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## **POLICY 3.3**

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### **THE ROLE AND RESPONSIBILITIES OF THE CORPS SPONSORING COMMITTEE**

#### **GENERAL**

1. This Policy should be read along with the Policy 3.2 – Memorandum of Understanding (MOU).
2. The establishment of a cadet corps in a community requires a community-based organization to sponsor the cadet corps. This organization is known as the local sponsor and shares with the Branch the responsibility to form a Corps Sponsoring Committee. This Committee is vital to the success of the Cadet Corps. The persons in the community most likely to have the interest necessary to form a successful Sponsoring Committee are usually the parents of cadets.
3. Corps Sponsoring Committees are often described as "the backbone of the Army Cadet Movement" and as such, the Chairperson of each Sponsoring Committee should be a member of a Provincial or Territorial Branch of the League. As a member of a Provincial or Territorial Branch the Chairperson of a Sponsoring Committee has an unbroken clearly defined channel of communication, from the local Corps Sponsoring Committee Chairperson to the National authority of the League.

#### **CORPS SPONSORING COMMITTEE'S RESPONSIBILITIES**

4. The Chairperson of the Corps Sponsoring Committee is the link between the cadet corps and the Committee. And it is the Chairperson who meets with the Commanding Officer to discuss how the Sponsoring Committee can assist the corps and meet the challenges that are inherent in the responsibilities of the Sponsoring Committee. These responsibilities are divided into four parts:
  - a. **To the Cadets:** The main objectives are:
    - i. to obtain suitable accommodation for the corps;
    - ii. to provide adequate financing for the needs of the corps not provided by other sources;
    - iii. to facilitate the recruitment of eligible young people as cadets;
    - iv. to assist the Commanding Officer in the presentation of the Corps at public events such as the Annual Review Ceremonies, Changes of Command;
    - v. to liaise with the Sponsoring Committees of other cadet corps;
    - vi. to award trophies and other special rewards; and
    - vii. to sponsor Cadet bands.



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- b. **To the Community:** The Sponsoring Committee should undertake:
- i. to explain the aims of the Army Cadet Program to parents, civic authorities and community organizations;
  - ii. to publicise the activities of the corps through press, radio and television, and special activities; and
  - iii. to assist in devising and carrying out corps projects that are a benefit to the community.
- c. **To the CF:** It is the function of the Sponsoring Committee:
- i. to recommend the formation and disbandment of the cadet corps to the Provincial or Territorial Branch of the League and to the appropriate CF representative;
  - ii. to identify qualified persons in the community as potential officers for the corps and to recommend these persons for screening by the Canadian Forces and for consideration as potential officers in the Cadet Instructor Cadre and;
  - iii. to assist the Commanding Officer in the care and custody of equipment provided by the Sponsoring Committee to the corps.
- d. **To the League:** As the basic unit of the League, the Sponsoring Committee is expected:
- i. to elect a Chairperson to liaise with the Commanding Officer
  - ii. to maintain a Sponsoring Committee of adequate strength and financial viability;
  - iii. to ensure that the NPF and other financial accounts are maintained; and
  - iv. to delegate responsibilities to members of the Committee, such as finance, publicity, recruitment, accommodation, etc.

## **CORPS STAFF RELATIONS**

5. While the final responsibility for the staffing of a cadet corps including the recruitment, enrolment, promotion and release of corps officers rests with the CF, the views of Corps Sponsoring Committees and Branch and Territorial officials are taken into consideration.
6. If it is the collective opinion of the Sponsoring Committee that the Corps is not operating as well as it should, it is the duty of the Chairperson of the Corps Sponsoring Committee to so advise the Corps Commanding Officer and then pass this opinion on to the appropriate Branch or Territorial official of The Army Cadet League of Canada.
7. In cases where difficulties exist between a Sponsoring Committee Chairperson and a Commanding Officer, the recommended course of action is for a League Branch or Territorial executive member or a zone chairman, along with the ACO (Land) to visit the corps and arrange a meeting between the Sponsoring Committee and the Commanding Officer. In instances where differences of opinion or a personality conflict are so strong replacements may have to be made either on one side of the organization or the other. In such circumstances, the Provincial Branch President will take any required action promptly, keeping in mind that the important consideration is the welfare of the cadets and not the pride or prestige of an individual.



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## FINANCIAL SUPPORT

8. To ensure financial accountability for funds raised by the corps through fundraising activities and grants, the following guidelines are to be followed:
- a. All corps funds will be deposited in a bank account registered in the name of the Corps Sponsoring Committee. Funds for the account will consist of monies provided by the local sponsor, raised by the Sponsoring Committee and by cadet corps fundraising activities (referred to as "Non-DND Funds"), and the DND Contingency and Band Grants. The signing authority for the account will be the Corps Sponsoring Committee Chairperson and one other Committee member, preferably the Treasurer. To facilitate matters, it is suggested that "any two of four" signing officers may sign cheques. It is strongly suggested that signing authority should not be vested in two members of the same immediate family.
  - b. A meeting between the Corps Sponsoring Committee and the Commanding Officer is required before the end of the training year to review activities of the past year and to plan activities and budget for the coming year. Prior to the meeting the CO will prepare the cadet corps training and activities plan for the coming year and the Chairperson of the Corps Sponsoring Committee will require a knowledgeable estimate of the funds required to support the corps from all sources. Once an agreement is reached on activities and funding, the CO should be authorized to proceed with his plans on the assumption that the required funds will be made available to the corps.
  - c. Fundraising activities should be listed as part of the Corps Training and Activities Plan, however, it is the Corps Sponsoring Committee that plan fund raising activities. Any fundraising involving cadets will require the agreement and the support of the Commanding Officer. The Commanding Officer must be actively involved in any fundraising activity requiring the participation of cadets.
  - d. All corps expenses must be paid by cheque. In addition, the CO should be provided with a "CO's Fund", or petty cash fund, which is used to pay for small, routine disbursements. An imprest system should be employed for replenishing this petty cash fund, in that receipts must be provided for all funds expended and the amount expended replenished from the main corps bank account.
  - e. Corps Sponsoring Committees are required to produce annually a properly prepared financial statement, attached at Annex O, showing all receipts from all sources, and disbursements made on behalf of the corps during the period September 1 - August 31. A copy will be forwarded to the Provincial Branch for onward transmission, upon request, to the National League by September 30 of each year. In addition, a copy will be provided to the CO, who should display such on the corps notice board. Cadets and other interested persons can then have a complete and accurate accounting of how funds have been spent.
  - f. The Chairperson of the Corps Sponsoring Committee maintains an inventory of all items that have been purchased for or donated to the cadet corps. This has sometimes referred to as the "Non-Public Funds Inventory" or the "NPF Inventory". In 2005, this terminology will change to "Non-DND Property". This inventory should be updated each year and signed for by the Commanding Officer either at the Annual Ceremonial Review or at a change of command parade. It should also be pointed out that the Sponsoring Committee has no responsibility or authority for any equipment that has been issued or loaned to the cadet corps by the Canadian Forces.



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## **PUBLIC RELATIONS**

9. No corps can be expected to function successfully without a reasonably sympathetic relationship with its home community. Very often the degree of public support is dependent on the cadet corps **Public Relations Plan** which is the responsibility of the Sponsoring Committee. Broadly speaking, the purpose of a Corps Public Relations Programme is:
  - a. to keep the public fully informed on the activities of the Corps; and
  - b. to continually impress upon the public's consciousness the fact that Army Cadet training is beneficial to the community.
10. It is recommended that corps public relations be made the responsibility of a committee member who has had some experience in this field. The right person may be found in the local newspaper, radio or TV station, or perhaps in the advertising department of a local firm. In many of the most successful corps, cadets act as their own publicity representatives.
11. It must be emphasised, however, that a prime requirement in any Corps Public Relations Programme is a full measure of co-operation and support from the complete Sponsoring Committee. The committee, through its wide range of business and social contacts, can secure endorsements from leading community figures and can interest newspaper editors, television and radio station managers in publicising the movement.
12. Public Relations Handbooks, pamphlets, posters, etc., are available from the Canadian Forces and such materials should be used to maximize the benefits of obtaining good public relations.
13. Corps Sponsoring Committees are responsible for cadet recruitment. The Corps Sponsoring Committee should seek the assistance of the Commanding Officer and the cadets in this important activity but it is the Sponsoring Committee that plans the promotional activities that draw youth to the Cadet Program. by arranging for local publicity at local schools, arranging rewards to cadets who bring in new cadets, and ensuring that the achievement of local cadet are well publicised. The key word is "**teamwork**", as the results will always be better when both the corps staff **and** the Corps Sponsoring Committee are involved in recruiting activities.

## **TRAINING ACCOMMODATIONS**

14. The provision of adequate housing and training accommodation for the corps is a basic responsibility of the Corps Sponsoring Committee. CF accommodation is frequently made available but when this is not possible, the responsibility for arranging the use of a school, Legion Branch, church hall, or municipal recreational facilities, lies with the Corps Sponsoring Committee.

## **ORGANIZATION OF THE CORPS SPONSORING COMMITTEE**

15. Sound, basic organization and good leadership in the formation of the Corps Sponsoring Committee working in close co-operation with the corps staff are the real secrets to the success of a Corps.
16. Policy 3.3A outlines the ideal League structure at the local level and the organization of the Corps Sponsoring Committee.



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17. The Queen's Regulations and Orders for the Canadian Cadet Organizations (QR Cadets) details the responsibilities and functions of committees and committee members. These regulations are further explained in the MOU – Policy 3.2.

## **CONCLUSION**

18. The Army Cadet League is organized on a tri-level basis, with Committees operating at the local, provincial/territorial and national levels. Regardless of how secure the national and provincial bodies may be, the structure cannot be complete without strong Corps Sponsoring Committees operating at the corps level.
19. It is important to the success of the Cadet Program that the Chairpersons of Corps Sponsoring Committees keep an open line of communication with the Branch/Territorial President. Equally important, the Corps Sponsoring Committees should ensure that important announcements emanating from the National Office or the Branch/Territorial Office are made known to Cadet Corps officers and through them to the cadets.
20. A key factor in the success of a corps is a good working relationship between the Commanding officer and the Chairperson of the Sponsoring Committee. Given effective, enthusiastic people in these positions and a co-operative working relationship between them corps can't help but be successful.
21. The channels of communication between the League and the CF are outlined in the chart shown in Policy 3.4 – National Organization Chart.