

ARMY CADET LEAGUE OF CANADA



BRITISH COLUMBIA BRANCH  
ACLC (BC)

## Sponsoring Committee (SC) Handbook

“We are here for the cadets!”

Final Review Edition  
November 2009





## Table of Contents

|   |    |
|---|----|
| FORWARD.....                                      | 4  |
| 1.0 THE CADET PROGRAM .....                       | 5  |
| 1.1 Mission .....                                 | 5  |
| 1.2 Vision.....                                   | 5  |
| 1.3 Aim .....                                     | 5  |
| 1.4 Organization .....                            | 5  |
| 2.0 THE ARMY CADET LEAGUE OF CANADA (ACLC) .....  | 5  |
| 2.1 Mission .....                                 | 5  |
| 2.2 Objectives.....                               | 6  |
| 2.3 Organization .....                            | 6  |
| 2.4 THE PARTNERSHIP .....                         | 6  |
| 2.5 Responsibilities .....                        | 8  |
| 2.6 DND/Corps Responsibilities .....              | 8  |
| 2.7 SC Responsibilities .....                     | 8  |
| 2.8. Local Sponsor Responsibilities .....         | 9  |
| 3.0 THE SPONSORING COMMITTEE .....                | 9  |
| 3.1. Being a Sponsoring Committee.....            | 9  |
| 3.2. Constitution and By Laws.....                | 10 |
| 3.3. Sponsoring Committee Organization .....      | 10 |
| 3.4. Sponsoring Committee Organization Chart..... | 10 |
| 3.5. Planning for Success.....                    | 11 |
| 3.6. Conduct of Meetings .....                    | 11 |
| 4.0 FINANCIAL .....                               | 12 |
| 4.1 Financial Administration .....                | 12 |
| 4.2 Preparing the Annual Budget .....             | 12 |
| 4.3. Managing the Corps Finances .....            | 12 |
| 4.4. Fundraising.....                             | 13 |
| 4.5 Tax Receipts .....                            | 13 |
| 4.6 GST Rebates.....                              | 13 |
| 4.7 Branch Levy .....                             | 13 |
| 4.9 BC Gaming Commission .....                    | 14 |
| 5.0 FACILITIES .....                              | 14 |
| 6.0 RECRUITING .....                              | 14 |
| 6.1 General.....                                  | 14 |
| 6.2 Retention .....                               | 15 |
| 7.0 Volunteers and screening .....                | 15 |
| 7.1 Why Screen Volunteers.....                    | 15 |
| 7.2 The Screening Process .....                   | 15 |
| 8.0 PUBLIC RELATIONS AND COMMUNICATIONS .....     | 16 |
| 8.1 General.....                                  | 16 |
| 8.2 Public Relations.....                         | 16 |
| 8.3 Communications.....                           | 16 |
| 9.0 LOGISTICS .....                               | 17 |
| 9.1 Supply .....                                  | 17 |
| 9.2 Transportation .....                          | 17 |
| 10.0 INSURANCE .....                              | 17 |
| 11.0 APPENDICES .....                             | 18 |

## **FORWARD**

This handbook has been designed as a stand - alone source for Sponsoring Committees (SCs) to understand how to provide the support necessary to ensure the effective delivery of the Corps Training Programs and activities. It provides the basic information and tools however, there are many sources of more detailed information to assist SCs and this Handbook will highlight where these can be found. It is to be considered a companion to the Army Cadet League (ACL) Policy Manual which provides extensive detail of the major responsibilities of the SCs and can be accessed directly from the Army Cadet League of Canada (ACLC) home page. [www.armycadetleague.ca](http://www.armycadetleague.ca). A copy of the Index to the Policies Manual is included at Appendix 1 to provide an overview and ready reference to the contents of that Manual.

The detailed Memorandum of Understanding (MOU) which delineates the responsibilities between DND and the ACLC is included in the Policy Manual and can be accessed at [www.armycadetleague.ca/Templates/pdf/polManual/English/pol\\_3\\_2.pdf](http://www.armycadetleague.ca/Templates/pdf/polManual/English/pol_3_2.pdf)

Specific information regarding the operation and activities for the Army Cadet League of Canada British Columbia Branch (ACLC(BC)) is available at [www.armycadetleague.bc.ca](http://www.armycadetleague.bc.ca) .

To access information on the overall cadet program use [www.cadets.ca](http://www.cadets.ca) .

To understand the history of the development of the Royal Canadian Army Cadets (RCAC) access [www.armycadethistory.com](http://www.armycadethistory.com)

The British Columbia Branch maintains an office at: 39 Brigade Headquarters located at 4050 West 4th Avenue, Vancouver BC V6R 1P6. It can be reached by telephone 604-733-1980, fax 604-731-4988 or toll free 1-877-733-1980.

OR

Room 21 LGen Ashton Armoury, Saanich, BC toll free 1-877-733-1980 or Ex Dir Cell 778-977-2995

**Please pass any and all comments on this document to:**

Les Corbett [lescorbett@shaw.ca](mailto:lescorbett@shaw.ca) Tel: 250-871-3344

## **1.0 THE CADET PROGRAM**

### **1.1 Mission**

1.1.1 The mission of the Cadet Program is to contribute to the development and preparation of youth for the transition to adulthood, enabling them to meet the challenges of modern society, through a dynamic community-based program.

...a dynamic  
community-based  
program

### **1.2 Vision**

1.2.1 A relevant, credible and proactive youth development organization, offering the program of choice for Canada's youth, preparing them to become the leaders of tomorrow through a set of fun, challenging, well-organized and safe activities.

### **1.3 Aim**

1.3.1 The aim of the Cadet Program is to develop in youth the attributes of good citizenship and leadership, promote physical fitness and stimulate the interest of youth in the sea, land and air activities of the Canadian Forces.

### **1.4 Organization**

1.4.1 The Army Cadet Program celebrated its 125th Anniversary in 2004. It has evolved to be a program which annually provides almost 20,000 Canadian youth with an opportunity to become good citizens, learn leadership skills and brighten their futures through personal development. Prior to 1968 the Canadian Army provided all support to Army Cadet Corps. However, upon unification of the Armed Forces this was no longer possible and all support for cadet activities (Navy, Army and Air Force) were consolidated under National Defence Headquarters (NDHQ) and limited to solely the basic requirements. Therefore there was a need for a community based organization to provide the extended support necessary to provide a challenging and entertaining program. This led to the creation of a partnership between the Department of National Defence (DND) and The Army Cadet League of Canada. (ACLC).

## **2.0 THE ARMY CADET LEAGUE OF CANADA (ACLC)**

### **2.1 Mission**

2.1.1 The Army Cadet League of Canada, a civilian non-profit charitable organization, is committed to supporting the Army Cadets by working in partnership with local communities and the Canadian Forces in the development of policies and methods for achieving the aims and objectives of the Canadian Cadet Movement in general and the Royal Canadian Army Cadets in particular.

## 2.2 Objectives

2.2.1 The objectives of the ACLC are to:

- Encourage and promote interest in and support of the RCAC;
- Facilitate and recommend the formation of army cadet corps;
- Assist in the recruitment of Cadet Instructors and participate in the recruitment of cadets;
- Provide and supervise local sponsors;
- Ensure that the Army Cadet Programme is adventure-oriented, challenging, consistent with our aims and relevant to present society;
- Collect, receive, hold and invest funds and property from contributions, gifts, grants, subscriptions, or legacies and use such funds, subject to the donors direction for the benefit of the Royal Canadian Army Cadets;
- Protect the over-all interests of the Army Cadet League of Canada;
- Coordinate and influence effective support of army cadet corps authorized activities at all levels.
- The BC Branch will organize, maintain and supervise Sponsoring Committees in every Army Cadet Corps in British Columbia”

Provide a fun and challenging program...

## 2.3 Organization

2.3.1 In 1971 the Army Cadet League of Canada, with a national office in Ottawa, was formed with the authority to form branches in the Provinces and Territories. The following year the British Columbia Branch was formed through a charter registered under the Societies Act of BC. It also obtained the status of a Charitable Organization with Canada Revenue Agency.

2.3.2 In the Branch organization there are three levels in the administrative structure, Provincial, Zone and Corps. In order to administer to the 49 Corps spread over a vast area, the province is organized onto nine zones. Each of the nine zones is headed by a Zone Chairperson who is a member of the Branch Executive Committee. The Zone Committee consists of the Chairperson of each SC in the zone and the other members considered necessary by the Zone Chairperson.

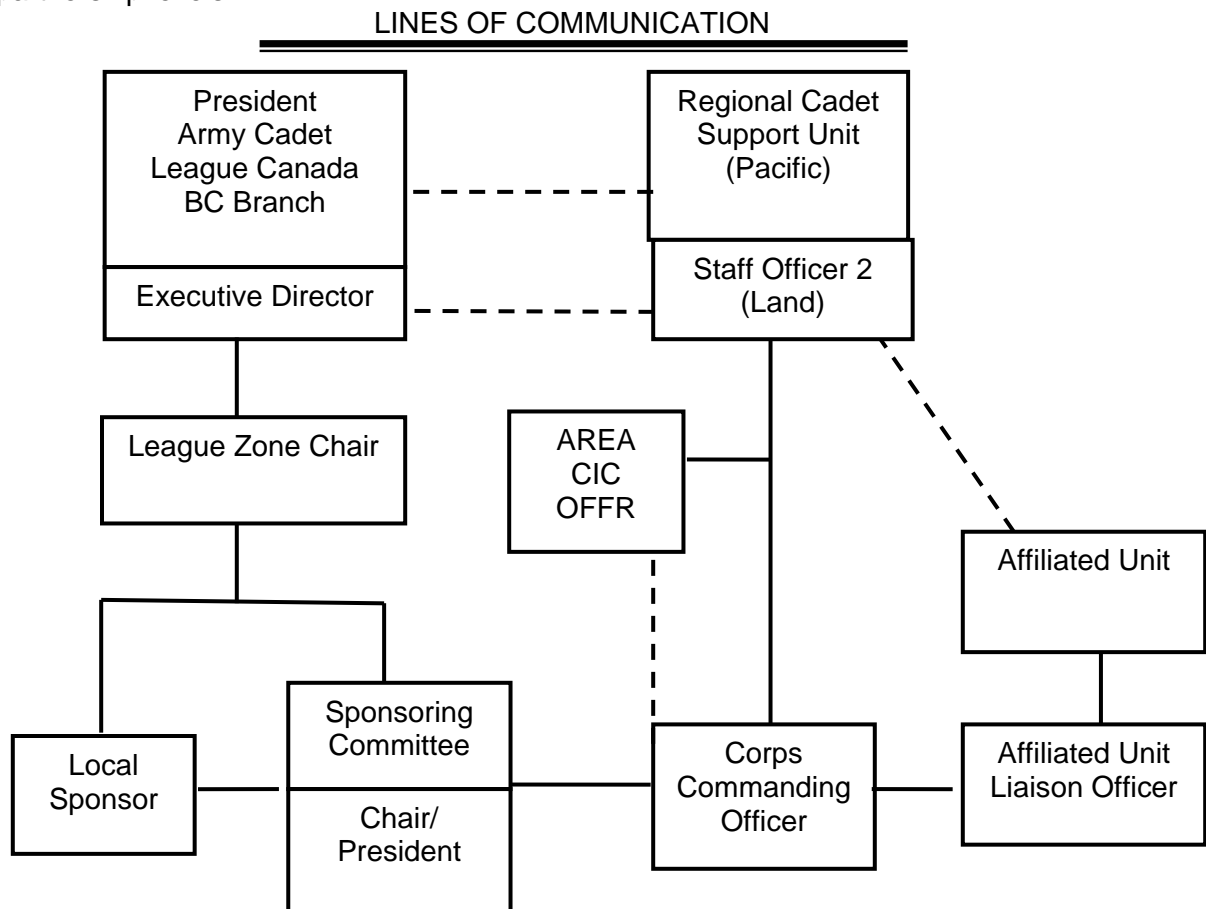
## 2.4 THE PARTNERSHIP

2.4.1 At the national level the Army Cadet League maintains an office in Ottawa and maintains liaison with the Directorate of Cadets which administers the training program through the Regions. The League maintains close contact with the Director of Army Cadets

2.4.2 In British Columbia the partnership is between the BC Branch of the League and the Regional Cadet Support Unit (Pacific). The cadet program in BC is administered by the Regional Cadet Officer (RCO) who is the Commanding Officer of Regional Cadet Support Unit (Pacific) (RCSU(P)). The Army Cadet office works closely with the BC Branch of the League in planning and conducting Corps training and is extremely busy in implementing new activities.

2.4.3 At the Corps Level the partnership is between the Commanding Officer (CO) and the Corps SC. The importance of this part of the partnership cannot be overstated. The CO is responsible for the development and implementation of the training program which consists of mandatory and optional elements. DND sets the mandatory elements and provides the necessary personnel, equipment and financial resources for this program. The SC provides the CO and his staff with the necessary volunteers, equipment and financial resources to conduct the optional element. It is at the corps level where cadets are recruited, trained and retained. A big factor on corps strength is cadet attendance and retention which depends mainly on the type and quality of the activities conducted. With the proper joint planning by the CO and the SC, the required support can be provided and the cadets can participate in an energetic, challenging and fun program.

2.4.4 The following chart depicts the lines of communications between the various partnership levels.



2.4.5 Although each of the partners has its own responsibilities, there is much consulting and cooperation with each other in all matters. In some cases the SC lacks the ability to conduct some of its responsibilities and where the military staff can assist this allows for the successful completion of the activity. Close cooperation is essential for the delivery of an effective program which will keep the cadets interested and challenged.

## 2.5 Responsibilities

2.5.1 The responsibilities of the partners are defined in a Memorandum of Understanding (MOU) which was agreed between DND and the Navy, Army and Air Force Cadet Leagues in Dec. 2006. The full document can be accessed at: ([www.armycadetleague.ca/Templates/pdf/polManual/English/pol\\_3\\_2.pdf](http://www.armycadetleague.ca/Templates/pdf/polManual/English/pol_3_2.pdf)). The following paragraphs list the general responsibilities of the partners and should be read in conjunction with the MOU.

## 2.6 DND/Corps Responsibilities

2.6.1 In British Columbia, DND is represented by RCSU(P) which is a military organization and part of the Canadian Armed Forces. This is the organization that directs the activities of all the military personnel associated with the delivery of the program in British Columbia. At the local level the CO has full responsibility for the operation of the corps including accountability for all personnel matters and the safe conduct of training.

2.6.2 The main DND/Corps responsibilities are:

- To develop and implement the overall Cadet Program,
- To hire, pay and train Cadet Instructor Cadre (CIC) officers and staff to conduct the program,
- To plan and manage the local cadet activities,
- To provide summer camps, exchanges and expeditions,
- To provide when DND equipment and material to support the program,
- To provide administrative support for cadets and the program,
- To provide transport and supply support for local and regional activities,
- To establish an honours and awards process, and
- To assist SC as required.

|   |
|---|
| The CO is responsible for the overall program |
|---|

## 2.7 SC Responsibilities

2.7.1 The SC operates in support of all corps activities and is responsive to the needs of the CO.

2.7.2 The main SC responsibilities are:

- To obtain, in concert with the Sponsor, suitable facilities for the corps,
- To provide effective management of all monies received by the corps,
- To provide financing for corps needs not provided by other sources,
- To facilitate the recruitment of eligible young people as cadets,
- To assist the Corps at public and corps activities,
- To award trophies and other special rewards,
- To sponsor Cadet bands,
- To conduct a communications/public affairs activity,
- To provide uniforms and equipment not provided by DND,
- To identify qualified persons as potential officers for the corps.

- To assist the CO in the care and custody of corps equipment,
- To keep in contact with the SCs of other cadet corps and
- To conduct the business of the SC.

## **2.8. Local Sponsor Responsibilities**

2.8.1 Army Cadet Corps have traditionally had Sponsor (not to be confused with the Sponsoring Committee) groups within the community. These are often branches of the Canadian Legion, Rotary Clubs, or other community groups who are committed to assist community activities. When becoming a Sponsor, the Sponsor organization signs a Sponsor Agreement pledging to provide corps support which may include accommodation, recruiting assistance, contacts and public relations with the community and other needs not supplied by DND. These days most Sponsor organizations do not have the finances or membership to meet all of these needs on their own. As the local support varies greatly within communities, corps requiring assistance with Sponsor organization arrangements should contact the ACLC (BC) office directly.

## **3.0 THE SPONSORING COMMITTEE**

### **3.1. Being a Sponsoring Committee**

3.1.1 In accordance with the MOU between DND and the ACLC it is essential for all army cadet corps to have effective SCs. The SC plays a significant role in the overall assistance to any army cadet corps. In almost every case the formation of an effective committee has brought about a better program, increased cadet attendance and retention. The term 'Sponsoring Committee' includes all the parents and other members of the community that support the corps. Members are approved by the SC Executive Committee which is elected at the Annual General Meeting (AGM). SC Executive Members can attend the ACLC(BC) Branch AGM with each committee group having one vote on League issues. Members of the Corps staff are not members of the SC but may be called upon for advice and assistance at any time. The CO, although not a voting member of the SC, should attend SC meetings to brief the committee on training activities and items of general interest.

3.1.2 The principal reasons for creating SCs are as follows:

- The DND/ACLC MOU requires such an organization in order to establish and continue to operate a Cadet Corps,
- Corps funds and assets must be held and controlled by the SC,
- In order to qualify for BC Gaming Commission Grants there must be a functioning committee and all grant applications must be accompanied by formal documentation proving its existence,
- DND requires vehicles, equipment and material held in the name of the Corps to be administered by the SC,
- All persons doing volunteer work for the corps must be a member of the Sponsoring Committee or the Sponsor Organization, and
- The League provides insurance coverage for all members registered with the Sponsoring Committee.

3.1.3 SCs report to the League Branch as they are part of the Branch operation and the Branch, through the zone chairpersons provides support to each Corps Sponsoring Committee.

### 3.2. Constitution and By Laws

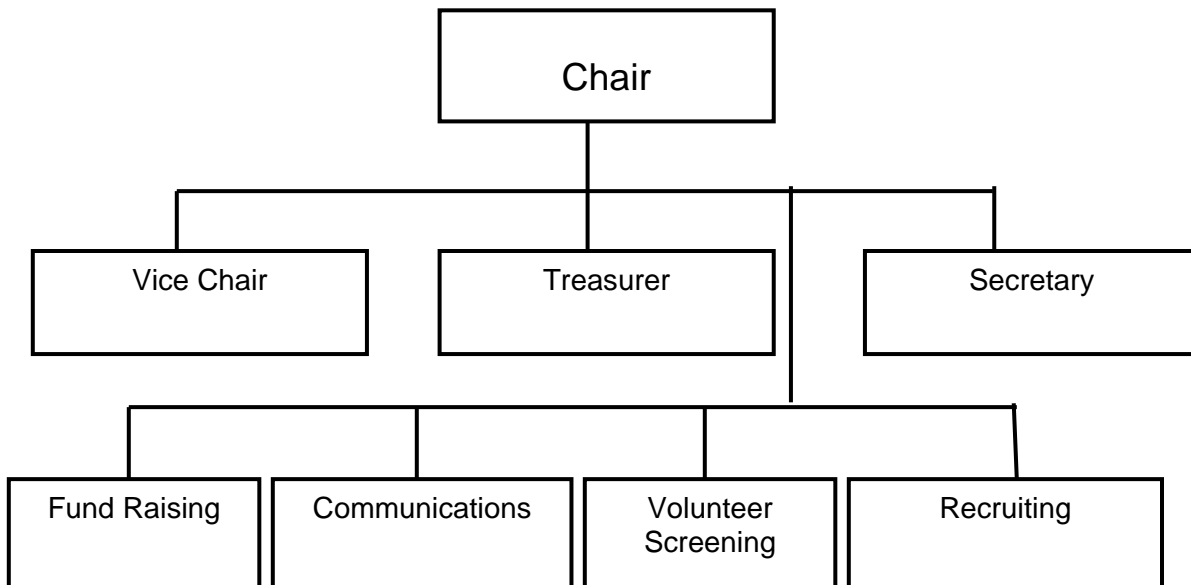
3.2.1 To ensure a Sponsoring Committee can function in an orderly manner a Constitution and By Laws must be in place to outline the organizational structure and responsibilities of the SC. A sample is included at Appendix 2.

### 3.3. Sponsoring Committee Organization

3.3.1 Sound, basic organization and good leadership in the formation of a SC, and working in close co-operation with the corps officers are the real secrets to success of an Army Cadet Corps.

3.3.2 All SCs require an executive to conduct the business of the Committee and to provide support to the CO in achieving the training plan. Although the size and scope of the executive will vary with the size of the Corps, all of the functions represented below are required. In a smaller Corps this will require fewer people as the functions may be combined or completed cooperatively by all those involved. The SC consists of the following elements:

### 3.4. Sponsoring Committee Organization Chart



The duties and responsibilities of the key sponsoring committee executive positions are outlined in Appendix 2.

### 3.5. Planning for Success

3.5.1 Corps success is predicated upon having an effective and challenging program that is delivered in an effective and professional manner. This can only be achieved by close cooperation and joint planning between the SC and the Corps military staff. Annually in April the planning cycle starts with the CO developing his training plan for the following fall and winter. This plan is the COs responsibility but it must be established in concert with the SC to ensure that all of the support required from the SC is identified. This allows the SC to identify and schedule parents or other resources required for the various activities within the plan.

Developing the training plan should be a joint CO/SC effort

3.5.2 The training plan will include a broad range of activities depending on the availability of staff and resources. Mandatory activities are those activities that are requisite for Corps to conduct and for cadets to complete in order to fulfill the phase training, star programme or proficiency level programme requirements. Complementary activities are activities that complement the mandatory activities and are requisite for corps to conduct in order to fulfill the phase training, star programme or proficiency level programme requirements. Corps COs have the discretion to select complementary activities from a range of choices. Mandatory and complimentary activities are fully supported and funded by DND. However, there are often additional activities that make the program more interesting and inviting to the cadets and these are considered to be optional activities. Optional activities augment the phase training, star programme or proficiency level programme both to maintain cadets' interest and to allow corps COs to tailor the overall cadet program to meet the desires and circumstances of the community. The SC is responsible for providing the support and resources necessary to conduct optional training.

Mandatory, complimentary and optional activities

3.5.3 The training plan consists of many activities most of which will require very limited, if any, support from the SC. However, other activities such as the Annual Ceremonial Review (ACR) will require considerable SC support. When conducting the joint development of the plan with the CO the SC must identify those activities it is required to support and define the types and levels of support necessary. Planning for each of these activities should result in separate activity plan. A sample template to assist in this process is attached at Appendix 3. These plans can be as simple or as complex as necessary but using the template will assist in identifying and communicating the support required for the activity to be a success.

3.5.4 Then, considering the overall annual schedule, the SC must be able to identify delivery milestones. A sample Annual Planning Timeline to assist in tracking necessary actions is attached as Appendix 4. This template provides the SC with an easy way to keep track of current and upcoming activities and should be reviewed at each meeting.

### 3.6. Conduct of Meetings

3.6.1 The proper conduct and recording of meetings is necessary for administrative and financial reasons. It is a principal responsibility of the Chairperson to ensure

meetings are run efficiently and that all issues are discussed and decisions taken in an orderly fashion. This, from time to time, may require a firm approach but by doing so meetings will be more productive and take less time. Attached at Appendix 5 are a sample of an agenda and minutes to assist the chairperson.

## **4.0 FINANCIAL**

### **4.1 Financial Administration**

4.1.1 Sponsoring Committees are responsible on behalf of the League to administer the funds and assets of the corps which involves; preparing the annual Budget, fund raising, safe keeping of funds, preparing financial statements and maintaining control of corps assets not provided by DND.

### **4.2 Preparing the Annual Budget**

4.2.1 Concurrent with the development of the annual training plan the CO and the SC develop a joint budget. This budget will identify the expected income from all sources and expected expenses for of each training activity. Should there be a shortfall this will be an indicator to the SC of the additional funds required through fundraising activities. To coincide with the cadet training year, the budget should cover a period from 1 September of the current year to 31 August of the following year. On behalf of the CO the SC will manage this budget and report the current status to the CO monthly.

A joint budget  
is essential for  
success

### **4.3. Managing the Corps Finances**

4.3.1 There are several sources of funds for the operation of the Corps. DND provides an annual allocation to fund the basic program, sponsors provide funds and funds are received through fund raising. All these funds are for the sole purpose of supporting the local Cadet Program. The SC is responsible for the accounting and management of all sources of funds.

4.3.2 Each SC must have a single bank account (except in the instance where there are BC Gaming funds involved - see BC Gaming below) that serves as the repository for all these public and non-public funds. This account is to be in the name of the Corps and is managed by the SC, on behalf of the BC Branch of the ACLC. All funds raised locally by or in the name of the Corps are referred to as “non-public funds” and must be deposited directly to the corps bank account. All funds sent to the cadet corps by DND in the form of allowances, grants or reimbursements of expenses, referred to as “public funds, must likewise be deposited to the single corps bank account. If a Corps is facing closure or there are abuses of the accounts the BC Branch will take over control of the account and manage the account until the situation is resolved.

4.3.3 Corps accounts are normally audited by the ACLC (BC Branch) assisted by a representative of the RCSU (Pac) at minimum every 5 years. The President of the Provincial Branch may direct additional audits in the interest of prudent fiscal management. A sample financial report is attached as Appendix 6.

## 4.4. Fundraising

4.4.1 The responsibility for fundraising rests with the Sponsoring Committee. The need for fundraising varies considerably from Corps to Corps depending on their sources of funds. As it can be very demanding and time consuming it should only be used when there are insufficient funds to achieve the training plan objectives and where the fundraising effort is seen to be worthwhile in view of the return. While there are many ways to raise funds, past experience has provided guidelines to be considered as follows:

|                                 |
|---------------------------------|
| Return must be worth the effort |
|---------------------------------|

- The method should be simple, and of short duration.
- The process must not take up too much time of the officers, cadets and parents.
- If possible, avoid door to door selling by cadets, as it is difficult to control cash and inventories.
- Any fund raising that involves the use of officers and cadets must have the COs approval.

4.4.2 Fund raising, by local corps, is nearly impossible at the National and Provincial levels but there is great support in communities where cadet corps are located. Fund raising activities must be properly organized and it helps if the corps has a good public relations program. Some corps have found that fund raising, in itself, provides good public relations as the public sees the cadets. A Fundraising Plan is attached at Appendix 7.

## 4.5 Tax Receipts

4.5.1 In many cases individuals who make donations of cash or in kind would like a tax receipt. The Branch has arranged with Canada Customs and Revenue Agency to allow corps SCs to have charitable status under the umbrella of the BC League's charitable status. Corps receiving donations should contact the Branch office to ascertain what documentation is required and the Branch Office will prepare and distribute the receipt. If there is any doubt about the need for a receipt, especially before any agreement is reached about granting a receipt, then the BC Branch must be contacted for a qualified response.

## 4.6 GST Rebates

4.6.1 Similarly, the BC Branch has arranged for all corps SCs to have direct access numbers to obtain a rebate of %50 of GST payments. These arrangements were made possible on the basis that SCs are part of the League Branch organization. Corps should contact the Branch Office to acquire their access number and instructions as to how to apply.

## 4.7 Branch Levy

4.7.1 The ACLC is established as a charitable, non-profit organization and Branch offices have no sources of revenue other than donations and the annual levy paid by each Corps. Each year a corps levy is necessarily assessed on Corps Sponsoring Committees to help finance the League at the branch level in carrying out its responsibilities. In accordance with the majority vote of the members at our AGM in Vernon on 26 April 2009 this year's levy remains at \$10.00 per cadet.

4.8.2 In addition to the general operating expenses of the BC League office; costs of administration of the Army Cadet Service Medal programme, your levy dollars also support the Zone Orienteering Competition and other events based on the recommendations of the Regional Cadet Support Unit (RCSU). The League also pays the reasonable travel expenses of our executive and zone chairs as they assist Cadet Corps in the formation or development of Corps Sponsoring Committees.

## 4.9 BC Gaming Commission

4.9.1 The BC Gaming Commission has established the Direct Access Program which specifically allows direct access to cadet organizations. Requests for gaming funds must come from accredited SCs and must be managed in a separate account specifically for

A separate gaming bank account is required ...

Gaming funds. In order to qualify for the funds there must be clear records that the SC is an efficiently run organization that controls and allocates the funds effectively. These include; a constitution and by-laws, an executive structure, minutes, financial statements and proof of the ongoing viability of the Corps. As substantial benefits can be received from this source it is recommended that the SC is organized

in the manner described in this handbook as it meets BC Lottery requirements. Further financial information is available at:

[http://www.armycadetleague.bc.ca/financial\\_records.htm](http://www.armycadetleague.bc.ca/financial_records.htm)

## 5.0 FACILITIES

5.1 Appropriate training and storage facilities are a basic requirement of every Army Cadet corps. If the Canadian Forces (CF) can provide a facility this is ideal. However, it is very seldom the case; where DND does not provide the required facilities it is the responsibility of the SC, in cooperation with the Sponsor to provide this support. This will often require additional expense that must be funded locally. Space can often be acquired in Sponsor, association or community facilities, such as schools, or community centres.

## 6.0 RECRUITING

### 6.1 General

6.1.1 The SC consists of the parents, Sponsor representatives, affiliated unit and association representatives and all other community people who are interested in contributing the successful achievement of the mission of the Cadet Program.

These people are knowledgeable of the local situation and resources and are the ideal people to seek recruits for both cadet

The best recruiters are happy, challenged cadets...

and CIC staff. It is an ongoing task to identify potential candidates and then recruiting them to the program. The SC will normally organize a recruiting drive in early September and one or more supplemental efforts in January and/or March each year. The key to attracting both cadets and staff is to have an active challenging program which is supported by an effective public relations and communications program. Active and visible participation in school, charity and community programs also provides good exposure.

6.1.2 The best “recruiters” are the current cadets, their parents and the corps staff through their enthusiasm and example. If cadets experience fun, challenging and new activities their story telling at school and other team activities create an excellent recruiting opportunity.

6.1.3 Conducting recruiting activities should include being highly visible while; visiting appropriate schools, participating in community events, supporting local charities and attending sponsor parades and other events. The Corps CO and staff must support the recruiting efforts to ensure the continued viability of the Corps.

## 6.2 Retention

6.2.1 Retaining cadets and staff is critical to the continuation of the Corps. The Cadet Program is designed to provide increasing leadership opportunities and more demanding challenges hence, the value of the program increases over time. There is a direct link to retention from the corps’ well planned and executed program and activities, the supervision provided and the learning environment. Providing both the cadets and staff with worthwhile, stimulating and fun activities will keep them coming back. It is also necessary that the community provides the leaders and sufficient support from within the community to maintain an Army Cadet corps of at least 30 cadets and the required instructional staff. Further information can be accessed at: [www.armycadetleague.bc.ca/docs/recruiting\\_retention.pdf](http://www.armycadetleague.bc.ca/docs/recruiting_retention.pdf) . A Recruiting Plan is attached at Appendix 8.

## 7.0 Volunteers and screening

### 7.1 Why Screen Volunteers

7.1.1 The success of the cadet program relies on the many volunteers that support the program. However, considering that we are responsible for the safety and wellbeing of the cadets we must do reliability checks on all volunteers.

Screening is essential to ensure the safety of our cadets

Although the process appears, at first glance, to be cumbersome it actually consists of four simple steps. Once these are completed and approval is received the screening is valid for five years. The detailed description of the process and advice on how to complete it are available at:

[http://www.armycadetleague.ca/Templates/pdf/polManual/English/pol\\_10\\_1.pdf](http://www.armycadetleague.ca/Templates/pdf/polManual/English/pol_10_1.pdf)

### 7.2 The Screening Process

7.2.1 The initial step is an informal meeting to advise the volunteer why the screening is necessary, what is required to complete the screening and how the process will be conducted. The volunteer will need to complete the application form, provide two pieces of ID, complete a Police record check and provide an appropriate photograph. Once the documents are available the volunteer should be formally interviewed by a panel of two or more members of the SC and the CO. This is to ensure that the volunteer is aware of their responsibilities concerning the cadets and to confirm their suitability. This step is followed by a local check of their references and any internal confirmation by the SC. Finally, the necessary documentation is forwarded to the BC Branch Screening Coordinator, Bonnie Banman, 206-3048 Henry Street, Port Moody, BC V3H 2K3.

Reference to <http://www.armycadetleague.bc.ca/screening.htm> will provide much more information on the process, a complete description and the related forms and templates to assist with the whole process.

7.2.2 It is important to deal with the screening in a professional and efficient manner to impress on the volunteers the significance we place on this process. The Volunteer Screening form is attached at Appendix 9.

## **8.0 PUBLIC RELATIONS AND COMMUNICATIONS**

### **8.1 General**

8.1.1 Many cadet corps problems could be minimized by a good public relations (PR) and communications (Comms) program. The Corps has a twofold challenge; provide the public with solid attractive information regarding the cadet program and to provide parents and SC members with the detailed information on Corps activities. The first is considered PR and the second Comms.

### **8.2 Public Relations**

8.2.1 Good PR is achieved through providing local media, sponsors and the community with positive and current information regarding Corps activities.

With a good program the corps becomes better known in the community making it easier to recruit both officers and cadets and to raise funds. Good public relations require the full attention of the SC. Large daily newspapers very seldom will give cadet coverage but

smaller community newspapers usually will include information on cadet activities if it interesting and well presented. Also, community newspapers are receptive to pictures and most prefer black and white copies. Public relations is done not only to give publicity to the corps but also to give recognition for special cadet awards and achievements. Community newspapers usually are receptive to articles and pictures when cadets receive significant awards but very few corps submit press releases on those occasions. This is unfortunate because nothing will get the attention of the cadet age youth than seeing a picture and reading about a friend or school mate getting a medal or parachute wings. SC should also check if local organizations such as Chamber of Commerce, Service Clubs, etc. hold meetings or business luncheons. Usually, they welcome speakers from out of town and this would be good opportunity for visiting League or DND officials to give talks on the cadet program and the need for support.

Public Relations is informing the public about the cadet program...

### **8.3 Communications**

8.3.1 Potentially the most significant function of a SC is to keep parents and members of the committee informed at all times. Prompt and effective communications will ensure parents are forewarned of upcoming events and their potential participation. Early notification makes it much easier for them to agree to contribute their time or resources.

Using newsletters, notices, e-mail, web sites, telephone and, most importantly personal contact will contribute significantly to getting and keeping parents onboard. Attached at Appendix 10 is a Communications Plan.

Communications is advising the cadet community of activities and events...

## **9.0 LOGISTICS**

### **9.1 Supply**

9.1.1 Although DND provides the necessary support to permit the completion of the basic cadet program there are many things that, if available, will make for a much more effective and enjoyable experience for the cadets. These additional items could include regimental uniforms and regalia, additional camping stores, specific sports equipment and adventure equipment. These are provided through the efforts of the SC. The ability of each corps to provide these additional items varies but regardless of the quantity or quality of additional items the SC must have a means to properly maintain and control these items. DND has a very structured supply accounting system and in many cases the SC can use the same or a similar system.

9.1.2 All items acquired by the SC are considered “non-public” material and should be given the same degree of control as similar DND provided “public” material. This includes the provision of secure, organized and clean storage facilities.

### **9.2 Transportation**

9.2.1 Normally DND provides transportation for training and exercises but there are often occasions where local transportation is required for a fundraising or other activity. In this case the SC needs to coordinate vehicles and drivers. Usually parents and corps staff provides this assistance. To accomplish this task the SC communications representative will maintain a contact list of approved parents and other volunteers. Depending on the event there may be a requirement for many drivers and it would be impractical for all drivers to have completed the Volunteer Screening process. In this case it is sufficient to have a Drivers' Log Form completed for each driver. A sample of a Drivers' Log is at Appendix 11. It is important to note that where individual parents or friends transport cadets in their personal vehicles, any accident that may occur comes under the jurisdiction of the Automobile Insurance Act of the province in which the vehicle owner resides. Neither DND nor the League provides insurance coverage for automobile accidents.

## **10.0 INSURANCE**

10.1 Although the overriding principal for the conduct of the Cadet Program is safety... accidents do happen. The potential for legal action and the resulting costs and court ordered indemnity is a real and immediate risk. To cover this eventuality there is insurance coverage provided to all those who participate in the program. These individuals include members of the Canadian Forces (CF) and Civilian Instructors who are under contract to the Department of National Defence (DND) and whose liability and accident benefits are assumed by DND. The cadets, sponsors, volunteers and League members are by definition “civilians”. Therefore, the Army Cadet League of Canada (ACLC) has assumed the responsibility to protect all civilian members against risk by contracting and administering sufficient insurance coverage to protect them while they assist in delivering the Army Cadet Program. Both accident and liability insurance are provided through policies established and funded by the ACLC National Headquarters.

10.2 It is important to understand the key factor that determines whether a cadet or adult is covered by our insurance policies. The overriding condition is that the activity during which the incident occurred MUST be an authorized cadet activity. Proof may be

requested by the insurer that the activity was in fact authorized in accordance with instructions from the responsible military headquarters.

10.3 On occasion, you may be asked by a supporter/ agency/ corporation, to provide proof of liability insurance in order to have access to facilities to conduct approved activities. The Certificate of insurance will provide such proof and can be obtained by simply completing and submitting the required form. Requests for Certificates of Insurance should be submitted to ACLC(BC) office at least **one month** (if possible) prior to the first date of the event for which they are intended. You only need to acquire a Certificate of Insurance when requested by outside agencies/ corporations. The certificate is not required for the vast majority of cadet activities. The request form and further information regarding insurance is available at:

<http://www.armycadetleague.ca/Templates/insbooke.html>

10.4 The ACLC insurance policies are solely for accident and third party liability. Corps should be aware that there is no national coverage for property. Corps with large holdings of valuable assets, including regimental uniforms and regalia, should consider separate property coverage.

## **11.0 APPENDICES**

- Appx 1: ACLC Policies Manual Index
- Appx 2: Sample Constitution and Bylaws and Key Responsibilities
- Appx 3: Sample Activity Plan and Template
- Appx 4: Sample Annual Timelines
- Appx 5: Agenda and Minutes
- Appx 6: Sample Financial Report
- Appx 7: Sample Fundraising Plan
- Appx 8: Sample Recruiting Plan
- Appx 9: Volunteer Registration Form
- Appx 10; Communications Plan
- Appx 11: Driver's Log
- Appx 12: Abbreviations

**Extract From**  
**ACLC Policies Manual Index**  
 The Army Cadet League of Canada  
 National Policies and Directives

Last revised: April 2009

| <b>Section</b> | <b>Subject</b>  |
|----------------|---|
| <b>1</b>       | <u>Policy Manual Purpose and Use</u>                                |
| <b>2</b>       | <b>Glossary</b>   |
| 2.1            | <u>Definitions and meanings used in this manual</u>                 |
| 2.2            | <u>Military Abbreviations</u>                                       |
| <b>3</b>       | <b>Organization and Responsibilities</b>                            |
| 3.1            | <u>Aim of the Canadian Cadet Organizations</u>                      |
| 3.1A           | <u>League Mission Poster</u>  |
| 3.2            | <u>Memorandum of Understanding (MOU)</u>                            |
| 3.3            | <u>Roles and Responsibilities of the Corps Sponsoring Committee</u> |
| 3.3A           | <u>Organization Chart - Local Corps</u>                             |
| 3.4            | <u>National Organization Chart</u>                                  |
| 3.5            | <u>Cadet Honour Code</u>  |
| 3.6            | <u>By-Law 8 (National By-Laws)</u>                                  |
| 3.7            | <u>Conduct of National Elections</u>                                |
| 3.8            | <u>Forming a New Cadet Corps</u>                                    |
| <b>4</b>       | <b>Insurance</b>  |
|                | <u>Insurance Booklet</u>  |
|                | <u>PDF Format</u>   |
|                | <u>Claim Form</u>   |
|                | <u>PDF Format</u>   |
|                | <u>Request for Certificate of Insurance</u>                         |
| 4A             | <u>Questions &amp; Answers</u>                                      |
| <b>9</b>       | <b>Membership Policy</b>  |
| 9.2            | <u>Life Membership</u>  |
| <b>10</b>      | <b>Volunteer Screening and Management</b>                           |
| 10.1           | <u>Screening and Management of Volunteers</u>                       |
| 10.1A          | <u>Registration Form</u>  |
| 10.1B          | <u>Driver's Log (Special Event)</u>                                 |
| 10.1C          | <u>Screening Coordinator's Handbook</u>                             |
| 10.1D          | <u>Telephone Reference Check Form</u>                               |
| 10.1E          | <u>Exception Tolerance Policy</u>                                   |
| <b>13</b>      | <b>Honours and Awards</b>   |

|           |  |
|-----------|--|
| 13.1      | <a href="#"><u>Army Cadet Service Medal (ACSM)</u></a>   |
| 13.1A     | <a href="#"><u>Certificate of Service</u></a>  |
| 13.1B     | <a href="#"><u>ACSM Presentation Text</u></a>  |
| 13.4      | <a href="#"><u>Major-General W.A. Howard Awards</u></a>  |
| 13.5      | <a href="#"><u>Walsh Award</u></a>   |
| 13.5 A    | <a href="#"><u>Walsh Award Nomination Form</u></a>   |
| 13.6      | <a href="#"><u>The D.W. Fleck Award</u></a>  |
| 13.7      | <a href="#"><u>The Lieutenant-General C.H. Belzile Trophy for Excellence in Largebore Marksmanship</u></a> |
| 13.8      | <a href="#"><u>The Lieutenant-General J.W. Quinn Annual Awards for Excellence in Music</u></a>             |
| 13.9      | <a href="#"><u>The Army Cadet League of Canada Cadet Corps Anniversary Certificates</u></a>                |
| 13.10     | <a href="#"><u>Chief of the Defence Staff Citation</u></a>   |
| 13.11     | <a href="#"><u>League Member of the Year</u></a>   |
| 13.13     | <a href="#"><u>National Marksmanship Awards (Overview)</u></a>   |
| 13.14     | <a href="#"><u>The Lieutenant-General J.E. Vance Leadership Awards</u></a>                                 |
| 13.15     | <a href="#"><u>Cadet Parachute Course Awards</u></a>   |
| 13.16     | <a href="#"><u>The Army Cadet League of Canada Awards (Rocky Mountain)</u></a>                             |
| 13.17     | <a href="#"><u>Volunteer Service Medal (VSM)</u></a>   |
| <b>15</b> | <b>Financial Controls and Accounting</b>   |
| 15.1      | <a href="#"><u>Financial Directive</u></a>   |
| 15.1A     | <a href="#"><u>Financial Directive - Funds</u></a>   |
| 15.1B     | <a href="#"><u>Request for Reimbursement for Travel Expenses Form</u></a>                                  |
| 15.3      | <a href="#"><u>Local Support Allocation (DND)</u></a>  |
| <b>16</b> | <b>Human Relations Policies</b>  |
| 16.1      | <a href="#"><u>Hiring Policy for Executive Director</u></a>  |
| <b>17</b> | <b>Awards (Financial) and Grants</b>   |
| 17.1A     | <a href="#"><u>GBCF Application Form</u></a>   |
| 17.2      | <a href="#"><u>1st Canadian Parachute Battalion Bursary</u></a>  |

## DRAFT CONSTITUTION AND BY-LAWS

### 1. NAME

The name of the organization shall be the “ \_\_\_\_\_ Royal Canadian Army Cadet Corps Sponsoring Committee”.

### 2. OBJECTS

The purpose of the Sponsoring Committee is to represent the Army Cadet League of Canada in the local community and provide support to the cadet corps such as:

- a. ensuring that the corps has adequate facilities to carry out the training program;
- b. providing that the corps has sufficient funds to support cadet activities not funded by the DND and to enable the corps to conduct optional training;
- c. assisting commanding officers in recruiting cadets, officers and civilian instructors when required;
- d. making known to the community the corps' goals and activities; and
- e. in cooperation with the Commanding Officer providing other assistance as needed.

### 3. DISSOLUTION

Upon winding up or dissolution because of disbandment or any other reason, the assets which remain after payment of all costs, charges and expenses which are properly incurred in the winding up shall be allocated by The Army Cadet League of Canada, British Columbia Branch to another army cadet corps. This position shall be unalterable.

When, in these circumstances, the assets transferred include 'gaming funds', the receiving Sponsoring Committee must disburse such funds within 12 months.

## BY-LAWS

### 1. ORGANIZATION

- a. The Sponsoring Committee shall consist of members of the Sponsoring Organization, and Parents/Guardians of cadets on strength with the corps. Other members of the community may become members with the approval of the Executive Committee.
- b. The Sponsoring Committee shall be governed by the Executive Committee, consisting of members of the Sponsoring Committee as follows:

- (1) Chair;
  - (2) Vice-Chair (Optional);
  - (3) Secretary (May be Combined);
  - (4) Treasurer;
  - (5) Public Relations Director;
  - (6) Fund Raising Director;
  - (7) Sponsor Representative (If not already represented);
  - (8) Affiliated Unit Representative; and
  - (9) Director at Large (Optional).
- c. An Executive Committee Member must be 19 years of age or over.
  - d. Cadet Instructor Cadre Officers and Civilian Instructors cannot be members of the Executive Committee.
  - e. No voting members of the Executive may receive remuneration or other financial benefits for their services to the organization, regardless of the type of service performed.

## 2. SELECTION OF EXECUTIVE COMMITTEE

It is important that members of the Executive Committee are willing and able to serve and put in sufficient time to carry out the duties of the position.

- a. Well before the Annual General Meeting, the Executive Committee will ask for volunteers from the membership to serve on the Executive Committee for the Training Year; and
- b. From those who volunteer, including present members of the Executive Committee, a slate is nominated. Also, nominations from the floor can be made. Candidates for positions where only one nomination is made will be elected by acclamation and elections will be held for the other positions.

## 3. EXECUTIVE COMMITTEE DUTIES

### a. Chair

The Chair will:

- preside at scheduled and periodic meetings of the committee and receives reports from various facets of the committee.
- maintain liaison between the sponsoring body and the committee.

- ensure that all members of the committee are carrying out their duties in a satisfactory manner.
- select and appoints able persons as sub-committee Chairpersons.
- check regularly on the activities of all committees (the Chairperson is an ex-officio member of all sub-committees), to see that their work is on schedule.
- present an Annual Report of the Sponsoring Committee to the Branch;
- actively participate in corps gatherings such as the annual Cadet and Parent Banquet, awards parades, Annual Ceremonial Review, etc.
- maintain a close and privileged relationship with the CO.
- ensure that there are suitable training facilities for the corps.
- recruit highly qualified officers and civilian instructors for the corps.
- in cooperation with the CO, maintain an account of all Non-Public Funds (NPF) and Property (NPP)

b. Vice-Chair

The Vice-Chair will:

- assist the Chair as required;
- assume the Chair in the absence of the Chair; and
- perform other duties as requested by the Chair.

c. Secretary

The Secretary will:

- ensure that all correspondence is dealt with in a timely and efficient manner;
- prepare and distribute the minutes of all Executive and General meeting;
- maintain a file of minutes, financial statements and other relevant material;
- assist the Chair in the preparation of agendas and reports; and
- notify members of date, time of meetings and publish agendas.

d. Treasurer

The Treasurer will:

- manage all routine matters related to the receipt, banking, accounting and disbursement of the cadet corps funds, including public grants/ allowances and non-public (locally raised) funds.
- where requested, assist the Sponsoring Committee Chair and corps CO in the preparation of the corps budget. Submit a copy of the corps budget to the Provincial office of the Army Cadet League of Canada (ACLC).
- maintain of an up to date record of all financial transactions of the corps and ensure that regular monthly reviews are completed.
- ensure that the annual statement of revenues and expenses are properly completed. Submit a copy the annual statement to the Provincial Office of the ACLC
- arrange an annual audit of the corps finances. Assist as required with audits conducted by the Provincial Office of the ACLC (normally conducted every 5 years).
- provide advice and assistance as appropriate to the Chair and members of the corps fund-raising committee.
- maintain an up to date record of all the Cadet Corps Non-Public property held by the Corps CO or the Sponsoring Committee and makes recommendation to the Chair of the Sponsoring Committee for the write-off of lost, damaged, obsolete or consumed items.
- advise the Chair of the Sponsoring Committee on matters related to the insurance of NPF assets and maintains records of insurance policies.
- where requested by Sponsoring Committee Chair, serve as an alternate signing authority for Corps bank account.

e. Public Relations Director

The Public Relations Director will:

- become acquainted with the media outlets in the community that are receptive to cadet publicity and find out their requirements for publication;
- consult with the Chair and the Commanding Officer and on appropriate occasions prepare news releases with pictures;
- maintain a file of pictures (preferably in black and white) and cadets to be available for publication when there is a significant achievement; and

- from time to time, prepare and distribute a corps newsletter.

f. Director at Large

The Director at Large will provide assistance as necessary to the Executive Committee and on specific tasks as requested by the Chair.

4. FISCAL YEAR

The fiscal year of the organization shall commence on the first day of September of each year and end on the thirty-first day of August in the succeeding year.

5. MEETINGS

a. Annual General Meeting

The Annual General Meeting will be held at the earliest date after October first in each year.

b. Other General Meetings

Other General Meetings will be held as deemed to be required by the Executive Committee.

c. Executive Committee Meetings

Executive Committee Meetings will be held at least once per month during the Training Year.

6. ADMINISTRATION

a. The Executive Committee shall have the power to fill any vacancy that may occur in the Executive Committee for the unexpired remainder of the term.

b. The Executive Committee shall keep an account or accounts at a Chartered Bank, Trust Company or Credit Union and all funds will be deposited in the designated accounts. Signing Officers for such accounts shall be any two of the Treasurer, Chair and another designated Executive Member. In exceptional circumstances where an Executive Member is not available for a second signature, the Commanding Officer may be authorized to sign. Signing Officers cannot be related by family or marriage ties.

c. Minutes of the proceedings of the Executive Committee shall be kept on file for the inspection of members upon request.

d. The Executive Committee will administer the Volunteer Screening Program for the Corps.

e. Only members of the Sponsoring Committee in a General Meeting can repeal, amend or re-enact any of these By-Laws.



## Sponsoring Committee Activity Plan (Sample)

|                        |                                   |                                 |
|------------------------|-----------------------------------|---------------------------------|
| DATE: <b>14 Dec 08</b> | ACTIVITY: <b>Christmas Dinner</b> | OPI: <b>Jane/ John Doe (JD)</b> |
|------------------------|-----------------------------------|---------------------------------|

### ADMINISTRATION

|                      |  |                          |             |
|----------------------|--|--------------------------|-------------|
| Location             | Confirm venue and catering   | 15 Oct                   | JD          |
| Program and schedule | Review program and schedule  | 15 Nov                   | Chair/JD/CO |
| Participants         | Confirm attendees (Cadets, parents, CIC, staff, guests)                              | 1 Dec                    | JD          |
| Internal Support     | Setup crew<br>Parent chaperons for dance<br>Appoint MoC and discuss responsibilities | 15 Nov<br>1 Dec<br>1 Dec | JD          |
| External Support     | Arrange for piper<br>Entertainment?  | 1 Dec                    | Chair       |
|                      |  |                          |             |

### LOGISTICS

|           |  |                           |           |
|-----------|--|---------------------------|-----------|
| Transport | Nil required   |                           |           |
| Supply    | Arrange for audio system<br>Arrange for flags and stands<br>Podium??         | 15 Nov<br>15 Nov<br>1 Dec | SupO      |
| Feeding   | Arrange menu, seating, serving details with caterer                          | 15 Nov                    | JD        |
| Financial | Confirm budget - \$2100,00<br>Sponsor recognition?<br>Raise cheques/payments | 15 Nov<br>As req'd        | Treasurer |

### COMMUNICATIONS

|                    |   |                  |                        |
|--------------------|---|------------------|------------------------|
| Programs:          | Print programs  | 1 Dec            | Dir Comms              |
| Invitations        | Prepare invitation list (Parents, VIPs, Sponsors, Associates)<br>Print and distribute invitations | 1 Nov<br>15 Nov  | Dir Comms<br>Secretary |
| Newsletter/Website | Initial notice and information<br>Full details published  | 15 Oct<br>15 Nov | Dir Comms<br>Dir Comms |
| Press              | Post event article and pictures   | 15 Dec           | Dir Comms              |

## Sponsoring Committee Activity Plan (Template)

|              |                  |             |
|--------------|------------------|-------------|
| <b>DATE:</b> | <b>ACTIVITY:</b> | <b>Lead</b> |
|--------------|------------------|-------------|

### ADMINISTRATION

| ITEM                 | REQUIREMENT | DATE | LEAD |
|----------------------|-------------|------|------|
| Location             |             |      |      |
| Program and schedule |             |      |      |
| Participants         |             |      |      |
| Internal Support     |             |      |      |
| External Support     |             |      |      |
|                      |             |      |      |

### LOGISTICS

|           |  |  |  |
|-----------|--|--|--|
| Transport |  |  |  |
| Supply    |  |  |  |
| Feeding   |  |  |  |
| Financial |  |  |  |

### COMMUNICATIONS

|                    |  |  |  |
|--------------------|--|--|--|
| Programs:          |  |  |  |
| Invitations        |  |  |  |
| Newsletter/Website |  |  |  |
| Press              |  |  |  |

## Sample Sponsoring Committee Annual Planning Timelines

This planning format provides an on going list of actions that the SC should review at each meeting to identify upcoming activities and the related planning activities. Each activity requiring SC actions should also have a related and detailed activity plan. Corps SCs should modify these timelines to meet their specific needs.

Note: This format is to be adjusted to meet each Corps' specific activities and schedule.

| <b>Timeline</b> | <b>Activity</b>   | <b>Lead</b>        |
|-----------------|---|--------------------|
| Monthly         | Joint CIC/SC discussion   | Chair and CO       |
| Monthly         | SC meeting  | All                |
| Monthly         | Review coming month's plan  | All                |
| Monthly         | Review financial status   | Treasurer          |
| Monthly         | Issue newsletter/flyers   | Dir Communications |
| Monthly         | Plan monthly "fun" activity   | Committee          |
|                 |   |                    |
| Quarterly       | Quarterly parents meeting   | Chair              |
| Quarterly       | Review and revise annual training plan  | All                |
|                 |   |                    |
| Jul             | Participate in Canada Day parade and activities   | Dir Recruiting     |
| August          | Issue Newsletter to parents of returning cadets outlining annual plan, SC activities and volunteer requirements                     | Dir Communications |
| August          | Conduct Exec meeting to develop/review annual committee plan to include; recruiting, fundraising, communications, "Fun" activities, | Chair, Exec        |
| August          | Prepare Gaming Commission Application   | Dir Fundraising    |
| August          | Prepare for initial parents meeting and AGM   | Chair, All         |
| September       | Conduct recruiting activities at local schools  | Dir Recruiting     |
| September       | Conduct initial committee meeting   | Chair, Exec        |
| September       | Conduct monthly "Fun" activity  | All                |
| September       | Prepare fund raising requests to sponsors, community clubs, etc.  | Dir Fundraising    |
| September       | Assist with Charity activities  | Dir Fund Raising   |
| September       | Prepare for AGM   | Exec               |
| September       | Submit Gaming Application   | Dir Fund Raising   |
| October         | Conduct AGM   | Exec               |
| October         | Prepare plan for Poppy Campaign   | Exec               |
| October         | Prepare Christmas Dinner Plan   | Exec               |
| October         | Conduct recruiting activities at fall fairs and parades   | Dir Recruiting     |
| October         | Conduct monthly "Fun" activity  | All                |
| November        | Conduct Poppy Campaign  | Exec               |
| November        | Remembrance Day Activities  | All                |
| November        | Conduct monthly "Fun" activity  | All                |

|          |   |                      |
|----------|---|----------------------|
| December | Conduct Christmas Mess Dinner   | All                  |
| December | Local Christmas Parade  | Exec                 |
| January  | Governance documents - Review constitution and by-laws                                      | Exec (Vice-chair?)   |
| January  | Conduct monthly "Fun" activity  | All                  |
| February | Conduct annual maintenance review and stocktaking and initiate corrective action            | Exec, Sup O          |
| February | Select delegates for Pillars Conference and AGM   | Exec                 |
| February | Review financial status and prepare for year-end  | Chair, CO, Treasurer |
| February | Conduct monthly "Fun" activity  | All                  |
| March    | Review and issue recruiting plan  | Dir Recruiting       |
| March    | Prepare ACR plan  | Chair, CO            |
| March    | Conduct monthly "Fun" activity  | All                  |
| March    | Prepare financial reports   | Treasurer            |
| March    | Conduct annual review of SC facilities, materials and documents and                         | Exec                 |
| April    | Attend Pillars Conference and AGM   | Exec                 |
| April    | Conduct monthly "Fun" activity  | Exec                 |
| May      | Prepare for ACR   | All                  |
| May      | Review camp requirements for attending cadets   | Chair, Sup O         |
| May      | Conduct recruiting activities   | Dir Recruiting       |
| Jun      | Conduct ACR   | All                  |
| Jun      | Conduct final "Fun" activity  | All                  |
| Jun      | Review condition of all uniforms and accoutrements and initiate necessary corrective action | Chair, Sup O         |
| Jun      | Conduct recruiting activities   | Dir Recruiting       |

## **Sponsoring Committee Meeting Agenda Template**

**(Location)**

**(Date)**

1. Call to Order
2. Welcome
3. Agenda - review, amend, additions
4. Reports
  - i. CO's Report
  - ii. Treasurer's report
  - iii. Communications report
  - iv. Recruiting report
  - v. Fundraising report
  - vi. Others
5. Old Business
6. New Business
7. Committee Planning Timeline – review upcoming activities and SC requirements
8. Next meeting:
9. Adjournment:

## Sample Financial Report

| <b>Receipts</b>                      | <b>Budget</b>    | <b>YTD<br/>21 Jan XX</b> |
|--------------------------------------|------------------|--------------------------|
| DND Claims and consumables           | 900.00           | 450.00                   |
| Grant from Sponsor                   | 1,000.00         | 1,000.00                 |
| Donations, other grants and revenue  | 2,500.00         | 2,000.00                 |
| BC Lottery Funds                     | 6,000.00         | 7,200.00                 |
| Fund Raising                         | 4,500.00         | 2,000.00                 |
| GST Rebate                           | 150.00           | 150.00                   |
| Interest Income                      | 3.00             | 0.00                     |
| Unused Funds 2008/09                 | <u>2,200.00</u>  |                          |
| <b>Total Projected Receipts</b>      | <b>17,253.00</b> | <b>12,800.00</b>         |
| <br>                                 |                  |                          |
| <b>Disbursements</b>                 |                  |                          |
| ACLC Levy                            | 350.00           | 350.00                   |
| Administration                       | 1,500.00         | 1,000.00                 |
| Band                                 | 2,000.00         | 1,650.00                 |
| Entertainment Activities             | 2,500.00         | 2,000.00                 |
| Camp Equipment                       | 1,000.00         | ,650.00                  |
| Regimental Kit                       | 3,500.00         | 0.00                     |
| Training Support                     | 1,300.00         | 500.00                   |
| Canteen                              | 750.00           | 500.00                   |
| Accommodation Rental                 | <u>3,400.00</u>  | <u>2,800.00</u>          |
| <b>Total Projected Disbursements</b> | <b>7,300.00</b>  | <b>11,450.00</b>         |
| <br>                                 |                  |                          |
| Current Cash in Hand                 | 4,189.00         | 3,500.00                 |
| Current Gaming Account Balance       | <u>2,200.00</u>  | <u>9,200.00</u>          |
| <b>Total Available Cash</b>          | <b>6,389.00</b>  | <b>12,700.00</b>         |

## Fundraising Plan

**MISSION** – To provide sufficient funds to acquire the necessary facilities, services, material and equipment to achieve the objectives of the Corps Annual Training Plan.

### BUDGET PROCESS

The development of an annual budget is the key initial step in the fundraising process as this will establish the amount of funds and level of effort required to support the corps Training Plan. The budget must include an allocation for both ongoing program costs as well as an allocation for capital requirements including uniforms and equipment. The budget must be jointly prepared to ensure all aspects of the program are considered.

### ELEMENTS

| <b>SOURCES</b>     | <b>COMMENTS</b>  |
|--------------------|--|
| DND/CF             | Funds are allocated for the specified program activities and should be managed to ensure that funds do not lapse at the end of the FY. Careful coordination of all activities is essential as is joint CIC/SC planning |
| Sponsors           | Maintaining good communications is essential for maximizing sponsor support. Providing mutual support is the best approach.  |
| Gaming Commission  | Having an effective SC with all the appropriate documentation is required. Application processes need to be followed to the letter and process should be started early to avoid rejection or delays.                   |
| Community Clubs    | Be aware of the schedules for their donation programs and make applications as early as possible. Volunteer to assist with their activities.   |
| Municipal Programs | Investigate municipal programs and recreational activities that might be linked with cadet activities and vice versa to build community awareness and provide funding.   |

**ACTIVITY PLAN** – For each specific event or activity related to this plan a separate Activity Plan can/should be developed.

## Recruiting Plan

**MISSION** – To continuously attract and encourage young Canadians to participate, and to achieve the objectives of the Army Cadet Program.

**ELEMENTS**

| <b>SOURCES</b>   | <b>COMMENT</b>  | <b>AIDS</b>  |
|------------------|---|--|
| Training Program | The basis for a successful recruiting campaign is an exciting, challenging and fun training program. Cadets, parents and staff that are feeling positive about the program are more likely to recruit new cadets. | Outline training program handout/flyer for distribution. |
| Cadets           | Cadets are the best recruiters and need to be encouraged to recruit friends. Recognition of the best recruiter on a monthly or annual basis can be a motivator.   | Brochures, Website info Personal zeal                    |
| Parents          | Parents are very effective as recruiters, especially if they are involved in the program.   | Brochures, Website info                                  |
| Schools          | Visiting schools several time a year; Jun, Sep, Remembrance Day, etc. is very effective   | DVDs, CDs, Videos, Brochures                             |
| Community events | Fairs, Community recreation days, parades, markets, etc. Service club events.   | Cadet participation and demonstrations                   |
|                  |   |  |

**TIMINGS**

Although there are key periods in Jun and Sep for recruiting activities it is a continuing activity. Maintaining a visible and active presence in the community supported by an effective communications program will achieve results.

**ACTIVITY PLAN** – For each specific event or activity related to this plan a separate Activity Plan can/should be developed.

## Proven Cadet Recruiting Methods

| <b>Idea</b>                                     | <b>Concept</b>   | <b>Method</b>   |
|---|--|---|
| <b>MOVIE AND PIZZA NIGHT</b>                    | Movie and pizza night consists of just that, but is a good night for your cadets to invite their friends and introduce them to the other cadets in a fun and relaxed atmosphere. | Allow cadets to bring in any number of their friends to the event. The key is that they are not obligated to join. They are invited down to enjoy a movie, pizza and good fellowship. Before they leave they are told of our cadet program and invited to come back next week if they wish to join. |
| <b>MALL RECRUIT DISPLAY</b>                     | Mall recruit display is for recruiting only. It is usually done on a weekend and in a location close to your cadet corps.  | Mall recruiting is the best way to reach parents. Parents are the ones who generally come up to your display and ask questions about your corps   |
| <b>CASH INCENTIVES FOR CADETS</b>               | Offering an amount of money, not to exceed \$10.00 for each new recruit an existing cadet recruits   | A cash incentive has resulted in many new recruits for a corps. Offering \$10.00 for each recruit a cadet brings in to the corps and that new recruit stays in the corps for a certain amount of time.  |
| <b>ARTICLE IN PAPER</b>                         | Putting an article in the paper containing certain activities or achievements in your corps  | Providing well written, informative articles in the local paper, complete with phone number to call and join.   |
| <b>ADVERTISEMENT IN THE PAPER</b>               | Advertising your corps in the paper includes; timings, days you parade, some activities that you do, months involved, age range, phone and address.                              | Good times to run an ad in the paper are September, October and January. It is strongly recommended to run the ad for more than one day   |
| <b>LETTER TO THE EDITOR</b>                     | If an officer or cadet has something newsworthy that they would like to share, write to the editor and see if they would publish it  | Examples of newsworthy articles are, a cadet who went on the Avalanche Awareness Course or a cadet who went on a foreign exchange. Editors love to publish well-written, well thought out letters from youth. This can be a very powerful recruiting tool.  |
| <b>SENIOR CADET RECRUIT DISPLAY AT A SCHOOL</b> | Set up a date and time with a teacher from a middle school and send your senior cadets to recruit.   | Banners, brochures with address and phone number on them, video of summer camp or exciting adventure that your corps has done, 2 senior cadets who are very effective public speakers,  |
| <b>DOOR TO DOOR FLYER</b>                       | Delivering a flyer door to door within your community  | Delivering flyers door to door is very effective for community awareness. In a housing development, Delivery of 200 letters led to 7 recruits.  |



## The Army Cadet League of Canada Volunteer Registration Form

*In the interest of protecting our Cadets, the Army Cadet League of Canada has established a Volunteer Screening Program, in conjunction with our partner, the Department of National Defence. All information collected for this program will be kept confidential. Information about our privacy policy can be found online at [www.armycadetleague.ca](http://www.armycadetleague.ca) If you have any questions about our Volunteer Screening Program, please call the National Office at 1-877-276-9223*

**Who has to fill out this form?** Any person who is applying to work with Army Cadets and who may find themselves working alone with Cadets who are on "cadet duty" as defined in "The Queen's Regulations and Orders for the Canadian Cadet Organization". There are three exceptions:

1. Active members of the Cadet Instructors Cadre (CIC), Civilian Instructors (CI) and serving members of the Canadian Forces (CF), are screened as a result of their enrollment process;
2. Volunteers or parents who occasionally drive cadets to and from organized activities do not need to be screened in depth. The Army Cadet League of Canada (ACLCL) has provided a Driver's Log that records the basic information requirements for Drivers and Cadets. See ACLCL Policy No. 10.1, Annex "B";
3. Volunteers who were screened and registered with the ACLCL prior to 30 June 2006 are deemed to be prescreened.

To obtain an ID Card they must complete this Registration Form with the exception of Sections 3 and 4.

For new Applicants after 01 July 2006, we will require (1) the application fully completed, (2) a Canadian Police Records Check/Vulnerability Sector Screening (PRC/VSS), (3) photocopies of two pieces of official identification one of which must include a photo, and (4) a recent head & shoulders photograph (taken within the last 3 months) of yourself, preferably in digital format, for the ID Card. The ID Card is valid for five years. Your name may be shared with other youth organizations, but only for the purpose of volunteer screening. Your name and address will not be distributed to any third party for commercial or unauthorized use.

### Section 1 – Contact Information

|                                 |          |                 |
|---------------------------------|----------|-----------------|
| Family Name                     | First    | Middle          |
| Address                         |          |                 |
| City                            | Province | Postal Code     |
| Phone Number                    | Fax      | E-mail          |
| Province or Territorial Branch: |          | Cadet Corps No. |

### Section 2 – Personal Information

|  |
|--|
| Date of Birth (dd/mmm/yyyy)                                      |
| Place of Birth (City, Province/State, Country)                   |
| Previous Address (if less than one year at your current address) |
| Employer(s) Address / City / Province/ Postal Code/ Telephone    |

**Section 3 – Previous Military Service**

|   |
|---|
| Have you ever been in the military? (Check one box) <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> |
| If you answered 'Yes' above, please provide proof of service or a copy of your release document                                       |

:

**Section 4 – References**

|                         |                     |
|-------------------------|---------------------|
| <b>First Reference</b>  |                     |
| Name                    | Relationship to You |
| Phone Number            | E-Mail              |
| <b>Second Reference</b> |                     |
| Name                    | Relationship to You |
| Phone Number            | E-Mail              |
| <b>Third Reference</b>  |                     |
| Name                    | Relationship to You |
| Phone Number            | E-Mail              |

**Section 5 – Personal Declaration**

|   |             |
|---|-------------|
| I, the undersigned, agree that all information contained within this application is factual and has been completed to the best of my knowledge and ability. I permit The Army Cadet League of Canada, or its agents, to interview any of the contacts listed in my application. |             |
| <b>Signature</b>  | <b>Date</b> |

|  |   |
|--|---|
| Identification Check (photocopies enclosed) Application Complete |   |
| PRC/VSS certificate obtained                                     |   |
| Photograph obtained  |   |
| Personal Interview completed                                     |   |
| Reference Checks completed                                       |   |
| Prior CF Service documents obtained                              |   |
| <b>Recommended</b> <input type="checkbox"/>                      | <b>Not Recommended</b> <input type="checkbox"/> |
| <b>Comments</b>  |   |
| <b>Print Name</b>  | <b>Telephone</b>                                |
| <b>Signature</b>   |   |
| <b>Date</b>  |   |

## Communications Plan

**MISSION** – To provide continuous and effective information to cadets, staff, parents and other supporting organizations in their efforts to achieve the annual plans and objectives, including; the fundraising plan, the recruiting plan, the training plan and special activities.

### ELEMENTS

| ELEMENT                    | COMMENT   | FORMAT                                  |
|----------------------------|---|---|
| Corps Handbook             | Annually updated to provide cadets and parents with the information required to understand the cadet program, the annual training plan, and responsibilities of participants.   | Hardcopy<br>Posted on website           |
| Newsletter                 | Monthly outline of the next months program, upcoming meeting, special activities, notification of awards, promotions, required volunteers, etc.   | Hardcopy<br>Posted on website<br>E-mail |
| Flyers                     | As required for special events or activities to provide detailed activity description, timings, responsibilities,   | Hardcopy, e-mail                        |
| Website                    | ACLC(BC) has made available websites for all corps. Once established these are relatively easy to maintain and update with the information included in the above communications actions.  | Website                                 |
| Community Organizations    | Local community service clubs can be strong supporters of cadets but they need to be kept current on corps activities.  | E-mail<br>Hardcopy                      |
| Newspapers and other media | Keeping high visibility of the corps activities within the community is essential to maintaining community support. Making use a simple, standard format “press” release and including pictures can be relatively easy and have great results.        | E-mail<br>Hardcopy                      |
| Telephone List             | To provide quick and personal contact with all program participants. This is often the best means of gaining support for an event or activity. Maintenance of a current, accurate telephone list makes a major contribution to making SC work easier. | Hardcopy                                |

### DISTRIBUTION

The wider the distribution the more effective the communication! Distribution should/could include, cadets, parents, staff, sponsors, ACLC(BC) through Zone Chairs, affiliated unit, donors, local government representatives, others with inter4est in the corps.

**ACTIVITY PLAN** – For each specific event or activity related to this plan a separate Activity Plan can/should be developed.

## Drivers Log

*To be used where parents or casual volunteers are used to transport cadets during local events, fund raising activities or are otherwise transported in private vehicles. This form is to be retained on file.*

**INSTRUCTIONS:**

1. Provide cadets with a contact phone number. This should be the corps number and the driver's home or a cell phone number. Drivers should carry a cell phone.
2. Drivers **MUST** supervise the cadets under their charge and will drop off the last cadets two at a time, and pick up the first cadets two at a time. Drivers must never be alone with a cadet.
3. A Driver **MUST** make contact with the adult in charge at the destination.
4. If the activity is fundraising, cadets should be instructed clearly on why they are fundraising and can even be given introductory lines the cadets can use when communicating with the public.
5. The Driver must be known to the cadet corps as a trustworthy and reliable individual and produce their Driver's license and Insurance prior to signing this log.

**NAME OF DRIVER:** \_\_\_\_\_

**DRIVER'S TEL:** \_\_\_\_\_ **Vehicle License Plate:** \_\_\_\_\_

**DESTINATION:** \_\_\_\_\_

**EVENT / ACTIVITY:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**CADET CORPS #** \_\_\_\_\_ **CORPS TEL:** \_\_\_\_\_

**NAME OF CADETS TRANSPORTED:**

- (1) \_\_\_\_\_
- (2) \_\_\_\_\_
- (3) \_\_\_\_\_
- (4) \_\_\_\_\_
- (5) \_\_\_\_\_
- (6) \_\_\_\_\_
- (7) \_\_\_\_\_

**I hereby certify that I am a licensed and insured driver entrusted with the care and control of the Cadets assigned to me. I will drive in a safe courteous manner and abide by the rules of the road and the laws governing my motor vehicle. I understand the policy of The Army Cadet League of Canada requires that cadets must at all times, travel and work in pairs or groups.**

**DRIVER'S SIGNATURE:** \_\_\_\_\_ **Date:** \_\_\_\_\_

