

ARMY CADET LEAGUE OF CANADA



BRITISH COLUMBIA BRANCH
ACLC (BC)

Sponsoring Committee (SC) Handbook

“We are here for the cadets!”

February 2012 Edition



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	10
3.1. Being a Sponsoring Committee	10
3.2. Constitution and By Laws	10
3.3. Sponsoring Committee Organization	10
3.4. Sponsoring Committee Organization Chart.....	11
3.5. Planning for Success.....	11
3.6. Conduct of Meetings.....	12
4.0 FINANCIAL.....	13
4.1 Financial Administration.....	13
4.2 Preparing the Annual Budget.....	13
4.3. Managing the Corps Finances	13
4.4. Fundraising.....	13
4.5 Tax Receipts.....	14
4.6 GST Rebates.....	14
4.7 Branch Levy.....	14
4.9 BC Gaming Commission.....	15
5.0 FACILITIES	15
6.0 RECRUITING	16
6.1 General.....	16
6.2 Retention	16
7.0 VOLUNTEERS AND SCREENING.....	16
7.1 Why Screen Volunteers	16
7.2 The Screening Process	17
8.0 PUBLIC RELATIONS AND COMMUNICATIONS	17
8.1 General.....	17
8.2 Public Relations.....	17
8.3 Communications	18
9.0 LOGISTICS	18
9.1 Supply	18
9.2 Transportation	18
10.0 INSURANCE	19
11.0 APPENDICES	19

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 (ALCLC) home page. 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 ALCLC is included in the Policy Manual and can be accessed at http://www.armycadetleague.ca/wp-content/themes/aclc/pdf/polManual/English/pol_3_2.pdf

Specific information regarding the operation and activities for the Army Cadet League of Canada British Columbia Branch (ALCLC(BC)) is available at www.armycadetleague.bc.ca .

To access information on the overall cadet program use www.cadets.ca .

To understand the history of the development of the Royal Canadian Army Cadets (RCAC) access www.armycadethistory.com

The British Columbia Branch maintains an office at:

724 Vanalman Avenue, Room 21
Victoria, B.C. V8Z 3B5
Phone: 250.708.0281
Fax: 250.708.0284*

Toll Free: 1-877-733-1980
Email: bcleague@telus.net

Please pass any and all comments on this document to:

Executive Director ALCLC(BC) care of the address, telephone or email above

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.

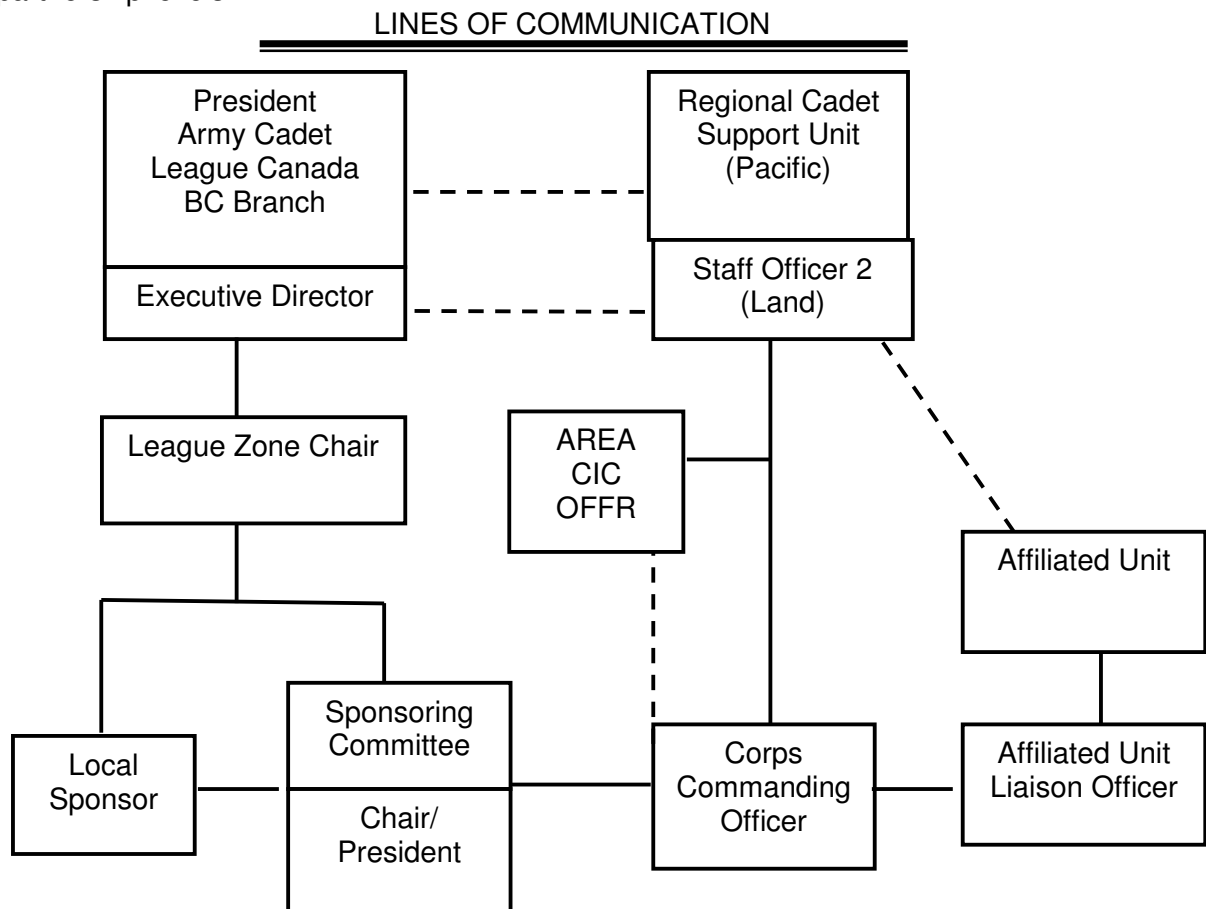
2.4 THE PARTNERSHIP

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: http://www.armycadetleague.ca/wp-content/themes/aclc/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

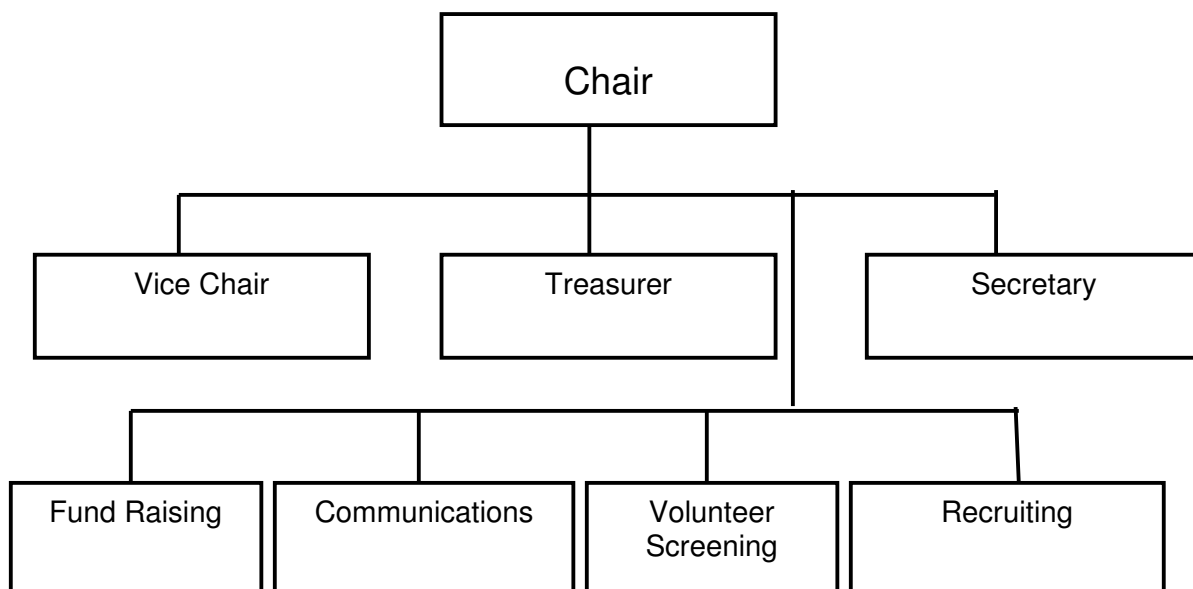
3.2.1 To ensure a Sponsoring Committee can function in an orderly manner a Constitution and By Laws must be in place to outline the organizational structure and responsibilities of the SC. A sample is included at Appendix 2.

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 out lined 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:

- 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/content.php?page_id=19

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 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.

The best recruiters are happy, challenged cadets...

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. 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.bc.ca/content.php?page_id=21

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, Suman Kumar, 19702 Alouette Blvd., Pitt Meadows BC V3Y 2V8. Reference to http://www.armycadetleague.bc.ca/content.php?page_id=21 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

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

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.

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.

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

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.

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/resources/insurance-certificate/>

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
Appx 13: Pillars 2010 Activities Suggestions

Extract From ACLC Policies Manual Index

The Army Cadet League of Canada
National Policies and Directives

Last revised: April 2009 to be updated in Jun 2012 **Links have changed please use**

<http://www.armycadetleague.ca/resources/policies-manual/>

Section	Subject
1	<u>Policy Manual Purpose and Use</u>
2	Glossary
2.1	<u>Definitions and meanings used in this manual</u>
2.2	<u>Military Abbreviations</u>
3	Organization and Responsibilities
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>
4	Insurance
	<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 & Answers</u>
9	Membership Policy
9.2	<u>Life Membership</u>
10	Volunteer Screening and Management
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	Telephone Reference Check Form
10.1E	Exception Tolerance Policy
13	Honours and Awards
13.1	Army Cadet Service Medal (ACSM)
13.1A	Certificate of Service
13.1B	ACSM Presentation Text
13.4	Major-General W.A. Howard Awards
13.5	Walsh Award
13.5 A	Walsh Award Nomination Form
13.6	The D.W. Fleck Award
13.7	The Lieutenant-General C.H. Belzile Trophy for Excellence in Largebore Marksmanship
13.8	The Lieutenant-General J.W. Quinn Annual Awards for Excellence in Music
13.9	The Army Cadet League of Canada Cadet Corps Anniversary Certificates
13.10	Chief of the Defence Staff Citation
13.11	League Member of the Year
13.13	National Marksmanship Awards (Overview)
13.14	The Lieutenant-General J.E. Vance Leadership Awards
13.15	Cadet Parachute Course Awards
13.16	The Army Cadet League of Canada Awards (Rocky Mountain)
13.17	Volunteer Service Medal (VSM)
15	Financial Controls and Accounting
15.1	Financial Directive
15.1A	Financial Directive - Funds
15.1B	Request for Reimbursement for Travel Expenses Form
15.3	Local Support Allocation (DND)
16	Human Relations Policies
16.1	Hiring Policy for Executive Director
17	Awards (Financial) and Grants
17.1A	GBCF Application Form
17.2	1st Canadian Parachute Battalion Bursary

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: 14 Dec 12	ACTIVITY: Christmas Dinner	OPI: Jane/ John Doe (JD)
-----------------	----------------------------	--------------------------

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 Parent chaperons for dance Appoint MoC and discuss responsibilities	15 Nov 1 Dec 1 Dec	JD
External Support	Arrange for piper Entertainment?	1 Dec	Chair

LOGISTICS

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

COMMUNICATIONS

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

Sponsoring Committee Activity Plan (Template)

DATE:	ACTIVITY:	Lead
--------------	------------------	-------------

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.

Timeline	Activity	Lead
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

Appendix 5

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

Receipts	Budget	YTD 21 Jan XX
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>	
Total Projected Receipts	17,253.00	12,800.00
Disbursements		
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>
Total Projected Disbursements	7,300.00	11,450.00
Current Cash in Hand	4,189.00	3,500.00
Current Gaming Account Balance	<u>2,200.00</u>	<u>9,200.00</u>
Total Available Cash	6,389.00	12,700.00

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

SOURCES	COMMENTS
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

SOURCES	COMMENT	AIDS
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

Idea	Concept	Method
MOVIE AND PIZZA NIGHT	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.
MALL RECRUIT DISPLAY	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
CASH INCENTIVES FOR CADETS	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.
ARTICLE IN PAPER	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.
ADVERTISEMENT IN THE PAPER	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
LETTER TO THE EDITOR	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.
SENIOR CADET RECRUIT DISPLAY AT A SCHOOL	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,
DOOR TO DOOR FLYER	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 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) Yes No

If you answered 'Yes' above, please provide proof of service or a copy of your release document

Section 4 – References

First Reference	
Name	Relationship to You
Phone Number	E-Mail
Second Reference	
Name	Relationship to You
Phone Number	E-Mail
Third Reference	
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.

Signature	Date
------------------	-------------

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

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 Posted on website
Newsletter	Monthly outline of the next months program, upcoming meeting, special activities, notification of awards, promotions, required volunteers, etc.	Hardcopy Posted on website 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 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 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:** _____

Appendix 12

RCAC - Military Acronyms and Abbreviations

RANKS		APPOINTMENTS	
Private	Pte	Commanding Officer	CO
Corporal	Cpl	Second-in-command	2IC
Master Corporal	MCpl	Platoon Commander	PI Comd
Sergeant	Sgt	Section Commander	Sec Comd
Warrant Officer	WO	Regimental Sergeant Major	RSM
Master Warrant Officer	MWO	Company Sergeant Major	CSM
Chief Warrant Officer	CWO	Civilian Instructor	CI
Officer Cadet	OCdt	Non-commissioned Officer	NCO
Second Lieutenant	2Lt	Non-commissioned Member	NCM
Lieutenant	Lt	Cadet Instructor Cadre	CIC
Captain	Capt	Administration Officer	Admin O
Major	Maj	Supply Officer	Sup O
Lieutenant Colonel	LCol	Training Officer	Trg O
Colonel	Col		
GENERAL		GENERAL	
National Star Certification Exam	NSCE	Annual Ceremonial Review	ACR
Army Cadet Fitness Test	ACFT	Annual General Meeting	AGM
Cadet Administrative and Training Order	CATO	Headquarters	HQ
Cadet Summer Training Centre	CSTC	Local Headquarters	LHQ
Map and Compass	M&C	Field Training Exercise	FTX
Army Cadet League of Canada BC Branch	ACLBC(BC)	Department of National Defence	DND
Individual Meal Packet	IMP	Canadian Forces	CF
Training	Trg	Cadet Leader (Course)	CL
Battalion	Bn	Cadet Leader Instructor (Course)	CLI
Company	Coy	Standard Operating Procedure	SOP
Platoon	PI	Sponsoring Committee	SC
Section	Sec	Royal Canadian Army Cadet	RCAC

Appendix 13

PILLARS 2010 Activities Suggestions

	ACTIVITY	DESCRIPTION	ADMINISTRATION	PARTICIPATION
1.	Sports Day	Blind Volleyball Jerry Can Race Blind Soccer Backward Baseball	Public or school playground Sports equipment Could include families	All cadets, officers and families
2.	Fishing Derby	Local lake, pier or river location for most, biggest, fish?	\$10 entrance fee Local authority may be required Cadets organize and supervise	Officers, cadets, parents, friends and community
3.	Cadet activity and skills day	SNR NCOs plan and conduct activities: Knots, Bush craft, F/A, Marksmanship, navigation, physical fitness, etc.	Team effort with all cadet levels on each team. Specified tasks by age/experience Ribbons and awards	All cadets Potential to bring friends and encourage recruiting
4.	Archery	Archery familiarization with local Rod and Gun or Archery Club	Buy arrows Arrange instructors and equipment Safety supervision required	Cadets, officers, parents
5.	Mini-Ironman Triathlon	Mountain bike, canoe, Abseil, run, swim, etc	Instructors and safety for specific activities are required Could be multi-day duration. Planning is critical Route and site approval is required	Open to all cadets and conducted in team
6.	Digital Scavenger Hunt	Teams get photos of specified items, attractions, events, places, etc.	Purchase disposable cameras Arrange adult supervision Public transport can be used Local maps and information	All cadets, parents, officers, etc.
7.	Indoor Rock Climbing	Local facility required	Waivers required Advanced booking Payment arrangements	All cadets, parents, officers, etc.
8.	Overnight hike/bike to local area attraction	Senior cadets plan and execute the trip in cooperation with a Naturalist/Outdoor Club Glacier, lake, mountain, farm, river, campsite.	Each cadet is responsible for an aspect of the planning, Meal planning and preparation, Equipment planning and collection Transportation to start point First Aid and safety planning	All cadets.
9.	Disco Bowling	Casual evening or weekend activity	Arrange for bowling during the "disco" periods at the bowling avenue when there is great music, flashing strobe lights and active video. Forming mixed teams with cadets from all years provides better "camaraderie". Reservations are likely required Prizes can be novelty items. Check the dollar store!	All cadets and perhaps their friends CIC staff DND/Parent transportation
10.	Zip Line	Day trip to facility	Book with company	All cadets with

	Excursion		CAP for transportation, etc Rations or restaurant? Instructors and safety from company Is there an age limitation? Expensive but great fun!	permission
11.	Public Speaking Debating	Start small to build skills and confidences Note: Air cadets have program we could follow	Select topics, time, aids, etc. Do as part of other activity i.e. around the campfire. Topics can be personal, military, topical, educational, humourous, etc. Seek adjudicators/mentors from Toastmasters. Kiwanis. Lions, etc, Prizes for major events	All cadets
12.	Bike Rally	Various levels and skills Existing trail, Kettle Valley, Lochside, Galloping Goose, etc	Bike check and maintenance prior to departure. Safety team and equipment Transportation and follow-on vehicle Limitless possibilities for locations	All cadets could include friends, parents, etc.
13.	Cooking Skills	Could be competition, bake sale or BBQ for family and friends to raise funds Chilli Cook-off Cadets plan, acquire and prepare all meals for an FTX	Team activity with all cadets participating Could be public event for funds Simply menus but challenges for presentation, innovation, etc. Food and fire safety considerations Cadets could develop their own recipes	All cadets
14.	Geo Caching	Using GPS for navigating to defined locations for information or items. Could be an "Amazing Race"?	GPS(s) - borrow from family and friends or outdoor clubs. Define locations Prepare caches and instructions Public caches are available in some areas at online geocash websites.	All cadets could include friends, parents, etc.
15.	Community Service	Working with a community partner on a project	Visiting Vets, building benches, park/road/ beach clean-up Many opportunities through town, service clubs, etc.	All cadets, families and friends
16.	Obstacle Course	There are "blow-up" courses for cadets as seen on Scottish Exchange	Several Corps could pool their resources to purchase elements of the course Good recruiting event for friends	All cadets, families and friends
17.	Guest Speakers	Have speakers for corps or star levels throughout the year.	Police - Dog Squad - Patrol Car Fire Fighters Martial arts Instructors Reg./Res. CF members	All cadets
18.	Round Robin Sports	Cadets design, set up and run stations	Orienteering, wheelbarrow/ 3legged race, rope course, jungle gym, beam, weights, jerry cans,	All cadets in teams

	Night		commando crawl, etc.	
19.	Winter Training	Winter skills, snowshoeing, skiing, ice fishing, arctic gear indoctrination and training, survival training (Quincy)	Arrange for necessary gear Arrange for location and transportation Need experienced instructors	All cadets
20.	CF Familiarization	Visit CF facility and CF Reg/Res units at local bases or armouries	CFB Esquimalt, Navy ship, PPCLI Equipment familiarization, Regimental History	All cadets, families and friends
21.	Citizenship	Visit Provincial, Municipal buildings and activities Museums and archives	Attend council meetings, legislative activities,	All cadets, families and friends
22.	Fitness P/T Exercise	Snr cadets design and conduct an exercise activity based on cadet P/T standards	Designed to qualify cadets for the various levels of fitness called for in the cadet program	All cadets
23.	Marksmanship Challenge	Parents and Officers vs Cadets	Fun competition Regular range set-up Safety staff and instructors required Cadets train parents on the weapons	Cadets and parents and officers
24.	Festivity Dance	Valentines, Halloween, etc evening Dance	A evening to dance, socialize and relax Organize DJ - perhaps a cadet? Sponsors to provide food, etc	All cadets
25.	Training Group Sports Tabloid	All corps meet and play sports against each other	Variety of skilled (Soccer) and general (dodge ball) games Trophies by sport and corps and star level	All cadets and staff
26.	Skiing Trip	Day trip to local ski hill	Negotiate ski pass, lessons and equipment rentals Officers and parents to supervise	Cadets and parents and officers
27.	Snorkel and SCUBA familiarization	Have local SCUBA club or shop provide introduction training	Conduct training in local pool and provide potential for cadets to follow certification program Fairly expensive but offers a good challenge	All cadets and staff
28.	Fund raising pie throw	Identify appropriate charitable cause and have pies thrown at officers and corps personalities	\$20 donation provides pie and target individual Require sponsor sheets, pies, advertising, etc. Identify venue and publicity. Clean up is essential	Cadets and parents and officers, public
29.	Pool Night	Everyone goes swimming. Can have some skills training and testing	Easy to arrange and usually very popular	Cadets and parents and officers
30.	Movie and Pizza	Arrange movie and pizza as recruiting activity	Open house atmosphere with displays before movie. Award for	Cadets and friends

	Nights		most friends brought?	
31.	Canoeing/Kayaking	Half day instruction and paddle.	Arrange for boats and instructors either from PCSU(P) or local organization Conduct basic training and a paddle activity Safety equipment and staff are critical	All cadets and staff
32.	Bike Scavenger Hunt	Cadets travel around town to identify local history, knowledge, locations, etc.	Information from signs, buildings, plaques, phone books etc. Some questions fun - What is Mayor's dog's name, How many kinds of Tim Horton's Donuts are made at the local shop?	Cadets and friends
33.	Joint Exercise with Navy	Plan and conduct joint exercise including sailing and abseiling with Navy Corps	Combined training will increase interest in the overall cadet program and help cadets make new friends.	Army and Navy cadets
34.	Trail rebuilding	Participate with local and national efforts to rehabilitate trails	Annual event to coincide with local efforts to clean-up trails and hiking routes, Trans-Canada Trail has annual effort as do many communities	All cadets
35.	Support Local functions	Provide flag parties, musicians and cadets to local events and functions. City days, school events, foot race activities, fairs, conferences, etc.	Plan with local officials to give cadets high visibility and to encourage local organizations to provide financial or other support.	All cadets and staff
36.	Christmas Dinner	Festive Mess dinner that combines military and family traditions	Arrange venue, catering, program, attendees, guests, VIPs Follow with dance or similar activity for cadets	Cadets, staff, family, sponsors, friends, etc.
37.	Caving	Guided tours at local caves	Waivers, transport, rations, supervision, funding, Locations: Fairmont, Horne Lake, Tashis, Texada Island, Canmore, etc.	All cadets and staff