of the League.
- “P/TC” means a group of persons who, within their province or other specified area of jurisdiction, represent the ACL, and who through the SSCs promote and assist in the development of Air Cadets.
- “QR & O” means the Queen’s Regulations and Orders for the CAF.
- “Queens Regulations and Orders for the Canadian Cadet Organizations” (QR(Cadets)) means the orders and regulations issued under the authority of the National Defence Act that apply to Canadian Cadets and Cadet Corps, Cadet Instructors, and where the context so requires, other members of the CAF and Civilian Instructors.
- “Racial Discrimination” means differential treatment of an individual because of race, color, nationality, or ethnic origin; or use of stereotyped images or language (including jokes and anecdotes) which suggests that all or most members of a racial or ethnic group are the same, thereby denying their individuality as persons.
- “Region” means the functional region of the CAF which bears responsibility for Cadet matters in each geographical area, i.e., Atlantic Region (Newfoundland, Prince Edward Island, New Brunswick, and Nova Scotia); Eastern Region (Quebec and the Ottawa Valley); Central Region (Ontario); Prairie Region (Northwestern Ontario, Manitoba, Saskatchewan, and Alberta); Pacific Region (British Columbia); and Northern Region (Yukon/ Northwest Territories and Nunavut).
- “Regional Cadet Instructor Schools” (RCIS) means schools composed of Officers serving in an establishment designed for the purpose of training CIC officers as instructors for the CCO.
- “Regional Commander” means an Officer in the Regular Force who has regional responsibilities of command and control over Sea, Army and Air Cadet Corps/Squadrons, Cadet Camps, RCSE, RCIS, and RGS in his region.
- “Regional Competitions/Training” means competitions or training conducted by Regions without requiring CJCR approval.
- “Regional Gliding Schools” means schools staffed with Officers and civilian personnel who are employed to meet the regional gliding training needs of Air Cadets.

- “Squadron Sponsor” or “Sponsoring Organization” means an organization or group of persons accepted by the ACL as the Sponsor of a specific Air Cadet Squadron. A Sponsor is responsible to provide persons and other resources as required to the SSC of that Squadron.
- “Squadron Sponsoring Committee” means the persons comprising an ACL approved Committee which works directly with the Officers and Cadets of their Squadron and with their P/TC. Members of the Squadron Sponsoring Committee may or may not be members of the Sponsoring Organization.
- “Squadron” means an Air Cadet Squadron.
- “Summer Training” means training normally conducted during July and August at Cadet Summer Training Centres (CSTCs) authorized by NDHQ. Cadets attend summer training to acquire knowledge and skills with which to assist in the conduct of LHQ training. Training quotas and courses are detailed on the NDHQ summer training directives.
- “Support Unit” means a unit of the CAF designated by CJCR to provide logistic and administrative support to a Cadet squadron.

Appendix 1.2 - *Abbreviations and Acronyms Used in this Document*

- ACL Air Cadet League of Canada
- ACO (Air) Area Cadet Office (Air)
- AGM Annual General Meeting
- BOG National Board of Governors
- CAF Canadian Armed Forces
- CCM Canadian Cadet Movement
- CCO Canadian Cadet Organization
- CDS Chief of the Defence Staff
- CFB Canadian Forces Base
- CFS Canadian Forces Station
- CI Civilian Instructor
- CIC Cadet Instructor Cadre
- CJCR Cadets and Junior Canadian Rangers Formation
- CSTC Cadet Summer Training Centre
- CTC Cadet Training Centre
- DND Department of National Defence
- ED National Executive Director
- LHQ Local Headquarters
- MOU Memorandum of Understanding
- MND Minister of National Defence
- NRGCC National Resource Generation Committee
- NCC National Cadet Council
- NEC National Executive Committee
- NCSE NDHQ Cadet Staff Establishment
- OPI Office of Primary Interest
- P/T Provincial/Territorial
- P/TC Provincial/Territorial Committee
- PPM Policy and Procedures Manual
- RCACS Royal Canadian Air Cadets Squadron
- NLL National Level of the League
- RCAOpsO Regional Cadet Air Operations Officer
- RCIS Regional Cadet Instructor School
- RCSU Regional Cadet Support Unit
- RGS Regional Gliding School
- RCSE Regional Cadet Staff Establishment
- RHQ Regional Headquarters
- RCACS Royal Canadian Air Cadet Squadron
- SSC Squadron Sponsoring Committee
- TC Transport Canada

PART 2 - GOVERNANCE AND GOVERNING DOCUMENTS

2.1 Overview

The ACL is a non-share capital corporation originally incorporated under the Canada Corporations Act, pursuant to Letters Patent on 9 April 1941 and continued under the Canada Not-for-Profit Corporations Act S.C., 2009, c.23 in 2013.

The shared roles and responsibilities of the CAF, the Army and Navy Leagues, and the ACL are detailed in an MOU.

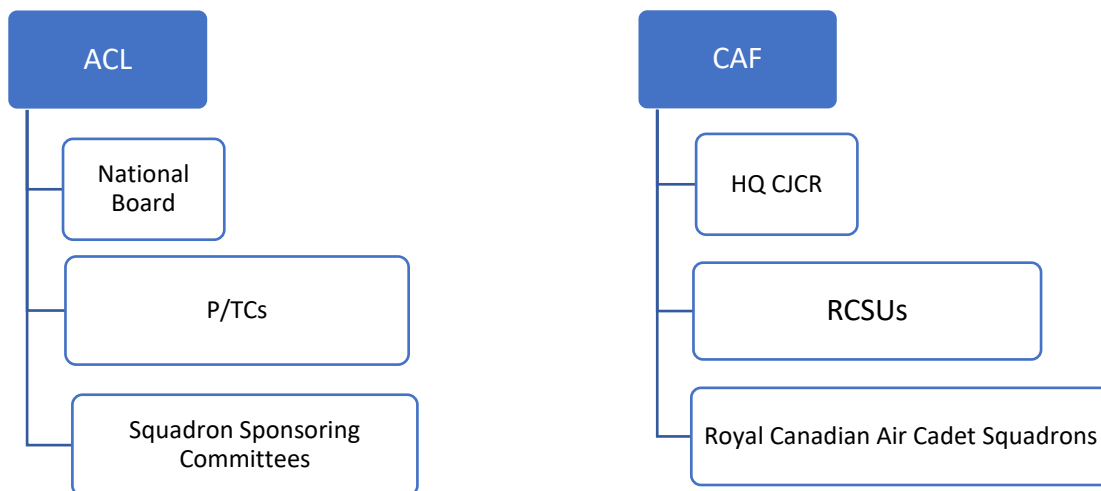
2.2 Organization

The League is controlled and directed by a BOG which establishes and publishes national policies for the League in a PPM. The League [By-Laws](#) are approved by the members of the League as defined in the By-Laws.

The National level of the League is affiliated with P/TCs. Affiliation Agreements establish national and P/T responsibilities. P/TCs are in turn affiliated with SSCs that are committed to supporting Royal Canadian Air Cadet Squadrons (RCACS).

The CAF Cadets and Junior Canadian Rangers (CJCR) formation is organized into five Regional Cadet Support Units (RCSUs) and over 450 RCACS.

Communication between P/TCs and RCSUs, and between SSCs and RCACS, is authorized.



2.2.1 National Operations Group

The BOG is supported by the ACL National Operations Group which consists of the various functional and advisory committees. The National Operations Group and contact information of its members is published in the *Governor's Handbook*.

2.2.2 National Committee Authority and Accountability

The Chair of a National Committee reports to the President (for Presidential committees) or a VP/Immediate Past President according to the lines shown on the National Operations Group chart. The Chair of the Committee is authorized to make decisions required to execute his/her responsibilities in the PPM. However, the Chair of a National Committee must seek approval from the NEC to:

- commit League funds.
- amend existing contracts or agreements
- enter into new contracts or agreements
- create new policies or amend existing ones

2.3 External Affiliation

The ACL shall not become a member of, or affiliated with any other organization, whether it is Defense oriented, youth oriented or otherwise oriented, unless such affiliation is deemed by the NEC to be of specific benefit to the League.

2.4 Governing Documents

The League is governed by the contents of the following:

- The [Certificate of Continuance](#) of the ACL
- The [By-Laws](#) of the ACL
- The [Policy and Procedures Manual](#)
- Service Contracts and such other agreement as approved by the ACL
- Laws, rules, regulations, and guidelines from all levels of government and agencies such as Canada Revenue Agency, Treasury Board, and Canada-Not-For-Profit Corporation (CNCA).
- Affiliation Agreement (AG) between the ACL National and each P/TC
- ACL [Strategic Plan](#)
- [ACL Risk Management Plan](#)
- [CAF-League MOU](#)

PART 3 - ADMINISTRATION

3.1 Administration

3.1.1 Administrative Forms

The ACL has several [official forms](#) that are designed to facilitate the administrative process. Each form will have a League form number affixed.

League forms are of the “Fill Out and Print” type. Some can be completed and signed online. Forms that do not require a formal signature, or where the signature can be waived, may be transferred electronically.

3.1.2 Visits of the National President

P/T Chairs shall be advised by National Office when the National President is to visit in their local area. It is incumbent upon all League members to ensure that the President is accorded due protocol whenever he/she is invited to attend and/or officiate at any event.

3.1.3 Internal Correspondence

Copies of correspondence sent to the BOG shall also be sent to the Advisory Council, P/TC Chairs, and P/T offices.

3.1.4 Maintenance of the Articles, By-Laws, and PPM

The ACL Articles and By-Laws may only be amended if the amendment is sanctioned by a special resolution of the members, normally at an AGM.

The PPM details the policies and procedures of the ACL. The PPM is the principal instrument for officially communicating policies and procedures with various levels of League as well as the CAF and the public. Therefore, it is in the League’s interest that the PPM be maintained in a timely, accurate and complete manner, and that it be posted on the ACL website.

The Policy, Procedure, and By-Laws Committee (PPBLC) is responsible for providing oversight, direction and support to the National Office staff that will be responsible for maintaining the By-Laws and PPM.

3.1.4.1 *Translation Requirements*

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

3.1.4.2 *Electronic Access to the By-Laws/PPM*

The By-Laws/PPM will be available to League Members through the National web site. Hard copies of the By-Laws/PPM will not be provided. League members may download the By-Laws/PPM in its entirety or only the required sections, as necessary. To ensure that the required information is current, members are encouraged to refer to the National web site for the required information and not to use outdated printed information.

3.1.4.3 *Procedural Handbooks*

Where appropriate, supporting procedural handbooks will be created and referenced in the PPM. The handbooks will be produced under a designated authority and will be reviewed by the PPBLC, as required, for compliance with policy and By-Laws.

3.1.5 Human Resources

3.1.5.1 *National Patron*

The Governor-General of Canada shall be the only Patron of the ACL. P/TCs of the League, however, may nominate their own patrons. Patrons are distinguished Canadians honored as special supporters of the Air Cadet Movement.

3.1.5.2 *Employees*

National Office paid employees will be hired in accordance with the National Office HR Policy.

3.1.5.3 *National Members*

[By-Law 3.01](#) states that “pursuant to the Articles, there shall be one (1) class of Members in the League. Membership in the League shall be available to all Past Presidents, Governors that have been elected in accordance with By-Laws, and to the number of Delegates appointed by each Provincial Committee in accordance with the requirements set forth in By-Law 3.03”.

By-Law 3.01 further specifies that “all screened and registered persons serving on Provincial/Territorial Committees, Squadron Sponsoring Committees, and other Volunteers at any level of the League shall be recognized as Affiliates of the League. Affiliates shall not be Members of the League within the meaning of the Act and shall have no voting privileges”.

The overall membership of the League shall proportionally reflect the strength of units and Cadets across the country. Persons who meet the membership requirements as per the By-Laws qualify for National membership in the League.

A maximum of eighty-five (85) persons are elected or appointed annually as national members of the ACL.

Nominations for the BOG and the NEC will be recommended to the National Board annually by the Nominating Committee based on recommendations provided by current Governors, by the P/TCs, and by the Advisory Council.

3.1.5.4 *P/T Delegates*

P/T Delegates are appointed/elected by P/TCs to serve as National Members.

Delegates appointed/elected by P/TCs to serve as National Members, other than Governors shall be in accordance with the quota assigned to them by the ED.

Each year, the ED will obtain the numbers of Cadets in each province/territory from the National CJCR Statistical Report of the previous calendar year. If the report is not available by 15 March, then the report of the previous year will be used. The number of delegates will be assigned as follows:

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

* Ontario Provincial Committee has over 6,000 Cadets but is assigned a total of nine (9) delegates. Two voting delegates from the now dissolved Northwestern Ontario Provincial Committee were absorbed by the Ontario Provincial Committee, bringing their delegate total to nine (9).

The number of assigned delegates includes the P/TC Chairperson. BOG, NEC, and Advisory Council members are not included in the P/T delegate count.

P/TC Chairs will submit their list of delegates to the National Office by 1 April of each year.

3.1.6 Associates at Large

Associates-at-Large are selected persons who have specific knowledge and expertise, deemed of value to the League. Associates-at-Large are appointed by the BOG to serve on a national committee. Associates-at-Large may be appointed to Chair a national committee.

3.1.7 Honourary Officers and Directors

The President, in consultation with the Nominating Committee, will request nominations for suitable candidates to be appointed as Honourary Officers or Directors at any time during the year.

Honourary Officers shall normally include an Honourary President, Treasurer, Secretary or Solicitor. The position of Honourary Officer should only require a minimal time commitment. The objective of the positions is to associate a person of national profile and distinction with the ACL in the interest of building community support by providing a public face for the organization.

Honourary Directors are appointed in the same manner as Honourary Officers. Honourary Directors of the ACL should be persons of distinction, preferably with a background in the field of aviation, or a field aligned with the individual's background and/or youth development, and who may also be highly regarded as having a national profile. Active ACL members do not normally get selected as Honourary Directors.

In carrying out their role as Honourary Officers and Directors, the appointed individuals are expected to support the purposes of the league by:

- their very presence and name, help to build and develop community support by providing a public profile for the ACL;
- providing a much-needed connection between the community, the League, and the Air Cadets;
- promoting at reasonable opportunities, the mission and values of the ACL and the Canadian Cadet Movement;
- helping to build relationships through their networks;
- assisting the League through speaking engagements and or the presentation of plaques, trophies for awards/competitions from time-to-time;
- being invited to attend the AGM and other functions;
- being asked to have their names appear on League letterhead and on the League's website;

- being asked to sign, (personally or electronically), award/presentation certificates for the League; and
- responding to requests for assistance from the National President and/or his/her designate from the NEC when it is in keeping with the individual's background and ability to carry out such a request.

3.1.8 Meetings

The AGMs and other meetings of the various components of the ACL are key means of fulfilling the mission of the League.

3.1.8.1 *Records of Decisions*

Records of Decisions of all Annual and Special meetings of members, and for meetings of the BOG and NEC, will be kept in the corporate Minute Book and be available to all members on the League website.

Records of Decision for *in camera* meetings of the BOG and NEC will be prepared by the national Executive Director and available for review on demand by the BOG.

3.1.8.2 *Annual General Meeting*

The AGM of the ACL shall:

- take place in June at a suitable location confirmed four years in advance.
- extend invitations to attend to National members and Honouraries
- extend invitations to the Commander CJCR, President of the Royal Canadian Air Force Association of Canada, the National President of the ANAVETS, the President of the Royal Canadian Legion, or their designates.
- include the Annual ACL dinner, for which the dress will be black tie optional, and not have a dance following the dinner.
- have a registration fee collected by the National Office for both members and spouses that covers hotel and meals costs for meeting and social events not paid by the League or P/TC
- All meeting and travel expenses for BOG, Advisory Council, and P/TC Chairs will be borne by the League.
- Meeting meal expenses for P/T Executive Directors (or equivalent) will be paid by the League

The host P/T will form a Host Committee to organize an optional social program for spouses/partners. The National Office will collect registration fees on behalf of the Host Committee.

Members of the ACL unable to attend the AGM may appoint another member to be their proxies for voting at the meeting. Only members are entitled to have proxy votes, and only for an Annual or Special General Meeting. Members wishing to appoint a proxy should use Form [ACC41](#).

Open door hospitality suites (i.e., open to the public) will not be permitted at League meetings.

Observers are welcomed to attend National committee meetings except for those sessions announced as being held *in camera*. The Chair of any committee may determine whether it is appropriate to have observers during any portion of the meeting.

AGM will be conducted in accordance with the latest edition of Bourinot's Rules of Order.

3.1.8.3 *Semi-Annual Meeting*

In accordance with [By-Law](#) 6.01, there shall be a semi-annual meeting of the Board, committee chairs, P/TC chairs, and additional members as required and invited by the President.

3.1.8.4 *Meeting of Governors*

The BOG and the NEC will meet or have teleconferences throughout the year at the call of the President.

3.1.8.5 *P/TC Meetings*

The President of the ACL shall ensure that he or his designated representative attends every P/TC AGM. The P/TC will pay for two nights and for the registration cost of the meeting.

In cases where the P/TC wishes to have the President attend their AGM for a particular reason, such as a special anniversary, the P/TC should inform the President, through the National Office, of such a request at least three months in advance of the AGM.

An Annual P/TC Report Form [ACC12C](#) will be completed by the National President or his/her designated representative in attendance at the P/TC AGM.

3.1.8.6 *Approval of Motions via Email*

To facilitate the process of approving motions via e-mail in a timely manner the ACL has approved the procedure outlined below. Any committee member may make a motion via e-mail. For this section, a "Committee" is any group authorized by the League and includes, but is not limited to, the NEC, BOG, P/T Chairs and standing and Ad Hoc committees.

Preparing the e-mail:

- The subject line should include the word “Motion”
- The first line of the body of the e-mail should include the words “I move that the BOG/NEC/etc. approve/authorize/recommend”
- The first person who seconds the motion will be recorded as officially doing so by the recording secretary.
- The motion will expire in fourteen calendar days or at the start of the next meeting – whichever comes first.

Voting:

- All members of that committee may vote. The President/Chair will only vote in the event of a tie. The committee’s established quorum will apply.
- A majority of affirmative votes are required to approve an e-mail motion. The member who proposed the motion is automatically counted as an affirmative vote.
- The recording secretary is responsible for tallying the votes and informing the members of the outcome. Votes should be circulated to all members of the committee. If a member fails to “cc:” other committee members on his vote, the secretary should forward the e-mail to the others. The secretary will be responsible for soliciting the vote of any committee member without e-mail and informing the rest of the committee about that vote.
- Committee members should include in the words “I vote No” or “I vote Yes” in the first line of their response. A member, if abstaining, should declare that intention. If any member has a conflict of interest, that should also be declared.

E-mail motions can only be voted up or down. They can’t be amended.

The member who proposed the motion may withdraw it at any time prior to approval.

If the motion doesn’t receive the required number of votes by the deadline, it fails.

The committee should review any e-mail motions, approved or unapproved, at the start of the next committee meeting. The secretary should include that review in the minutes of the meeting.

E-mail approval is only suitable for straightforward motions. E-mail is not suited for the conduct of a deliberative process. E-mail doesn’t provide the opportunity for discussion or amendment of the motion that you would have in a face-to-face meeting. If any member feels that discussion is required, he should immediately reply “Discussion required”. This will effectively defer the motion, to be dealt

with a later date in a face-to-face meeting or teleconference. The member who proposed the motion shouldn't take offense at such a response.

3.1.8.7 *In-Camera Policy*

In-camera sessions improve how the BOG and the National Committees function. In-camera discussions and decisions serve to allow constructive and candid discussion about certain sensitive issues. This policy applies to Meetings of the Board of Governors or any National Committee that may hold an In-camera Session.

Definitions

"Meeting" is any regular, special, or other meeting of the Board of Governors or any National Committee.

"In-camera Session" is a meeting or part of a meeting that is restricted to select individuals to discuss sensitive and/or confidential items.

Policy

The policy establishes that:

- "In-camera" is a standing agenda item on Meeting agendas.
- If an In-camera Session requires the attendance of the Executive Director, then the in-camera portion of the agenda will be divided into two separate items to reflect a session with the Executive Director and a session without the Executive Director, in that order.
- With the exception of emerging and/or urgent items approved by the president or committee chair, as applicable, in-camera items should be brought to the attention of the president or committee chair, as applicable, no later than 24 hours in advance of the Meeting.
- Standing attendance for in-camera sessions is restricted to members of the Board of Governors or respective National Committee, as applicable.
- Prior to the discussion, the Board of Governors or National Committee, as applicable, will move in-camera.
- All staff, excused attendees and uninvited guests must leave the Meeting prior to the start of the In-camera Session unless specifically requested to stay by the president or committee chair, as applicable.
- A resolution is required to move to an unplanned in-camera session that is not included in the approved meeting agenda.
- It is at the discretion of the president or committee chair, as applicable, whether the in-camera session warrants a record in the form of minutes.
- The president or committee chair, as applicable, or his/her designate produces in-camera minutes.

- During an in-camera meeting, the board or committee may vote on a motion(s) and/or give direction to the Executive Director to take any specific action on a matter.
- No person in attendance at an in-camera meeting shall disclose confidential information discussed, or confidential documentation dealt with in camera to any person not in attendance at the in-camera meeting

Procedure

- **Rationale for Moving to In-camera Session:** An in-camera Session should be held if the subject matter being considered is:
 - Personal matters about an identifiable individual.
 - Succession planning.
 - The security of League property, including financial information.
 - Labour relations or employee negotiations or compensation/salaries, including that of the Executive Director.
 - Litigation or potential litigation.
 - Receiving advice from a solicitor or the sharing of information subject to solicitor-client privilege.
 - The handling of conflict-of-interest situations.
 - Challenging a decision made by the Executive Director.
 - Board of Governors/National Committee performance, relationship management, and conflict resolution.
 - Time-sensitive opportunities that cannot be made public.
 - Any other item that discloses sensitive or confidential matters.
 - Any other matter at the discretion of the president or committee chair, as applicable.
- **Attendance:** Standing attendance for in-camera sessions is restricted to members of the Board of Governors or the respective National Committee, as applicable. Additional guests may be invited based on the items to be discussed.
- **In-camera session procedure :** The president or committee chair, as applicable, will guide the discussion to ensure it aligns with the role and purpose of an In-camera Session. To ensure consistency, the following approach should be taken:
 - Topic is introduced.
 - Issues/concerns are identified; governors or committee members, as applicable, are invited to comment.
 - Discussion is concluded with clear next steps, action items and/or resolution.
- **Minutes and Documentation:** In accordance with the *Canada Not-for-profit Corporations Act*, S.C. 2009, c. 23, a corporation must prepare and maintain records containing the minutes of meetings of the directors and of any committee of directors.

- In-camera Session minutes must record, without comment, all resolutions and conclusions, attendees, and the date and time of the In-camera Session.
- In-camera Session minutes are approved by the Board of Governors or National Committee at the next regular board or committee meeting unless the minutes contain confidential information. If so, then the In-camera Session Minutes are acknowledged and approved at the next In-camera Session. Approved In-camera Session minutes should be stored separately from regular meeting minutes and access should be restricted to members of the Board of Governors or National Committee, as applicable.
- Minutes can be made public retroactively by the board by way of a main motion.
- In-camera Session supporting documentation is distributed to the Board of Governors or National Committee, as applicable, in a confidential manner.

Policy Review

This policy will be reviewed at a minimum of every five (5) years and as required.

3.1.9 Social Behavior Policies

These policies should be read in conjunction with the [CJCR policies](#) on these matters.

3.1.9.1 *Smoking Policy*

At all ACL National meetings and dinners there shall be no smoking in any of the meeting rooms, but provision will be made for designated smoking areas at all social functions, including any hosted by P/TCs. P/T laws and, where applicable, municipal by-laws relating to the purchase and use of tobacco products shall be always adhered to.

CAF policy regarding smoking and Cadets is intended to promote a safe and healthful environment free of tobacco smoke. To that end, Commanding Officers follow guidelines that include: the prohibition of smoking during parade nights, while under instruction, and in CAF establishments; prohibiting the sale of tobacco products in Cadet canteens; discouraging smoking breaks during Cadet activities; and encouraging a continuing education program to quit smoking.

3.1.9.2 *Alcohol*

When Air Cadets attend League functions where alcoholic beverages are served, the League shall adhere to the liquor law of the province concerned.

CAF policy concerning alcohol and Cadets is detailed CJCRC orders and regulations.

3.1.9.3 *Cannabis (TBD)*

3.1.9.4 *Illegal Drugs*

The ACL is strongly opposed to illicit drug use in Canada and will cooperate fully with the appropriate agencies to prevent and otherwise deal with illegal drug use. As specified in CJCRC orders and regulations, involvement of Cadets with illegal drugs, prohibited substances, or drug related paraphernalia will not be tolerated. Incidents involving Cadets will be referred to local civilian authority for prosecution. Cadets who are determined to have committed a drug-related offence will be released or returned to unit and released. All cases of drug involvement will be reported to the Area Cadet Officer/Region Cadet Officer as appropriate.

3.1.9.5 *Abuse of Children*

The abuse of children has been a significant problem in Canadian society for many years. With increased awareness of the problem has come a general societal demand to deal with it through strong legislation, treatment, and support programs. It is expected that those people who have the responsibility of teaching, caring for, or working with young people will recognize the problem and deal with its manifestations through decisive action and with compassion.

The complexity of the abuse problem is recognized by child welfare authorities throughout Canada. Some forms of abuse are harder to recognize than others, and consequently are more difficult to prevent. It is for this reason that child welfare laws in Canadian provinces provide definitions and protocols for reporting and dealing with abuse situations and outline the responsibilities of any Canadian citizen in the event they become aware that a young person has been or is being abused.

[CJCRC policies](#) on emotional, physical, or sexual abuse within the CCO is detailed in CJCRC orders and regulations. The ACL supports the CAF policy and will assist in its implementation wherever possible.

ACL members and affiliated volunteers who become aware of an abuse situation involving a Cadet shall report it to that Cadet's Commanding Officer or equivalent authority.

3.1.10 Insurance

The National Office administers the insurance programs on behalf of the ACL. Summaries of the coverage provided by the ACL insurance policies can be found in the [insurance booklet](#) posted on the ACL website.

3.1.10.1 *Changes in Coverage*

It is incumbent on the P/TCs and SSCs to keep the National Office informed of any plans that may constitute a material change to the insurance policies. This would include the purchase of aircraft, gliders, vehicles, or real estate.

3.1.10.2 *Certificates of Insurance*

Certificates of Insurance may be issued on request to the insured where proof of insurance is requested by a landlord that is leasing, or permitting access to, a facility to an SSC. Certificates can be requested using the [ACC20 online form](#) on the National website.

3.1.11 Bilingualism

The National Cadet Council (NCC) policy on bilingualism is that the Cadet Leagues will operate and publish in both official languages to the extent they can afford and that is practical.

Documents concerning ACL policy or other significant National Air Cadet matters will normally be published in both official languages.

The ACL, being national in scope and serving members of both official language communities, ensures that, whenever possible and where warranted, measures are put in place, to provide communications and services with the public, its employees, and to all levels of the League in both official languages and promote the full recognition and use of English and French in Canadian society. This includes national and internal communications, such as the Air Cadet League web site, newsletters and policies and procedure.

The ACL budgets annually for translations services and translation software. The cost of and time required for translation precludes the publication of all communications in both languages. Consequently, records and correspondence resulting from meetings conducted in English will normally be published in English only. Major policies and procedure will be translated as soon as they have been approved. All major policies, procedure and documents that are on the League's web site will be posted in both official languages.

3.1.11.1 *Principles*

- Because the ACL consists of both English and French speaking members and Air Cadets from all provinces and territories, it has a moral responsibility to deliver its services to both language groups to the best of its ability.
- The ACL can use funds from its annual government grant to provide written and/or spoken language services beyond the capability of bilingual staff or funds set aside exclusively to pay for language services.

- The ACL cannot assume that French speaking members are obligated in any way to provide French language services beyond which would normally be used by these persons to function as members of the ACL.
- The ACL has a responsibility to improve its language services to French speaking members by reason that these members may not feel comfortable in understanding or interpreting spoken or written English.
- At least 2/3 of National Office staff should be bilingual to ensure a consistent delivery of official language services to the public and to its membership. This does not apply to persons, not considered staff, but who are related to specific services contracted by the League.

3.1.11.2 *Procedures*

The following procedures can be amended under the authority of the NEC.

- **The Annual General Meeting (AGM):** The AGM is a key element in the operation of the ACL. During the AGM, important information is conveyed to the members and often there is a dialogue/discussion that takes place explaining the merits or otherwise of a subject, a motion to approve, or important announcements related to the operation of the League. The following language services should be provided whenever possible:
 - At the commencement of the meeting there should be introductory remarks made in both official languages. During the meeting, important announcements should also be made in both official languages;
 - If there are guest speakers, they should be requested to give a portion of the presentation French and vice versa; and
 - If Cadets are invited to participate in workshops or symposiums, either they should all be bilingual, or workshops should be held in both official languages. Cadet speeches for the National Effective Speaking Competition may be presented in either official language.
- **Committee Meetings:** The ACL uses committees to carry out much of the work that needs to be accomplished to develop policy and procedure, to conduct research on a variety of subjects, and to prepare reports for presentation to the BOG, the NEC, and at the AGM as necessary. The chairs of these committees are expected to be sensitive to the language needs of its participants and, whenever possible, provide official language services, including translation of reports if advanced notice of important documents is provided. Guidance can be obtained from the ED as to costs involved and the need for such language services.
- **Awards Dinner/President's Banquet:** Because many important guests will be in attendance, and several of these guests could be French speaking, every attempt should be made to provide a

bilingual MC or have two MCs; one French and one English speaking. The official program should be printed in both official languages.

- **Special Onetime Events Organized by the National League:** Special care must be taken to ensure that events in this category offer services in both official languages since both language groups may be present. Invited speakers should be informed, if they can, to deliver a portion of their speech in French and vice versa. Pertinent printed material related to the event should be in both official languages.
- **Effective Speaking Program and National Competition:** At the local, regional, and provincial level competitions every attempt should be made to accommodate the language preference of a Cadet speaker. At least one judge should be bilingual. At the national level all three judges should be bilingual as should the MC.
- **Advisory Council:** The Advisory Council should be sensitive to the language needs of its members and can seek the guidance of the ED as necessary.
- **Printed Material and Electronic Media:** The ACL web site, the PPM, official emails emanating from the National Office, ID cards, and any other material meant to convey information to the membership should be available in both official languages.

PART 4 - HARASSMENT POLICY

4.1 Objective

The ACL is committed to providing an environment in which all individuals are treated with dignity. The ACL believes in the prevention of harassment and promotes an environment of respect and the ability to work together to achieve common goals. The ACL will take all reasonable and practical measures to prevent and protect its employees, members, and affiliates from acts of harassment.

4.2 Policy Statement

The ACL is committed to providing a Harassment Policy and Program that:

- Provides and maintains an environment that is free from all types of harassment;
- Provides awareness that harassment is prohibited;
- Identifies the types of behaviour that may be considered as a violation of this Policy;
- Establishes a process for receiving complaints of harassment and provides mechanisms to deal with those complaints effectively; and,
- Provides an example of the steps that can be taken towards maintaining an environment where everyone treat each other with mutual respect.

This policy applies to volunteer Members and Affiliates of the ACL. Harassment policy for paid employees of the ACL is issued separately.

4.3 Definitions

Affiliate means an affiliate of the League as described in the ACL [By-Laws](#).

Applicable Authority means the (i) Provincial/Territorial Chair (for incidents of Harassment occurring at a local, Provincial or Territorial Level or involving Provincial/Territorial Members or Affiliates); or (ii) National President (for incidents of Harassment occurring at a National Level or involving National Members or Affiliates). For greater certainty, the Applicable Authority for incidents involving the: (i) Provincial/Territorial Chair, is the National President; (ii) National President, the applicable authority is the Immediate Past-National President).

Complainant. An individual who files a complaint in writing pursuant to this Policy.

Harassment. For the purposes of this policy, harassment includes personal harassment, poisoned work environment, racial harassment, and sexual harassment.

Investigator means a qualified investigator appointed by the National Executive Committee in accordance with this policy.

Member means a member of the ACL as defined in the ACL's [By-Laws](#).

Personal Harassment. Personal harassment includes, but is not limited to:

- Verbal Harassment: Vexatious or demeaning comments directed at an individual, or used in reference about an individual, which would reasonably undermine that member or affiliate . It includes stereotypes, name-calling, insults, threats, slurs, crude, degrading, suggestive, or unwelcome remarks, offensive jokes, innuendoes, or profanities.
- Physical Harassment: Unwelcome physical behaviour including threatening or rude gestures, physical intimidation, coercion or assault, insulting actions, or practical jokes that would reasonably result in embarrassment or humiliation.
- Written/ Graphic Materials Graffiti, unwanted notes, letters and/or emails, displaying or distributing derogatory or offensive materials, pictures, jokes or cartoons that portray a person's personal or physical attributes in a negative or humiliating manner.
- Avoidance or Exclusion: Of any individual, or group of individuals, which could reasonably be interpreted as shunning or ostracism, because of that individual's beliefs, personal attributes, social condition, or any other reason.
- Poisoned Environment. A poisoned environment is characterized by a course of conduct, activity or behaviour, not necessarily directed at anyone in particular, that creates a hostile or offensive environment.

A poisoned environment can exist even if members or affiliates agree to participate in demeaning behaviour or voice no objections. Examples of a poisoned environment include, but are not limited to, graffiti, sexual, racial or religious insults or jokes, abusive treatment of an member or group of members, intimidation, aggressive or offensive words, comment or conduct occurring in an environment, undermining or belittling, spreading gossip or rumours that harm an individual's reputation, and display of pornographic, racist, or other offensive material.

Racial Harassment. Racial Harassment can be verbal or physical. It is any unwelcome comment, action, or unfair treatment based on race, color, national/ethnic origin, aboriginal origin, language, cultural practice, etc.

Respondent. An individual against whom allegations that could constitute a violation of this Policy have been made.

4.4 Roles and Responsibilities

The National Executive Committee of the ACL is responsible for:

- a) reviewing filed Harassment complaints;
- b) acting in an advisory and support role to the Board of Governors;
- c) ensuring that Harassment complaints occurring at a National Level or involving National Members or Affiliates are taken seriously and dealt with promptly, thoroughly, fairly and in confidence according to the procedures outlined herein; and
- d) Tracking cases of harassment in ACL tracking guide for annual reporting.

The Board of Governors of the ACL is responsible for:

- a) development of national policy and programs related to Harassment;
- b) development of a harassment awareness training program;
- c) policy implementation at the National level;
- d) compliance review of policy and procedures for Provincial/Territorial Committees related to Harassment; and
- e) acting in an advisory and support role for Provincial/Territorial Committees.

Provincial/Territorial Committees are responsible for:

- a) development of Provincial/Territorial policy and programs related to Harassment;
- b) policy implementation at the Provincial/Territorial level;
- c) compliance review of policy and procedures for Sponsoring Committees related to Harassment; and
- d) ensuring that Harassment complaints occurring at a local, Provincial or Territorial Level or involving Provincial/Territorial Members or Affiliates are taken seriously and dealt with promptly, thoroughly, fairly and in confidence according to the procedures outlined herein.

Sponsoring Committees are responsible for implementing and administering the policy at a local level.

Persons in positions of authority at all levels are responsible for:

- a) ensuring awareness of this policy and their roles and responsibilities are communicated to all Members and Affiliates; and
- b) ensuring that complaints are handled according to the procedures outlined in this policy.

Members and Affiliates are responsible for recognizing and respecting the diverse and multicultural composition of the organization and the communities it serves, and for appreciating the dignity, worth and contribution of each Member and Affiliate.

4.5 Harassment – Prevention and Reporting

Prevention and reporting of harassment situations is the responsibility of all members and affiliates. Any person who believes that a member or affiliate has experienced or is experiencing harassment or violence or retaliation for having brought forward a complaint, is encouraged to notify the Applicable authority.

A member or affiliate who believes that he/she has been subjected to harassing behaviour is encouraged to follow the guidance outlined below:

- The member or affiliate should carefully record details of the incident(s) including the date and time of the incident, the nature of the incident, and names of people who may have been witnesses.
- Prior to filing a formal report of an incident, if the member or affiliate feels safe and comfortable doing so, the member or affiliate should tell the other person(s), either directly or with the assistance of a third party, that the behaviour is unwelcome and that it should stop.
- If the behaviour does not stop after the member or affiliate has spoken to the person(s), the member or affiliate may choose to file a formal complaint outlining the particulars of the allegations to the Applicable authority. The complaint should be in writing, using the appropriate Incident Report Forms (Appendix A), signed by the individual making the complaint and providing as much detail as possible, including who, what, where, when and the names of any witnesses.
- Any member or affiliate who files a formal complaint will be expected to cooperate with any investigation.
- Formal complaints must be made within 12 months following the incident(s) occurrence.

4.6 Investigation of Complaints

All complaints will be taken seriously and investigated appropriately.

Upon the receipt of a Harassment complaint, the Applicable Authority shall determine the appropriate level of investigation based upon the circumstances of the complaint.

4.6.1 Appointment of Investigator

The Applicable Authority may appoint a member of the ACL as investigator. The Investigator shall not be in a conflict-of-interest situation and shall not have a connection to either the complainant or the respondent.

The Applicable Authority may request to the National Executive Committee that the investigation be completed by an external independent third-party who is qualified in investigating claims of Harassment. In such cases, the Applicable Authority shall forward the recommendation with the completed Incident Report Form to the National Executive Committee. Upon receipt of the request, the National Executive Committee shall:

- c) Acknowledge receipt of the complaint within seven business days; and
- d) Assess and, if deemed appropriate, appoint an external third-party Investigator to investigate an allegation of Harassment.

The respondent will be advised of the steps that have been taken and asked to refrain from discussing the complaint with anyone other than those involved in the investigation.

4.6.2 The Investigation

The Investigator should commence the investigation within 45 days from the referral to the investigator. The investigation should be completed, and a report prepared within ninety (90) business days from the day after the registering of a formal Harassment complaint.

The following are elements of the investigation process:

- The Investigator shall review all policies, procedures, and pertinent information.
- The Investigator will require a written account of the alleged behavior including a thorough description of the event(s) with any supporting material such as record of facts, times, dates, nature, witnesses or physical evidence. The Complainant must be prepared to share the nature and details of the complaint with the Investigator.

- The Complainant and the Respondent will both be interviewed, as will any individuals who may supply relevant information.
- Respondents have the right to reply to the allegations against them and the right to be accompanied by a representative of their choice in any meeting with the Investigator.
- Persons not named in the complaint who may have some personal knowledge about the incident(s) may also be interviewed. A representative of their choice may also accompany these witnesses.
- Federal and/or Provincial legislation may apply to the investigation if Harassment was directed toward an employee in the course of his/her employment. The Investigator should review workplace safety legislation and/or consult independent experts to determine whether legislation applies to the complaint.

4.6.3 Findings and Recommendations

Once the investigation is complete, the Investigator will:

- a) Prepare a written report summarizing what facts are agreed upon and what facts the parties contest which shall be presented to the Applicable Authority. The Complainant and the Respondent have the right to review and comment on the investigator's findings and recommendations with the names and identifying details of any witnesses redacted. The provision of the Investigator's report is conditional on the Complainant and the Respondent agreeing not to disclose the report to any third party without the express written permission of the ACL;
- b) Document all steps taken from the initiation of the complaint to its resolution (if there is one);
- c) Determine whether Harassment occurred. If the investigation fails to find evidence to support the complaint, no further action will be taken, and the case will be closed and filed confidentially at the applicable Provincial/Territorial or National office; and
- d) Should the Investigator find that there are possible instances of offence under the Criminal Code, the Investigator shall advise the Complainant to refer the matter to police. The Investigator will further inform the Applicable Authority that the matter should be directed to the police. The Investigator shall also advise the Applicable Authority of any findings of criminal activity.

4.7 Responding to Reports of Harassment

The ACL expressly reserves the right to take all steps it deems necessary to ensure the safety and well-being of its members, affiliates and the public and take appropriate actions to deal with harassment. Steps to be taken will be determined by the Applicable Authority and may include, but are not limited to, the following:

- a letter of apology from the respondent to the complainant
- mediation between the parties or mandatory counseling
- professional alternate dispute resolution (if authorized by the NEC)
- banning an individual or Respondent from accessing the property, facilities and/or functions of ACL
- suspension of volunteer duties of the respondent for a limited or indefinite time period
- immediate termination for cause of the respondent, or removal from his or her volunteer duties
- immediate reporting of the incident to the police.

4.8 Privacy

As far as possible, the ACL will keep all information relating to an incident or complaint confidential. However, to investigate an incident or complaint, the Applicable authority, National Executive Committee or other internal or external investigator(s) conducting the investigation may have to interview people in order to obtain evidence and determine the facts. As far as possible in doing these interviews, they will try to protect the identity of those involved, but this will not always be possible. The person conducting the investigation will advise those being interviewed that the matter is not to be discussed with anyone other than the person conducting the investigation.

The ACL will only disclose information on a need-to-know basis.

The documents corresponding to any investigation will be kept on file in a secure location, for as long as necessary. Records of any remedial action taken will be placed in the members or affiliates file.

4.9 Awareness Training

The ACL is responsible to develop and make available to all members and affiliates Harassment Awareness Training. All members and affiliates must receive this training during their orientation as a new member or affiliate.

4.10 No Reprisals

The ACL will not tolerate reprisals or retaliatory measures against a member or affiliate who, in good faith, raises a complaint of harassment within the meaning of this Policy and Program. These protections apply to anyone who cooperates in the investigation of the complaint. Disciplinary action may be taken against a member or affiliate who takes any reprisal against a member or affiliate who reports harassment.

4.11 Policy Review

This policy will be reviewed at a minimum of every five (5) years and as required.

Appendix 4.1 - *Harassment Incident Report Form*

To be completed by the Complainant.

Please do not delay submitting this report even if you cannot fully answer all the questions.
Additional information can be provided subsequently.

Please print (or type) and, if possible, use black or blue ink. Thank you. Insert additional pages as necessary.

Name and title:	
Date:	
Address:	
Telephone:	

Did the incident involve an employee, member or affiliate of the ACL? YES NO

If so, name and title of the other employee, member or affiliate: __

Did the incident involve any other person? YES NO

If so, identify this person: ____

Describe incident of Harassment (include date, time and location):

Identify witnesses to the incident (include names, addresses and telephone numbers if available):

Other information which may be helpful to an investigation (please use additional paper if necessary):

Print name _____

Signature _____

PART 5 - VOLUNTEER TRAINING

5.1 Objective

This part establishes roles and responsibilities for the development and the management of League volunteer training and aims to standardize training programs in the League.

5.2 Policy Statements

- League volunteers assigned to key positions in the organization require specific skills and knowledge to meet the responsibilities associated with these positions.
- Recognizing that there will be variations in the experience, knowledge and skills of volunteers, the League will make every reasonable attempt to ensure that a volunteer has the requisite knowledge and skills by providing training as necessary.
- All League volunteers, regardless of position, must be provided with selected training to meet common requirements. Any costs associated with this essential common training will be borne by the League, at the applicable National, Provincial or Local level.

5.3 Definitions

“Affiliate” means an affiliate of the League as described in the League’s By-Laws article 3.01.

“Competencies” means the skill and knowledge required to meet positional or common requirements.

“Member” means a member of the League as defined in the League’s By-Laws articles 3.01 and 3.02.

“Volunteer” means a member or an affiliate of the League.

“Training Program” means a set of learning and development activities provided to acquire the competencies required to meet positional or common requirements.

5.4 Roles and Responsibilities

The National Executive Committee (NEC) of the League will:

- Recommend League Training Policy to the Board of Governors for approval;
- Approve and publish amendments to the League Competencies Manual; and
- Approve and publish amendments to the League Training Programs Handbook.

The National Members Committee will:

- Monitor and evaluate the League Competencies Manual and recommend amendments to the NEC for approval;
- Monitor and evaluate the League Training Programs Handbook and recommend amendments to the NEC for approval;
- Maintain a central database of training modules and resources developed by P/TCs;
- Monitor and evaluate training delivered by P/TCs and provide guidance accordingly; and
- Advise the NEC and P/TCs on all League training requirements and needs.

The Provincial/Territorial Committees will:

- Develop training based on League training programs;
- Share training and resources with other P/TCs and the National Members Committee; and
- Deliver training to volunteers.

5.5 Procedures

League volunteer training is standardized through the publication of the following key documents that are recognized at all levels of the League:

5.5.1 League Competencies Manual:

The manual will include:

- A list of the key positions in the League;
- A list of competencies associated with each key position; and
- A list of competencies that are common to all volunteers.

5.5.2 League Training Programs Handbook:

The handbook will include National League training programs approved by the NEC.

5.6 Policy Review

This policy will be reviewed at least every five (5) years and as required.

PART 6 - NATIONAL COMMITTEES

6.1 Executive Committee

6.1.1 Terms of Reference

The NEC is the executive (operating) arm of the ACL constituted pursuant to the provisions of the [By-Laws](#) of the League.

The committee's mandate is to supervise and control the operations, and generally conduct the business, of the League when the BOG is not in session, subject to those powers or jurisdiction which, in accordance with the By-Laws of the League, are reserved to the jurisdiction and authority vested in the BOG.

The NEC, in accordance with the authority delegated to it by the BOG, shall be responsible for the implementation of all League policies and the decisions related thereto. If the NEC requires a revision to any League policy related to implementation of said policies, it shall present a written request to the BOG, thru the PPBLC, for consideration and decision.

The NEC may authorize the expenditure of League funds.

6.1.2 Membership

The membership of the NEC, pursuant to [By-Law](#) 8.02, includes the President, Vice Presidents (one of whom is the Treasurer), the Immediate Past president, and the Executive Director. The Executive Director will not be a voting member of the NEC but will serve in an administrative and advisory role. The President may assign NEC members as Chairs of national standing and ad hoc committees.

6.1.3 Responsibilities

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

- carrying out any duties the Board may delegate to it;
- adopting rules and regulations governing the organization, operation, conduct of business and discharge of financial obligations of the League, and the maintenance of a minimum staff;
- establishing the ACL Operations Group organizational structure comprised of the Standing and Ad Hoc committees of the League;
- establishing Terms of Reference for Standing and Ad Hoc committees of the League;
- receiving and reviewing reports from Standing and Ad Hoc committees prior to tabling them for review at meetings of the BOG and by members at the AGM;

- presenting the annual ACL budget to the BOG for approval;
- presenting the annual audited financial statements to the BOG for approval, and to members for review at the AGM; and
- liaison with P/TC Chairpersons (thru the P/TC Chairs Committee chaired by the 1st VP).

6.2 Advisory Council

6.2.1 Terms of Reference

The Advisory Council is a permanent standing committee of the ACL, constituted pursuant to the provisions of the [By-Laws](#) of the League. The Advisory Council's role is to advise and assist the BOG and NEC.

6.2.2 Membership

The Advisory Council consists of past presidents of the ACL.

6.2.3 Responsibilities

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

- Providing members for various committees, when requested by the President or Committee Chair, especially for the Honours and Awards Committee, the Scholarship and Awards Committee, and the Nomination Committee.
- Preparing reports for the Board of Governors and National Executive Committee on any significant issues or concerns brought to its attention.
- Preparing written reports to the NEC for consideration by the BOG as required and in accordance with established procedures and to the President for incorporation in the Annual Reports to the League.
- Seeking input from the NEC as appropriate in developing its positions on matters referred to it for advice.
- Meeting a minimum of two times per year.

6.3 Governance Committee

6.3.1 Terms of Reference

The purpose of the Governance Committee is to support the NEC and Board of Governors in fulfilling its governance responsibilities, ensuring the organization operates ethically, transparently, and in accordance with its mission and applicable laws and regulatory requirements.

6.3.2 Membership

The Chair of the Governance Committee shall be appointed by the President. The members of the committee shall be members of the BOG or the Advisory Council and shall be appointed by the committee chair. Membership shall be reviewed annually.

6.3.3 Responsibilities

The committee shall be responsible for:

- Works closely with the PPBLC to implement, develop, review, and recommend organizational governance policies and best practices.
- Monitors ACL compliance with legal and regulatory requirements.
- Monitors changes in laws and regulations that govern the operation of the ACL and ensures the organization's constitution and bylaws reflect current legal requirements.
- Monitors changes to the PPM and may develop and recommend to the board draft policies, procedures and practices to provide for effective and efficient operation of the board (e.g., structures and operations of board committees).
- Monitors, and recommends to the board orientation and continuing education programs for new and existing board members.
- Implements annual evaluations of the Board's performance to meet the board's agreed goals and objectives (e.g., President's guidance document).
- Monitors for transparency, accountability, and integrity within ACL operations.
- Supports board guidance of recruitment, succession planning and nominating. Annually, prior to the AGM, the committee identifies the experience, skills and knowledge requirements for inclusion to the guidance document provided to the nominating committee in the selection of future board members

6.3.4 Reporting

The committee shall report its activities, findings, and recommendations annually to the BOG.

6.3.5 Review and Amendments

The Terms of Reference shall be reviewed annually and updated as needed to ensure alignment with best practices and ACL needs.

6.4 Aviation Committee

6.4.1 Terms of Reference

The Aviation Committee is established by the BOG pursuant to the By-Laws of the ACL. The committee's role is to serve as the League's subject matter expert to provide expertise for aviation-related initiatives, matters, and issues connected to the Air Cadet program. In carrying out its role, the committee is to maintain an awareness of:

- CAF cadet training and other aviation programmes,
- Flight safety trends as reported by CAF
- Any partnerships established between the League and other aviation partners.

6.4.2 Membership

Voting members shall consist of: a Chair (appointed by the President); a Vice Chair and Secretary (appointed by the Chair); and P/TC representatives appointed by P/TC Chairs. Non-voting members may include, at the discretion of the Chair, an observer from the Advisory Council and CAF representatives such as the National Cadet Air Operations Officer and National Technical Authority Officer. Others may be invited to meetings when appropriate.

6.4.3 Quorum

A quorum for Aviation Committee meetings is 50% of the members of the committee. When recommendations of the committee can be expected to have financial or operational impact on P/TCs not represented at a meeting where a decision is made, the committee is to establish a process whereby absent members can have input before the recommendation becomes final.

6.4.4 Responsibilities

The committee is responsible for:

- Management and oversight of the Air Cadet Gliding Program (ACGP) contract
- Management of issues relating from the application of the Structural Inspection & Repair Program (SIRP)
- Representing the League at conferences and events operated by CAF and other aviation entities
- Encouraging and assisting P/TCs to support their spring and fall aviation programmes in a way that keeps cadet aviation experiences positive by incorporating meaningful activities and incentives
- Recommendations for potential modifications to Air Cadet aviation programmes or suggestions about ways to take advantage of established League-industry partnerships

- Keeping P/TCs informed about aviation-related issues that can impact their operations and activities
- Encouraging and assisting P/TCs to create a plan for covering anticipated cost of engine, propeller, avionics, and other overhaul and replacement costs
- Assisting P/TCs in complying with the ACGP contract, including with respect to using aviation assets for other than air cadet training purposes
- Responding to aviation-related input from other groups within the ACL.

6.4.5 Interprovincial Use of Aircraft

It may become necessary for P/TCs to move their aircraft out of province, or to train cadets from another P/T in support of the Air Cadet flying programme. The following will apply:

- Concurrence for inter-provincial use of a league-owned aircraft cannot be given without PRIOR coordination between the CAF and the two P/TCs involved. That coordination is to include at least:
 - an estimate (in terms of both calendar and flight time) of the time the aircraft is expected to be out of the owning province
 - confirmation that sufficient overhaul, inspection, and repair time remains available for the anticipated use
- A P/TC owning an aircraft that is used in another province is to be reimbursed at the rate of \$50 per hour of flight time accumulated during round trip transit time between provinces and during all aircraft operations in the receiving province
- A P/TC receiving cadets from a different P/T for glider training will be reimbursed \$500 per cadet for each out-of-P/T cadet trained in the receiving province
- Aircraft are expected to be returned to the province of ownership in full working condition
- Should aircraft damage occur and trigger an insurance claim, all costs of deductibles, storage, or other items not covered by insurance is to be borne by the P/T committee of the province or territory where the aircraft is used

6.5 Communications Committee

Effective communication is vitally important to achieving the mission and vision of the ACL at all levels and the well-being of the Air Cadet Movement. A balanced approach to communication using digital technologies and traditional methods enables the ACL to reach and engage with members, stakeholders, and the public effectively and efficiently regardless of where they reside. The administration of communications is a responsibility shared with the CAF and requires the collaboration, support, and cooperation of individuals at all levels of the ACL across the country.

This policy provides a framework to ensure that communication from the ACL is clear, consistent, coordinated, managed effectively, responsive to the diverse needs of our members, partners, and stakeholders and that the ACL is visible, accessible, and accountable to the members we serve. This Policy and supporting guidelines apply to all ACL employees, members, volunteers, and participants and in all forms of written, verbal, and electronic communication, including social media. This Policy is subject to ongoing review and evaluation, and modifications will be made as deemed necessary to respond to circumstances and evolving needs of the organization.

ACL's internal and external communications shall be:

- In both official languages to the greatest extent possible and practical;
- Open and proactive to the greatest extent possible;
- Factual, accurate and without speculation;
- As one voice with CAF where and when applicable;
- Respectful of partners' needs;
- In a professional and respectful manner; and
- Respect all applicable confidentiality, privacy, and legal requirements.

6.5.1 Terms of Reference

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

The Communications Committee shall regularly review and update, as required, communication processes and procedures pertaining to all areas of communications at all levels of the ACL, including, but not limited to print, electronic, social media platforms, video conferencing platforms and software as well as new or emerging communications software and platforms. This approach will

enable the ACL to provide timely, accurate, and high-quality information about our programs, services, and initiatives.

6.5.2 Membership

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

6.5.3 Responsibilities

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

- Serving as the expert resource to the BOG in matters of communications as well as monitoring the state of communications within the ACL and the Air Cadet program and Movement;
- Working with the National Office PR person, ex-officio delegated members of the Department of National Defence, and ex-officio experts from industry as required.
- Fostering and developing the strategy, programs, and products to enhance the function of communications throughout the ACL for consumption within and without;
- Acting as a resource point of experience, expertise, products, and deliverables to the P/TCs of the League, and indirectly to the Local Level, as well as to the other committees and elements, to assist them in their communications activities;
- Making the NEC and BOG aware of media coverage on to the League and the Air Cadet program; and
- Preparing written reports to the NEC for consideration by the BOG as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the League.

6.5.4 Internal Communication

ACL Internal communication includes but is not limited to communication between members, volunteers, and employees at all levels of the ACL. Internal communication shall be respectful, open, and collaborative, while considering the confidential nature of specific matters. The responsibility to ensure that effective internal communication is a part of ACL's day-to-day operations lies with all individuals who initiate or participate in communication on behalf of the ACL.

Channels of communication shall follow ACL [organizational lines](#). SSCs or P/TCs shall not communicate directly with federal ministers on matters pertaining to the ACL or the Air Cadet

Movement. Any such communication should be directed to the President with a recommendation for onward transmission to the appropriate government department.

SSCs shall not formally communicate directly with any member of the RCSU Headquarters staff even if they are geographically local. They should communicate with their P/TC, through their assigned Director.

6.5.5 External Communications

The Air Cadet Movement must be placed in the best possible light and in the forefront of the public eye. Information about the Royal Canadian Air Cadets and the ACL must be consistent and communicated in a coordinated manner and/or reported accurately in the media and to the public in general to present a favourable public image locally, P/T, nationally, and internationally. Only the selected members of the social media team(s) are permitted to speak on behalf of the ACL using official ACL communications social media accounts.

The National Office will coordinate all public information activity for national events or activities. P/TCs will coordinate all public information activity that concerns P/T Air Cadet events or activities. SSCs will coordinate all public information activity that concerns local (squadron) Air Cadet events or activity. Public Relations products may be created at all levels of the ACL and should follow any applicable communications and branding guidelines. The ACL Public Relations products shall be available for use by all levels of the ACL.

Web sites may be created at all levels of the ACL (Headquarters, P/TCs and SSC).

For more detailed information please see the [ACL Public Relations \(PR\) Handbook](#). The ACL PR Handbook is intended for use as a guide for P/TCs and SSCs for external communications.

6.5.6 Sponsorship, Partnership and Advertising

ACL's participation at all levels in sponsorship opportunities, partnerships, and advertising are important to the promotion of ACL as an organization and to the ability of ACL to undertake various initiatives to achieve its goals and objectives.

Before undertaking relationships with organizations, ACL will evaluate each opportunity to ensure that the goals, standards, and contracting guidelines align with ACL's vision and mission. In addition, each relationship will be assessed to ensure that there is no conflict of interest, the relationship fits within ACL's strategic direction and value will be realized from the relationship.

ACL will always keep in mind the message that establishing and maintaining the relationship will be communicating to the membership and to our stakeholders. The president of the ACL will be consulted on any new initiatives and on questions that may arise in relation to existing relationships to provide advice.

6.6 Effective Speaking Committee

6.6.1 Terms of Reference

The Effective Speaking Committee is a standing committee, established by the BOG, pursuant to the provisions the [By-Laws](#) of the ACL. The committee's role is to publish the Effective Speaking Competition Rules and Regulations for each annual Competition, to guide the P/T and sub-level competition and to organize and conduct the Competition at the National level with the assistance of the National Office staff and the host P/TC.

6.6.2 Membership

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

6.6.3 Responsibilities

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

- reviewing and revising as necessary, the Policies, Procedure, Rules, Regulations and Guidelines of the previous year's Competition with the view to having Rules and Regulations for the current year's Competition available for distribution to the P/TCs by 1 September. In conducting its review, the committee will consult with the P/TCs to obtain their input.
- The Selection of current year speech topics and changes in Local, Regional, P/T and National Effective Speaking Competitions, shall also be published in relevant sections of the National Website within 30 days of approval by the NEC/BOG. National Office shall place a Website Alert, which should include, at least, the current year speech topics, significant changes in Competition Rules and Regulations (provided from NEC/BOG Minutes) and information relevant to the National Competition.
- seeking, through the National Resource Generation Committee, sponsors to provide the funding necessary for the operation of the Competition including: the provision of medals for winners at the P/TC level; providing the trophy and cash award for the National winner and the provision of souvenirs to all National competitors and judges for the National Competition. The committee shall, where possible, assist the P/TCs with transportation arrangements for the National Competition.
- ensuring that bilingual judges are available for the National Competition.
- conducting, with the cooperation and assistance of the host P/TC for the AGM, the National Competition. The primary functions of the host P/TC are to assist in the securing of bilingual judges, for accommodation arrangements for Cadet Competitors and to provide a suitable activity program for them.

- ensuring, through the Communications Committee, appropriate media and Public Relations coverage for the Effective Speaking Program and the winners; and,
- preparing written reports to the NEC for consideration by the BOG as required and in accordance with established procedure, to the President for incorporation in the Annual reports of the League and delivering oral reports on its activities to the Annual and Semi-annual Meetings of the ACL.

6.6.4 Effective Speaking Competition Handbook

The Effective Speaking Program Committee shall publish a [handbook](#) that provides guidance to P/TCs prior to the start of the training year updating the procedures for carrying out the Effective Speaking competitions at the various levels of the ACL.

6.7 Honours and Awards Committee

The ACL offers several honorary appointments, awards, and medals to recognize outstanding service and support of the ACL. These awards are available to League Members, Affiliates and Supporters through the ACL's Honours and Awards program.

The ACL annually makes several awards to Members/Affiliates and others involved in the Air Cadet Movement.

The ACL Medal of Honour and Honorary Life Memberships are awarded to League Members in recognition of exceptional service to the Air Cadet Movement over a long period of time.

ACL Certificates of Honour, Merit, Recognition, and the President's Citation are awarded in recognition of varying kinds and duration of service to the League.

Citations for all ACL Honours and Awards are recommended by the National Honours and Awards Committee and approved by the President.

Posthumous Awards will only be granted when the original Citation is dated prior to the death of the intended recipient.

P/TCs are responsible for screening applications from local and P/T levels of the League organization, and for ensuring that the proposed citation details show clearly what the nominee has done to merit a recommendation for the Award. P/T Chairpersons should nominate a minimum of one Squadron Chairperson, P/T Director, and Commanding Officer for League Awards.

If a national member wishes to recognize an individual for his work at the national level, the nomination should be submitted to the Chair of the National Honours and Awards Committee using the appropriate Form. The National H&A Committee will review the nomination, ensuring that the proposed citation details show clearly what the nominee has done to merit a recommendation for the award.

All Honours and Awards are normally presented at the AGM of the ACL. Such Awards shall only be presented to those present at the meeting. All other recipients will be named, but their Award will be bestowed by the National League representative or the P/T Chairperson at the respective P/T AGM.

6.7.1 Terms of Reference

The National Honours and Awards Committee is a standing committee, established by the BOG, pursuant to the provisions of the [By-Laws](#) of the ACL. The committee's role is to process honours and awards as well as develop for the BOG policies, procedures, and guidelines related to Honours & Awards in the ACL.

6.7.2 Membership

The committee shall normally be chaired by a Member of the Advisory Council as named by the President on the recommendation of the Advisory Council.

Committee members shall be selected by the Chair from other past presidents of the League. The President shall be included in deliberations for the selection of recipients for the Medal of Honour, Life Membership, Director of the Year and Presidential Certificates.

6.7.3 Responsibilities

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

- Soliciting and encouraging the nomination of worthy candidates from:
 - National Members
 - Advisory Council
 - National Office Staff via the Executive Director
 - P/T Honours and Awards Committees: Each P/TC Chair is requested to name an individual to Chair their Honours and Awards Committee whose job it will be to nominate worthy recipients for awards from within their jurisdiction and liaise as necessary with the National committee.
- Select recipients for Awards that include;
 - ACL Certificate of Honour
 - ACL Certificate of Merit
 - ACL President's Citation
 - ACL Medal of Honour
 - ACL Life Membership
 - ACL Director of the Year
 - Officer of the Year
 - ACL Certificate of Recognition
 - ACL Presidential Certificate
 - ACL Member Long Service Medal
 - Government and Other Awards made available to League Members

- Preparing a list of the recipients to receive their award for presentations at the AGM.
- An Honours and Awards virtual celebration announcing all recipients shall be held prior to the AGM.
- Working with the National Office Staff and other League committees to coordinate the production and presentation of plaques and certificates, including the production of the formal citation for each award.
- As a token of appreciation from the Air Cadet League of Canada, a certificate or plaque shall be presented to retiring BOG Members.
- To work with other League committees, partners and supporters in developing policies and procedure for new honours and awards.
- Reviewing the PPM and recommending changes.
- Working with the Communications Committee, appropriate P/TCs, and the ACL Office to ensure appropriate PR coverage related to Honours and Awards.
- Preparing reports to the President and for incorporation in the Annual reports of the League and deliver oral reports on its activities to the AGMs and Semi-annual Meetings of the ACL.

If a situation arises that requires immediate consideration for an award, the Committee may recommend such to the NEC for approval.

6.7.4 Procedures

Honours and Awards procedures are outlined in a [handbook](#) which is published under the authority of the Honours and Awards Committee.

6.8 International Air Cadet Exchange Committee

6.8.1 Terms of Reference

The International Air Cadet Exchange (IACE) Committee is a standing committee, established by the BOG, pursuant to the provisions of the [By-Laws](#) of the ACL. The main role of the committee is to ensure the successful yearly realization of the IACE program - in Canada portion. In addition, the committee is the focal point for any other matters related to IACE program and IACEA, either routine or tasked by the President or BOG.

6.8.2 Membership

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

6.8.3 Responsibilities

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

- preparing both the financial statement and the proposed IACE League budget for submission to the ACL Budget process;
- preparation of the IACE Canada itinerary;
- determining the relative merits of any suggested changes to the IACE Canada itinerary and the IACE kit for Canadian Cadets visiting foreign countries;
- making recommendations to the BOG concerning the IACE Cadet fee;
- serving as an advisory body to the President, for the BOG, when Canada is required to formulate a position on a policy proposal, which is to be brought forward at the annual IACEA Conference;
- handling or coordinating with the Executive Director other aspects of IACE as required or tasked;
- maintaining an effective liaison with the Commander-Cadets and Junior Rangers; and
- preparing written reports, for the NEC for consideration by the BOG as required and in accordance with established procedure, to the President for incorporation in the Annual Reports of the League and delivering oral reports on its activities to the Annual and Semi-Annual Meeting of the ACL.

6.9 Members Committee

6.9.1 Terms of Reference

The National League Members Committee is a standing committee, established by the BOG, pursuant to the provisions of the [By-Laws](#) of the ACL. The committee's role is to be informed, study, deliberate, advise and represent the BOG and the P/TCs, through the NEC, on and in all assigned matters related to League Members.

6.9.2 Membership

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

6.9.3 Responsibilities

The committee is responsible for:

- Onboarding and ongoing training of National members, including a methodology for tracking the effectiveness of the training;
- Providing the ACL's strategic expertise, oversight, foresight, studies, including via surveys, and recommendations, and implementation monitoring thereof, for all National League Members training initiatives;
- Liaising with and keeping P/TCs informed as required on issues related to the committee's responsibilities;
- Providing an Information Repository of training resources for P/TCs; and
- Preparing written reports, including to the NEC for consideration by the BOG as required, and in accordance with established procedure, and for incorporation in the Annual Reports of the League and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the ACL.

6.10 Volunteer Recruitment & Retention Committee

6.10.1 Terms of Reference

The purpose of the Volunteer Recruitment & Retention Committee is to investigate, develop and implement strategies to support volunteerism in the ACL. The aim of the committee is to ensure the organization can attract, develop and retain the volunteer human resources it requires to successfully execute its mission at the local, provincial/territorial and national levels. The committee will collaborate with other committees to minimize duplication of effort.

6.10.2 Membership

- The Chair of the Volunteer Recruitment & Retention Committee shall be appointed by the President.
- The members of the committee shall be members of the BOG, Advisory Council or P/T committees as appointed by the committee chair.
- Representation from all P/T committees will be encouraged.
- Membership shall be reviewed annually.

6.10.3 Responsibilities

The committee shall be responsible for:

- Developing strategies leveraging best practices to encourage the recruitment of volunteers to all levels of the ACL.
- Develop volunteer campaigns that can be utilized at all levels of the organization.
- Identify and make recommendations concerning best practices related to volunteer retention and share these with all levels of the organization.
- Work with the Honours and Awards Committee to encourage meaningful and consistent recognition across all levels of the organization.
- Work with the Communications Committee to:
 - Highlight volunteer initiatives, successes and long-term contributions
 - Promote the need for volunteers and the value they bring to the ACL
 - Develop communication strategies and materials that support volunteer recruitment, engagement and retention
- Review analytics of volunteers available through existing systems, report on trends, average volunteer terms and other metrics and make recommendations to increase volunteer satisfaction and engagement for longer time periods.

- Work with the Members Committee to support volunteer needs and simplify their work through sharing resources and making access easy to frequently asked questions (FAQ's) and other tools that support volunteer success.
- Identify barriers to volunteer participation and recommend solutions that improve accessibility, engagement and overall volunteer experience.

6.10.4 Reporting

The committee shall report its activities, findings, and recommendations annually to the BOG.

6.10.5 Review and Amendments

The Terms of Reference shall be reviewed annually and updated as needed to ensure alignment with best practices and ACL needs.

6.11 Nominating Committee

6.11.1 Terms of Reference

The National Nominating Committee is a Permanent committee, established pursuant to the provision of Section 8.01 of the [By-Laws](#) of the ACL: “The Nominating Committee is advisory in its capacity and its terms of reference shall be established by the Board through Operating Policy. The Nominating Committee shall coordinate the nomination process for Governors and the Executive Committee to be proposed at the annual general meeting of Members”.

The committee will also recommend suitable candidates to serve as Honourary Officers and Directors to the President.

6.11.2 Membership

As per [By-Law](#) 8.01, “by Ordinary Resolution, the Board shall mandate annually the existence of a Nominating Committee within the Advisory Board or otherwise. If within the Advisory Board, the composition of the Nominating Committee shall be determined in the discretion of the Advisory Board. If not within the Advisory Board, the Board may by Operating Policies set out its composition”.

6.11.3 Responsibilities

The Nominating Committee shall prepare a slate of candidates for election to the BOG and present for consideration by the BOG IAW procedures developed by the committee.

In carrying out its role, the Nominating Committee shall:

- Consult with the National President and First Vice President on the participation of and satisfaction with current Members of the BOG;
- Receive the National Board’s Guidance to the Nominating Committee which is issued in mid-January. The Board Guidance will include: 1) anticipated number of positions on the BOG for the upcoming year; 2) skill sets to satisfy the needs and the requirements of the NEC and BOG; 3) any other additional guidance as required
- The Nominating Committee will always attempt to find sufficient suitable candidates to fully staff the national BOG, in accordance with the current [By-Laws](#). The final number of governors on the board will be set by the Board.
- Contact all present Governors to obtain their concurrence with having their names stand for nomination on the BOG or on the NEC.
- Determine the number of new Governors required for the following year based on responses from the current governors and the Board’s Guidance.

- Request recommendations from P/TCs, National Governors and Advisory Council for individuals that might be considered for nomination to the BOG. This process should commence after the P/T committees' AGMs have been held and the results of their elections known.
- Have prospective candidates complete [ACC 43 Member Information Sheet](#)
- Conduct interview with prospective candidates for the NEC and BOG
- Verify that the Registration and Screening of all nominees has been received.
- Consult with the President on the preliminary proposed slate, giving time for his/her consultation with the NEC.
- Provide the proposed slate for approval by the National Board in the mid-April timeframe.
- Contact nominees approved by the National Board for final confirmation of their willingness to stand for election.
- Contact individuals who have not been selected for nomination.
- Forward the approved slate to the National Office for publication in the AGM Book as a Report of the President, explaining the process and the membership of the Nominating Committee.
- Present the final slate to the membership during the morning business session of the AGM. A copy of the slate is to be posted for the benefit of members.
- Conduct the vote by Members on the proposed slate during the afternoon business or as required, oversee the Election of Governors / Executive / President.

6.11.4 Nomination to Vice-President

To be considered for nomination for Vice-President, a member must have served for one full year, in the past five, as a Governor.

6.11.5 Procedures for National Elections

The following procedures can be amended under the authority of the Nominating Committee.

The Nominating Committee shall conduct the election of Governors / Executive / President, as required, at the AGM.

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

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

AGM election procedure will be:

- The Chairperson will appoint a Returning Officer and two scrutineers, subject to endorsement from the Members, whose duties will be to:
 - distribute the ballots;
 - decide the acceptability of and count the ballots; and
 - report the name of elected person and the office to the Chairperson (the vote count shall not be revealed).
- The candidate(s) receiving the highest number of votes will be declared elected.
- The elections will be held in four parts to elect:
 - the President;
 - the First Vice-President;
 - the remaining three Vice-Presidents; and
 - the remaining Governors.
 - (Note: elections will only be held to determine the slate of a specific position, i.e., the BOG or NEC)
- If voting is necessary, it will be by written ballot. If the AGM is held virtually, electronic ballots will be distributed to eligible Members (or their proxy) prior to the start of voting.

- In the event of a tie between two candidates:
 - another vote between the tied candidates will be taken;
 - in the event of a final tie, the winner will be decided by a coin toss.
- When the election is completed, a motion to destroy the ballots shall be requested and acted on.
- Records of Decisions of all Annual and Special Meetings, including those of the BOG, will be distributed to all Members of the League through electronic or other means.

6.11.6 Honourary Officers and Directors

When needed, the President will request nominations from the Nominating Committee for suitable candidates as Honourary Officers or Directors at any time during the year. Nominations will be in writing and state the merits of the individual and be forwarded directly to the National Office, Attention: Nominating Committee, who will recommend suitable candidates to the President.

The President will inform the BOG of the outcome of a review of the nominations and present up to three suitable candidates, including a named preferred candidate to the BOG for approval. Once the BOG approves the candidates the President or his/her designated representative will engage the preferred candidate and confirm he/she agrees to accept the appointment.

There is no set term for an appointment, but the Nominating Committee will review the appointments annually and confirm to the President the availability of the Honourary Officers and Directors. Appointments may be terminated in writing by the incumbent, by ordinary resolution of the BOG, or by the incumbent's death.

Appointments will be acknowledged in the League website and a formal announcement will be made appropriate to the title and background of the individuals. In some cases, it may be appropriate to forward a formal announcement to the employers, associated organizations and/or media outlet nearest to the residence of the individuals. Each announcement will be issued in the name of the President of the ACL.

6.12 Policy, Procedures, and By-Laws Committee

The PPM is the principal instrument for the publication of all approved policies and procedures of the ACL. Therefore, it is in the League's interest that the PPM be maintained in a timely, accurate, and complete manner.

6.12.1 Terms of Reference

The PPBLC is a standing committee, established by the BOG in accordance with the provisions of [By-Law](#) 8.04 of the ACL.

The purpose of the PPBLC is to ensure the policies, procedures, By-Laws, and other League governing documents are maintained in an accurate and timely manner by the National Office and applicable League authors.

Operationally, the PPBLC will consider and report on all matters of Policy, Procedures, By-Laws, and other Governing Documents referred to it by the National President, the NEC, the BOG, National committee Chairs, and P/TCs.

The PPBLC will likewise consider and report to the President on matters of policy, procedure, By-Laws, and other governance matters that it considers in need of attention.

The committee reports to the NEC and BOG in advance of their meetings by the submission of regular reports for information and approval.

The PPBLC is accountable to the President on all matters related to maintenance of the PPM.

6.12.2 Membership

The Chair of the PPBLC shall be appointed by the President. The members of the PPBLC shall be appointed by the Chair of PPBLC from the membership of the ACL and shall consist of not less than three and not more than seven members.

The assignment of specific responsibilities to the PPBLC members, including the appointment of a Vice-Chair shall be made by the Chair. The ED shall serve as Secretary to the committee.

6.12.3 Responsibilities

- Developing guidelines/standards for the maintenance of the PPM.
- The ED will ensure that the PPM is published and posted on the League website in French and English.

- Conduct an ongoing review of PPM content and identify information that requires action by an OPI. In every case where content requiring an update cannot be actioned for any reason; the Chairman of the PPBLC will be informed for follow-on action.
 - Ongoing maintenance of PPM content is a shared responsibility of the OPI, who include the National committee Chairs; P/T Chairs; and the ED.
- Ensure amendments comply with By-Laws and other governing documents.

6.12.4 Amendment Procedures

The following procedures can be amended under the authority of the PPBLC.

6.12.4.1 *Amendment of Policy and By-Laws*

In terms of procedure from change request to approval, the following should be adopted:

- Change request initiated by ACC31 (or via email in some cases)
- Initial review by PPBLC
- Review by NEC for endorsement
- May return to PPBLC for additional consideration
- Presented to the P/TC Chairs Committee by the ED for review/comments
- Finalized and endorsed by PPBLC
- May return to NEC for final endorsement
- Presented to the BOG for approval (PPM) or endorsement (By-Law)
- Presented to members at AGM for approval (if By-Law amendment)

6.12.4.2 *Amendment of Procedures*

For sections of the PPM and procedural handbooks that are amended under the authority of a committee Chair, the following should be adopted:

- Change request initiated by [ACC31](#) (or via email in some cases)
- Review of proposed changes by PPBLC for policy compliance
- PPBLC approval of amendment to the PPM (as required)

6.12.4.3 *Record of Amendments*

A Record of Amendments will be maintained at the front of the By-Laws/PPM.

6.13 Strategic Alliances Committee

6.13.1 Terms of Reference

The Strategic Alliances Committee is a standing committee, established by the BOG pursuant to the provisions of Part 8 of the [By-Laws](#) of the ACL. The committee's role is to act and inform on matters regarding the establishment and maintenance of strategic alliances to the benefit of the ACL in its mission.

6.13.2 Membership

Membership shall consist of a Chair appointed by the President, and a Vice Chair appointed by the Chair if not by the President, and P/TC representatives with appropriate expertise who have the inclination, attributes, and time to serve and assist in meeting the assigned responsibilities.

6.13.3 Responsibilities

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

- Coordinating the development and implementation of new donor/partner agreements (including MOUs, MOAs, LOAs, and Deeds of Gift);
- Exploring resource generation programs and proposals from industry and independently with other kindred organization such as veterans and other service organizations as well as governments;
- Maintaining and expanding donor/partner agreements;
- Engaging with government officials as required; and
- preparing written reports to the NEC for consideration by the BOG.

6.14 Risk Management Committee

The objective purpose of the Risk Management Committee (RMC) is to oversee the development, implementation, and operational management of the ACL's Risk Management Program. This includes developing policies and procedures to identify, assess, and manage risk from a strategic and operational perspective.

The RMC will work closely with ACL staff and the CAF to ensure that the ACL's committee's processes complement those to be put in place by the CAF to best service the Canadian Cadet Organization (CCO).

The ACL, its committees, P/TCs, and SSCs, shall identify, communicate, and manage risk and will adopt the Risk Management (RM) policies, directives, and principles in as defined by this document, and will embed the RM processes into decision-making to provide a continuous, proactive, and systematic process to understand, communicate and manage risk.

This policy requires all members of the ACL to foster a RM culture by ensuring volunteers and staff at all levels consider the risks associated with management of risks in all decisions. To implement this policy, the RMC developed an RM approach which includes a RM Framework that will be used to identify, anticipate, communicate, improve, and respond to change and uncertainty through risk-informed decision-making.

All affiliated levels of the ACL shall incorporate a RM program into their planning and decision processes.

6.14.1 Terms of Reference

The RMC is a standing committee of the ACL and is established in accordance with guidance set out by the NEC and BOG. The committee reports to the NEC and BOG in advance of their meetings by the submission of regular reports for information and approval.

The RMC is accountable to the President for the effectiveness of all aspects of the ACL RM Program including framework, policies, procedures, and resources employed to manage and report risks relating to the ACL's activities.

6.14.2 Membership

The Chair of the RMC shall be appointed by the President. The members of the RMC shall be appointed by the Chair of RMC from amongst the membership of the ACL and shall consist of not less than three and not more than seven members. A sub-committee of P/T Co-ordinators will be formed to provide a P/T Representative to the RMC.

P/T representatives shall be invited to select meetings and will be instrumental in implementation of the ACL RM Program in their province or territory. The Executive Director of the ACL, or their designate, may sit as an ex-officio member of the committee. A quorum for a meeting shall be a majority of committee members invited.

6.14.3 Responsibilities

- Develop policies and procedures to identify, assess, and manage risk from a strategic and operational perspective.
- Assist the BOG in articulating ACL risk appetite, risk tolerances, and acceptable risk levels within the organization.
- Develop and oversee a risk management program that identifies and addresses the risks faced by the ACL, its P/TCs, and local sponsors (collectively the “Group”) (including, without limitation, operational, legal, regulatory, and financial risks) and amend and supplement this from time to time;
- Co-ordinate and promote Risk Management by ensuring that risk processes, including the identification, assessment, and management of Strategic and Operational risks, are carried out efficiently and effectively.
- Provide a series of tools to enable allow all levels of the Group to perform risk assessments on areas inside its control.
- Promote a Risk Management culture at all levels of the ACL and ensure that risk management is embedded in the ACL’s decision making and operation.
- Review and assess annually the effectiveness of the Group’s risk management program, including the risk management framework, systems, and the risk register;
- Ensure the controls are within the acceptable risk level identified by of the BOG;
- Act as the ACL’s co-ordinating body on all risk-related policies and procedures in conjunction with other standing committees;
- Receive information on incidents, assess trends and developments, and make recommendations for improvement;
- Review the Risk Management Strategy annually; and
- Liaise with the appropriate CAF representative to ensure the RMC’s processes harmonize with those applied by the CAF to the Canadian Cadet Organization.

The Risk Management Committee will provide tools and procedures for use by all areas of the ACL organization to assess risk & opportunity. Risk reviews are to be phased in across the organization, as approved by the BOG. For most risk reviews, the use of the [Risk Users Handbook](#) is recommended, and includes all procedures and instructions for performing a hazard identification and risk assessment review.

6.15 Cadet Scholarships and Awards Committee

One of the objectives of the ACL is to provide scholarships, grants, and awards to deserving Cadets for their individual achievements during their Cadet career. The number of scholarships, grants and awards will vary from year to year depending on funds available from sponsors and qualified submissions. Soliciting applications, administering the selection process as well as sharing information of successful applications with sponsors is the responsibility of the National Scholarships and Awards Committee.

6.15.1 Terms of Reference

The committee's role is to process applications for available scholarships, grants, and awards for Air Cadets, as well as develop for the BOG related policies, procedures, and guidelines. This committee is the liaison between CJCR as to medals and pins worn on the cadet uniform.

6.15.2 Membership

The committee shall be chaired by a member of the Advisory Council as named by the President on the recommendation of the Advisory Council.

Committee members shall be selected by the Chair, in consultation with the Advisory Council Chair. Membership is normally members of the Advisory Council but is open to all members of the League.

The committee shall be made up of no less than 5 and no more than 8 members.

6.15.3 Responsibilities

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

- Soliciting and encouraging the nomination of worthy candidates
- Selecting recipients for national scholarships, grants and awards based on donor wishes and criteria
- Preparing a list of the recipients to be announced at the AGM
- Working with the National Office and, as appropriate, with the sponsors, to coordinate the production and presentation of plaques and certificates, including the formal citation for each scholarship, grant, and award.
- Reviewing overall policies, procedures, and guidelines in the PPM, as well as the established criteria for each scholarship, grant, and award, to keep them current with the overall philosophy and expectations of the Air Cadet Organization. Once changes have been approved, ensure that the changes are made known to all national members and P/T committees.

- Working with the National Office Staff to ensure information and forms are kept up to date on social media.
- Working with the Communication Committee, appropriate P/TCs, and the League's National Office to ensure appropriate PR coverage related to the presentation of scholarships, grants, and awards.
- Preparing reports to the President and for incorporation in the annual reports of the League and present oral reports on its activities at the AGM.
- Ensuring the sponsors are informed of the winners of the specific scholarships, bursaries, grants or awards they sponsor.

If a situation arises that requires immediate consideration for additional scholarships, grants or awards, the committee may recommend such to the NEC for approval.

6.15.4 Awards and Scholarships

The ACL continue to develop Memoranda of Understanding with Associations, Companies and individuals who support Air Cadets with both flying training scholarships, awards based on performance on the Power and Glider courses, and with post-secondary education scholarships. MOUs are managed by the National Office through direct communication with the provider.

Additionally, there are various awards and scholarships that are generated from the interest revenue of trust funds invested by donors with the ACL. Trust Fund Policies will be drafted by the Treasurer, approved by the BOG, and published by the National Office.

Scholarships are granted in different amounts. To bring consistency in the allocation of awards and scholarships, the amounts awarded should be between \$1000 and \$2500. The Cadet Scholarships and Awards Committee will set the value of each scholarship and award unless a donor has specified the amount to be allocated.

A list of current partners that provide annual awards and scholarships is available on our website and in the [Scholarships and Awards Handbook](#).

6.15.5 Procedures

Available scholarships and awards and application procedures are outlined in a [handbook](#) which is published under the authority of the Scholarships and Awards Committee.

6.16 Screening and Registration Committee

The committee develops ACL screening and registration policy and procedures that are consistent with the best practices of similar non-profit organizations.

6.16.1 Terms of Reference

The National Screening and Registration Committee is a Standing committee established by the BOG pursuant to [By-Law](#) 8.04. Policies are approved by the BOG and procedures by the committee chair.

6.16.2 Membership

Membership shall consist of a Chair, appointed by the President who will be a Governor or Member of the Advisory Council. Other members will include the National Screening Manager and the P/T Screening and Registration Coordinators.

6.16.3 Responsibilities

- Developing screening and registration policy for Board approval;
- Publishing screening and registration procedural handbooks for P/T and SSC screening coordinators;
- Conduct annual audits of volunteer/staff screening database; and
- Recommending technical solutions and methods pertaining to the establishment and maintenance of a volunteer/staff screening database.

6.16.4 Policy

- All ACL volunteers and paid staff shall be screened and registered successfully in accordance with ACL policy and procedures.
- Screening and Registration procedures (including revisions) shall be authorized and approved by the Chair of the National Screening Committee. The procedures will be detailed in P/TC and SSC Screening and Registration Handbooks.
- The NEC shall authorize any third-party supplier of Criminal Record Check.
- No information collected on an applicant will be shared or disclosed to any external organizations except the names of the applicants who have been rejected may be shared with the CAF.
- The applicant shall not perform any volunteer duties until he/she has been successfully screened and registered and is in possession of a valid League-issued Screening Card. The

Screening Card must be returned to the ACL upon the resignation or retirement of the volunteer.

- Screening shall cover a five-year period.
- All screening documentation collected for each applicant must be retained in perpetuity.
- Appointment of Screening and Registration personnel:
 - The National Screening Manager (NSM) shall be the ED.
 - Each P/TC shall appoint a P/T Screening Registration Coordinator (PSRC).
 - Each SSC shall appoint an SSC Screening Registration Coordinator (SSRC)

6.16.5 Procedures

Screening and registration procedures are outlined in the following handbooks which are published under the authority of the Screening & Registration Committee:

- [P/T Screening & Registration Coordinator Handbook](#)
- [SSC Screening & Registration Coordinator Handbook](#)

6.17 Staff Management Committee

6.17.1 Terms of Reference

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

6.17.2 Membership

The committee shall be chaired by the National President and include members of the NEC. The ED will be an ex-officio member on the committee but excused when deemed appropriate or required.

6.17.3 Responsibilities

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

- ensuring that proper human resources policies and procedures are in place for the National Office.
- reviewing (President and First Vice-President) the employee evaluation forms for National Office staff.
- conducting annual review of staff salaries and benefits
- recommending staff salaries and benefits to the BOG for approval via National budget process

6.18 Strategic Planning Committee

The National Strategic Planning Committee provides guidance to the BOG in the development of a strategic plan and on-going follow up on the plan's progress. The initiatives of ACL National committees form a significant part of the strategic directions for our organization. This committee provides a framework and guide to assist our committees to identify and prepare their strategic objectives for the coming years.

6.18.1 Terms of Reference

The Strategic Planning Committee is a standing committee, established by the BOG pursuant to the provisions of the [By-Laws](#) of the ACL. The committee's role is to be informed, study, deliberate, advise, and represent the BOG and the P/TCs, through the NEC, on and in all assigned matters related to League Members.

6.18.2 Membership

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

6.18.3 Responsibilities

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

- providing the ACL a strategic planning document;
- providing a strategic plan that can be used as a guidance document for league committee planning and initiatives;
- providing a performance measurement tool that allows regular reporting and informs risk assessment on the strategic plan priorities;
- Assisting the BOG and all National committees in the implementation of the plan.
- making recommendations as maybe required from time to time on the strategic policy direction of the ACL;
- provide annual progress report to be submitted and included as part of the ACL's AGM report;
- prepare written reports, including to the NEC for consideration by the BOG, as required, and in accordance with established procedure, and for incorporation in the Annual Reports of the League, and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the ACL.

6.18.4 Plan Development

The ACL will develop a strategic plan for a 5-year period. This plan will be evaluated and monitored over the 5-year period to ensure goal congruence is achieved, and that changing conditions are factored into the plan.

6.18.4.1 *Procedures*

The following procedures can be amended under the authority of the Strategic Planning Committee.

- The Strategic Plan is intended to cover a 3-5-year period, for which annual reviews by the Strategic Planning Committee will be conducted and the necessary revisions and updates incorporated.
- Committee chairs will be required to lead the planning processes required for their committee. Chairs are asked to conduct consultation with members to review all documents and seek input on the objectives, needs and proposed directions of the committee.
- Strategic Planning Committee should:
 - Assign a member of the Strategic Planning Committee to assist the National committees in their strategic planning exercises as determined with their committee chair.
 - Undertake various processes and approvals throughout the strategic planning process to produce the updated or final strategic plan document.
- Development of the strategic plan will consist of the following steps:
 - Review and confirm existing plans and direction
 - Identify objectives, options, and opportunities
 - Consolidate and qualify main objectives and directions
 - Formalize and provide Initial action plans for objectives
 - Confirm budgeting approval from Finance Committee lead.
 - Approval of BOG of the ACL

6.18.5 Monitoring of Strategic Plan

The Chair will, on a semi-annual basis, have the committee leads review their progress and validate current objectives and timelines.

Inputs will be requested from the Board and committee chairs on progress and possible amendments to the strategic plan.

Progress will be recorded in a performance monitoring guide and will identify through a red, yellow, green system status of each objective and action item.

A report of findings submitted annually at the AGM, together with recommendations, will be provided to the Board for review and action. The approved report will be presented at the semi-annual meeting of the ACL.

6.19 Finance Committee

6.19.1 Terms of Reference

The National Finance Committee is a standing committee, established by the BOG, pursuant to the provisions the [By-Laws](#) of the ACL. The Finance Committee's mandate is to ensure that with due diligence the ACL has adequate policies, procedures, and controls in place for proper financial management and for the protection of assets at its three levels, including through the By-Laws, and to take part in the budgeting and audit processes at the National level. This is to be achieved through a consultative process and particularly by looking at issues from the National perspective. In most cases, the final decisions on adequate policies, procedure and control will rest with the NEC and/or the BOG.

6.19.2 Membership

Membership shall consist of a Chair, who is also the ACL Treasurer in accordance with [By-Law](#) 7.02, a Vice Chair appointed by the Chair if not named by the President, the Chair of the National Resource Generation Committee, and at least four other members, including two P/TC Chairs, who have the inclination and time to serve, and the attributes needed to meet the assigned responsibilities.

6.19.3 Responsibilities

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

- developing and advising the NEC and/or the BOG on existing and new policies, procedures and controls for the financial management and protection of financial assets of the three levels of the ACL.
- advising and informing the P/TCs regarding existing, new, and required policies, procedures and controls for the financial management and protection of financial assets at the P/T and local levels.
- receiving, through the P/TC Chairs, approved Annual Financial Statements within ninety (90) days of the end their Fiscal Year.
- monitoring, with the Chair and through the P/TCs, and in accordance with established procedures, SSC compliance with ACL policy and procedures. This monitoring includes the requirement to submit signed ACC9s to ACL National Office within 6 months of the end of the SSC Fiscal Year.
- reviewing with and through the Treasurer and the ED, the investments of the ACL to ensure adherence to policy and maximum effectiveness.
- monitoring through the treasurer and set reporting on the status and requirements of the ACL finances vis-a-vis the budget on the frequency basis established in PPM or as requested.

- recommend the yearly appointment of a public accountant to the BOG for approval at the AGM.
- overseeing of the audit standards and content/process for the presentation of the yearly audited financial statements to the BOG and at the AGM.
- Tabling, for approval by the BOG, the annual ACL budget prepared in concert with the National ED; and,
- preparing written reports to the NEC, for consideration by the BOG as required and in accordance with established procedures, to the President for incorporation in the Annual Reports of the League and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the ACL.

6.19.4 Fiscal Year

The fiscal year for the ACL is 1 April to 31 March. The fiscal year for P/TCs and for SSCs is 1 September to 31 August.

6.19.5 Financial Statements

Financial Statements are required to be prepared and submitted annually at all levels of the ACL.

The National League's annual financial statements shall be submitted by the Treasurer for review by the Members at the AGM. The statements will be prepared in accordance with generally accepted accounting principles and procedure. They shall be signed as accepted by the President and the Treasurer. In addition to the annual financial statements, which are the basis for the Annual Financial Report, the Treasurer will prepare monthly financial reports for review at meetings of the BOG and NEC.

Each P/TC shall annually produce audited financial statements for their fiscal year ending 31 August. Either an independent full audit or financial review is deemed acceptable unless the province or Pan Territories Government require a higher standard.

Each P/TC has oversight responsibility for its assigned SSCs financial management and reporting obligations. It is responsible for: providing financial management direction, guidance, and training to SSCs; and for the collection and review of ACC9 Forms. The ACC9 reviews shall be completed by the designated member of the P/TC. A copy of satisfactorily reviewed and signed SSC ACC9s shall be forwarded, together with any explanatory notes, to the Chair of the National Finance Committee through the National Office by 28 February of the year following the ACC9 year end (six months after the 31 August year end for SSCs).

6.19.5.1 *Financial Statement Compliance*

P/TC authorities are to investigate the failure of SSCs to submit their Squadron ACC9. The P/TC will impose a League Probation status and subsequently recommend to National the revocation of SSC status as appropriate (see [Section 5.19.8](#)).

6.19.5.2 *Retention of Financial Statements*

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

6.19.6 Registration Options

6.19.6.1 *National and P/TCs*

The National ACL and P/TCs have and shall maintain registered charity status and, as such, may issue official receipts for income tax purposes. This status helps significantly in raising funds through donations and contributions.

6.19.6.2 *SSCs*

P/TCs have the authority to direct the registration options of SSCs within their jurisdiction.

Registration options for SSCs include:

- **Incorporation.** It is recommended that all SSCs incorporate as a not-for-profit corporation, either federally or in the appropriate province to limit the liability and risk of directors.
- **Registered Charity.** SSCs may also, but are not required to, register as charities with the Canada Revenue Agency (CRA). The main reasons why SSCs may want to register as charities is to:
 - allow National and P/Ts to easily transfer restricted funds to the SSC.
 - be able to issue donation tax receipts
 - claim back 50% of GST and a portion of PST paid on purchases
 - maintain consistent branding with the ACL

Registered charities are required to meet obligations under the Income Tax Act. Failure to do so may result in CRA taking one or more compliance measures, including significant sanctions (penalties and suspensions) and the revocation of charitable privileges.

- **Internal Division.** An SSC can be an internal division of its P/TC. This means the SSC operates as an extension of and under the authority of a head body (its P/TC) and furthers the charitable purpose of the head body. The SSC would not have its own governing document but would be registered with a Letter of Good Standing from its PC. An entity affiliated with a head body but operating under its own governing document cannot be recognized as an internal division. Internal divisions must also have the same fiscal period end as that of their head body and cannot make certain changes without the permission of their head body. Each SSC is required to file its own T3010.
- **Amalgamation.** Another option is for the P/TC to amalgamate SSCs under their Provincial Charity Number. This means that the P/T assumes responsibility for all assets and liabilities for amalgamated units. The amalgamated SSCs operate as a program of the P/TC and does not file its own T3010.

6.19.6.3 *Donation Receipting*

League persons at all levels who are authorized to issue income tax receipts shall be knowledgeable about Canada Revenue Agency (CRA) rules and regulations regarding this responsibility. When in doubt they shall consult CRA for guidance.

6.19.7 Grants to Non-Qualified Donees

6.19.7.1 *Purpose and Scope*

The purpose of this policy is to establish a framework for Air Cadet League of Canada to make grants to non-qualified donees (grantee organizations) in compliance with the Income Tax Act and the Canada Revenue Agency (CRA) Guidance CG-032. An example of a non-qualified donee would be an SSC that does not have the status of a registered charity under the Income Tax Act.

This policy ensures that all grants made to non-qualified donees further the ACL or P/TC charitable purposes and that appropriate due diligence and accountability measures are applied to mitigate risk and protect the ACL and P/TC registered status.

This policy also establishes strict rules to prevent the ACL & P/TCs from acting as a conduit for directed gifts, ensuring that the Board of Directors retains ultimate authority and discretion over all charitable funds.

This policy applies to all directors, officers, employees, and volunteers involved in the grant-making process.

6.19.7.2 *Definitions*

For the purposes of this policy, the following definitions apply:

Term	Definition
Non-qualified donee	An organization that contributes to charitable activities but does not have registered charity status with the CRA.
Grantee	A "grantee organization" as defined in the <i>Income Tax Act</i> , which includes a person, club, society, association, or organization that is not a qualified donee.
Grant	A "qualifying disbursement" made to a grantee organization. This can include both cash and non-cash resources.
Accountability requirements	The specific legal requirements under the <i>Income Tax Act</i> that must be met when making a grant.
Accountability tools	The due diligence measures recommended by the CRA to satisfy the accountability requirements.
Conduit	A registered charity that receives a donation and funnels it to a non-qualified donee without maintaining the required accountability and control.
Directed Gift	A donation made to a charity with instructions or a strong preference from the donor that the funds be given to a specific non-qualified donee.

6.19.7.3 Policy Statement

The ACL and P/TCS may make grants to non-qualified donees provided that the grant meets the accountability requirements set out in the Income Tax Act. Specifically, the ACL & P/TCS must ensure that:

- The grant is in furtherance of a charitable purpose of the ACL & P/TCS.
- The grant is exclusively applied to charitable activities in furtherance of the ACL & P/TCS's charitable purpose.
- The ACL & P/TCS maintains documentation sufficient to demonstrate the purpose of the grant and that the funds were exclusively applied by the grantee to charitable activities in furtherance of the ACL OR P/TCS's purpose.

The ACL & P/TCS will apply a risk-based approach to due diligence, utilizing the CRA's recommended accountability tools in a manner that is flexible and proportionate to the risk associated with each grant.

6.19.7.4 *Prohibition Against Acting as a Conduit*

The ACL & P/TCS strictly prohibits acting as a conduit. The ACL & P/TCS will not accept donations that are legally bound or strictly directed to be passed through to a non-qualified donee without the ACL OR P/TCS exercising its own discretion, direction, and accountability.

6.19.7.5 *Handling Directed Gifts*

The ACL & P/TCS may accept a directed gift intended for a non-qualified donee only if all of the following conditions are met:

- **Independent Decision-Making:** The Board of Directors (or its delegated authority) retains ultimate discretion over the use of the funds. The ACL OR P/TCS is not legally bound by the donor to grant the funds to the specific non-qualified donee.
- **Alignment with Purposes:** The proposed grant to the non-qualified donee clearly furthers the ACL OR P/TCS's own charitable purposes.
- **Full Accountability:** The ACL OR P/TCS applies the full suite of accountability tools (research, written agreement, monitoring, record-keeping) to the grant, just as it would with its own unrestricted funds.
- **Right of Refusal:** The ACL OR P/TCS explicitly reserves the right to refuse the donation or redirect the funds to another project if the non-qualified donee fails the due diligence review or does not comply with the grant agreement.

If a donor insists that the ACL OR P/TCS must give the funds to a specific non-qualified donee without the ACL OR P/TCS exercising its own discretion and accountability, the ACL OR P/TCS must refuse the gift.

6.19.7.6 *Step-by-Step Compliance Process*

To ensure compliance with the CRA guidance, the ACL & P/TCS will follow this step-by-step process for all grants to non-qualified donees, including those originating from directed gifts:

Step 1: Initial Assessment and Risk Evaluation

Before proceeding with a grant application or proposal (or accepting a directed gift), the ACL OR P/TCS will conduct an initial assessment to determine if the proposed grant aligns with the ACL OR P/TCS's charitable purposes. If alignment is confirmed, the ACL OR P/TCS will evaluate the risk associated with the grant.

Risk factors to consider include:

- The size and duration of the grant.
- The location of the grant activities (e.g., international vs. domestic).
- The grantee's experience, capacity, and track record.
- The nature and complexity of the proposed activities.
- Whether the grant originates from a directed gift (which may require heightened scrutiny to ensure independent decision-making).

The level of risk will determine the extent of due diligence required in the subsequent steps.

Step 2: Research and Review of the Grantee

The ACL OR P/TCS will conduct appropriate background research on the prospective grantee. The depth of this review will be proportionate to the assessed risk level.

For low-risk grants, this may involve reviewing the grantee's website, public reports, and basic financial information. For higher-risk grants, a more comprehensive review is required, which may include:

- Reviewing the grantee's governing documents (e.g., articles of incorporation, bylaws).
- Examining detailed financial statements and audit reports.
- Conducting reference checks and interviews with key personnel.
- Assessing the grantee's internal controls and governance structure.

Step 3: Description of the Grant Activity

The ACL OR P/TCS and the grantee must clearly define the specific activities that the grant will support. This description must demonstrate how the activities further the ACL OR P/TCS's charitable purposes.

The description should include:

- A clear statement of the project's goals and objectives.
- A detailed budget outlining how the grant funds will be spent.
- A timeline for the completion of the activities.
- Expected outcomes and deliverables.

Step 4: Written Agreement

A formal written agreement must be established between the ACL OR P/TCS and the grantee before any funds are disbursed. The agreement must clearly outline the terms, conditions, and expectations of the grant.

The written agreement should include, at a minimum:

- The names and addresses of both parties.
- The amount and nature of the grant.
- A detailed description of the grant activities and budget.
- A requirement that the grantee use the funds exclusively for the agreed-upon charitable activities.
- Reporting and monitoring requirements.
- The ACL OR P/TCS's right to inspect the grantee's records and activities related to the grant.
- Provisions for the return of unspent funds or funds used improperly.

Step 5: Monitoring and Reporting

The ACL OR P/TCS will implement processes to monitor the progress of the grant activities and ensure that the funds are being used as intended. The level of monitoring will be proportionate to the assessed risk level.

Monitoring activities may include:

- Requiring regular progress reports and financial statements from the grantee.
- Conducting site visits or meetings with the grantee.
- Reviewing receipts and invoices for grant expenditures.
- Evaluating the outcomes and impact of the grant activities.

Step 6: Record Keeping

The ACL OR P/TCS must maintain comprehensive documentation of all grant-related decisions, agreements, and reports. These records must be sufficient to demonstrate compliance with the Income Tax Act accountability requirements.

Required documentation includes:

- The initial risk assessment and due diligence review.
- The description of the grant activity and budget.
- The signed written agreement.
- All progress reports, financial statements, and monitoring records.
- Evidence of the outcomes and impact of the grant activities.
- Any correspondence related to the grant, including documentation demonstrating the Board's independent decision-making regarding directed gifts.

These records must be retained for the period required by the Income Tax Act and CRA guidelines.

6.19.7.7 *Policy Review*

This policy will be reviewed annually by the Finance Committee to ensure its continued effectiveness and alignment with CRA guidance and the ACL and P/TCS's strategic objectives.

6.19.8 Dues, Fees, and Assessments

6.19.8.1 *Membership Dues*

Membership dues, if any, shall be determined by the BOG, and approved at an AGM before taking force. In the absence of imposed membership dues, members are invited to make 'similar' donations. Full context is listed in [By-Law](#) 3.07.

At the P/T and SSC levels of the League, membership dues, if any, shall be determined in a similar manner to the national membership dues as per their own [By-Laws](#) and procedures.

6.19.8.2 *Assessments*

The ACL authorizes the collection of assessments to support activities and infrastructure that are not government funded (e.g., -- accommodations or the difference between "1 night per week / 10 days per year" for each unit).

Assessments are considered part of the fund generation or fundraising activity required at the three levels of the league to support its obligation to the air cadet program. League costs include but are not limited to rent, utilities, and the purchase and maintenance of equipment not provided by the Government of Canada through the Department of National Defense.

National Assessment:

The National Assessment is assessed annually on a per Cadet basis and is determined by the National League budgeting procedures. The cadet population is taken from the most recent annual Cadet

Statistics report published by the CJCR as of the 15th of March. The Board of Governors approves the national budget but changes in the level of National Assessments will be coordinated with the P/TC Chairs. The National Assessment is an obligation of the P/TC.

P/TC Assessment:

The P/TC is authorized to use a P/TC Assessment. The P/TC Assessment is determined by the P/TC's budgeting procedure and approval process. The P/TC Assessment is an obligation of the SSC.

SSC Assessment:

The SSC is authorized to use an SSC Assessment as a source of revenue as determined by the SSC's budgeting procedure. The SSC budget is developed in coordination with the Squadron CO and is approved by the SSC. Should it be determined that an SSC Assessment is required, it is requested from the cadet parent/guardian, in the form of money or volunteer hours, but is not an obligation of the parent/guardian. SSC should clearly communicate the impact on the annual budget and activities of not securing the needed revenue and/or volunteer time. SSC's must always adhere to a policy that "No Cadet is left behind".

6.19.9 Financial Control & Accountability

6.19.9.1 *Financial Management & Control at the National Level of the League*

Sound financial management and control in the ACL is essential for the overall effective management of the affairs of the League, for accountability to the stakeholders and for transparency in reporting. Financial management and control at the NLL shall be in accordance with the applicable ACL [By-Laws](#), the Terms of Reference of the National Finance Committee and is managed by the BOG. The funds of the League may be dispersed by the BOG as follows:

- Investment of the administrative and operating expenses of the League
- For any special purpose as may be decided at an AGM or Special General Meeting
- In the case of trust funds, as directed or permitted by trusts and agreements

6.19.9.2 *Financial Management & Control within the Provincial & Territorial Committees of the League*

Each P/TC will exercise financial management and control of funds under their jurisdiction in a manner like the NLL. Financial management controls will be outlined as needed in the appropriate corporate document ([By-Laws](#), policies, or procedures) and follow the approval process as outlined in those corporate documents.

6.19.9.3 *Local Financial Resources Responsibilities & Accountability*

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

Each SSC will exercise financial management and control of funds under their jurisdiction in the manner outlined by the P/TC and NLL policies and procedures. The P/TCs have primary authority to supervise the SSCs. Financial management controls will be outlined as needed in the appropriate corporate document (by-laws, policies, or procedures) and follow the approval process as outlined in those corporate documents.

See [Section 5.18.19.2](#) for an outline of primary items of importance.

6.19.9.4 *Budgeting Process and Approval*

The NLL will operate on a three rolling years budget exercise, with yearly updated based on operations, plans and objectives stated yearly during the budget presentation stage. The budget shall be approved by the BOG at a duly constituted meeting each year prior to the AGM and shall be published for information purposes to Members.

P/TCs and SSCs will follow a similar process as outlined in their by-laws, policies, and procedures documents.

See [Section 5.18.19.3](#) for Budget financial reporting and “How Goes it” tracking.

6.19.10 Use of Credit & Debit Card Policy

6.19.10.1 *Credit Cards*

Credit cards are authorized to be used by SSC's once approval is received by their P/TC. The P/TC shall have oversight of any SSC that uses a credit card and must advise the ACL immediately of any suspicions of misuse of the cards.

The credit limit on the credit card shall not exceed \$5,000. Requests for credit limits above \$5,000 need to be approved by the National Treasurer and include justification for a higher limit. SSC's that hold a credit card will disclose the existence of the card on their ACC9. A listing of the safeguards of the credit card in place by the SSC must also be provided to the P/TC.

The primary credit-card holder shall be the Treasurer who may authorize other members of the SSC as users of the credit card account. All card users will attest to have read and understood the ACL credit card policy. The National Treasurer will develop an [appropriate form](#) that shall be signed by users and retained by the SSC Treasurer if the individual is an authorized card user.

Changes in card holders must be reported immediately with the bank issuing the credit card. The credit card should be linked to the SSC by using the same bank that the SSC checking account uses.

The use of the credit card for any transaction shall be authorized by the SSC Treasurer after confirmation that the funds are available in the bank to cover the purchases.

The credit card should only be used for specific occasions where a credit card is essential either due to the supplier requirement and/or the nature of the purchase.

When the cards are not in use, they shall be safeguarded by the Treasurer.

Online purchases shall only be made by the person named on the credit card. Receipts shall be provided for all transactions and kept by the Treasurer as is done for non-credit card transactions.

Cash advances on the credit card are not authorized.

The balance of the credit card shall be paid in full each month by the due date to avoid using SSC funds to pay interest charges.

Encumbering other financial instruments – in many instances financial institutions will require the SSC to guarantee the credit card with hard assets such as a GIC or a finance hold on their bank accounts. Be aware that these funds will not be available for use by the SSC, even if the balance on the credit card is zero.

6.19.10.2 *Debit Cards*

Only the Treasurer is authorized to hold a debit card. In the event the Treasurer is unwilling or unable to hold such a card, the SSC Chair is the preferred alternate. The SSC can determine an individual from within their membership to hold the card.

The debit card should be linked to the SSC by using the same bank that the SSC checking account uses.

When the cards are not in use, they shall be safeguarded by the Treasurer.

Cash withdrawals on the debit card are not authorized.

The P/TC shall have oversight of any SSC that uses a debit card and must advise the ACL immediately of any suspicions of misuse of the cards.

Electronic Payments & Account Transfers - SSC Treasurers are authorized to use the electronic payments & Account Transfers facilities of their financial institutions under the following conditions:

- No electronic payments or transfers exceeding \$3,000 will be permitted.
- Daily or weekly limits should be set at a low level to not allow for draining of accounts.
- The preferred method of utilizing electronic transfers and account payments is through a two-signature program offered by many Canadian banking institutions. Using this system there is a requirement that at least two members of the SSC (one being the Treasurer) log into the account to enter the payment and act as first approver, and a second designated SSC member (preferably the SSC Chair) also log in to confirm the payment as a second approver.
- In the event a two-signature program is not offered by the financial institution in question, Treasurers are to conduct payments as follows:
 - Payment is to be made electronically and a paper copy of the transaction printed out.
 - Paper copy of transaction is to be countersigned by one of the alternate SSC signing authorities within 7 days of the transaction.
 - The paper copy of the transaction showing the member conducting the transaction and the countersigner will be kept on file for seven years.
- Payments to individuals as expense reimbursements are authorized with a proper expense reporting sheet signed by two of the SSC bank signatories.

6.19.11 Fundraising

6.19.11.1 *Fundraising for Money and Resources*

- Resource generation activities at the National, P/T, and local levels of the ACL must not conflict with each other. Indeed, all concerned must collaborate and coordinate their resource generation efforts and activities to the maximum level possible and must operate in a fair and consistent manner.
- Funds and resources raised by the National Resource Generation Committee are applied to administration/operational needs and Air Cadet program activities at the National level. Funds and resources raised by the P/T and SSC Fundraising Committees are used by them for their equivalent obligations.
- Corporate resource generation and fundraising has generally belonged to the National level. In seeking corporate contributions and individual donations, National and P/T fundraisers must coordinate with each other to ensure they do not approach the same potential contributors in the same time frame and must guard against defeating the community-based approaches of SSCs. All may seek corporate donations in their 'territory' but need to get 'coordination clearance' to avoid duplication or undercutting. Upon determining the best level positioned to

canvass successfully, the previous recipient of a donation from the approached corporation will be guaranteed its prior received amount as a share of any new donation.

6.19.12 Catalogue Sales

The ACL National Office has the priority position for the provision of the Catalogue Service.

6.19.13 Donation & Gift Acceptance Policy

6.19.13.1 *General Policy regarding Donations & Gifts*

The ACL will accept and administer gifts in cost-effective manner and in compliance with the principles and requirements of this section and of applicable legislation.

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

The acceptance of gifts will comply with all other ACL policies, and in the case of a potential naming opportunity, will comply with the provisions of the ACL as approved by the BOG.

The practice of the NRGCC & the ACL National Office is to inform, serve, guide, and assist donors who support the League's activities, but never to pressure or unduly persuade.

Persons representing the League shall encourage the donor to discuss the proposed gift with independent legal, financial or tax advisors of the donor's choice to ensure that the donor receives a full and accurate explanation of all aspects of the proposed gift. Should a donor not have access to such advice, the ACL will provide a list of qualified legal, financial and tax advisors from which the donor might select. In all cases, the costs for the services of any advisors shall be borne by the donor.

The ACL President, the 1st Vice President, the Treasurer, the Chair of the NRGCC, and the ED are authorized to negotiate gift agreements with prospective donors. Final documents are to be executed in accordance with [By-Law 2.03](#).

All planned giving agreements must first be reviewed by legal counsel.

The ACL will maintain the trust of its donors by ensuring the funds are spent for the purposes for which they were raised or according to donor designation, approved by the League, at the time the donation was made. Records will be maintained by the ACL National Office of a nature and extent to ensure accountability to donors.

The ACL National Office is solely responsible for issuing charitable tax receipts for all charitable gifts received by the League. Gift processing will be handled in accordance with the donor's wishes consistent with ACL policies, Canada Income Tax Act regulations governing charitable organizations, and Canada Revenue Agency guidelines on charitable donations. All gifts received by the ACL must be processed through the ACL National Office, where they will be receipted, acknowledged, and recorded for audit, historic and recognition purposes.

Members of the ACL or Air Cadet community will not engage in any overt fundraising activities and have no authority to accept a gift on behalf of the National League without prior clearance by the NRGCC or the ACL National Office. This does not preclude the participation of any party in the identification, cultivation, and eventual solicitation and stewardship of a prospective donor. It is to ensure that the person(s) with the best relationship with the prospective donor, and knowledge of the project to be funded is/are provided with the necessary support with respect to strategy and proposal development. The goal is to present a coordinated, focused, and disciplined approach that builds long term relationships and maximizes support.

The ACL may not accept specifically designated donations without NRGCC or National Office approval. Ideally, all donations will correspond to identify League needs.

If the NRGCC, in consultation with the ED, deems that a donor's wishes do not correspond with the League's planning priorities, the donor will be asked to re-designate his or her intended gift. If the donor's wishes cannot be satisfied within the parameters of the League's goals and priorities, the intended gift will be declined with thanks.

The following gifts must be reviewed and approved by the NEC:

- outright gifts of real estate
- residual interest gifts
- charitable remainder trusts
- gifts of art (over a value of \$100,000)
- gifts-in-kind (over a value of \$100,000)

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

The League will not issue gift annuities but may accept assets from a donor, pursuant to an agreement authorizing the ACL to:

- use a portion of the assets to purchase a commercial annuity paying a stipulated amount to the donor or other annuitant;

- and retain the remaining assets for charitable purposes.

The ACL will not serve as trustee of charitable remainder trusts but will encourage the donor to seek the assistance of a trust company or other professional trustee.

The ACL will not normally accept gifts of certified cultural property, shares of privately owned corporations or partnership interests. The Ad Hoc Committee on Gift Acceptance will review such gifts.

A minimum gift of \$25,000 is required to establish a named endowment fund. The naming of endowment funds will be discussed with the donor. Donations to an unrestricted Endowment Fund are encouraged by the League to provide flexibility in meeting its highest priority needs.

The League generally accepts charitable gifts in the form of cash, cheque, credit card, marketable securities, gifts-in-kind or deferred gifts, which include will bequests, life insurance policies, gift annuities, and charitable remainder trusts and such other gift types as the ACL BOG may approve. All fundraising programs, solicitation plans, and activities are subject to Board approval. The League encourages donors to make both outright and deferred gifts.

6.19.14 Anonymous Gifts & Confidentiality of Records

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

See [Section 5.18.13](#) for procedures regarding receiving Anonymous Gifts & Confidentiality of Records.

6.19.15 Prospect Clearance

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

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

6.19.16 Investment Policy

The assets of the ACL and many of the P/TCs are substantial. Making conscious decisions about investing the operating funds as well as the trust or specified funds is not only prudent but essential. Investment considerations include generating revenues, liquidity and availability, and protection of the capital.

The ACL Statement of Investment policy will be reviewed annually, and any changes approved by the BOG.

P/TCs and SSCs with substantial assets are encouraged to develop and implement their own Statement of Investment Policy.

6.19.16.1 Performance Assessment

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

6.19.16.2 Authority to Invest

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

6.19.16.3 Conflict of Interest

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

6.19.16.4 Exceptions

No exception may be made to the investment policy without a proper motion passed at an ACL BOG meeting. Exceptions for investment policies per se should rarely be entertained. Consideration should be given to amending the policy instead.

6.19.17 Banks, Borrowing & Loans

The BOG shall, for the purpose of the ACL , keep or cause to be kept, an account or accounts in such chartered bank or banks or recognized financial institution or institutions, as may selected, and the BOG may, for the purpose of the ACL, in their discretion, borrow money from any Bank, recognized

financial institution, corporation or person upon the credit of the Corporation, and may limit or increase the amount so borrowed; and the Board may issue and pledge, transfer and deliver such securities or pledge or transfer such other properties as to them may seem fit as securities for moneys borrowed, the whole subject to the provisions of the Companies Act, Canada.

The Board may from time to time, if they see fit to do so, grant securities by way of mortgage, hypothecation, or pledge covering all or any of the property and assets of the ACL as security for all or any moneys borrowed by the ACL from the bank or recognized financial institution with the exception of any and all funds held "In Trust" by the ACL, as these funds have been assigned to the ACL for specific purposes, and for which the capital shall usually be preserved as directed by the covenants of said trusts. These funds do not legally belong to the ACL, and may not be offered in security for any loans and/or otherwise hypothecated, unless specifically authorized by the related Trustees, or any other liability of the ACL to the bank or recognized financial institution and all such securities shall be valid and binding upon the Corporation if signed by any officers authorized to sign negotiable instruments of the ACL's behalf.

The Board may from time to time authorize any office or officers of the ACL to make arrangements with said Bank or recognized financial institution with reference to the moneys from time to time to be borrowed as aforesaid, and as to the terms and conditions of the loan thereof, and every such officer shall have authority from time to time to vary or modify such arrangements, terms and conditions, and to give additional security for any moneys remaining due.

All contracts, deeds, grants, assurances, and documents reasonably required by the said Bank or recognized financial institution or its Counsel for all or any of the purposes aforesaid shall be executed and carried into effect by the proper officers of the Corporation and, when necessary, the Seal of the Corporation shall be affixed thereto.

This Section shall be irrevocable until repealed or sanctioned by the ACL voting members and a copy thereof, duly certified under the Seal of the Corporation, delivered to said Bank or recognized financial institution, and meanwhile all the powers and authorities hereby conferred shall continue in force.

The ACL shall be empowered to make loans to P/TC or SSCs as approved by the Board.

6.19.18 Reimbursement of Expenses

6.19.18.1 *Expenditures Commitment and Payment Authorization*

The ED is the authority and responsible officer to commit to and control routine and specific expenditures that were envisaged and included when the budget was prepared and approved and still fit into the budget envelope. The ED shall establish and maintain a system to control expenditures commitment within the National Office. Note that an approved budget is not

necessarily approval of specific expenditures, especially if circumstances change or the budget envelope has or is about to be exceeded.

The ED is the officer responsible to verify and certify that payment of invoices is for authorized and acceptable expenditures. The ACL accountant shall submit payment cheques, with supporting documentation, to the ED for verification and signature, following which another authorized signatory will co-sign the cheques.

Deviations from routine and specifically budgeted expenditures shall be approved as follows:

- ED up to \$3,000
- ACL Treasurer up to \$5,000
- President up to \$10,000

Deviations will be briefed to the NEC and BOG by the Treasurer at the next scheduled meeting.

6.19.18.2 Expense Claim

As set out in Section 3.06 of the ACL By-Laws, members may receive reasonable compensation for expenses incurred by them in the normal course of their duties as approved. Travel expenses for spouses/partners are not reimbursable.

All claims for reimbursement of expenses must meet standards that will stand audit scrutiny within the ACL and by the Canada Revenue Agency (CRA). To meet these standards, expense claims must be dated and clearly indicate reason for the expense.

Members may voluntarily offer to donate a part of or all their reimbursable expenses to the ACL in exchange for a tax receipt.

The latest Claim Form [ACC37](#) provided on the National website should be utilized. As an option, members may choose to submit claims in a format of their choice.

6.19.18.3 Travel Expenses

The most economical 'means of travel' should be used:

- Airline or Rail – refundable economy fare including seat selection and one piece checked luggage; or,
- Personal or rented Motor Vehicle where feasible and practicable.

When a Member voluntarily extends travel beyond the minimum time required for an event or chooses a less economical option, a hypothetical claim will be calculated and submitted alongside actual travel details and receipts. Situations that may trigger a hypothetical claim include, but are not limited to:

- Choosing business class instead of economy; the Member must pay the fare difference
- Driving when air or rail travel would have been more economical
- Traveling using Air Miles – the Member must claim the hypothetical cost of the trip based on the real fare for that date (e.e., the price paid by another traveler on the same route and date)

Kilometric and meal rates are based on the Government of Canada National Joint Council rates (see Form ACC37). Kilometric rates include the cost of gas. Gas charges can be claimed with rental cars.

Members cannot automatically claim “incidentals”. Receipts must be provided.

Alcohol is not to be claimed as part of meal costs or independently.

Receipts for claimed expenses must accompany the claim. This requirement may be waived by the National Executive Director when receipts have been lost or are otherwise unavailable.

6.19.18.4 *President Travel*

The ACL President shall be allotted an annual travel expense allowance in the ACL budget. The President’s travel expenses associated with CJCR meetings and the IACE Conferences shall be in addition to this allowance.

6.19.19 Creating & Disbanding ACL Business Units

6.19.19.1 *Disbanded or Ceased operations Squadrons – Assets & Liabilities*

When a Squadron ceases operation or is disbanded, the handling of assets and responsibilities shall be as per [Section 5.19.8.2](#). Neither the ACL nor the P/TCs shall have any responsibility for the liabilities of the SSCs. Any SSC assets remaining must be responsibly reallocated.

6.19.20 Financial Procedures

The following procedures can be amended under the authority of the Chair of the Finance Committee.

6.19.20.1 *Financial Statement Compliance*

SSCs shall submit two signed copies of their Squadron Annual Financial Statements on ACL Form [ACC9](#) to their P/TC by 31 October.

An SSC that does not submit an ACC9 for a second consecutive year shall immediately be placed on probation as a minimum corrective measure. Changing SSC Members may be required. In the spirit of the partnership, the P/TC should advise the CJCR regarding SSC probation status.

An ACC9 help guide shall be maintained by the National Finance Committee and available on the ACL website.

6.19.20.2 *Local Financial Resources Responsibilities & Accountability*

All monies shall be deposited in the main operating account of the SSC (or additional accounts as may be required by law and/or trusts) controlled and administered by the SSC.

Fundraising is a function of, and is organized by, the SSC and is supported by the Commanding Officer with staff and Cadets.

Budgeting is an integral part of financial management and balances the availability of financial resources with the requirements of the Squadron program.

Reporting on Squadron finances must be transparent and available to stakeholders.

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

6.19.20.3 *Financial Reporting and Budget 'How-Goes-It' Tracking*

Financial Reports shall be presented by the Treasurer at meetings of the BOG and NEC.

Financial Reports shall be accompanied, by investment, bank and other financial institution statements for all ACL general/operating, trust, and other accounts if requested by the Board.

The ACL independent accountant verifies financial statements monthly, and our external auditor annually.

6.19.20.4 *Resource Generation & Corporate Fundraising*

As a rule, fundraising by P/TCs and SSCs is to be limited to one's territory unless specifically cleared to go beyond by the 'owner' of the territory impinged upon and/or higher level. Care must also be taken to coordinate and cooperate with Army and Sea Cadet components in the same territory.

Catalogue sales are an important source of revenues for the National level. Care must be taken by the other two levels not to undercut National. National can be consulted to add items to the catalogue. Should National decline to procure and offer an item, the other levels can be free to procure and sell it. Individual squadron logo items for sale are best handled at the SSC level. National and P/TCs may be able to provide sources.

National 'magazine or newspaper insert' fundraising campaigns are the preserve of the National level.

P/T-wide raffle lotteries are the preserve of P/TCs.

Letter writing campaigns are conducted by all three levels of the League and thus lists-based campaigns need to be de-conflicted. If two levels have the same list, precedence will belong to the higher level.

All licenses for fundraising must be in the name of the SSC, and never in that of the squadron itself.

All P/T and local gaming regulations and procedure must be adhered to. Proper and prompt banking and accounting procedure and practices must be maintained in all fundraising endeavours to ensure the security of the funds received, collected, and used. Cadets should not be placed in a position of having a lot of money in their possession.

At the local level, resource generation and fundraising take many forms. Most are traditional and well established. New methods are encouraged, provided they do not in any way bring discredit to the squadron, the Air Cadets or the League and the Air Cadet Movement or conflict with the aims or ideals of the Air Cadet program. When in doubt, consult the higher level.

6.19.20.5 *Anonymous Gifts & Confidentiality of Records*

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

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

6.19.20.6 *Donor Agreement/Deed of Gift*

A Donor Agreement will be prepared for donors that wish to make a recurring gift for a specific purpose. A Deed of Gift will be prepared for donors that wish to donate a large sum of money to be invested by the ACL. The ED is responsible to ensure these documents are prepared and subjected to legal review as required.

Donor Agreements and Deeds of Gift are considered “strictly confidential information” and are not public documents. The particulars of these documents will not be shared with the public or with fund recipients unless the donor has granted permission to do so or if these details are essential to be shared for the fund to be administered as desired by the donor.

6.19.20.7 Fund Representatives

The donor or donors who sign the founding documents (Donor Agreement of Deed of Gift) are the fund representatives. The CEO of a non-profit agency that has an agency endowment is the fund representative. A donor may petition the ACL in writing to designate another fund representative or representatives.

Previously designated successive generation donor advisors will be fund representatives once they receive donor privilege upon the death of the donor. Only fund representatives are authorized to receive fund statements of information concerning activities of the fund.

The ACL will provide, to the Chief Financial Officer of a non-profit agency, information about their named endowment. Release of fund information to auditors will be done only upon written request of the fund representative. For memorial funds, the family will designate a fund representative.

6.19.20.8 Publication of Donor Names

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

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

6.19.20.9 Honour/Memorial Gifts

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

6.19.20.10 *Anonymous Gifts*

The ACL President, the 1st Vice President, the Treasurer, the Chairperson of the NRG, and the Executive Director are authorized to negotiate anonymous gift agreements as per the Gift Policy and they shall disclose to the NEC upon a request by a majority of the NEC the names of the anonymous donors.

6.19.20.11 *Disclosure of Pending Gifts*

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

6.20 P/T Chairs Committee

There are eleven P/TCs: one for each province, and one for the Northern Territories. P/TC membership comprises all SSC Chairpersons and such other persons as may be elected to an SSC or to the P/TC. Provision is made for prominent and influential citizens to associate themselves with the P/TC as members of advisory councils and as Honorary Members.

P/TCs have an AGM to elect a Chairperson, Vice-Chairpersons, and other officers. Some P/TCs employ full-time secretaries, managers, and/or Executive Directors. P/TCs supervise the League activities in their respective areas and are financed by means of public subscription and the support of their Member SSCs.

6.20.1 Terms of Reference

The Provincial/Territorial Chairs Committee (P/TCC) is a standing committee established pursuant to the provisions of [By-Law 8.04](#) of the ACL. The committee's mandate is to share best practices and concerns, to review and make proposals on issues relevant to Cadet activities and the general interest of the League, and to make recommendations respecting those issues to the BOG.

6.20.2 Membership

Membership shall consist of the individual P/T Chairpersons or their designate. The Chair of the committee shall be the National 1st Vice President and a Secretary will also be appointed or elected.

6.20.3 Responsibilities

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

- seeking collectively and synergism in fulfilling the roles and responsibilities of P/TC in accordance with the direction and prescriptions of the ACL [By-Laws](#) and Policy and Procedure Manual (PPM) and the direction of the BOG;
- being prepared to provide solicited or self-generated advice, reports, recommendations and the likes to the President, the NEC, and the BOG on the state of various aspects of the League or the Air Cadet program and Movement, either in writing or in represented or joint meetings;
- seeking input from the P/T memberships as appropriate in developing its recommendations and requests, particularly on major issues of general concern;
- meeting a minimum of two times per year, at the AGM of the league and the Semi-Annual Meeting of Governors and committees and at other times, electronically to meet responsibilities in a timely fashion; and

- preparing written reports to the NEC for consideration by the BOG as required and in accordance with established procedure, to the President for incorporation in the annual Reports of the League and delivering oral reports on its activities to the Annual and Semi-Annual Meetings of the League.

6.20.4 Provincial/Territorial Committees

The ACL may authorize the formation of such P/TCs as it deems desirable, to assist in furthering the objectives of the League within their respective Provinces and Territories. A P/TC shall represent the League within their P/T jurisdiction subject to the provisions of the ACL, as contained in its Constitution and [By-Laws](#), and to the policies issued from time-to-time by the ACL Board.

6.20.4.1 *Guidelines*

- The members of each P/TC shall elect a Chairperson, and other Officers as required, from among their own members.
- Each P/TC shall be a Corporation without share capital incorporated under the acts/regulations/laws of their province or territory, except for the Pan-Territorial Corporation Committee, which will be registered as a non-profit society under the Northwest Territories Societies Act.
- Each P/TC shall:
 - Operate as individual entity with an Affiliation Agreement with the ACL;
 - Operate within their provincial or territorial by-laws, guidelines, procedure, and National By-Laws and policies;
 - Not legally bind the ACL in any contract, lease commitment, debt, etc.;
 - Adopt by-laws, provided that no such by-laws shall take effect until approved by the ACL BOG. Such documents shall not be inconsistent with the purposes of the ACL identified in the Certificate of Continuance.
- When a P/TC becomes inactive, or otherwise no longer represents the ACL in its area, or if the P/TC fails to comply with the directions and policies of the ACL Board, the ACL Board may, at its discretion, revoke its recognition as a P/TC of the ACL. In that case, the subject P/TC will cease operations.
- The name of each P/TC shall commence with the words “The ACL” and/or “La Ligue des Cadets de l’Air du Canada” followed in each case by the name of the Provincial/Pan Territory Committee. –i.e.- “The ACL (British Columbia) - La Ligue des Cadets de l’Air du Canada (Colombie Britannique)”, or such variation thereof as shall be approved by the NEC;
- The charter or by-laws of each P/TC shall provide for the affairs of the P/TC to be managed by a BOG or NEC, and shall provide that the officers of the P/TC shall be a Chairperson, a Vice-

Chairperson(s), a Secretary and a Treasurer, or a Secretary - Treasurer and such other officers as the P/TC may determine;

- P/TCs are assigned the following areas of responsibility and shall act on their own behalf in discharging these responsibilities:
 - Recommend, in accordance with established league policy, the creation of an SSC;
 - Overseeing major capital expenditure by SSCs. National Office, whosoever, will offer advice and support to the extent possible;
 - Support Royal Canadian Air Cadets in keeping with the objectives of the League and their own P/TC's objectives;
 - Provide oversight and direction to their assigned SSCs in compliance with the ACL and its own policies and objectives including financial management. The P/TC's shall exercise due diligence in overseeing their SSCs' ACC-9 by reviewing them for accuracy and completeness;
 - Comply with the provisions of QR (Cadets);
 - Keep the ACL National Office informed on Cadet matters within their jurisdiction;
 - Provide an Annual Report to the ACL BOG in such form and at such times as is prescribed by the ACL BOG and issued through the National Office;
 - Provide its approved Annual Financial Statements to the National Office within ninety (90) days of the end its fiscal year; and
 - Provide advice to the ACL BOG on matters of policy within their P/T areas.

6.20.4.2 *Lines of Communication*

P/TCs may communicate with:

- The National Office of the ACL on any appropriate matter;
- The appropriate Region or Command Headquarters of the CJCR on matters within their P/T jurisdiction;
- RCSU's, Area Offices and ASU's and their respective personnel;
- Local Sponsoring Committees, Sponsors and Commanding Officers; and
- Other P/TCs and sister Army & Navy Cadets P/T Leagues.

P/TCs shall complete Form ACC12A Annual P/TC Report to the President of the ACL within 30 days of their P/T AGM. The P/TCs can either mail or email the form to the National Office.

Employed secretary-managers-executive directors, serving CAF Regular and Reserve members and Air Cadets are not eligible for election as Members of a P/TC.

The Chairperson of a P/TC shall automatically be a Member/Director of the ACL, filling one of the province's/territory's delegate quota positions.

The ACL shall not be responsible for any debts or liabilities of a P/TC.

Upon dissolution of a P/TC, the ACL Board shall assume control of assets and their subsequent disposition.

Financial procedures relating to the operation of P/TCs are included in [Section 5.18.19](#).

6.20.4.3 *Probation and Trusteeship of a P/TC*

When the activities and/or performance of a P/TC are not up to the expected standard, the BOG of the ACL may place a P/TC on probation for a specified period, usually not exceeding one year. This would normally occur only after there has been considerable discussion between the P/TC, the NEC and liaison with the BOG.

Reasons for placing a P/TC on probation may include the following:

- an insufficient complement of personnel forming the P/TC;
- inordinate delays or non-compliance in registering/screening personnel;
- inordinate delay in meeting financial obligations;
- inordinate delay or in submitting the yearly financial statements of the P/TC or the SSCs under its jurisdiction;
- failure of the P/TC to adequately oversee and support the SSCs;
- non-compliance with rules or application policies;
- detrimental general conduct of business; or conduct detrimental to the Cadet Movement.

Probationary status of a P/TC provides an opportunity to bring these deficiencies to the attention of the P/TC whose members are advised that if deficiencies are not resolved or sought or improvement not shown in the specified period, action may be taken to replace certain personnel or disband and reform the P/TC with new Members.

Further, if new members cannot be found or the immediate transition to a new P/TC would be too difficult, the BOG of the ACL may impose Trusteeship with its own Members until the situation is deemed to be favorable to the instalment of a new P/TC.

When it is considered by the BOG that a P/TC should be placed on probation or trusteeship, the reasons are to be discussed with the Region Commander or designate.

The decision to place a P/TC in Trusteeship must also comply with any P/T regulations related to incorporated entities and/or societies.

The decision to place a P/TC on probation or under Trusteeship must be supported by 2/3 of the Members of the BOG.

6.20.4.4 *P/TC Meetings*

A copy of the minutes of all P/T Executive and General Meetings shall be sent to National Office and forwarded to the League President for sharing with the BOG and National Office for the sharing of Best Practices and Historical record.

6.20.4.5 *National Representation at P/T AGMs*

The President of the ACL shall ensure that his/her designated representative attends every P/TC AGM:

- The P/T Chairs pay for two nights' accommodations and for the registration cost of the meeting.
- In cases where the P/TC wishes to have the President attend their AGM for a particular reason, such as a special anniversary, the P/T Chair should inform the President, through the national office, of such a request at least three months in advance of the AGM.
- An Annual P/TC Report Form [ACC12C](#) will be completed by the President or his/her designated representative.

6.20.4.6 *Cadet Education Credits*

P/TCs are responsible for advising Cadets, SSCs and the national office of any secondary school graduation credits or recognition awarded by P/T education authorities in recognition of successful completion of components of the Air Cadet Training Program:

- Secondary School Graduation Credits are awarded by some P/T Ministries of Education for Cadet training.
- If such credit is available, it may normally accrue at Grades 11 and 12, or their equivalent, and it may be awarded for successfully completing Air Cadet Levels 4 and 5, or for successfully completing specified Advanced Specialty Courses.
- As education is a P/T matter, it will be necessary to determine the policy prevailing in respective P/T jurisdictions.

6.20.5 Supervision of Squadron Activities

Accountability, authority, and responsibility for all Squadron and Cadet activities rests with the Commanding Officer.

Supervision of Cadets will be in accordance with CJCR Group Orders.

6.20.6 Squadron Sponsoring Committees

The ACL BOG, upon recommendation from the P/TC, may authorize the formation of a local SSC and Squadron Sponsor as it deems desirable, to assist in furthering the objectives of the ACL within their respective communities. The SSC shall be responsible to the P/TC.

There are three essential features that distinguish the SSC from the Squadron Sponsor:

- The first is that the SSC agrees to act on behalf of and in the interests of the ACL and to be responsible to the P/TC in whose jurisdiction the Squadron is located. The Squadron Sponsor has no such relationship with the ACL.
- The second is that the SSC is granted authority to make decisions and recommendations in certain matters on behalf of the ACL. The Squadron Sponsor has no such authority.
- The third is that the SSC has a formal role to play in discussions with the Commanding Officer (CO) as to the selection and funding for optional activities for the Cadets during the training Year. The Squadron Sponsor does not.

6.20.6.1 *SSC Responsibilities*

The SSC has broad responsibilities to the Cadets, its community, to the CAF, and to the ACL:

- To the Air Cadets – The main objectives are to:
 - Obtain suitable training quarters for the Squadron when not provided by the CAF;
 - Provide adequate financing for the needs of the Squadron not otherwise covered by CAF;
 - Encourage the enrolment of qualified young people as Air Cadets;
 - Visit the Squadron as frequently as possible during training periods;
 - Work with the Commanding officer (CO) in selecting Air Cadets for training reward activities
 - Award trophies and other special inducements for proficiency; and
 - Sponsor Cadet optional activities.
- To the Community – The SSC will undertake to:

- Interpret the aims of the Air Cadet training, particularly to parents, civic authorities, community organizations, etc.;
 - Publicize the activities of the Squadron through press, radio, and television, and through special activities; and
 - Assist Squadron Officers in devising and carrying out Squadron projects that will be of benefit to the community; i.e., environmental clean-up campaigns, blood donor clinics, ushering at community events, etc.
- To the CAF – it is the function of the SSC to:
 - participate in the consultative framework;
 - supervise and account for the provision of facilities when not provided by the CAF;
 - supervise and account for the provision of financial support, when not provided by the CAF;
 - supervise and account for the provision of material (e.g., training aids, equipment, band instruments, food, etc.), when not provided by the CAF;
 - supervise and account for the provision of transportation for cadet activities, when not provided by the CAF;
 - engage with private industry, non-government organizations and municipal governments;
 - support communications activities;
 - support awards, recognition, bursaries and grants for Cadets and Squadrons; and
 - provide other support upon request (e.g., administrative, insurance), when not provided by the CAF.
 - To the ACL – As a component of the ACL the SSC is expected to:
 - Maintain a committee or group of adequate strength to support the Squadron;
 - Delegate responsibilities to members of the committee, such as finance, publicity, enrolments, accommodation, liaison with other Air Cadet Squadrons, etc.;
 - Ensure that important announcements emanating from National Office, or the P/TC are made known to Squadron personnel and to the Air Cadets;
 - Provide required documentation to the P/T and national levels in a timely manner; and
 - Provide financial support as agreed to the P/TC.

6.20.6.2 *SSC Organizational Structure*

The Chairperson and members of an SSC may be from either within or outside the Squadron sponsoring organization. The essential point is that the sponsorship of a Squadron be done well, regardless of how the SSC is set up; what is required is a sound basic organization that meets ACL requirements and good leadership.

Each SSC will have at least six Members:

- a Chairperson,
- a Secretary,
- Treasurer and
- three other Members.

The position of Treasurer may be combined with the Secretary position. P/TCs may provide or assist in the development of detailed Terms of Reference (TOR) and responsibilities for the Members of an SSC.

Smaller squadrons may have, upon approval of the P/TC, fewer than six members in the SSC.

Specified committee positions and incumbents may be designated as the Executive of the committee.

There is no limit on the maximum number of persons on an SSC. The SSC is encouraged to recruit parents and supporters to work on subcommittees for projects of a temporary or permanent nature, such as fundraising or special events. Any subcommittee is to be chaired by a member of the SSC.

The SSC Chairperson is automatically a member of his/her P/TC and reports to the Chairperson of that committee.

6.20.6.3 *SSC Guiding Principles*

An SSC shall see that its activities are conducted in accordance with ACL policy and By-Laws and respect all governments laws and regulations.

An SSC shall be registered as a non-profit society with their respective P/T governments, where applicable. Charitable Registration status with Revenue Canada will authorize the SSC to issue receipts for donations received.

The authority for the SSC to act on behalf of the ACL on certain matters is specified in the relevant sections of the Policy and Procedure Manual (PPM). The SSC is not authorized to enter in commitments on behalf of a Provincial, a Territorial or a National committee unless expressly authorized.

SSCs are expected to aspire to meet the following guiding principles:

- We strive for a high level of involvement from Parents, Guardians and Squadron Supporters in collective efforts that make our Squadron strong using Newsletters, Email and Telephone committees;
- We provide awareness of the partnerships involved in the Air Cadet program by meeting the Parent or Guardian of a Cadet at the time of enrollment;
- We comply fully with Federal and P/T laws regarding the privacy of personal information and maintain strict confidentiality about the storage and non-disclosure of related records;
- We develop fundraising activities separate and distinct from any requiring the participation of Cadets while fully supporting them in their campaigns;
- We recognize our financial supporters and volunteers who have worked to make our Squadron successful;
- We maintain as record of all elections, assets, and financial activities, which includes a quarterly statement of financial income and expenditures and complete all required reports in a timely manner;
- We promote community awareness of National, P/T and Local organizations that generate interest and opportunities in aviation for Cadets and our partnership with the CAF and their support and delivery of the Air Cadet program;
- We uphold zero tolerance for any form of abusive behaviour and train everyone involved with the Squadron accordingly;
- We proactively recruit qualified resource people from the community for all aspects of the program and ensure candidates are screened promptly and thoroughly (see www.airCadetleague.com); and
- We work to provide resources needed for optional activities to enhance the retention of serving Cadets and attracting recruits to our Squadron.

6.20.6.4 *Procedures to form an SSC*

The following procedures can be amended under the authority of the P/TC Chairs Committee.

- A potential Squadron Sponsor or other group of persons may make application to form an SSC by completing and submitting ACL Form ACC-1.
- A transfer of sponsorship may be initiated by an SSC by completion and submission of ACL [Form ACC-10](#) Transfer of Sponsorship.
- Each SSC shall annually submit a statement of receipts and disbursements and statement of assets and liabilities (ACL Form ACC9) to their P/TC office, which shall forward the completed

Form to the ACL within sixty (60) days of the end of the fiscal year, which, for most P/TCs, ends on the 31st day of August in each year.

- Prior to the start of each training year a special meeting should be arranged between the Squadron staff and the SSC to review the Squadron's planned activities and to establish a Budget. All squadron accounts should be paid by cheque with two signatures.
- The Commanding Officer may be provided with a Petty Cash Account for small routine disbursements. As that Petty Cash is used it should be replenished from the Squadron SSC account based on receipts turned in to the SSC by the CO or by a prior arrangement made by the CO with the SSC.
- An SSC will meet once a month or as otherwise specified in SSC by-laws or procedure. At least one member of the SSC should attend all Squadron regular main training nights and other major activities.
- To ensure a full awareness of the Squadron's operation, an SSC should have continuous, open, and full communication between itself and the Squadron staff to emulate the desired teamwork approach of the ACL and CAF towards Air Cadets.
- An SSC should work closely with the local communities to foster good public relations, provide information on Air Cadet activities, and encourage the enrolment of qualified young people as Air Cadets.

6.20.6.5 *SSC Financial Management*

SSCs generate millions of dollars annually through donations and fundraising to support their local Air Cadet program. In addition to support received from its Squadron Sponsor, an Air Cadet Squadron may receive assistance and support from other organizations, groups or individuals who are simply Supporters of the Squadron. SSCs must be cognizant of the undeniable importance of Squadron Supporters and the contribution they can make to the success of their Squadron.

An SSC shall provide an annual budget and manage the finances of the Squadron that are its responsibility, including the control of all fund-raising initiatives, all monies raised and approval of any subsequent expenditure. It shall be the responsibility of the SSC to conduct fund raising efforts as necessary to raise such funds and may seek the cooperation of the Squadron Commanding Officer when Cadets will be used in such efforts.

Care must be taken to segregate as well as control the SSC funds separate from that of the Sponsoring Body's Funds. In addition, all funds raised by any individual or committee in the name or for the use of the squadron and the Cadets, must be rendered to and under the control of the SSC.

An SSC may be required to assist their P/TC with fund raising activities and/or projects or pay assessments levied for the purpose of carrying out the mandate of the P/TC.

A complete list of Financial Procedures relating to the operation of SSCs is at [Section 5.18.19](#).

Upon the closing of a Squadron and thus the Sponsoring Committee, including funds donated, raised, and any other property being held for the Squadron and not belonging to CAF shall be relinquished to the ACL P/TC that has jurisdiction in that area.

6.20.6.6 *Squadron Sponsoring Committee Meetings*

SSCs should meet at least once a month with the Commanding Officer and any other Sponsors or Supporters of the squadron not represented on the committee. It is recommended that Minutes be made for these and any other meetings the committee holds. The P/T Chairperson may request information copies of those minutes.

6.20.6.7 *Orientation and Welcome of New Squadron Sponsoring Committee Volunteers*

Each SSC is expected to develop an orientation process for new members utilizing resources available from their respective P/TC or from the ACL. Strong and successful SSCs are distinguished by common characteristics:

- a productive relationship with the Commanding Officer's team,
- pride in the Cadets, dedication to the role of the SSC, and
- excellent communication with parents, supporters, and the local community

Making new members of a sponsoring committee feel welcome and comfortable in their new surroundings is neither difficult nor time consuming. It should start on the first day and include an outline of the routine on parade night together with a tour of the building. Introductions to other members of the SSC team and to the Commanding Officer, if possible, will go a long way to build confidence and a feeling of inclusiveness.

It is recommended the SSC Executive consider creating a document of welcome that includes a Who's Who of the Executive, Directors and committee Chairs, and other important details for new volunteers, including contact telephone numbers, SSC meeting frequency, parade night routine, key events in the training year, where to park, and any others you can think of.

A folder of information should include a general history of the Air Cadet program, the nature of the partnership, and the nature of the national, P/T, and local structure. The history of the Squadron could also be included. The objective is to make a new volunteer feel comfortable and part of the SSC from the very beginning.

Assigning a mentor to a new volunteer is another option worth considering.

If the work of any of the new volunteers is shaped by national and/or P/T policy and procedure, for example, the Treasurer's position, print off copies of the relevant sections from the Manual to

include reference material, and allow them time to become familiar with this information. Make a note to discuss it with them the following week to answer any questions.

New volunteers should not feel inadequate to the task or unclear as to what the SSC Executive expects.

Ideally, volunteers will stay and enjoy years of productive work for the Squadron, receiving periodic recognition for services rendered. High turnover on an SSC depletes it of experience and expertise and reduces its momentum and overall ability to get things done on behalf of the Cadets. Taking time to make the new volunteer feel welcome and at ease from the beginning is time well spent.

Guidelines for the recognition of Civilian Volunteers are to be found at [Section 5.7](#), Honours and Awards.

6.20.6.8 *Volunteer Onboarding (TBD)*

6.20.7 Squadron Sponsor(s)

An Air Cadet Squadron shall have an ACL approved “Squadron Sponsor”, or “Squadron Sponsoring Organization.” More than one organization can be approved as joint “Squadron Sponsors” or “Squadron Sponsoring Organizations.”

A Squadron is not authorized to operate without an authorized Squadron Sponsor and an authorized SSC. Squadrons that do not have outside organizations, such as Service Clubs, may have the SSC double as Squadron Sponsor, using its official name:

- A Squadron Sponsor may be a service club, an element of an association or other organization, or it may be a group of persons, such as a parents’ committee, formed specifically to sponsor a particular squadron.
- Two or more organizations may be the Joint Sponsors of a Squadron, subject to the approval of the ACL.
- A Squadron’s Sponsor must subscribe to the aims of the ACL and must be willing to provide ongoing financial and/or material assistance to their Squadron as required by the ACL.
- The role of a Squadron Sponsor is not always uniform. It can vary from Squadron to Squadron. One sponsor may choose to provide financial support only, another to provide the accommodation required while yet another is a source for volunteers to work at the Squadron on behalf of the ACL.
- To continue as a Squadron Sponsor there must be ongoing support provided for the Squadron and ACL requirements in the manner agreed to when the sponsorship was approved initially.

6.20.7.1 *Change of Sponsor Procedure*

The following procedure can be amended under the authority of the P/T Chair Committee.

The Squadron Sponsor of an Air Cadet Squadron, even just in name, may only be changed with the recommendation of the P/TC and the approval of the Chair of the P/T Chair Committee.

- The new Squadron Sponsor's authorized signatory required to complete Transfer of Sponsorship Form [ACC10](#), which is to be duly signed by the P/T Chairperson or designate and forwarded, in duplicate, to National Office for final approval and notification of the CJCR.
- In addition to the ACL Form ACC10, the DND Form, Application for Change, Annex B, Appendix 1 must be submitted to the Commanding Officer of the RCSU who must concur for this type of request to proceed to the National Office of the ACL for approval.

6.20.8 Probation and Disbandment of an SCC or Squadron Sponsor

When the activities and/or performance of an SSC and/or Squadron Sponsor is not up to the expected standard, the P/TC may place an SSC and/or Squadron Sponsor on probation or supervision for a specified period, usually not exceeding one year.

Reasons for placing an SSC/Squadron Sponsor on probation or supervision may include the following:

- an insufficient complement of personnel forming the SSC;
- inordinate delays or noncompliance in Screening/Registering personnel;
- inordinate delay in meeting financial obligations;
- inordinate delay in submitting yearly financial statements (ACC9);
- failure of the SSC/Squadron Sponsor to adequately support the Squadron;
- non-compliance with rules or application of policies; and
- detrimental general conduct of business or conduct prejudicial to the Cadet Movement.

6.20.8.1 *Probation/Supervision Procedures*

The following procedures can be amended under the authority of the P/TC Chairs Committee.

Probationary status provides an opportunity to bring these deficiencies to the attention of the SSC/Squadron Sponsor whose members are advised that if deficiencies are not resolved or sought and improvement not shown in the specified period, action may be taken to replace certain personnel or disband and reform the SSC with new members.

If deemed necessary the P/TC may choose to place the SSC under supervision, which may stipulate the specific authority and decision-making it would be undertaking. This supervision option would leave the SSC in place but with stated limitations to their authority over certain matters and would allow the P/TC to reinstate the SSC upon successful outcome and completion of the supervision parameters that were put in place at the onset.

Further, if new members cannot be found or the immediate transition to a new SSC/Squadron Sponsor would be too difficult, the P/TC may impose trusteeship with its own members until the situation is deemed to be favorable to the installment of a new SSC/Squadron Sponsor.

When a P/TC is considering, or implementing, any clause in the PPM that places an SSC into any of the noted situations (e.g., probation, supervision, trusteeship), they will notify the RCSU Commander or designate. The national Office of the ACL is to be advised when an SSC is placed on probation, supervision or in trusteeship.

The P/TC will also advise the RCSU Commander or designate, and the National Office of the ACL when the SSC/Sponsoring Organization has addressed the issues which led to probation / supervision / trusteeship and that the SSC is returned to its previous status.

6.20.8.2 *Disbandment Procedures*

The following procedures can be amended under the authority of the P/TC Chairs Committee.

The ACL President, at the request of the P/TC or CAF, and in consultation with the P/TC, may withdraw the ACL's recognition of an SSC and cancel by resolution the affiliation of an SSC at any time. The action of the President in this regard shall be ratified at the next meeting of the BOG.

Upon the cessation of operations of a Squadron and or an SSC or upon the cessation of a Sponsoring Body's affiliation with a Squadron, all assets, including funds donated, raised, and any other property being held for the Squadron and not belonging to CAF shall be relinquished to the ACL P/TC. The ACL P/TC shall act temporarily as the Sponsoring Committee until a new Sponsor is found and is formally recognized by the ACL.

6.20.9 Formation of an Air Cadet Squadron

The ACL has a declared policy to grow the overall Air Cadet population by effective retention and recruitment, including through the formation of new Squadrons to serve the growth in Canada's population and the shift to urban centers. P/TCs are to take the lead in the formation of new squadrons where warranted and resources are to be found. The initiative in the formation of new squadrons is invited from all sources. Encouragement, effort, guidance, and support shall be afforded every opportunity and application to form a new squadron if conditions are viable. No unit can parade until formal approval has been given.

6.20.9.1 *Procedures*

The following procedures can be amended under the authority of the P/T Chair Committee.

The formation of an Air Cadet Squadron is a joint and mutually agreed process between the CJCR and the ACL and its P/TC of the proposed area. The process may be initiated by the RCSU, the ACL, a P/TC or an interested community member or sponsor but it must be reviewed and agreed by CAF using its Regional Growth Management Toolkit (RGMT). Regardless of where the process is initiated, it is essential that the necessary resources for the creation of a successful squadron be committed by the partners and developed through a robust and open planning process.

The essential partners are identified as:

- CAF represented by the RCSU (funding personnel and program support)
- P/T Committee (Administrative and program support)
- Community Sponsor (funding and community support)
- SSC (fundraising and logistics support)
- ACL (Charter, administrative/program support and guidance, national consistency)

The creation of a Squadron is a lengthy process and can take two or more years to accomplish. Patience and communication between partners are essential.

Individuals or groups interested in forming an Air Cadet Squadron in their community should contact the appropriate P/TC of the League.

Any group wishing to form an Air Cadet Squadron should be able to assure the P/TC that the following basic requirements can be met:

- SSC. Every Air Cadet Squadron must include and be supported by a local element of the League called the SSC. It is made up of at least five interested citizens who are prepared to become Chairperson, Vice-Chairperson, Secretary, Treasurer and Members and collectively provide financial and other support for the Squadron Commanding Officer and staff.
- SSCs were usually drawn from Service Clubs, Air Force Association of Canada Wings, Legion Branches, etc., but nowadays are more habitually made up of independent individuals, including Cadet Parents. Whatever their source, members of the SSC must be interested, capable and available to fulfill their duties to the Squadron program. They must also be Registered and Screened in accordance with League procedure and standards. Duties in general include the provision of quarters and training facilities, fund raising and financial management, organizing certain events and activities (e.g., banquets and effective speaking

competition), doing or assisting with public relations, etc. in general assisting the Commanding Officer.

- Interest of Potential Cadets. The SSC must be able to assure the P/TC that the number of interested young people in the community, aged 12 up to and including 18 years, is sufficient to guarantee successful continuance of the Squadron. The minimum strength required for the formation of an Air Cadet Squadron is normally 50 Cadets. In special circumstances, consideration will be given to the formation of a new Squadron with an initial enrollment of 31 or more Cadets.
- Training Accommodation. It is essential that the proposed SSC be able to offer the Squadron suitable accommodation for training, offices, and storage. Such accommodation, if not available in a DND facility, must be obtained (and paid for) in schools, church halls, municipal buildings, commercial accommodation, etc. While DND accommodation may be provided if space is available, the problem of finding training accommodation is a permanent responsibility of the SSC.
- Officers and Instructors. A prime requirement is that suitably qualified people, able to meet the enrollment and training requirements laid down by the CAF, be available to serve as Cadet Instructor Cadre Officers and Instructors with the Squadron. In some cases, a Commanding Officer and/or already qualified Instructors will be available from neighboring Squadrons, or due to previous qualifying service. While the number of Officers and Instructors authorized by the CAF will vary with the size of the Squadron, the normal complement is as follows:
 - Commanding Officer. The Commanding Officer assumes the primary responsibility for the supervision and care of the Cadets and to conduct training.
 - Administrative Officer. Responsible for supervising the administrative aspect of Squadron operations, including documentation, submission of reports, pay records, etc.
 - Supply Officer. Responsible for supervising the demand, storage, issue, and control of all service equipment loaned to the squadron by the CAF.
 - Training Officer. Responsible for planning and managing, under the direction of the Commanding Officer, the training activities of the Squadron.
 - Paid Civilian Instructors are engaged, supervised, screened, and paid by CAF.
 - Volunteers. Commanding Officers are authorized to utilize volunteers.

6.20.9.2 *Application Procedures*

The following procedures can be amended under the authority of the P/T Chair Committee.

Assuming that the above conditions can be met, and that an acceptable SSC has been formed, arrangements will be made for the interested parties to be briefed by representatives of the P/TC of

the League and of the appropriate CAF Region Headquarters. The committee, along with the proposed Squadron Officers, will be provided with a complete outline of the requirements and steps to be followed to get the Squadron into operation. The SSC will be provided with copies of the official "Application to form a Squadron Sponsoring Committee" (ACC1) and DND 1805 – Application to Form a Cadet Corps. Both Forms are to be completed in duplicate and forwarded to the appropriate P/TC of the ACL.

Upon being recommended by the P/TC, the applications will be forwarded as follows:

- ACL Form ACC1 - To Air Cadet League of Canada, POB 8758, Station T, Ottawa, ON K1G 3J1.
- DND 1805 - To the appropriate Region Headquarters of the CAF. If recommended by the Region Headquarters, the signed Form DND 1805 is forwarded to National Defence Headquarters, Attention Nat CJCR Sup G

The National Cadet and Junior Canadian Rangers Support Group will obtain the concurrence of National Office prior to arranging for final approval, joint promulgation of the formation of the new Squadron.

Squadron Name. Every Squadron should have a distinguishing name. The designation of a Squadron will include "Number and Name of Squadron" and "Royal Canadian Air Cadets". Names may be proposed by the SSC but are subject to the approval of the League. The League will approve use of commercial names to designate Squadrons provided that the company concerned is associated with aviation as a rule, but Cadet Squadrons should not be named after living persons. If they are, it will be to honour persons of highest lifetime achievements and moral standards.

Squadron Numbers are allotted by the ACL subject to the approval of the CAF. The squadron identification will appear on shoulder badges on the Air Cadet uniform. (Note: Squadron names appearing on shoulder flashes are limited to a maximum of fifteen characters, including spaces. Wording appearing on shoulder badges must be approved by National Office prior to submission to NCJCR Group Headquarters.

6.20.9.3 *Squadron Probation and Disbandment*

The CJCR is responsible for placing a Squadron on probation or making any other changes in the status of a Squadron. Given the impact on SSCs and Squadron Sponsors, the military should collaborate with the ACL.

When a Squadron ceases operation, or is disbanded, the handling of assets and responsibilities shall be as per [Section 5.19.8.2](#). Neither the ACL nor the P/TCs shall have any responsibility for the liabilities of the SSCs. Any SSC assets remaining must be responsibly reallocated:

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

Appendix 6.1 - *Brand and Visual Identity Policy*

1. Background & Purposes

The ACL is well known, widely respected, and has a long-standing tradition of youth programs and community engagement. A charitable organization is not like a corporate or consumer brand. We are best known for our name and reputation, rather than as a visual mark or logo.

The ACL challenge of “branding” means providing clear, unified stylistic standards that allow the many parts and levels of the ACL to leverage the strength of the ACL’s name and reputation in ways that support the mission of each individual air cadet squadron. Branding reflects who we are and what we stand for.

Having a strong nation-wide identity that adds to each squadron’s value while reinforcing the collective value of the institution has a number of benefits. A clear set of identity design standards:

- Limits duplication of effort and resources across the ACL by minimizing the cost of trademark, design, legal, and other branding expenses;
- Prevents dilution of our brand;
- Builds a sense of shared identity, community, and pride; and
- Builds the organization’s credibility in the public eye by displaying a uniform image throughout all levels of the organization.

2. General

The purpose of this policy and its related procedures is to enable ACL Members to use and apply ACL’s Brand Identity Elements in the course of their official ACL administrative or operational activities and official duties appropriately and consistently by:

- establishing the appropriate standard of use by ACL Members of ACL’s Brand Identity Elements and how such elements are provided on ACL Branded Material; and
- clearly identifying the appropriate individuals responsible for meeting the objectives of this Policy.

3. Scope

This Policy applies to ACL Members with respect to the appropriate and consistent use of ACL’s Brand Identity Elements and establishes the appropriate standard of use of ACL’s Brand Identity Elements by ACL Members at all levels during their official ACL administrative or operational activities and official duties.

This Policy does not apply to the following circumstances:

- an ACL Member seeking to use any of ACL's Brand Identity Elements in a Non-ACL Related Capacity. Any use of ACL's Brand Identity Elements by a ACL Member in a Non-ACL Related Capacity is treated as a third-party use and must be considered under the Trade-Mark Policy; and
- any third-party seeking to use any ACL Marks. Any third-party use of ACL Marks must first be authorized in accordance with the ACL copyright guidelines in this Policy.

4. Consistent Use of ACL Brand Identity Elements

Each ACL Member must, in the course of their official ACL administrative or operational activities and official duties:

- appropriately and consistently use and apply ACL's Brand Identity Elements to ACL Branded Material; and
- accurately identify themselves on all ACL Branded Material to ensure that they are properly reflecting their connection to ACL in a manner that is consistent with the ACL Brand Style Guide.

5. Definitions

- "Brand Identity Elements" means, collectively, and includes but is not limited to, ACL's logos, trademarks, official marks, designs, colour schemes, typefaces, graphics, website "look and feel" and communication tool kits.
- "Non-ACL Related Capacity" means activities which are not being undertaken in the course of the ACL Member's official ACL administrative or operational capacity and official duties (i.e., undertaken in their personal capacity outside the course of their official ACL duties, such as for example a member undertaking their own consulting services).
- "ACL Brand Style Guide" means the publication that establishes the appropriate form and manner of use of ACL's Brand Identity Elements.
- "ACL Branded Material" means, collectively, and includes but is not limited to, websites, digital and social media, business cards, letterhead and other stationery, merchandise, apparel, advertising or promotional materials, signage, brochures and other publications, and other similar materials prepared by or on behalf of an ACL Member for official ACL purposes.
- "ACL Marks" means ACL's trademarks and official logos.
- "ACL Member" means any individual member at any level of the ACL as defined in the National, Provincial or Squadron Sponsoring Committee bylaws.

6. Responsibilities General

- The Procedures affixed to and forming a part of the Brand Identity Policy establish the responsibilities and resources available to support proper adherence to and consistent use of ACL's Brand Identity Elements by ACL Members.
- The President is responsible for establishing ACL's Brand Identity Elements standards and resources to support the objectives of the Policy and except as otherwise set out in these Procedures, has delegated these duties to the Chair of the National Communications Committee in accordance with these Procedures.

7. Responsibilities Communications Committee

The Communications Committee is responsible for establishing and supporting appropriate and consistent use of the ACL's Brand Identity Elements and related activities by:

- creating, coordinating, publishing, and maintaining the [ACL Brand Style Guide](#);
- providing other resources and materials, including computer file formats, on the ACL website to assist and enable ACL Members to appropriately and consistently use and apply ACL's Brand Identity Elements in accordance with the ACL Brand Style Guide; and
- acting as a central resource on all matters relating to ACL's Brand Identity Elements, including consulting with ACL Members wishing to obtain assistance in preparing or reviewing ACL Branded Material for adherence to ACL Brand Style Guide

8. Use of ACL Brand Identity Elements

- Where an ACL Member's ACL Branded Material is not consistent with the ACL Brand Style Guide, such ACL Member should use their best efforts to update its ACL Branded Material as soon as practicable. Any transition to new, consistent materials will be managed in an orderly and cost-effective manner (i.e., retirement of existing assets and through depletion of existing stockpiles of consumables).
- Where an ACL Member wishes to deviate from the ACL Brand Style Guide, they must consult with the ED to ensure that the integral elements of ACL's Brand Identity Elements are maintained in any deviation. If the ACL Brand Identity Rules do not address the reasonable requirements of the ACL Member's strategy, then the Chair of the National Communications Committee may allow a deviation or will update the ACL Brand Style Guide as appropriate. If a disagreement arises and cannot be resolved informally between the Chair of the National Communications Committee and the organization or individual requesting the then either party may refer the disagreement to the President, who shall decide the matter.

9. Best Practices for Using the Air Cadet Badge

The ACL's Logo must be used as originally designed and proportioned and should not be modified under any circumstances other than to scale the image while maintaining its aspect ratio. There are also a few other rules to follow (except for business cards):

- On the front or back cover, position the identity a minimum distance of ½ inch from the edges;
- The badge should never be rendered smaller than ¼ inch high; and
- The ACL badge should appear on the front or back cover of all print publications.

10. Air Cadet Flags

The flags of the Royal Canadian Air Cadets are known as the Air Cadet Ensign and the Air Cadet Squadron Banner. When spoken of collectively, the Ensign and Banner shall be known as flags.

10.1 The Air Cadet Ensign

In accordance with official policy, there is only one design of Air Cadet Ensign for all squadrons of the Royal Canadian Air Cadets. The design, approved by Her Majesty Queen Elizabeth II in 1971, consists of the Canadian Flag on a field of Air Force blue with an eagle surmounted by a maple leaf, in gold, in a circle of royal blue. The Air Cadet Ensign is senior to the Air Cadet Squadron Banner. Ensigns are available through the National Headquarters of the Air Cadet League of Canada.



Figure 1: Air Cadet Ensign

10.2 The Air Cadet Squadron Banner

The Air Cadet Squadron Banner was approved for issue to Air Cadet Squadrons by the Air Cadet League of Canada in 1963. The official design of the Banner consists of a field of Air Force blue on both sides of which is embroidered the official badge of the Royal Canadian Air Cadets. Beneath the badge is an embroidered scroll incorporating the name and number of the individual squadron. The Air Cadet Squadron Banner is junior to the Air Cadet Ensign and is displayed and carried only by members of the Squadron to which it is presented. Embroidered banners are obtainable through the National Headquarters of the Air Cadet League of Canada. To save costs, squadrons are authorized to obtain and use a non-embroidered banner. A special directive outlining the Presentation Ceremonies and Drill Movements for the presentation of Air Cadet Ensigns and Banners is available from Air Cadet League Headquarters.



Figure 2: Air Cadet Squadron Banner

10.3 Royal Canadian Air Cadets Pipe Banner

Pipe Banners have been used by Highland Chiefs from the mid-17th century. Their subsequent development is mainly military, principally as a Pipe Banner, used by the Pipers of Scottish Regiments. The Royal Canadian Air Cadet's Pipe Banner is a guidon-shaped flag which is fastened to the large or drone of the bagpipe and hangs backwards over the Cadet Piper's shoulder, displaying the official badge of the Royal Canadian Air Cadets, in English and French, emblazoned on either side of the Banner.

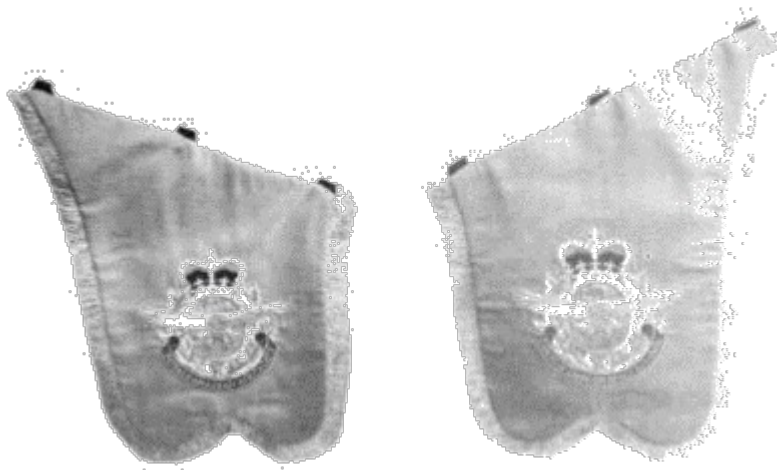


Figure 3: Royal Canadian Air Cadets Pipe Banner

10.4 Royal Canadian Air Cadets' Banner

The Royal Canadian Air Cadets' Banner was approved by the Governor General of Canada in October 1990. It is based on the Canadian Flag with a bilingual badge of the Royal Canadian Air Cadets in the centre. Prince Philip's cipher is in the top hoist and the device from the Royal Canadian Air Cadet Ensign is in the bottom fly.



Figure 4: Royal Canadian Air Cadets Banner

11. Air Cadet league of Canada and Squadron Badges

11.1 Official Badges

Official badges for the Air Cadets and the Air Cadet League of Canada have been approved for use by Squadrons and Committees on official documents, letterheads, etc. The design comprises a falcon in flight against the background of a wreath of maple leaves supporting the crown. Across the base are ribbons bearing the words “Royal Canadian Air Cadets - Cadets de l’aviation Royale du Canada” and “The Air Cadet League of Canada - La Ligue des cadets de l’Air du Canada”. The badges are illustrated below.



Figure 5: Official Badges

11.2 Squadron Badges

To provide an official basis for individual Squadron badges, the Air Cadet League of Canada has adopted a basic design for such a badge and established a procedure under which the required official approval may be granted. A sample badge is illustrated below.



Figure 6: Example Squadron Badge

As illustrated below the design of the squadron badge incorporates the following elements:

- the Canadian Coronet - featuring the maple leaf;
- a ribbon incorporating the words “Royal Canadian Air Cadets”; and
- space for the following individual squadron elements - Squadron Number, Squadron symbols, Squadron Name and or Motto.

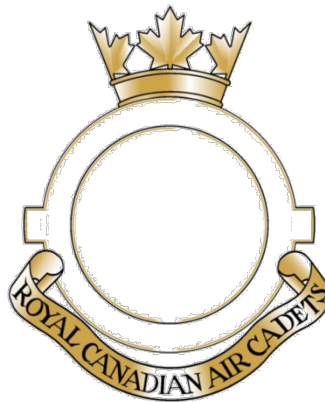


Figure 7: Squadron Badge Template

11.3 Squadron Badge design, Application and Approval

A request for information in or approval of an official Squadron badge, or change to an existing badge, is to be forwarded to Air Cadet League Headquarters, Ottawa by the Squadron Sponsoring Committee Chairperson, and should include:

- a rough colored sketch of the proposed badge symbol(s);
- reasons for choice of the symbol(s); and
- the proposed squadron motto, if applicable.

The design cannot replicate or duplicate another Squadron’s design. In addition, illustrations, photographs, symbols, and drawings cannot be copies, facsimiles or any other representations of licensed or copyrighted trademarks, images, or other symbols, i.e., such as those owned by the Disney Company, Universal Pictures and so on.

The proposed design must not carry over into the space for Squadron Name or number and

cannot include designs deemed inappropriate and/or offensive.

The text in the concentric circle can be in French, English, and Latin only, again slogans, wording and/or any other descriptive text must not duplicate an existing design, it must also be appropriate, non-offensive and respectful of good manners and taste and provide a positive image of the Royal Canadian Air Cadets and the Air Cadet League of Canada.

Squadron badges (initial designs and changes) are professionally rendered by a competent graphics artist. The official crests will normally be rendered by a professional graphics artist engaged by the National Office of the League at the Squadron Sponsoring Committee's cost/expense. Simple designs can cost as little as \$200 whereas complex and elaborate designs can cost up to \$700 and possibly more.

If changes in the suggested design are required, League Headquarters will, if necessary, prepare an amended sketch and return it to the Squadron for concurrence. Once agreement of the design has been reached, it will be approved and signed by the President of the Air Cadet League. Unauthorized and improper use of the Royal Crown on Squadron badges used on Letterheads, Windbreaker, T-shirts etc. is prohibited.

The Squadron Badge approval process can be found [here](#).

Read More: [Volume 1, CATO 12-05 Cadet Flags and Banners](#)

12. Air Cadet March

The R.C.A.F. March Past has been adopted as the official March for the Royal Canadian Air Cadets. A Royal Canadian Air Cadet March also exists. It can be found [here](#).

13. Air Cadet League Ceremonial Composition

The BOG has approved a ceremonial composition written by John Cairns as the official music of the ACL. The composition was written by John Cairns and is entitled "The Air Cadet League of Canada". The drum score was prepared by Colin Magee. A recording of the composition, the sheet music, and a CV of John Cairns and Colin Magee, is available on the National website.

14. Logos and Copyright

The use of the registered logos of the Air Cadet League of Canada (ACL) is forbidden unless authorized by the ACL in writing. RC(Air)C and RCAC are acronyms registered and controlled by the DND/CAF.

PART 7 - KEY REFERENCES

- Air Cadet Gliding Program (ACGP) Contract
- Affiliation Agreements between the ACL National and each P/TC
- Bourinot's Rules of Order, fourth edition (1995)
- [By-Laws of the ACL](#)
- [Cadet Administrative and Training Orders \(CATOs\)](#)
- [Cadets and Junior Canadian Rangers Group Orders](#)
- [CAF-League MOU](#)
- [CANCDTGEN](#)
- [Canada Not-For-Profit Corporation Act \(CNCA\)](#)
- [Certificate of Continuance of the ACL](#)
- Communications Plan
- [Effective Speaking Competition Handbook](#)
- Governor's Handbook
- Members Operational Guide (members committee)
- [National Awards Recipients](#)
- [National Insurance Booklet](#)
- [National Honours & Awards Handbook](#)
- [National Public Relations Handbook](#)
- [National Scholarships & Awards Handbook](#)
- [Queen's Regulations and Orders for Canadian Cadet Organizations](#)
- Risk Management Plan
- [Risk Management User Handbook](#)
- Statement of Investment Policy
- [Strategic Plan of the ACL](#)
- Trust Fund Policies

PART 8 - FORMS

The following forms can be found on the [ACL National website](#):

ACC1	APPLICATION TO FORM AN SSC
ACC1-S	APPLICATION TO FORM AN SSC (EXISTING SQUADRON)
ACC9	FINANCIAL REPORT
ACC10	TRANSFER OF SPONSORSHIP FORM
ACC12A	ANNUAL P/TC REPORT (P/TC CHAIR)
ACC12B	ANNUAL P/TC REPORT (P/TC AVIATION COMMITTEE)
ACC12C	ANNUAL P/TC REPORT (NATIONAL)
ACC13	HARASSMENT INCIDENT REPORT FORM
ACC31	POLICY AND PROCEDURE MANUAL SUBMISSION FORM
ACC32	ANNUAL SQUADRON SPONSORING COMMITTEE - INDIVIDUAL ASSESSEMENT
ACC37	EXPENSE REPORT
ACC38	CREDIT CARD AUTHORIZATION FORM
ACC39	TREASURER HANDOVER CERTIFICATE
ACC41	ANNUAL GENERAL MEETING PROXY
ACC42	AGM NOMINATIONS FROM THE FLOOR
ACC43	MEMBER INFORMATION SHEET
ACC50	HONOURS AND AWARDS NOMINATION FORM
ACC54	APPLICATION FORM- EFFNECTIVE SPEAKING COMPETITION
ACC55	EAGLE FLIGHT INFORMATION FORM

ACC56	APPLICATION FOR THE AIR CADET SERVICE MEDAL (CURRENTLY SERVING)
ACC57	APPLICATION FOR THE AIR CADET SERVICE MEDAL (FORMER AIR CADETS)
ACC58	ANNUAL MUSIC AWARDS FOR EXCELLENCE
ACC63	ACL VOLUNTEER LONG SERVICE MEDAL
ACC63.1	ACL VOLUNTEER LONG SERVICE MEDAL TO APPROVE/RECOMMEND
ACC64	POST-SECONDARY SCHOLARSHIPS APPLICATION
ACC68	CONTINUATION FLYING TRAINING AWARD APPLICATION
F13-1110A	ACCIDENT CLAIM FORM (iA Financial Group)