

**Air Cadet League of Canada
Quebec and Ottawa Valley**



Sponsoring Committee Guide

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1. Purpose of the Sponsoring Committee (SC)

The Sponsoring Committee is a group of people elected each year by the community and accepted by the Provincial Committee of the Air Cadet League. These people work in partnership with CIC Officers to organize and conduct local training program in compliance with the 3 goals of the Royal Canadian Air Cadets which are to develop leadership and good citizens, to promote physical fitness and to stimulate an interest in aviation. It has the responsibility to ensure, with help from its military partner, the proper functioning of the Squadron and to support its needs which are not provided by the Regional Cadet Support Unit (RCSU).

2. Chain of Command

Sponsoring Committee reports to the Provincial Executive Committee, just as do the Regional Committees.

The role of Squadron Advisors involves primarily providing support to the Sponsoring Committees in their various functions while ensuring compliance with the various deadlines. Do not hesitate to consult them.

3. Role and Responsibilities of a Sponsoring Committee

The Sponsoring Committee consisting of a chairperson, two vice-presidents, a treasurer, a secretary and a maximum of 6 directors, manages the day-to-day of a squadron in accordance with provincial guidelines. It has the powers conferred to it by the Executive Committee:

- a) Annually submit to the Provincial Committee the financial statement (ACC9), the list of Committee members (CPQVO101), volunteer screening documents, together with a copy of Government reports (T3010 or TP985.22) for the squadrons with a number of charity. Please ensure that you use the correct version of these forms by visiting to the Revenue Québec and the Canada Revenue Agency website according to the targeted year;
- b) Provide suitable premises;
- c) Provide transportation to cadets during activities outside the squadron premises;
- d) Finance activities that are not subsidized by the RCSU;
- e) Represent the squadron in public and promote the Air Cadet Program;
- f) Support the recruitment of cadets, staff and volunteers;
- g) Publicity for the squadron in the regional media;
- h) In conjunction with the Commanding Officer, ensure the establishment of a scoring grid for cadets;
- i) Collaborate with the Commanding Officer with respect to various awards and national scholarships;
- j) Ensure there is a committee in place to help prepare cadets for the various scholarships and competitions offered (preparation of files, practice interviews, help with writing narrative, etc.);
- k) Identify and recommend, together with the Commanding Officer, qualified individuals to become officers, and;
- l) Promote the League competitions to the cadets.

4. Forming a Sponsoring Committee

4.1 Recruiting

Anyone with an interest in supporting the program can join a Sponsoring Committee. There are no prerequisites, other than the desire to help young people have fun, learn, serve and grow, in order to achieve their goals. It is important to clarify with people wishing to join a Committee that they must undergo a screening process including criminal background check, and must agree to comply with the League's regulations.

4.2 Sponsoring Committee Elections

The Committee's mandate is set at one year. Therefore, once a year, in June, the Committee should be dissolved and a new Committee elected from the members of the community. The election must take place in accordance with the official procedure issued by the provincial Committee.

4.3 Volunteer Screening

The procedure described here below is based on the rules established by the national level of the Air Cadet League of the Canada in registration and selection manuals. In case of discrepancy, the national rules take precedence.

1. The volunteer who wants to join a squadron of the Quebec and the Ottawa Valley Air Cadet League must carefully read the text accompanying the volunteer registration document, complete the document and submit it to the Sponsoring Committee Chairperson.
2. The volunteer is invited to an interview by a screened member of the League.
3. A screened member of the League checks the references listed on the registration document.
4. The following documents are to be sent to the Provincial Office, and a copy is also to be given to the Regional Coordinator:
 - £ CPQVO 102 Volunteer Registration
 - £ CPQVO 103 Candidate Interview
 - £ CPQVO 104 Reference Check
5. A criminal records check (CRC) and a check for the volunteer's name in the national database of the sexual offenders (Vulnerable sector check), is required.
 - a) For those on the Island of Montreal: a protocol was signed, on 14 September 2006, with the City of Montreal Police Services, concerning background checks for Air Cadet League volunteers. This check will be provided at no charge to applicants (volunteers).
 - The Sponsoring Committee completes section 1 of the request for verification for the City of Montreal. This form is available from the Provincial League office.
 - A photocopy of 2 pieces of identification must be signed by the Chairperson (E.g. licence, passport, health insurance card, social insurance card) to verify the identity of the candidate.

- The candidate needs to sign Part 6 of the document.
 - The original document and the photocopies of identity documents are sent to the Provincial League office.
- b) The procedure for those living elsewhere in Quebec and Ottawa Valley:
- A letter is prepared by the Sponsoring Committee Chairperson.
 - The volunteer signs the letter of consent.
 - The documents are sent to the local police force or to the Sûreté du Québec.
6. For the volunteers who have already been screened (in the last 5 years) and who want to continue to work within the program, the renewal section of the (CPQVO105) form must be completed and forwarded to the Provincial League office 2 months before the due date specified on the membership card, in order to avoid any delays in the issuance of the new card.

4.4 Role of the Chairperson

With respect to the Regional Committee:

- a) Attend Regional and Provincial meetings;
- b) Submit annually the financial statement (ACC9), the list of Sponsoring Committee members (CPQVO101), the Squadron's inventory and the Government report T3010 and TP985.22 (in order to maintain the validity of the charity number);
- c) Support the subcommittees established by the Provincial Executive Committee such as the l'Auto-Cadet, flying committee, effective speaking, music and military drill competitions, etc.);
- d) Participate in any regular or special activities taking place in one's region;
- e) Commit to follow, in the year of his/her appointment, the Chairperson's course delivered by the Air Cadet League;
- f) Ensure that each Sponsoring Committee member completes the registration form and complies with the screening process, and;
- g) Ensure that each Sponsoring Committee member and volunteer will take the basic training course.

With respect to the Sponsoring Committee:

- a) Ensure the proper functioning of the Squadron's Sponsoring Committee;
- b) Chair regular and special meetings, and determine the agenda;
- c) Oversee set-up of the sub-committees;
- d) Maintain close ties with the Commanding Officer (per the Sharing of Responsibilities document);
- e) Ensure that the members of the Committee attend the training course offered by the Provincial Committee;
- f) Ensure that each new member completes the registration form and complies with the screening process; and;

- g) Keep the Sponsoring Committee's documents.

4.5 Role of the First and Second Vice President

- a) Represent the Chairperson when he/she cannot attend a meeting;
- b) Carry out tasks assigned to his/her by the Chairperson;
- c) Keep abreast of all working files so can replace the Chairperson if there is a need;
- d) Can be responsible for mandate, at the discretion of the Chairperson;
- e) Participate in the Chairperson's training course, and;
- f) Perform any other related duties.

4.6 Role of the Treasurer

- a) Responsible and custody of the squadron funds;
- b) Keep the Squadron accounts;
- c) Prepare and submit monthly financial statements;
- d) Present the ACC9 financial statements and Government reports as required;
- e) Prepare and control the charitable donations receipts;
- f) Maintain the Squadron's non-military inventory;
- g) Pay the bills and makes deposits;
- h) Ensure the service requests for the exercises (CDT145) are approved by the RCSU and complete claim forms (CDT135);
- i) Follow the Treasurer training;
- j) One of the cheque signatories;
- k) Prepare the financial statements for the annual election; and
- l) Perform all other related duties.

4.7 Role of the Secretary

- a) Convene the members to meetings;
- b) Attend meetings, prepare the Minutes and send to members two weeks after the meeting;
- c) Take care of the correspondence;
- d) Keep a mail register;
- e) Maintain the list of members and their contact information;
- f) May assist the Treasurer with the Squadron's inventory of non-military goods task, and;
- g) Perform all other related duties.

4.8 Role of a Director

- a) Assume various functions as assigned to such as funding, advertising, transportation, recruiting, public relations and the rental of premises.
- b) Provide a status report to the Chairperson if responsible for a subcommittee;
- c) Attend Sponsoring Committee meetings;
- d) Collaborate in the organization of activities, and;
- e) Performs all other related duties.

5. Reception of Volunteers

It is very important to properly welcome volunteers who will come to the squadron to offer their help. Feel free to offer them coffee and to explain the role of the Squadron's Sponsoring Committee. It is important to detail the tasks the volunteer will have to ensure they have a good understanding of what will be expected of them and make sure that it is clear. It is important not to overwhelm the volunteer on their first visit, so they will want to come back.

6. Local Meetings

6.1 The Meeting

The dates of meetings shall be determined by mutual agreement between the members of the Sponsoring Committee, and be held once per month or more if the need arises. The Secretary will send an invitation to all participants, including the date, time and place, along with an agenda. Minutes must be taken at each meeting, and provided to the members of the Committee, ideally within two weeks after the meeting.

6.2 Quorum

The quorum for a meeting is the minimum number of members that are required to be present so that it can be held. It must be at least 50% + 1 of the voting members.

No decision can be made as part of a meeting, unless a quorum is present. The quorum is to be verified by the Secretary at the beginning of the meeting and must be maintained throughout the duration of the meeting.

6.3 Voting

When a vote is required, unless otherwise specified, only the voting members of the Sponsoring Committee, the members registered in document CPQVO101, have the right to cast a vote in a regular or special meeting. Each member is entitled to one (1) vote. Proxy voting can be allowed.

The voting is done with a show of hands, unless a voting member requests a secret ballot vote. For the practical purposes a simple majority will carry the vote; abstentions are not taken into account. An abstention is a refusal to commit.

6.4 By Proxy

If desired, a member may provide a proxy to his/her representative to vote on a proposal.

6.5 Proposals

When there is a decision that requires a vote, a member must first make the proposal, which must be seconded by another member, and then voted upon.

6.6 Participation of the Commanding Officer

The Commanding Officer or their representative shall attend meetings, as well as receive the notices of meeting, agenda, Minutes, as well as the financial statements.

7. Finances

7.1 Bank Account

The bank account must have a minimum of two signatories and preferably a third. The signatories shall be determined at a monthly meeting of the Sponsoring Committee and noted in the Minutes. All voting members of the Sponsoring Committee are eligible to be signatories. Committees usually choose people who are easily accessible. For transparency and to reduce risk, members of the same family or anyone who may have a link to anything which could place them in a conflict of interest shall not be chosen.

7.2 Accounting

The accounting system used will be a cash and not accrual. The following documents must be distributed to members at monthly meetings:

- Statement of operations and bank reconciliation;
- Budget to date, and
- Bank Account Statement.

All expenditures must be supported by receipts, kept in a binder.

7.3 Budget

The Chairperson and Commanding Officer, with the assistance of the Treasurer, are required to develop, preferably during the month of August, a budget reflecting the planned revenues and expenditures for the coming year. The budget should be based on the jointly planned calendar of mandatory and optional activities, while respecting the squadron's actual finance capacity. This budget will then be voted on by the Sponsoring Committee members at their first meeting to be held before September 1st. The budget should account for and include the RCSU allocations for the local training program (LTP) and the local support (LSA).

The squadron budget should be referenced throughout the year when determining which expenditures can or cannot be made, based on cash flows.

Local training program (LTP): RCSU Eastern will finance the activities of the LTP in accordance with references included in the annual training support directive (ATSD). Note that the allocation to each Squadron is based on the Squadron's authorized average strength, recorded in Fortress and published by the Directorate of Cadets. The amount authorized for each squadron is for all activities expected under the LTP and organized by the squadron.

Requests for services for exercises / activities (CDT 145) will receive an email from the Coordination Section confirming the allocation amount for the concerned Squadron.

Local Support Allocation (LSA): The local support allocation (LSA) is based on a fixed amount per squadron plus an additional amount per cadet based on the average number of registered Cadets in Fortress for the previous fiscal year (i.e. 31 March of the previous training year). The allocation per squadron for the fiscal year will be published in April and the amounts confirmed in August, following the confirmation of the cadet numbers in Fortress.

Eligible expenses for this allocation are listed in Reference G (CATO 17-34). Eligible expenditures must be made by the squadron Sponsoring Committee. The reimbursement application using form CDT-135 with the **paid original invoices** must be sent to the RCSU Eastern. One or more paid invoices can be submitted on a single reimbursement form. RCSU Eastern guarantees that the CDT-135 will be handled within 72 hours after the receipt of the documents and a notice of reimbursement issued.

All reimbursement requests for expenses incurred during a given fiscal year must reach RCSU Eastern no later than March 31 of each year. Applications received after this date will be charged to the new allocation in the next fiscal year. It is to the squadron advantage, and is strongly recommended, that the CDT 135s be submitted on a timely and regular basis. See the refund procedure in annual training support directive (ATSD).

A confirmation email from the RCSU Eastern claims clerk will follow receipt of the CDT-135. This email will confirm the receipt of the refund claim and provide the squadron's remaining LSA balance.

All must refer to this budget during the year in order to determine which expenses can be done or not, according to the incoming funds.

7.4 Financial Report (ACC9)

The financial report shall be prepared as of June 30th, the end of the financial year, and submitted no later than September 30th of each year. ***It is strongly recommended that the report be updated at the end of each month***, when the Treasurer prepares the monthly financial statements. In so doing, it will be much easier to stay up to date and to complete the ACC9 at the end of the year.

For squadrons that have a registered charity number, they must complete the T3010 (Federal) and TP-985.22 (Quebec-Provincial) reports by the year end (June 30) in order to be able to submit these reports at the same time as the ACC9. The June 30th bank statement must accompany all financial reports in order to justify the provided amounts, and the inventory of squadron assets needs to be included as well.

All the forms and guides are available on the League website at qc.liguedescadetsdelair.ca

8. Administration

8.1 References and Forms

The lists of references are in **Annex A**.

The lists of forms and where they can be found are in **Annex B**.

8.2 Archiving of Documents

Financial reports (ACC9) and the supporting documents must be kept for a period of five years. The volunteer screening documents shall be retained indefinitely. All other documents are to be retained for a one year.

8.3 Documents to be submitted to the Provincial Office

The lists of documents to be submitted to the Provincial Office are included in the calendar found in **Annex C**.

8.4 Decision Log

To avoid having to search for certain decisions in the previous meeting Minutes, it is suggested that records of decision be kept together in a decisions log. This document should include all decisions taken on a permanent basis, as well as the dates and reasons that led to this decision. This will alleviate having to vote the same decisions from year to year.

An example of a Decision Log is found in **Annex D** (CPQVO123).

9. Activities

9.1 Calendar of Activities

The Chairperson and the Commanding Officer must establish at the beginning of a calendar year of all activities, including fund raising activities (Sponsoring Committee and its partner) so that all are aware of these dates and insert them into their personal calendars. This calendar should also include the activities of the League at the regional level, provincial level, as well as those of the RCSU.

9.2 Activity Organization

In order to be successful, an activity must be planned jointly by the Sponsoring Committee and their partner. It must be planned in the budget or least be authorized by Sponsoring Committee, who will analyze the financial situation of the squadron and decide whether the activity could go ahead.

If the activity is subsidized by the RCSU, ensure that all required documents are completed including the request for exercise (CDT145) in order to subsequently be able to apply for a reimbursement (CDT135).

It is important to capture all the details for organizing each activity and to create a folder where can keep all the information together; which will make it easier for those who will be to organizing this activity in the years to come. This is a part of good succession planning.

10. Public Relations and Advertising

To ensure its success, an Air Cadet squadron must be able to count on the support of the community in which it lives, for example a service club. Each Air Cadet squadron shall develop a public relations program to:

- a) Inform the public of all the squadron activities; and,
- b) Continuously raise the public awareness of how the community benefits from the Air Cadet program and its training.

The squadron Sponsoring Committee should appoint one of its members to handle public relations and to focus press releases on local activities and events.

News release may focus on recruiting, promotions and awards given at the Squadron, annual and special parades, community projects, and other relevant activities. Any press release must be approved in advance by the Chairperson of the squadron Sponsoring Committee and the Commanding Officer, as appropriate. The member responsible for public relations needs to be able to identify and pass on, with the approval of the Chairperson and Commanding Officer, news worthy articles and photographs to the League Provincial headquarters who may select these for publication in the League bulletin.

It is recommended that a member of the Sponsoring Committee, with some experience in the field of public relations, be appointed to look after the squadron's public relations. The right person may be someone who works for a community newspaper, radio station or television, in the marketing department of a local business, or someone who simply has very good interpersonal skills. In most squadrons however, the Air Cadets themselves act as their own public relations representatives.

The public relations program of a squadron requires the cooperation and interest of all Sponsoring Committee members. Through the Sponsoring Committee's own network of business and personal contacts, it can garner the support of local leaders and find ways to involve newspaper editors and directors of radio and TV stations to publicize the Air Cadet program through the squadron's activities.

Parent meetings should also be a part of the squadron's public relations plan. Parents also have many contacts that could help provide assistance to the Squadron. It is therefore important to raise the awareness of the resources (funds) needed to run the squadron and expenses, and to provide the opportunity for them to assist the squadron. For this reason, it is important to organize one or two parent meetings per year, and to take the time to gather the different and potential skills that parents have to offer.

11. Recruiting Cadets

The responsibility for organizing recruiting campaigns is with the Sponsoring Committee, but should be with the participation of our partner.

Calls can be made to arrange appointments in schools to publicize the Cadet program, pamphlets can be distributed during l'Auto-cadet blitzes or while packing groceries at stores. Press releases can be sent to local newspapers to promote squadron activities. Remember Cadets themselves are the best for advertising and encouraging other young people to join.

12. Transportation

Transportation costs may vary from one rental company to another, so it is suggested to get bids from a minimum of two companies to help get the best rates for the rental of buses or trucks.

A group rate may be possible if done in conjunction with other squadrons. A supplier might be more likely to offer lower rates, if they have an opportunity to increase the number of rentals.

It might also be possible to ask parents to transport cadets. For this purpose we recommend completing the Driver Log (CPVQO106).

13. Facilities

The Sponsoring Committee must have suitable facilities for the squadron's classroom training, office space and storage facilities. If these facilities are not available in a Department of National Defence facility, then will need to rent space in schools, municipal buildings, halls, commercial premises, etc. Even if facilities are available from DND, the responsibility for securing the training facilities still remains with the Sponsoring Committee.

14. Financing

The financing of the Squadron is the responsibility of the Sponsoring Committee, but the Commanding Officer and the staff must assist in organizing these activities. All members of the Sponsoring Committee and the military can participate.

14.1 L'Auto-cadet

L' Auto-cadet is a lottery which runs from August to February each training year, and which provides a significant portion of the funds to fulfill the financial needs of squadrons and the Quebec and the Ottawa Valley Provincial Committee

In addition, l' Auto-cadet is a good way to publicize the Air Cadets with so many tickets in circulation.

In order for the campaign to be successful, it is important to have the participation of all Air Cadets, Sponsoring Committee members, officers and instructors. Details regarding this annual campaign are found in the L'Auto-cadet Guide which is available on the Air Cadet League website.

14.2 Other Fund Raising Events

It is recommended to have Cadets participate in no more than one or two fundraising campaigns, in addition to the provincial lottery so as not to demotivate the Cadets (examples: selling chocolate, Tag Days, etc.)

14.3 Financing Activities

Several fundraising activities may provide funds to the squadron while not requiring significant involvement from Cadets, but rather by focusing more on the contribution of adults and volunteers: a benefit dinner, golf tournament, a show, finding sponsors etc.

15. Squadron Visits

The Sponsoring Committee should be visited twice a year by their advisor, in as much as possible, the first time between September 1st and 30th, and the second between December 1st and February 20th. During these visits, the advisor must complete a visit report noting the strengths and areas for improvement. A copy will be given to the Chairman of the Sponsoring Committee. The advisor is the resource person for the Committee who may be facing problems or have questions. At any time, the advisor can be contacted for a visit or advice. Do not hesitate to call upon an advisor and their knowledge!

16. Cadet Awards and Scholarships

16.1 National Selection

The National Selection involves an evaluation of applicants applying on a national course to determine the most deserving using an interview and exams for the flying scholarship applicants.

This selection has always takes place the 1st Saturday in February and is overseen jointly by the Regional Coordinator and the Cadet Advisor (ccad) paired with the region.

The order of interviews is determined according to the distance from units. Interviews should start with the furthest squadrons and ending with those closest. It is possible to accommodate some early departures providing that the Squadron's Chairperson or Commanding Officer has made a request in advance at one of the two coordinators for the day.

16.2 Effective Speaking Contest

The Effective Speaking contest is designed to provide cadets the opportunity to gain more confidence in their abilities, improve their ability to reason and express their ideas.

The Effective Speaking contest is a national competition for which finals are held at the local, regional and provincial levels.

The instructions, regulations and topics are available on the national website. (Be sure to selection those for the current year).

A Coordinator's Guide, including all tasks to organize the competition, is available on the national website.

Each cadet participating at the local level (the squadron), should complete the Laval University form which will allow them to participate in a draw sponsored by the University.

16.3 Chairman's Award

The Chairman's Award is the highest award presented by the Air Cadet League Provincial Committee (Quebec and Ottawa Valley). The winner becomes the Cadet Ambassador for the Quebec and the Ottawa Valley. The recipient will be called upon during the year of their mandate to participate in

some events. The Chairman's is a provincial Award, where finalists from the local and regional competitions advance.

Nominations must reach the Regional Coordinator no later than the date indicated on the form of the current year. The regional selection shall take place after that date and before the Provincial Office submission deadline, also indicated on the same form.

The Provincial Office will send to the squadron chairpersons, as well as regional coordinators the:

- Covering letter
- Policy
- Nomination form
- Preparatory Guide

16.4 National Scholarships

Generous donations from Robert Dale and Kathleen Birchall, provide funds for the Robert and Mary Dale Scholarship and the Air Commodore Len Birchall and Kathleen Scholarship. These are entrance scholarships which can be used for any recognized post-secondary institutions in Canada. The value can vary from one year to the next, depending on the Air Cadet League investment returns.

All the information regarding these scholarships and the application forms can be found on the national League website. Cadets must complete one application form to be eligible for either one or these two scholarships. Applications must be received by mail no later than May 1st of each year.

16.5 Provincial Committee Post-Secondary Scholarships

The Air Cadet League Provincial Committee each year offers a \$500 scholarship per region to a deserving cadet who will be pursuing full-time post-secondary studies in the coming school year.

The purpose of the cadet scholarships is:

- to encourage cadets to pursue full-time post-secondary education, by providing financial assistance, and
- to recognize a cadet's overall performance, both at the squadron and school.

16.6 Bursary for Cadet Glider Pilot Qualified for Passenger Rating

The Air Cadet League Provincial Committee annually awards a bursary to cadet glider pilots who obtain their passenger rating through their participation in flying sites activities. To qualify as "passenger rating" a cadet must obtain a minimum of 10 solo flying hours and meet all the standards. These bursaries will be provided to the squadrons of the qualifying cadets for presentation.

16.7 Cadet Service Medal

The Air Cadet League of Canada has established an award to recognize four years of continuous service for Air Cadets. To receive this award, an active cadet must have completed four years of service without serious offense. The medal will be recommended by the Commanding Officer and

approved by the Sponsoring Committee Chairperson. Former Air Cadets may also receive this medal under certain conditions.

16.8 Annual Music Excellence Award

In order to promote music development within the Air Cadets, the Air Cadet League of Canada has established the Annual Music Excellence Award, which is awarded to the Air Cadet who has distinguished themselves in music. There are two awards to recognize band members from a:

- Pipe band (Air Force Association of Canada Pipe Band Award), and;
- Military band

16.9 Sennheiser Canada Squadron Band Music Award

In 2011, Sennheiser Canada joined with the Air Cadet League of Canada to help promote the Air Cadet Music Program. As part of its support, the company sponsors two squadron Band Music award.

The Sennheiser Canada Squadron Band Music Award (SCSBMA) is available to new Air Cadet bands or existing bands that are experiencing significant challenges maintaining or growing their program. The Award consists of a monetary award of \$ 1,250, as well as one Sennheiser audio headset for each enrolled music cadet.

16.10 Pilot Training Achievement Awards

The purpose of the award is to provide pilot training achievement awards to selected graduates of the Air Cadet Flying and Gliding Scholarship Program. All awards are of equal value: \$ 300.00.

These awards were established and made possible through the generosity of individual persons and organizations.

16.11 WJPA Continuation Pilot Training Award

The West Jet Pilots' Association Continuation Pilot Training Award is presented annually to one of the top graduates of the power pilot training program.

Each provincial committee can submit their top graduate for this award.

Candidates must meet the following criteria:

1. Must submit a request for assistance stating their need and future intention
2. Must have successfully complete the Air Cadet Flying Scholarship Course
3. Must be actively involved in an Air Cadet Squadron
4. Must hold a valid and current Transport Canada Private Pilot License
5. Must have obtained a high rating in written and flying tests carried out in conjunction with the Flying Scholarship Course

6. Must be interested in pursuing a career as a commercial pilot
7. Must be recommended by the Commanding Officer and Sponsoring Committee Chair
8. Must have parent or guardian approval (if applicant is under 18 years of age)

Candidates applying for this award must submit their complete application (ACC53) with supporting information (including letter of recommendation from the Commanding Officer and or Chair of the Sponsoring Committee) to the Provincial Office by no later than 30 September. The Provincial Committee will select the provincial candidate and submit to the Air Cadet League National Headquarter. All candidates must be provided to the Air Cadet League National Headquarter by no later than 31 October.

17. Resources

17.1 Human Resources

The Sponsoring Committee may call on people from outside the squadron or even from outside the program to help fulfill tasks. All volunteers must complete the screening processing.

A list of suggested places where may be able to recruit people for either an occasional day or for a few weeks for a special project is found in Annex E.

17.2 Material Resources

Squadrons have to acquire material resources, whether durable or non-durable goods such as stationery. The Sponsoring Committee will decide in a meeting to acquire materials and amounts that are allocated in the budget.

The units have all accumulated assets over the course of the years and that were paid using squadron funds, and not funds from the regional unit, are said to be non-public. The Sponsoring Committee must keep an updated inventory of their goods. There may however be other means for a Committee to procure goods without having to acquire them.

There is a list of places where one can get the material resources on a temporary basis located in Annex E.

17.3 Financial Resources

Funding for the squadron's non-public spending is one of the most important responsibilities of the Sponsoring Committee. To fulfill this task, the Committee has several ways to handle this. The squadron financial management also means ensuring that the Cadets can benefit from activities earlier in the year until the first cash inflows start. The Sponsoring Committee should therefore set aside sufficient funds for the beginning of each training year.

Cadets can help with fund raising for squadron activities during the year. This is not however the only way to raise funds and too many fundraising activities can affect cadet retention.

A Sponsoring Committee, if it wants, could decide to ask for an amount equal to the assessment given to the provincial committee (\$ 90) as a contribution or donation per cadet.

Here is a possible example of funding:

A squadron established its needs and fixes a funding target of \$250 per cadet per year which includes the \$90 contribution that will be paid to the League. Each cadet supported by his/her parents and the Squadron will be required to achieve this target, using the various means for fund raising available: L'Auto-cadet (blitz or individual sales), packaging groceries, selling products, sponsors, donations, fundraising dinner etc.

No matter how you choose to raise your funding, it is advisable to have a guide explaining the various fund raising campaigns that are planned and how the amounts will be allocated to the cadets. A copy of this guide should be given to parents when they enroll their child.

A list of possible sources of funding is provided in Appendix E.

18. Local Directives

The Local Directives contains squadron level specifics which are set out in **Annex F**.

ANNEX A – LIST OF REFERENCE DOCUMENTS

National References

| |
|--|
| Policies and Administrative Procedures Guide |
| ACC9 - Directives |
| ACC9 - Guide for completing the ACC9 |
| The Duke of Edinburgh Award |
| Air Cadet League Public Relations Manual |
| Air Cadet League Gliding Program MOU |
| Effective Speaking Rules and Regulations |
| League/Industry Partnerships |
| Website : www.aircadetleague.com/en/ |
| |

Provincial References

| |
|--|
| Structure and methods of operation |
| Election Policy and Procedures |
| Chairman's Award Policy and Procedures |
| Volunteer of the Year Award |
| 10 Year Service Medal |
| Website : www.qc.liguedescadetsdelair.ca |
| |

RCSU Reference

| |
|--|
| Website : www.cadets.net |
| |

ANNEX B – LIST OF FORMS

National Forms

| No | Title |
|---------|--|
| ACC1 | Application to form an SSC |
| ACC9 | Annual Financial Report |
| ACC10 | Transfer of Sponsorship Form |
| ACC12 | Annual Provincial Committee Report |
| ACC30 | Air Cadet League Accident Claim Form |
| ACC37 | ACL Expense Report (excel) |
| ACC39 | Treasurer Handover Certificate |
| ACC40 | Cadet Award for Bravery |
| ACC41 | ACL Proxy |
| ACC50 | ACL Honours and Awards Nomination Form |
| ACC51 | ACL Application for Honorary Life Membership |
| ACC53 | West Jet Pilots' Association Continuation Pilot Training Award |
| ACC54 | Effective Speaking Competition Application Form |
| ACC56 | Air Cadet Service Medal |
| ACC57 | ACL Service Medal (former cadets) |
| ACC58 | ACL Annual Music Awards for Excellence |
| ACC59 | Pilot Training Achievement Award |
| ACC60 | Volunteer Registration and Screening Form |
| ACC60D1 | Request for Police Records Check |
| ACC60E | Volunteer Renewal Form |
| ACC61 | Volunteer Agreement |
| ACC62 | Trip Driver's Log Book |
| ACC63 | ACL Volunteer Long Service Medal |
| ACC64 | Dale and Birchall Scholarship Awards |
| ACC65 | Civil Air Search and Rescue Association Foundation Bursary |
| ACC66 | Sennheiser Canada Squadron Band Music Award |
| | |

Provincial Forms

| No | Title |
|------------|---|
| CPQVO101 | Sponsoring Committee Renewal Form |
| CPQVO102 | Volunteer Registration and Screening |
| CPQVO103 | Candidate Interview |
| CPQVO104 | Candidate Reference Check |
| CPQVO105 | Screening Renewal Form |
| CPQVO106 | Driver's Trip Log Book |
| CPQVO107 | Regional Committee Renewal Form |
| CPQVO108 | Proxy for Sponsoring Committee |
| CPQVO109 | Election Proxy - AGM |
| CPQVO110 | Volunteer of the Year - Application |
| CPQVO111 | Voting bulletin – Sponsoring Committee Elections |
| CPQVO112 | 10 Years Service Medal - Volunteer |
| CPQVO115.1 | Sponsoring Committee Elections - Nomination |
| CPQVO118 | Planning Visit Form |
| CPQVO119 | Visit Report |
| CPQVO120 | Planning Annual Review and Committee Election |
| CPQVO121 | Training Registration Form |
| CPQVO122 | Departure Form - Volunteer |
| CPQVO123 | Decision Log |
| | |
| CPQVO201 | Chairman's Award - Application |
| CPQVO202 | Chairman's Award - Evaluation |
| CPQVO203 | Cadet Study Bursary - File |
| CPQVO204 | Cadet Study Bursary – Application Form |
| CPQVO205 | Welley Gérard Cyr Scholarship - Registration |
| CPQVO206 | Welley Gérard Cyr Scholarship – Cadet's File |
| | |
| CPQVO301 | Friends of Air Cadets Application Form |
| CPQVO302 | L'Auto-cadet Sales Report |
| CPQVO303 | Additional L'Auto-cadet Tickets Form |
| CPQVO304 | Local, Provincial and National League Assessment |
| CPQVO305 | Air Cadet Service Medal (4 years) |
| CPQVO306 | Provincial Committee Assessment |
| CPQVO307 | Inventory Form for Insurance Coverage |
| CPQVO308 | Annual Conference – Registration Form |
| | Sheet" A" Conference Participant - Annual Conference Registration |
| | Sheet" B" Cadet Participant - Annual Conference Registration |
| CPQVO309 | Host Family – International Exchange |

| | |
|------------------|---|
| CPQVO310 | Travel Expenses Sheet |
| | |
| | Business Card Template |
| | Effective Speaking Scrolling Sheet |
| | |
| DOCUMENTS | |
| CPQVO601 | 4 Years Service Medal - Cadet |
| CPQVO602 | Elections Meeting Kit |
| CPQVO604 | Elections - Policy |
| CPQVO605 | Planning Meeting |
| CPQVO606 | Screening |
| CPQVO607 | 10 Years Service Medal - Volunteer |
| CPQVO610 | Sponsoring Committee Guide |
| | |
| CPQVO700 | Chairman's Award – Policy and Procedures |
| CPQVO701 | Chairman's Award – Preparatory Guide |
| CPQVO702 | Provincial Effective Speaking Contest - Directive |
| CPQVO703 | Cadet Study Bursary – Policy and Procedures |
| | |
| CPQVO802 | L'Auto-cadet Guide |
| CPQVO804 | League-Industry Partnerships – Summary |
| CPQVO805 | League-Industry Partnerships – Power Point |

ANNEX C - CALENDAR

August

- Prepare the budget and calendar of activities
- Submission of grant applications (municipal and provincial)
- Receipt of the Auto-cadet tickets
- Registration for the Air Cadet League provincial conference
- Registration for Treasurer training
- Registration for the joint basic training
- Submit the squadron's planning budget

September

- Approval of the budget by the Sponsoring Committee
- Joint Basic Training
- Treasurers' Training
- Submit inventory for insurance (CPQVO307/ CPQVO801)
- Submit Government Reports (T3010/ TP985.22)
- Submit Financial Report (ACC9)
- Send enrolments of new members (CPQVO102)
- Air Cadet League Provincial Conference
- Advisor visits to squadrons (CPQVO118/ CPQVO605)
- First meeting with Parents

November

- Prepare files for the national selections
- Send applications for national selection
- First returns of L'Auto-Cadet (tickets and 50% of the order value)

December

- Submission of expense accounts for charitable receipts

January

- Receive the Effective Speaking Contest instructions and rules
- Send out charity receipts

February

- National Selections
- National Course Selections Day of exams and interviews
- L'Auto-cadet campaign ends
- Return all L'Auto-cadet tickets and monies
- L'Auto-cadet draw
- Submit the names of the top 3 L'Auto-cadet ticket sellers
- Provide to cadets the application forms for the post-secondary bursaries and Chairman's Award
- Local level Effective Speaking Contest

March

- Submit the candidate for the Chairman's Ward to the Regional Coordinator
- Regional Effective Speaking Contest
- Deadline to use the RCSU allocations (LTP and LSA)
- Register for the Regional Committees seminar
- Preliminary Music competitions

April

- Order L'Auto-cadet tickets
- Provincial Effective Speaking Contest
- Invite the League Representative to the Annual Review
- Regional Committees seminar
- Preliminary Drill competitions

May

- Invitation from the Election Chair of for the squadron 's General Assembly June

June & July

- Annual Review and provincial drill and music competitions
- General Assembly and Squadron Sponsoring Committee elections
- Submit the Sponsoring Committee Renewal Form (CPQVO101)
- Summer Camps Meeting
- Volunteer Screening of new members and renewals
- End of the fiscal year
- Book facilities for the next training year

ANNEX D – DECISION LOG

| NUMBER | YEAR | DATE | DECISION |
|--------|------|------|----------|
|--------|------|------|----------|

| 100 Organization (organization chart, description of duties, elections, meetings, volunteer screening, communication, formation) | | | |
|---|---------|---------|--|
| 100-001 | 2006/07 | 14 Sept | Proposal : Proposed by : Seconded by : Vote : |

| 200 Administration (finances, correspondance, archives) | | | |
|--|---------|---------|--|
| 200-001 | 2006-07 | 22 Nov. | Proposal : Proposed by : Seconded by : Vote : |

| 300 Logistics (transportation, accommodations, equipment) | | | |
|--|---------|---------|--|
| 300-001 | 2006/07 | 14 sept | Proposal : Proposed by : Seconded by : Vote : |

| 400 Activities (Hobbies, recruiting, financing, advertising, public relations) | | | |
|---|---------|---------|--|
| 400-001 | 2006/07 | 14 Sept | Proposal : Proposed by : Seconded by : Vote : |

| 500 Awards (Scholarships, Draws, Promotions, Certificates) | | | |
|---|---------|---------|--|
| 500-001 | 2006/07 | 14 Sept | Proposal : Proposed by : Seconded by : Vote : |

| 600 Other | | | |
|------------------|---------|---------|--|
| 600-001 | 2006/07 | 14 Sept | Proposal : Proposed by : Seconded by : Vote : |

ANNEX E -- RESOURCES

1. Human Resources

- Active members – civilian or military
- Active members of other elements
- Former members of the League
- Network of contacts
- Municipalities, city councils
- Member of Youth Clubs (Lion, Optimists, Richelieu, Kiwanis, etc.).
- Private companies (some offer of donations of people time)
- The Air Force Association of Canada
- Aviation organizations, Canadian Club
- Municipal Recreation and Sports
- Curling Clubs
- Municipal Recreation and Sports
- Fitness Centers
- Flying Clubs and private gliders
- Kinsmen Club
- Music Clubs
- Parents / Teachers Associations

2. Material Resources

- Current Unit Inventory
- Loan to another region or cadet unit
- Network of contacts
- Military support for certain activities
- Municipalities
- Private companies (some offers of donations of material resources)
- Local Sponsors
- Rental Companies
- A purchase from another region or cadet unit
- Stores

3. Financial Resources

- L'Auto-cadet
- Fund raising activities
- Government Grants
- Forces Support for certain activities
- Local Sponsors
- Squadron donations

ANNEX F – LOCAL DIRECTIVES

LOCATION DIRECTIV