

# Policy and Procedures Manual (PPM)

Air Cadet League of Canada

Alberta Provincial Committee



## Alberta Provincial Committee



*Supporting Air Cadets In Alberta*

Alberta Provincial Committee Policy and Procedures Manual (PPM) contains policies and procedures which are not covered in the APC Bylaws. This document compliments the Bylaws, National PPM ( <https://aircadetleague.com/wp-content/uploads/2024/10/PPM-MASTER.-APPROVED-SEP-2024.-ENGLISH-w-LINKS.pdf>) and is a living document meant to support the work of the Alberta Provincial Committee (APC)

This manual was originally published in June 2022.

Please direct any suggestions, proposed amendments to or errors Identified in this publication can be directed to any APC Board member.

Original June 2022

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## Policy Revision Table

Policy/Procedure Title	Effective Date	Date of Last Revision	Date of Last Review
Appeal	30 June 2022	30 June 2022	30 June 2022
Board Evaluation	30 June 2022	30 June 2022	30 June 2022
Code of Conduct and Ethics	30 June 2022	30 June 2022	30 June 2022
Communication Policy	30 June 2022	30 June 2022	30 June 2022
Confidentiality	30 June 2022	30 June 2022	30 June 2022
Conflict of Interest	30 June 2022	30 June 2022	30 June 2022
Discipline and Complaints	30 June 2022	30 June 2022	30 June 2022
Discrimination, Harassment, Abuse and Violence	30 June 2022	30 June 2022	30 June 2022
Dispute Resolution	30 June 2022	30 June 2022	30 June 2022
Document Retention and Destruction	30 June 2022	30 June 2022	30 June 2022
Election of the Board of Directors	30 June 2022	30 June 2022	30 June 2022
Financial	30 June 2022	30 June 2022	30 June 2022
Investigations - Discrimination, Harassment, Abuse and Violence	30 June 2022	30 June 2022	30 June 2022
Privacy	30 June 2022	30 June 2022	30 June 2022
Risk Management	30 June 2022	30 June 2022	30 June 2022
Screening	30 June 2022	30 June 2022	30 June 2022
Social Media	30 June 2022	30 June 2022	30 June 2022
Voting	30 June 2022	30 June 2022	30 June 2022
Board positions	October 2023	3 October 2024	3 October 2024
Bylaw requirements - membership	October 2023	3 October 2024	3 October 2024
Reformat	October 2024	3 October 2024	3 October 2024
Inserted job description – communications, training, infrastructure	October 2023	4 October 2024	4 October 2024
APC voted to adopt as a living document to be reviewed regularly	16 October 2024	16 October 2024	16 October 2024


## Section 1: Foundational Policies

Alberta Provincial Committee policies define the expectations of the members and other stakeholders of the Alberta Province Committee. They are a result of the approved Bylaws of the Alberta Provincial Committee. Any items not included in this manual shall be governed by information and guidelines included in the Air Cadet League of Canada Policy and Procedures Manual.

**1.1 Vision:** We envision the Alberta Provincial Committee (APC) of the Air Cadet League (ACL) of Canada will be a world - class partner supporting Canadian Armed Forces (CAF) in the delivery of the Royal Canadian Air Cadets as a premier youth development organization in Alberta.

**1.2 Mission:** We promote and support a good relationship through mutual respect and understanding of the roles of each partner in the Royal Canadian Air Cadet program throughout Alberta.

- a. Support the ACL of Canada in implementing their strategic plan and fulfilling their responsibilities to CAF.
- b. Support CAF in fulfilling their training objectives.
- c. Attract youth and adults to the cadet movement.
- d. Develop and support local Squadron Sponsoring Committees (SSCs) so they can fulfill their responsibilities to the local cadet squadron.
- e. Provide resources and support for cadet training and optional activities.
- f. Stimulate and support cadets to develop an interest in aerospace and aviation.

**1.3 Values:**

- a. **Cadet Centered** - Safe, fun and challenging learning environment for youth.
- b. **Innovative** - Leading edge support through new approaches and experiencing new ideas.
- c. **Respect** - Treat each other with respect in all our interactions.
- d. **Integrity** - Committed to making the right decisions for the right reasons.
- e. **Teamwork** - Individual's opinions are respected, while working together towards a common goal.
- f. **Quality of Service** - High level of excellence and strive for continuous improvement.
- g. **Leadership** - Others are inspired to achieve their goals and lead by example.

#### 1.4 Aims:

- To develop in youth the attributes of good citizenship and leadership and to promote physical fitness.
- To stimulate the interest of youth in the air element of the Canadian Forces.
- To promote and encourage among young people a practical interest in aeronautics and to assist those intending to pursue a career in the field of aviation.

**1.5 Business Planning:** A Board leadership role is to ensure the organization plans strategically to:

- Meet the changing needs and expectations of its stakeholders.
- Plan for a sustainable organization in the long term.
- be led by the board of directors of the APC.
- implement a business/ strategic plan to the membership.

**1.6 Operational Planning:** Directors and Committee Chairs will use the strategies and goals set by the Board in the business plan to develop the annual operational plans for their portfolios. The operational plans will include specific activities and budgets. The operational plans will be updated on an annual basis and take in to account any business plan changes the Board has approved.

**1.7 ACL philosophy and CAF memorandum of understanding:** See ACL PPM section 1.5, 1.6 and 1.7 to review the philosophy and agreement with CAF. This provides our foundational understanding for the League work in the Air Cadet program.

**1.8 ACL Purposes:** See ACL PPM section 1.8 for full review of the Certificate of Continuance. The Purposes of the ACL, and the APC are to advance the education of the Air Cadets and to promote an interest in the air element of the CAF:

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

## Section 2: Board Organization and Governance Policies

Board policies define how the Board of Directors will organize to get its work done and outlines how the Board governs the Alberta Provincial Committee (APC). The APC is a non-profit society under the *Alberta Societies Act*. The APC is also a register charity under the *Income Tax Act of Canada*.

2.1 Governing Style: The Air Cadet League in Alberta is governed by the APC Board of Directors (APC BOD). The BOD establishes policies for the APC PPM. The APC by-laws are approved by the members of the APC.

The Board will govern with an emphasis on:

- a. Developing a strategic, long-term perspective that emphasizes strategic planning that establish outcomes, impact, and accountabilities for the Board.
- b. Maintaining a clear distinction between the roles of the members, the Board, and the volunteers. It is understood that an individual might play a role in two or more areas. It will be important for these individuals to recognize which “hat” they are wearing in a particular circumstance.
- c. Encouraging a diversity of viewpoints.
- d. Committing to APC, rather than individual, decision-making processes.
- e. Governing in a manner that is responsive to the needs of the stakeholders/members

To accomplish this:

- a. The APC BOD will develop a sense of APC responsibility. Thus, the entire Board, and not the volunteers or any individual Board member is responsible for excellence in governing. The Board will be an initiator of strategy and policy, not simply a reactor to affiliate initiatives. The Board will use the expertise of individual BOD members to enhance the BOD’s ability to govern. Thus, the Board will allow no officer, individual, or committee of the Board to hinder the Board from fulfilling its role, responsibilities, and commitments.
- b. The APC BOD will lead, direct and control by establishing written policies that reflect the Board’s perspectives on the outcomes to be achieved by the APC BOD and ways to achieve them.
- c. The APC BOD will speak with one voice. When the Board decides (to approve or not approve a motion), the Board members will accept the decision.
- d. The APC BOD may appoint chairpersons of such sub-committees as authorized by the APC. The Chairperson of a sub-committee shall appoint their own sub-committee members.

- e. The APC BOD shall hold regularly scheduled meetings (normally monthly) at the call of the APC BOD Chairperson, notices being given of all such meetings. Members are required to attend regularly and actively participate in at least 75% of all such meetings.
- f. From the beginning of a fiscal year (Sept) until adjournment of the AGM held during that fiscal year, the APC BOD (by approval of a BOD motion) may approve an interim operating budget (exclusive of capital expenditures) that shall be their expenditure authority until the adjournment of the AGM, further the APC BOD authority may (by approval of a BOD motion) approve any capitalized expenditures that they believe to have been explicitly or implicitly previously approved by the APC.
- g. The APC BOD is empowered to encumber the APC with debt only when so approved and only to such liability as may from time-to-time be approved by a motion passed by the APC.

The APC BOD will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation, policy-making principles, respect of roles, and code of conduct. To build Board capacity, the continual Board development process will include:

- a. Orientation of new BOD members.
- b. Ongoing education and training of BOD members.
- c. Periodic discussion to improve the BOD's governance process.
- d. A bi- annual assessment of the BOD's governance process.

The APC BOD will develop and follow an annual BOD calendar that outlines the work of the APC BOD, including the monitoring of all BOD policies.

2.2 Bylaws - voting: The bylaws of the APC were reviewed and approved 30 October 2021. They are attached as an appendix to this document.

For the purposes of the bylaws, and voting at the Annual General Meeting (AGM) those that are active, screened members of the APC or a Squadron Sponsoring Committee are members. Advisory council members, coordinators for the BOD, and lifetime members are not considered voting members unless they fit into one of the other categories.

To clarify voting eligibility at meetings, the APC bylaws are interpreted as follows.

Those members eligible to vote, as long as they hold valid Air Cadet of Canada (ACL) screened membership cards are:

- Duly elected and appointed directors of the Air Cadet League of Canada, Alberta Provincial Committee. (13)
- Four Squadron Advisors from each of the three Wings of the Alberta Provincial Committee, who are duly elected at Wing meetings annually. (12)

- SSC Chairs from Alberta Provincial Committee SSC's or their proxy holder, subject to the conditions of membership as defined above. (Currently 45)

At all times, all members eligible to vote must be duly screened as members under the current ACL screening requirements.

At all times, the number of voting members eligible to vote at an AGM must be a minimum of 50% + one (1) SSC Chairs or their proxy holder.

### 2.3 Policy Making: The Board's role in Policy Making is to:

- a. Board policy will be in conjunction with the APC Bylaws.
- b. Develop policies indicating what difference will be made, in which people's lives, at what cost, because of the organization's existence.
- c. Develop policies which, at the broadest levels address:
  - i. Planning policies to clarify the organization's philosophy, the vision, mission, values and aims needed to make sure the organization's trust is preserved and developed.
  - ii. Governance policies to clarify how the Board will govern itself and the organization.
  - iii. Board operational policies to establish the parameters for the operations management activity and decision-making.
  - iv. Policies to clarify the organization's response to relevant matters in the community.
  - v. Defining limits on volunteers' actions. Develop policies that establish the standards of ethics and levels of skills and judgment to be used in the roles.
  - vi. Assessing the operational performance of APC. This assessment includes both the performance related to the achievement of the organization's aims and their compliance with policy. Policies are required about when, how, and how often monitoring of performance will occur.
  - vii. Defining how the APC BOD will organize itself to get its work done by defining the BOD structure, processes, and procedures ensuring APC BOD accountability.
  - viii. Advocate on behalf of APC's mission.

2.4 Role of the Board Member: The Board fulfills its roles and responsibilities as legislated in the bylaws of the APC. As a member of the Board, a Board member acts in a position of trust for the community and other stakeholders. Thus, a Board member is responsible for actively participating in the effective governance of the Board.



To fulfill these roles and responsibilities, the Board will work as a team to establish the policies and the strategic directions for the APC. As a member of the team, Board members agree to the following principles:

- a. Acknowledgement and appreciate that all Board members are volunteers, and their time is at a premium. Recognizing that time is limited, we agree to make our points in a well thought out and concise manner.
- b. An expectation that Board members are familiar with the governing documents of the APC.
- c. Expectations that Board members will be prepared for Board meetings by reading all materials circulated in advance and are prepared to participate in the Board's deliberations and decisions.
- d. Adequate time will be allowed at Board meetings for the expression of all points of view to ensure all Board members have equal opportunity to express opinions. The question will then be called and majority vote rules. Board members agree to support the decision.
- e. Board members will accept that the governance process may involve conflict. We believe that it is only when all points of view are expressed that the best decision can be made. We will strive for collaboration to achieve consensus however we recognize that unanimous approval on decisions will not always be achieved. We will listen to every member's contribution to the discussion and allow each person the opportunity to finish speaking without interruption.
- f. Board members are expected to attend all Board meetings.
- g. Board members will respect confidentiality.
- h. Board members will assist in developing and maintaining positive relations among Board members, committees, the volunteers, and the community

In 2023, the BOD voted on and approved the following BOD structure. The Board member positions are: Chairperson, Vice-Chairperson, Past- Chairperson, Secretary, Director of Finance (these positions also make up the executive members of the BOD), Director of Air Resources, Director of Communication and Marketing, Director of Fundraising, Director of Infrastructure, Director of Training and Development and Wing Directors (north, central and south).

Supplemental to the BOD are coordinators or assistant wing directors. Coordinators or assistants report to a BOD member. They include: Membership, Historian, Social Media, Effective Speaking, Camp Wright, Camp Worthington, Netook, Assistant Wing Directors and SSC Advisors

## 2.5 Executive Committee Terms of Reference:

**Responsible to:** The APC BOD

**Responsible for:** Organizing, managing, and administering Air Cadet League activities and functions and assisting the Provincial Chairperson in managing Air Cadet League operations and programs in the Province of Alberta on behalf of the full board.

The administration of the affairs of the APC may be vested in an Executive Committee as defined by the APC Bylaws. When the Board of Directors is not in session, the Executive Committee shall direct and control the operations and generally conduct the business of the APC. Its main purpose is to facilitate decision making between board meetings or in urgent and crisis circumstances.

The Executive Committee is established as a standing committee reporting to the Board. The committee will be appointed by the Board annually. The Executive Committee shall be made up as follows:

- a. The Officers of the APC, as defined in the APC Bylaws; and
- b. The immediate Past Chairperson of the APC BOD.

## 2.6 Nominating Committee Terms of Reference:

**Responsible to:** The APC BOD

**Reporting to:** The Provincial Past Chairperson

**Responsible for:** Ensuring that at least one qualified candidate is put forward for each Executive Position.

The Nominating Committee is a standing Committee of the Board of Directors of APC. The Nominating Committee is responsible for ensuring that the APC is composed of members sufficiently qualified and skilled to provide effective leadership to APC.

### Committee Membership

The Committee shall be comprised of up to the five (5) “active” Past Provincial Chairpersons residing in the Province of Alberta, as determined by the APC BOD and the Wing Directors. The immediate Past Chairperson shall serve as Chairperson of the Nominating Committee and the Committee will meet, at the call of the Chairperson, if necessary, to ensure at least one candidate is put forward for each Executive position. The Nominating Committee will meet, at the call of the Provincial Past Chairperson, to perform the business of the Nominating Committee if necessary.

### Committee Responsibilities

Key responsibilities of the Nominating Committee include but are not limited to:

- a. Meeting, at the call of the Chairperson, to perform the business of the Nominating Committee prior to the APC AGM.
- b. Identifying Board members that will not be remaining on the Board due to retirements, resignations and, removals to determine the number of nominees needed for a full slate.
- c. Evaluating the current Board composition and requirements to determine additional skills and experience needed on the Board.
- d. Contacting Sponsoring Committee Chairs, Squadron League Representatives and other individuals involved in the Air Cadet Movement to identify qualified candidates for the Board of Directors positions.
- e. Ensuring that potential candidates are aware of the responsibilities of the applicable Board of Directors position.
- f. Interviewing nominees to determine if their skills and abilities will add value for the APC Board of Directors.
- g. Preparing the Nominating Committee Report of a slate of qualified candidates to stand for election and presenting to the Members at the AGM.
- h. Identifying potential nominees for consideration in future years.
- i. Perform additional tasks that the Board may assign from time to time.

#### Meetings

The Committee will meet in person or online as deemed appropriate.

#### Reporting

The Committee will report to the Board of Directors in a manner and on a timeline that the Board will from time to time determine. The Committee will provide a written report at the AGM.

#### Review

The Board will review the Terms of Reference and performance annually.

### 2.7 Advisory Committee for Recognition Awards and Scholarships:

**Responsible to:** The APC BOD

**Reporting to:** The Past Chairperson

**Responsible for:** selecting policies, procedures and guidelines for the APC Provincial Recognition Award and scholarship program processing members, air cadets, Squadrons, and other recognition award and scholarship nominations.

The Provincial Recognition Awards and Scholarship Committee is a standing Committee of the Board of Directors of APC. The Provincial Recognition Awards and Scholarship Committee is responsible for supporting and suggesting to the APC Board policies, procedures, and guidelines

#### Committee Membership

The Past Chairperson shall serve as Chairperson of the Provincial Recognition Awards Committee and the Committee will meet, at the call of the Committee Chairperson. The committee will have up to five (5) active Past Provincial Chairpersons who are willing to serve and reside in the Province of Alberta, as determined by the APC BOD.

#### Committee Responsibilities

Key responsibilities of the Provincial Recognition Awards Committee include but are not limited to:

- a. Meeting, at the call of the Committee Chairperson, to perform the business of the Provincial Recognition Awards and Scholarship Committee.
- b. Reviewing and make recommendations to the APC BOD on the overall policies, procedures, guidelines, forms, and the established criteria for each recognition award and recommending changes to keep them current with the overall philosophy and expectations of the Air Cadet Movement.
- c. Validating the nominations for Provincial and National Awards.
- d. Preparing a list of the recipients they recommend to receive awards.
- e. Working with the Communications and Marketing Director and SSCs as required to ensure appropriate PR coverage related to Recognition Awards.
- f. Preparing reports to the APC and for incorporation in the Annual Report of the APC
- g. If a situation arises that requires immediate consideration for a recognition award, the Committee may recommend such to the Board of Directors for approval.

#### Meetings

The Provincial Recognition Awards and Scholarship Committee may meet, at the call of the Committee Chairperson to perform the business of the Provincial Recognition Awards Committee. The Committee will meet in person or online as deemed appropriate.

#### Reporting

The Provincial Recognition Awards and Scholarship Committee will report to the Board of Directors in a manner and on a timeline that the Board will from time to time determine.

#### Review

The Board will review the Terms of Reference and performance annually.

## Section 3: APC Board positions - descriptions and responsibility of APC Board members and coordinators:

3.1 Role of the Chairperson: The Chairperson's role as an officer of the Board of Directors is to ensure the integrity of the Board's governance process.

**Responsible to:** The APC

**Reporting to:** The President, Air Cadet League of Canada

**Responsible for:** Managing all Air Cadet League Operations and Programs in the Province of Alberta and participating a member of the APC BOD.

Specifically, the responsibilities of the Chairperson include but not limited to:

- a. Ensuring that the Board governs consistently with its own rules and those legitimately imposed upon it from outside the organization, such as the Canada Revenue Agency (CRA) compliance.
- b. Acting on behalf of the Board in a manner that falls within and is consistent with any reasonable interpretation of the Board's policies on governance process. The Chairperson's authority does not extend to making implementation decisions within the operational policy areas, each of which is within the purview of the others. The Chairperson's authority does not extend to supervising, interpreting APC policies to or otherwise directing others except in a reporting relationship.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Presiding at all meetings of the APC and Provincial Executive Committee and facilitate the Board agenda by the following process:
  - i. Ensure the agenda is complete and is distributed before meetings.
  - ii. Ensure the Board meeting is run in compliance with bylaws and policy.
  - iii. Strive for the Board to reach consensus in its deliberations.
  - iv. Ensure that all directors have an opportunity to contribute to discussions.
- e. Researching topics, programs, and projects, which will benefit the Air Cadet movement in Alberta and/or which come before the Executive Committee and ensuring appropriate decisions are reached.
- f. Participating in the planning and decision-making process in matters affective Air Cadet League Operations in Alberta.
- g. Supervising the affairs of the Alberta Provincial Committee to ensure that decisions of the Committee and the Executive Committee are carried out in the manner intended.
- h. Delegating certain specific responsibilities (public relations, grant applications, lotteries, arranging/organizing meetings, etc.) to other Executive Committee members, members of the Alberta Provincial Committee and/or any sub-committee, which may be formed for these purposes.
- i. Serving as an ex-officio member of all Committees.

- j. Monitoring the activities of all Committees and sub-Committees to ensure that they are functioning in accordance with the direction provided by the Provincial Executive Committee.
- k. Ensuring efficient and effective operations of all Provincial Air Cadet League Operations and Programs.
- l. Exercising control over the financial affairs of the APC and taking whatever action is necessary to ensure that Committee finances are maintained in a health condition.
- m. Ensuring that all Air Cadet Squadrons in Alberta have Sponsors/Sponsoring Committees who perform their duties in accordance with National and Provincial Policies and Procedures and required Military Leadership.
- n. Ensuring that Wing Directors mentor and educate Squadron Sponsors/Sponsoring Committees members, and others, regarding the Policies and Procedures so they can perform their duties appropriately.
- o. Providing advice and or guidance, as requested or required by Squadron Sponsors/Sponsoring Committees during the fulfillment of their responsibilities.
- p. Initiating any action deemed necessary to resolve problems at the Squadron level.
- q. Investigating and recommending appropriate remedial action in resolving problems which are presented to the Executive Committee from the Military, Executive Committee members, Sponsors/Sponsoring Committees, Squadron Officers and Cadets.
- r. Identifying expansion opportunities and locations for new squadrons and participate in the research into the viability of a squadron in that location, recruiting of suitable officers and cadets and submission of the application to the League and the Military.
- s. Maintaining liaison with the appropriate Military authorizes and with Air Cadet League Headquarters to ensure that the military/civilian partnership continues to function efficiently and effectively.
- t. Encouraging Provincial Executive members, Sponsors/Sponsoring Committees, Squadrons, and other individuals to put forward nominations for National and Provincial Honours and Awards.
- u. Forwarding to the Air Cadet League of Canada any provincial concerns, National Honours and Awards nominations, names of the nominees for the National Committee, etc. as required and within prescribed deadlines.
- v. Promoting the League and its various activities/programs to Squadrons, Sponsors/Sponsoring Committees, the media and the public.
- w. Representing Alberta at conference and any other occasions that may arise throughout the year.
- x. Preparing and presenting the Provincial Chairperson's report for the APC AGM.

### 3.2 Role of the Vice-Chairperson:

**Responsible to:** The APC

**Reporting to:** The APC Chairperson

**Responsible for:** Organizing, managing, and administering assigned Air Cadet League activities and functions and assisting the Provincial Chairperson in managing Air Cadet League Operations and Programs in the Province of Alberta and participating a member of the APC BOD.

Specifically, the responsibilities of the Vice Chairperson include but are not limited to:

- a. Attending all Provincial Committee Executive meetings – participating in the research, planning, and decision-making process in matters affecting the Air Cadet operations in Alberta.
- b. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- c. Provide ongoing support and mentorship to the Wing Directors.
- e. Researching topics, programs, and projects, which will benefit the Air Cadet movement in Alberta and/or which come before the Executive Committee.
- f. Serving as a signing officer for all bank accounts, documents, etc. on behalf of the APC.
- g. Liaising with the provincial Regional Cadet Support Unit area staff relative to areas of responsibility.
- h. Preparing and delivering training sessions in the areas of responsibility at the Annual General Meeting or as requested at Wing workshops.
- i. Promoting the League and its various activities/programs to Squadrons, Sponsors/Sponsoring Committees, the media and the public.
- j. Representing Alberta and attending conferences, as required.
- k. Assuming the role of Provincial Chairperson at Executive Committee or Provincial Committee meetings, in the absence of the Chairperson.
- l. Preparing and presenting a Vice-Chairperson's Report for the APC AGM.
- m. Performing any other duties as may be assigned or required throughout the term of office.

### 3.4 Role of Past Chairperson:

**Responsible to:** The APC

**Reporting to:** The APC Chairperson

**Responsible for:** Providing advice and guidance to the Provincial Chairperson. Organizing, managing, and administering specific Air Cadet League activities and functions and participating as a member of the APC BOD.

Specifically, the responsibilities of the Immediate Past Chairperson include but are not limited to:

- a. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.

- b. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- c. Organizing, managing, and administering the following activities:
  - i. Provincial and National Recognition Awards and Scholarship program:
    - 1. Ensuring that all APC members are aware of the recognition and criteria, and nomination process.
    - 2. Encouraging Provincial executive members, Sponsors/Sponsoring Committees, Squadrons, and other individuals to put forward nominations for National and Provincial Recognition.
    - 3. Providing advice and guidance to Wing Directors concerning the recognition program and process.
    - 4. Providing nomination information to Board of Directors for review and decision.
  - ii. Provincial and National Scholarships:
    - 1. Ensuring that all APC members are aware of the scholarship criteria, and application process.
    - 2. Encouraging Cadets to apply for National and Provincial Scholarships.
    - 3. Providing advice and guidance to Wing Directors concerning the scholarship program and process.
    - 4. Providing application information to Board of Directors for review and decision.
  - iii. Such other activities as the Provincial Committee requires.
- d. Acting as Chairperson of the Advisory and Nominating Committees:
  - i. Coordinating the involvement of Advisory Board members in special projects or to assist with programs, functions and/or activities.
  - ii. Forming the Nominating Committee and calling meetings as required by the APC Bylaws.
- e. Ensuring that suitable candidates are nominated for positions on the APC BOD.
- f. Conducting yearly reviews of the Provincial Bylaws and APC Board Policy and Procedures Manual and preparing amendments as required.
- g. Assisting with the organizing and planning of the APC AGM.
- h. Preparing and annual budget for the expenses associated with the Past Chairperson's areas of responsibility.
- i. Preparing and presenting a Past Chairperson's report for the APC AGM.

### 3.5 Secretary

**Responsible to:** The APC

**Reporting to:** The APC Chairperson

**Responsible for:** The provision of secretarial/administrative services for the APC participating as a member of the APC BOD.



The role of the Secretary, as an officer of the Board of Directors, is to ensure that the organizational decision-making is documented and retained as per external requirements and the internal policies of the Board.

Specifically, the responsibilities of the Secretary include but are not limited to:

- a. Attending all APC BOD and Executive Committee meetings and ensure that an accurate record (minutes) is kept of Board meetings and retained in a location that is available to the Board and other individuals as required.
- b. Distributing BOD and Executive Committee Minutes along with Director's reports to the appropriate parties.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.
- e. Having custody of the corporate documentation such as bylaws.
- f. Having charge of all correspondence of the APC under direction of the Board and the Chairperson.
- g. Composing and preparing correspondence, reports, etc. on behalf of the Executive Committee, as required.
- h. Ensuring that all required non-financial filings are completed in a timely manner.
- i. Maintaining a record of all members, including addresses and emails and send notices of all meetings as required by the Bylaws of the APC.
- j. Maintaining Executive Committee records such as copies of Minutes, Life Members, Honours and Award recipients, Past Chairpersons, Squadron anniversaries and a Directory of Squadrons and their Squadron Sponsoring Committees.
- k. Coordinating the preparation and distribution of the BOD and Executive Committee Operational Reports.
- l. Recording, transcribing and distributing Minutes of the APC AGM.
- m. Assisting with the preparation of grant applications.
- n. Preparing an annual budget for the expenses associated with the Secretary's areas of responsibility.
- o. Collecting and receiving all dues as set by the APC Board of Directors and to provide those monies to the Treasurer for deposit.
- p. Preparing and presenting the Secretary's report for the APC AGM.

### 3.6 Director of Finance

**Responsible to:** The APC

**Reporting to:** The APC Chairperson

**Responsible for:** The provision of financial administration and record keeping for the APC and participating as a member of the APC BOD.

The role of the Treasurer, as an officer of the Board of Directors, is to provide information and direction to ensure sound financial management of the organization. The Treasurer/Director of Finance has no individual authority to make financial decisions

Specifically, the responsibilities of the Treasurer/Director of Finance include but are not limited to:

- a. Ensuring that the board acts consistently within its own financial policies and those legitimately imposed upon it from outside the organization.
- b. Liaising with the auditors in the annual audit.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Providing annual audited financial statements for approval by the Board and for presentation to the membership at the AGM.
- e. Ensuring that all required financial filings (CRA) are completed and filed in a timely manner.
- f. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.
- g. Keeping financial records of the APC in accordance with generally accepted accounting principles and preparing monthly statements, including lists of accounts receivable, for review by the BOD.
- h. Preparing an annual budget for approval of the BOD and presentation to the APC AGM.
- i. Providing semi-annual comparisons of budgets, with forecasts, to actual for each of the functional areas for the Executive Committee to review and for the guidance.
- j. Reviewing and ensuring the accuracy, validity and completeness of Expense Claims submitted for payment.
- k. Preparing and disbursing invoices, as required, to Squadrons for Assessment Fees, private users of the Camps, etc. and following up to ensure receipt of appropriate funds.
- l. Administering funding/budgets as approved by APC BOD.
- m. Ensuring all invoices paid as per budget and deposits made in timely manner.
- n. Preparing financial reports as required by the APC BOD.
- o. Ensuring external reporting requirements are met.
- p. Ensuring collection of receipts due from:
  - i. User fees for Camp Wright or Camp Worthington from DND
  - ii. Equipment rental for summer activities from DND
  - iii. Farm lease rental at the Netook Gliding Centre
  - iv. Flying/gliding scholarships from Squadrons
  - v. Paying invoices, as required, such as the Air Cadet League of Canada for insurance, scholarship fees, supplies; contractors or suppliers for camp maintenance; etc.

- q. Preparing and submitting all annual returns including ACC9P to the Air Cadet League of Canada, records of donations to the Canada Customs and Revenue Agency and corporate returns required under the Societies Act or other government legislation.
- r. Completing and submitting all Provincial grants or gaming applications.
- s. Completing and disbursing tax receipts for donations received.
- t. Investing any funds surplus to immediate requirements in GIC's and negotiating with financial institutions to obtain credit as required.
- u. Serving as a signing officer for all bank accounts, documents, etc. on behalf of the APC and exercising control over the financial affairs of the APC.
- v. Assisting with the administration of the APC AGM by receiving registrations and maintaining registration records.
- w. Preparing an annual budget for the expenses associated with the Director of Finance's areas of responsible.
- x. Preparing and presenting a financial report and budget for the APC AGM.
- y. Performing any other duties as may be assigned or required though out the term of office.

### 3.0 Director of Air Resources:

**Responsible to:** The APC

**Reporting to:** The APC Chairperson

**Responsible for:** Management of the APC aviation flying assets and participating as a member of the APC BOD, and the National Aviation committee.

Specifically, the responsibilities of the Director of Air Resources include but are not limited to:

- a. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Flying Operations in Alberta.
- b. Managing the Air Resources Program, operations, and its assets by:
  - i. Ensuring that the aircraft, vehicles, and other equipment assets are maintained in a safe and responsible manner.
  - ii. Ensuring that the air operations program is developed in accordance with the best interests of the Air Cadet Program
  - iii. Ensuring that the aircraft, vehicles, and other equipment assets are utilized in the most efficient and effective manner possible.
  - iv. Ensuring that the applicable APC Policies, Rules and Regulations are reviewed and updated regularly or as required and that all users are made aware of changes.

- v. Maintaining an inventory of assets and ensuring that vehicle and aircraft insurance information is current through a regular review and if necessary, provision of up-to-date information to the Executive Committee.
- vi. Supervising and managing the Memorandum of Understanding between the Air Cadet League of Canada and the CAF as it applies to Alberta air operations and equipment.
- vii. Managing the Dream Flyer assets in coordination with the Director of Communications and Marketing.
- viii. Contracting for Goods and Services if/as and when required to support the Gliding Program.
- ix. Applying for applicable grants and rebates and soliciting donations to assist with the air operation and maintenance.
- x. Preparing an annual budget for the Air operations program.
- xi. Preparing long-range development plans and associated budget for approval by the Executive Committee and/or the APC.
- xii. Visiting the gliding operations frequently during gliding to ensure their adequacy and that they are meeting the needs or the movement.
- xiii. When able, reviewing the schedules prepared by the Cadet Flying Sites (CFS) with a view to ensuring gliding opportunities are fairly distributed both with respect to squadrons and the task load of each CFS.
- xiv. Be the APC point of contact for CAF representatives and anyone else involved in the Alberta air operation.
- xv. Monitor PPTC and GPTC application processes as well as course results.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Representing the APC, as required, on the National Flying Committee or at any other flying/gliding meeting/conference.
- e. Assisting the Director of Netook Gliding Centre with organizing a League Appreciation Day as required and encouraging the APC BOD members, Squadrons and Military to invite individuals who have been of assistance in the past or who have the potential to provide support in the future.
- f. Preparing and presenting a Director of Air Resources report for the APC AGM.
- g. Performing any other duties as may be assigned or required throughout the term of office.

### 3.7 Director of Communications and Marketing:

**Reporting to:** The APC Chairperson

**Responsible for:** Assisting and providing expertise in the development and implementation of effective Communications and Marketing plans for the APC in support of the APC's goals and objectives participating as a member of the APC BOD.

Specifically, the responsibilities of the Director of Communications and Marketing include but are not limited to:

- a. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.
- b. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- c. Leading a team of communication, marketing, and design professionals.
- d. Creating and maintaining multi-channel communication and marketing strategies and programs to span across all communication media (online and offline) and reach appropriate target audiences, based upon specific performance goals.
- e. Assisting in the creation of digital, video, audio, and print content.
- f. Managing all communications material and produce materials to create a cohesive image and message for print and all offline communication vehicles.
- g. Developing and promoting branding initiatives consistent with APC business goals and objectives and maintain brand integrity across all platforms. Ensuring all products, services, and other offerings conform to brand identity. Conducting ongoing brand management.
- h. Overseeing the development, management, and maintenance of all online communication vehicles.
- i. Managing media relations and develop contacts with media members, influencers, and community leaders.
- j. Managing presence at industry events.
- k. Directing and support the social media coordinator
- l. Tracking engagement across various platforms and make data-driven decisions. Evaluating the success of various communication and marketing strategies and provide and implement recommendations for improvement.
- m. Coordinating with the Director of Air Resources for the use of the Dream Flyer assets to support Communications activities and initiatives.
- n. Preparing an annual communications budget and ensure compliance.
- o. Preparing and presenting an Annual Communications Report for the APC AGM.
- p. Performing any other duties as may be assigned or required throughout the term of office.

### 3.8 Director of Fundraising:

Job description to be completed and tested by incumbent

### 3.9 Director of Infrastructure:

**Reporting to:** the APC Chairperson

**Responsible for:** Management of Air Cadet League-owned physical infrastructure assets and supervising the coordinators who do the day-to-day work at the properties.

Specifically, the responsibilities of the Director of Infrastructure include but are not limited to:

Attending all Provincial Committee Executive meetings – participating in the research, planning, and decision-making process in matters affecting Air Cadet operations in Alberta.

Oversee inventory, operation, and maintenance of Air Cadet League-owned infrastructure by:

- a. Ensuring proper care and maintenance of infrastructure assets is maintained, which includes custody and security of buildings, general upkeep, and grounds maintenance.
- b. Ensuring that Directors are aware of, and following, Standings Orders specifically related to operation and maintenance of infrastructure assets.
- c. Ensuring that Provincial fire and safety regulations, and any other regulations pertaining to infrastructure, are known to Directors and that these regulations are adhered to.
- d. Providing recommendations to the Executive Committee regarding all matters relating to physical infrastructure.
- e. Under the direction of the Alberta Provincial Committee, liaising among the Alberta Provincial Committee, Air Command Detachment, and any other party, in matters relating to infrastructure, including the acquisition and disposition of infrastructure
- f. Ensuring that property insurance information is current, confirmed through regular reviews, and providing up-to-date information to the Alberta Provincial Committee on an annual basis.
- g. Applying for applicable grants and rebates and soliciting donations to assist with the operation and maintenance of Alberta Provincial Committee-owned infrastructure.
- h. Addressing any problems or concerns raised by asset Directors, as they relate to physical infrastructure
- i. As directed by the Alberta Provincial Committee, overseeing the preparation of business cases for identified infrastructure
- j. Preparing a long-range plan and budget for the rehabilitation of infrastructure, including proposals for new and/or replacement buildings, modernizations and disposition of infrastructure.
- k. Ensuring annual budgets prepared by Camp Directors address infrastructure needs.

- l. Preparing and presenting an Annual Report on Infrastructure assets for the Annual General Meeting.
- m. Performing any other duties as may be assigned or required throughout the term of office.

### 3.10 Director of Training and Development

**Reporting to:** Alberta Provincial Committee Chair

**Responsible for:** Training and Development for all volunteer members for the Air Cadet League in Alberta; and oversight of the Alberta Effective Speaking program

Responsibilities include:

- a. Effective Speaking Program -Ensure that information related to the Local, Regional, Provincial and National Effective Speaking program is relayed in a timely manner
  - i. Split into regional assistance where possible to align with the current Alberta Wings (North, Central, South)
  - ii. Be a member of the National Effective Speaking Committee, (or have a designate assigned)
  - iii. Supervise effective speaking coordinator
- b. Training and Development
  - i. Creation and maintenance of Training Aids Covering all aspects of the program that may be required by every branch of the Air Cadet League of Alberta Members and Volunteers
  - ii. Training will be included primarily for:
    - 1. Alberta Provincial Committee Board of Directors
    - 2. Alberta Provincial Coordinators
    - 3. Members of all Alberta SSCs/Parents committees
  - iii. Training will cover but not be limited to:
    - 1. Cyber Security, Risk Management, Screening, Governance (board and local), Budgeting, ACC9, Lotteries (AGLC), Fundraising, AGM Planning, Honours and Awards, Social Media, Communications, Timetables, Meeting templates (minutes, agendas, etc.), Bylaws, PPM, SSC Positional training (Chairperson, Treasurer, Secretary, Fundraising, etc.) related to the TORs
    - 2. And any such topic as directed by the Provincial Chair and/or the Board as to be relevant to the success of our squadrons.
- c. Oversight of available resources that members have access to (via the website, SharePoint or such other method as is deemed effective)

- d. Working with all the levels of the League; Local, Regional and Provincial to build the training materials including seeking out the appropriate SMEs to cover specific topics as required while ensuring that the message is the same and consistent to all squadrons across the province, and in relation to National when applicable
- e. Training Aids will consist of; Videos, Documentation, Guides and Training sessions as deemed necessary
- f. Training sessions should be offered in a hybrid environment (in-person and virtual)
- g. Ensure that all new members have a consistent proper orientation session shortly after joining the league at any level
- h. Preparing and presenting an Annual Report on Infrastructure assets for the Annual General Meeting.
- i. Performing any other duties as may be assigned or required throughout the term of office.

### 3.11 Wing Directors:

**Responsible to:** The APC Chairperson

**Reporting to:** The APC Vice - Chairperson

**Responsible for:** Administering and coordinating Wing activities, Provincial affairs and operations within the Wing and participating as an Executive Member of the APC and participating as a member of the APC BOD.

Specifically, the responsibilities of the Director of a Wing Director include but are not limited to:

- a. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.
- b. Promoting the Air Cadet Movement throughout the Wing and the Province.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Investigating the advisability, feasibility and assisting with the formation of new squadrons in the Wing.
- e. Organizing and conducting Wing Meetings to facilitate the dissemination of Air Cadet League information, obtain input from Squadrons, exchange of information between Squadrons and generally conduct the business of the Wing.
- f. Organizing and conducting the Wing Effective Speaking Competition.
- g. Ensuring that squadrons within the Wing have a Sponsor/Sponsoring Committee and that the Sponsor/Sponsoring Committee is supporting the squadron in accordance with the applicable ACL and APC regulations.



- h. Recruiting and appointing SSC Advisors so that each squadron has a representative to provide liaison between the Squadron, Sponsor/Sponsoring Committee, and the APC.
- i. Encouraging Sponsors/Sponsoring Committees and SSC Advisors in the Wing to support APC and Air Cadet League of Canada activities.
- j. Ensuring that all applicable SSC Advisors, Sponsor/Sponsoring Committee members and any other civilian individuals who have contact with cadets complete a Membership Registration Form, been screened, and are approved by the Membership Registration Coordinator.
- k. Supporting Squadron Sponsors/Sponsoring Committees and League Advisors in the Wing by:
  - i. Ensuring that Sponsor/Sponsoring Committees and SSC Advisors are aware of their roles and responsibilities.
  - ii. Working with Sponsor/Sponsoring Committees and League Advisors to solve Squadron problems (recruiting Cadets, committee members, officers and staff, investigating complaints, obtaining quarters, etc.).
  - iii. Providing Wing and APC meeting minutes to SSC Advisors and Sponsors/Sponsoring Committees.
  - iv. Ensuring that all APC and Air Cadet League of Canada information is effectively communicated to all Sponsor/Sponsoring Committees and League Representatives in the Wing.
  - v. Ensuring that advice and assistance is provided to all Squadrons in preparation for APC and Air Cadet League of Canada activities.
  - vi. Ensuring that Sponsors/Sponsoring Committees are aware of the importance of attending the APC AGM or Workshops and encouraging their participation at these events.
- l. Working with other APC BOD members to ensure that the BOD Policy and Procedures Manual content is regularly reviewed and updated and any revisions and/or changes are distributed in a timely fashion to Sponsors/Sponsoring Committees, SSC Advisors and other appropriate personnel.
- m. Reviewing and recommending individuals and Squadrons for various Provincial and National Recognition and Scholarships.
- n. Representing the APC at squadron activities and functions with the Wing (Annual Inspections, Mess Dinners, etc.).
- o. Preparing and presenting a Wing Report for the APC AGM.
- p. Ensuring the completion and updating of APC SSC's members annually or after any changes to the Sponsoring Committee and forward copies of changes to APC Secretary.
- q. Performing any other roles and responsibilities as may be assigned or required throughout the term of office.

Coordinators or assistants are vital to the operations of the APC report to a BOD member. They include: membership, historian, social media, effective speaking, Camp Wright, Camp

Worthington, Netook, Assistant Wing Directors and SSC Advisors. They are non-voting members of the APC (except those advisors appointed to vote by the wing for the AGM). There roles are as follows:

### 3.12 Role of membership/screening coordinator:

**Responsible to:** The APC

**Reporting to:** The APC Chairperson

**Responsible for:** Organizing, coordinating, and maintaining the Membership Registration screening program for the APC.

Specifically, the responsibilities of the Membership Registration Coordinator include but are not limited to:

- a. Maintaining an adequate supply of registration and reference forms.
- b. Coordinating with Wing Directors to ensure that membership registration forms and reference checks are done for all appropriate individuals in the Wing.
- c. Checking and approving membership registrations.
- d. Ensuring the confidentiality of all completed forms and information.
- e. Maintaining all completed forms in a secure location, pending submission to National Headquarters.
- f. Reporting concerns to the Provincial Chairperson.
- g. Advising Wing Directors and/or Sponsors/Sponsoring Committees of the approval of the individual membership registration.
- h. Maintaining a list of members registered.
- i. Forwarding completed Membership Registration and Reference Check Forms to the Air Cadet League of Canada Headquarters in Ottawa.
- j. Contacting Air Cadet League of Canada Headquarters concerning any changes to Membership Registration Forms and removal of Membership Registration Forms for those people who are no longer involved with the Air Cadet program in Alberta.
- k. Preparing regular reports for the APC BOD on the status of the Membership Registration Program in Alberta.
- l. Preparing and presenting a Membership Registration Report for the APC AGM.

### 3.13 Historian:

**Responsible to:** The APC

**Reporting to:** The APC Chairperson

**Responsible for:** Overseeing the preservation, recording, and interpretation

of the historical background and heritage of the APC and doing related work as required.

This position is a non-elected non-voting position and appointed by Motion of the APC. The Historian shall hold this position for a time as determined by the APC in consultation with the Historian appointed.

Specifically, the responsibilities of the Historian include but are not limited to:

- a. Gathering APC history in a format by year, including Camp Wright, Camp Worthington, Netook Gliding Centre, Squadron Anniversary dates, APC AGMs, Life Membership, Awards, and any items of historical value.
- b. Placing historical information, photos, etc. on the APC for access by the members and the public.
- c. Maintaining and updating historical records so that information is up to date
- d. Reporting regularly on the Historian activities.

### 3.14 Social Media

**Responsible to:** The APC

**Reporting to:** Director of communication and marketing

**Responsible for:** Overseeing the Facebook account for the APC

To be completed

### 3.9 Effective Speaking Coordinator

**Responsible to:** The APC

**Reporting to:** The Director of Training and Development

**Responsible for:** The management and coordination of the Provincial Effective Speaking Competition.

This position is a non-elected non-voting position and appointed by Motion of the APC. The Historian shall hold this position for a time as determined by the APC in consultation with the Effective Speaking Coordinator appointed.

Specifically, the responsibilities of the Effective Speaking Coordinator include but are not limited to:

- a. Training/References – Responsible to educate themselves using the relevant Effective Speaking Handbook and other resource material and ensure the most up to date material is used. (<http://aircadetleague.com/effective-speaking-program/>).
- b. Acting as Chairperson of Effective Speaking Committee.
- c. Being a resource for Wing or local SSC Effective Speaking programs.
- d. Participating in the National Effective Speaking meetings (ad hoc).
- e. Reporting to the Alberta Provincial Committee Vice Chairperson:
  - i. Any changes to the program;
  - ii. Updates on the coordination and implementation of the Provincial Effective Speaking Competition; and
  - iii. Updates on any issues or concerns arising from Wing or SSC Effective Speaking programs.

### **3.15 Camp Wright Coordinator**

**Responsible to:** The APC

**Reporting to:** The APC Director of Infrastructure

**Responsible for:** Management of Camp Wright and participating as a member of the APC BOD.

Specifically, the responsibilities of the Director of Camp Wright include but are not limited to:

- a. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.
- b. Managing the Camp Worthington facility by:
  - i. Ensuring care and maintenance of the Camp as well as the custody and security of buildings, grounds, and equipment.
  - ii. Maintaining a roster of camp bookings and financial records relative to user fees.
  - iii. Establishing as necessary a Camp Wright Committee of registered/screened volunteers for the purpose of maintenance, planning and recommending to the BOD on the most efficient and effective camp utilization.
  - iv. Providing recommendations to the BOD regarding user fees and administrative processes.
  - v. Issuing standing orders for the camp and ensuring that all users are aware of the rules and regulations.
  - vi. Developing a fire emergency plan for the Camp lease and ensure that copies of the plan are provided to the Alberta Provincial Committee and users.
  - vii. Ensuring a yearly inspection of fire extinguishers/life safety equipment and that the Camp is Operated in accordance with the Alberta Safety Codes Act.

- viii. Ensuring that camp regulations are made known to all users and that it is the responsibility of the user to ensure safe use and compliance with Camp regulations.
- ix. Ensuring that any users not adhering to regulations are reported and that appropriate disciplinary action is taken, if necessary.
- x. Liaising between the APC, Camp Wright Volunteers, CAF, Caretaker (if one is in place), the County of Athabasca Health Unit and anyone else involved in the use and operation of the Camp.
- xi. Ensuring that the lease with Alberta Sustainable Resources is current.
- xii. Ensuring that property insurance information is current through a regular review and provision of up-to-date information to the APC.
- xiii. Applying for applicable grants and rebates and soliciting donations to assist with the operation and maintenance of the Camp.
- xiv. Ensuring that any camp development has the prior approvals from the APC, has the required permits and complies with the requirements outlined in the lease agreement with Alberta Sustainable Resources.
- xv. Ensuring that the Camp Rules and Regulations are reviewed and up-to-date annually or as required and that all users are made aware of changes.
- xvi. Addressing any problems or concerns raised by Camp users.
- xvii. Supervising the activities of all volunteer work parties and contract work at the Camp.
- xviii. Preparing a long-range plan and budget for the rehabilitation of the Camp including a proposal for new and/or replacement buildings.
- xix. Preparing an annual budget for the operation and maintenance of Camp Wright.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Preparing and presenting an Annual Report on Camp Worthington operations for the APC AGM.

Performing any other duties as may be assigned or required throughout the term of office.

### 3.16 Camp Worthington Coordinator

**Responsible to:** The APC

**Reporting to:** The APC Director of Infrastructure

**Responsible for:** Management of Camp Worthington and participating as a member of the APC BOD.

Specifically, the responsibilities of the Director of Camp Worthington include but are not limited to:

- a. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.
- b. Managing the Camp Worthington facility by:
  - i. Ensuring care and maintenance of the Camp as well as the custody and security of buildings, grounds and equipment.
  - ii. Maintaining a roster of camp bookings and financial records relative to user fees.
  - iii. Issuing standing orders for the Camp and ensuring that all users are aware of the rules and regulations.
  - iv. Ensuring that all Provincial fire and safety regulations are made known to all users and that these regulations are adhered to.
  - v. Ensuring that any users not adhering to regulations are reported and that appropriate disciplinary action is taken, if necessary.
  - vi. Proving recommendations to the BOD and/or Executive Committee regarding user fees and administrative processes.
  - vii. Liaising between the APC, CAF, Caretaker (if one is in place) and anyone else involved in the use and operation of the Camp.
  - viii. Ensuring that property insurance information is current through a regular review and provision of up-to-date information to the APC.
  - ix. Applying for applicable grants and rebates and soliciting donations to assist with the operation and maintenance of the Camp.
  - x. Ensuring that the Camp Rules and Regulations are reviewed and up-to-date annually or as required and that all users are made aware of changes.
  - xi. Addressing any problems or concerns raised by Camp users.
  - xii. Supervising the activities of all volunteer work parties and contract work at the Camp.
  - xiii. Preparing a long-range plan and budget for the rehabilitation of the Camp including a proposal for new and/or replacement buildings.
  - xiv. Preparing an annual budget for the operation and maintenance of Camp Worthington.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Preparing and presenting an Annual Report on Camp Worthington operations for the APC AGM.
- e. Performing any other duties as may be assigned or required throughout the term of office.

### 3.17 Netook Coordinator

**Responsible to:** The APC

**Reporting to:** The APC Director of Infrastructure

**Responsible for:** Management of the Netook Gliding Centre and participating as a member of the APC BOD.

Specifically, the responsibilities of the Director of Netook Gliding Centre include but are not limited to:

- a. Attending all APC BOD meetings and participating in the research, planning and decision-making process in matters affecting Air Cadet League Operations in Alberta.
- b. Managing the Netook Gliding Centre by:
  - i. Ensuring that the property and assets are maintained in a safe and satisfactory manner.
  - ii. Ensuring the facility is developed in accordance with the best interests of the Air Cadet Movement.
  - iii. Issuing standing orders for the Netook Gliding Centre and ensuring that all users are aware of the rules and regulations.
  - iv. Ensuring that the Netook Gliding Centre rules and regulations are reviewed regularly and updated as required and that all users are made aware of changes.
  - v. Maintaining an inventory of assets and ensuring that property insurance information is current through a regular review and provision of up-to-date information to the Bod and/or Executive Committee.
  - vi. Ensuring that all fire and safety regulations are made known to all users and that these regulations are adhered to.
  - vii. Ensuring that any users not adhering to regulations are reported and that appropriate disciplinary action is taken, if necessary.
  - viii. Negotiating with potential lessees and supervising and controlling any leases entered into.
  - ix. Preparing any annual budget for the operation and maintenance of Netook Gliding Centre.
  - x. Preparing long-range development plans and associated budget for approval by the Executive and/or the APC.
  - xi. Acting as liaison between other parties such as the County, security persons, land lessees, oil companies etc. and the APC.
  - xii. Visiting the Centre frequently to check the state and security of the facility.
- c. Ensuring the flow of issues and reports to the BOD are consistent with the annual calendar established by the BOD.
- d. Conducting public relations and communications activities regarding purpose and operations at Netook Gliding Centre. This includes local residents, RCMP, Department of Transportation, County and others.
- e. Organizing a League Appreciation Day annually and encouraging the Executive, Squadrons and Military to invite individuals who have been of assistance in the past or who have the potential to provide support in the future.
- f. Preparing and presenting a Netook Gliding Centre report for the APC AGM.

- g. Performing any other duties as may be assigned or required throughout the term of office.

### 3.18 Assistant Wing Directors

Need a job description

### 3.19 SSC Advisors

**Responsible to:** The Respective Wing Director

**Responsible for:** Providing regular League representation at the Squadron level. Acting as the liaison between the Squadron, the Sponsor/Sponsoring Committee, and the Wing Director. The SSC Advisor Position Terms of Reference are detailed in the Squadron Sponsoring Committee Terms of Reference document.

Specifically, the responsibilities of the SSC Advisor include but are not limited to:

- a. Visiting the assigned Squadron regularly, preferably once a month to:
  - i. Ensure that the Sponsor/Sponsoring Committee participation with the Squadron is as required.
  - ii. Ensure that Sponsor/Sponsoring Committees members are aware of their roles and responsibilities.
  - iii. Ensure that the Sponsor/Sponsoring Committee has a current copy of the Air Cadet League Handbook (SSC Chair Manual and SSC Terms of Reference) and a copy of the APC Policy and Procedures Manual and is aware of the other volumes of the APC Governance Manual.
  - iv. Initiate and maintain a League presence with the Cadets of the Squadron to ensure that the SSC Advisor is recognized, and their role is understood.
  - v. As appropriate or requested, speak to cadets either individually or in a classroom setting, to inform them about the role and function of the Air Cadet League and to be available to answer questions regarding League issues.
  - vi. Assist Sponsors/Sponsoring Committees in identifying and solving potential problems and seek input or assistance, as appropriate or required, from the Wing Director.
- b. Ensuring that all applicable Sponsor/Sponsoring Committee members and any other civilian individuals who have contact with cadets complete a Volunteer Screening form.
- c. Attending Wing Meetings providing information on Squadron activities and participating in the decision-making process on Wing issues.



- d. Ensuring that all APC and Air Cadet League of Canada information is effectively communicated to their Sponsor/Sponsoring Committee and Squadron Officers.
- e. Assisting Sponsors/Sponsoring Committees with obtaining quarters, fundraising, etc.
- f. Ensuring that advice and assistance is provided to all Squadrons in preparation for APC and Air Cadet League of Canada activities.
- g. Supporting Wing and Provincial activities by providing assistance.
- h. Informing Sponsor/Sponsoring Committee members of the importance and value of attending Wing Meetings, Workshops, and the Alberta Provincial Committee Annual General Meeting and encouraging maximum attendance at these events.
- i. Promoting the Air Cadet movement within the Wing geographic area.
- j. Encouraging Sponsor/Sponsoring Committee members to support APC and Air Cadets League of Canada activities.
- k. Reviewing, recommending and, if appropriate, nominating deserving cadets, individuals, and Squadrons for various Provincial and National Recognition and Scholarships.
- l. Representing the applicable Wing and the APC at Squadron activities and functions (Annual Reviews, Mess Dinners, etc.).
- m. Ensuring APC Squadron Year-End Report is completed
- n. Performing any other roles and responsibilities as may be assigned or required throughout the term of office.

## Section 4: Administrative Policies:

4.1 Election of Board of Directors: The Board of Directors are voted in at the Annual AGM each year. During the opening morning session of the APC AGM, the APC Chairperson shall call for the report from the Nominating Committee. The Chairperson of the Nominating Committee (past chairperson), while presenting the Nomination Report shall call for further nominations from the floor. Nominations from the floor may be made verbally by any current member of the APC (as defined in the APC Bylaws) for any position on the Board of Directors except Wing Directors which are elected at their respective Wing.

All nominations from the floor must be received prior to the Nominating Committee's final report. The Nominating Committee report shall be posted in a prominent place.

At a time, convenient to the APC Chairperson and prior to the close of the APC AGM, the National President or the Past Chairperson shall be requested to assume the chairperson role to receive the final report of the Nominating Committee which identifies the Executive positions and the names of all persons nominated for each position.

In the event that more than one person is nominated for a position on the Board of Directors, the Acting Chairperson shall call for a ballot vote with respect to that position. Only duly elected members of the Provincial Committee, as identified in this APC Bylaws or this manual, shall be eligible to vote.

In the event of a tie vote for the election of any member of the Board of Directors, the remaining duly elected members of the current Board of Directors be called upon to vote by ballot and the result of such vote shall determine the outcome of the election.

#### 4.2 Voting – in person and electronic

General: Voting on all matters brought before an in-person Member's meeting, Board of Directors, and Committee shall be by show of hands/ zoom raised hand of members present, unless a ballot is requested by any member in which case the Chairperson shall direct that a vote be taken by ballot. Notwithstanding anything contained in the APC Bylaws or the National Policies and Procedures Manual Member's meeting, Board of Directors meetings, and Committee meetings may be held by telephonic or electronic means that permits all participants to communicate adequately with each other during the meeting. A person participating in a meeting by such means is deemed to be present at the meeting. When a vote is to be taken at any meeting of Members, the voting may be carried out by means of a telephonic, electronic, or other communication facility only if that facility enables the votes to be gathered in a manner that permits their subsequent verification; and permits the tallied votes to be presented without it being possible to determine how each Member voted. A majority of the votes cast shall decide any matters voted upon.

BOD Email Voting: An email vote may be made by the members of the APC BOD entitled to vote on any matter which the APC BOD shall determine to require immediate action and which matter requires ratification or approval of such members of the APC BOD. The APC BOD or Committee Chairperson shall present the issue or matter requiring ratification or approval to APC BOD members. The member shall exercise their vote in electronic voting.

Annual General meeting: For the purpose of voting at the AGM or other regularly called general meetings of the APC, a Local Sponsoring Committee Chairperson may, if unable to be personally present at such meetings, give a proxy to another member of their Sponsoring Committee. Such proxy is required in writing.

In the event of a tie in the vote on any question at a Member's meeting, Board of Directors meetings, and Committee meetings the respective Chairperson shall have a deciding vote. For purposes of voting at the APC AGM or any special APC meeting called by the APC Chairperson, the following members shall be allowed to vote:

- a. The Chairperson of each Local Squadron Sponsoring Committee, or if unable to attend may appoint a proxy vote as outlined in this manual.

- b. All members of the APC BOD
- c. Designated Wing Committee advisors, as follows, and as authorized by Wing Committees:
  - i. North Wing - four (4)
  - ii. Central Wing - four (4)
  - iii. South Wing - four (4)

#### 4.3 Meetings – record of decisions, AGM, Wing Meetings:

4.4 Privacy and confidentiality: The APC is committed to protecting its proprietary confidential information. The APC will comply with relevant legislation. The purpose of this Policy is to ensure the protection of Confidential Information that is proprietary to the APC.

Scope and Application: This Policy applies to all categories of membership within the APC's Bylaws as well as all individuals employed by, or engaged in activities with, the APC. Persons affected by this Policy include, but are not limited to, volunteers, contract personnel, committee members, Directors and Officers of the APC (hereinafter "APC Representatives").

Confidential Information does not include the following: name, title, business address, work telephone number, or any other information widely available or posted publicly. APC Representatives voluntarily publishing or consenting to the publication of basic personal information in a public forum (such as the listing of an email address on a website) forfeit the expectation of confidentiality for that personal information for as long as it is available publicly.

Responsibilities: APC Representatives will not, either during the period of their involvement/employment with the APC or any time thereafter, disclose to any person or organization any Confidential Information acquired during their period of involvement/employment, unless expressly authorized to do so.

APC Representatives will not publish, communicate, divulge, or disclose to any unauthorized person, firm, corporation, or third party any Confidential Information without the express written consent of the APC or the individual where appropriate.

APC Representatives will not use, reproduce, or distribute Confidential Information without the express written consent of the APC or the individual where appropriate.

All files and written materials relating to Confidential Information will remain the property of the APC and, upon termination of involvement/employment with the APC or upon request of the APC, the APC Representative will immediately return all written or tangible Confidential Information, as well as copies and reproductions, and any other media containing Confidential Information.

The APC will review FOIP and other relevant legislation to ensure compliance.

**Intellectual Property:** Copyright and any other intellectual property rights for all written material (including material in electronic format or posted on a website) and other works produced in connection with employment or involvement with the APC will be owned solely by the APC which shall have the right to use, reproduce, or distribute such material and works, in whole or in part, for any purpose it wishes. The APC may grant permission for others to use its intellectual property.

**Enforcement:** A breach of any provision in this Policy may be subject to legal recourse, termination of the employment or volunteer position, or sanctions.

**4.5 Board Evaluation:** This policy is to ensure individual directors (Directors) and the Board of Directors of the APC (Board) as a whole work efficiently and effectively in achieving their functions

**Scope and Application:** At least Bi-annually the Board will undertake the following activities to ensure that the Board is governing in an effective and efficient manner:

- a. The Board will determine the basis for effective governance for APC.
- b. The Board will schedule time at a Board meeting once a year to discuss their effectiveness as a board.
- c. The Board will develop action plans that incorporate recommendations from the Board discussion.

**4.6 Document retention and destruction:**

The APC takes seriously its obligations to preserve information relating to litigation, audits, and investigations. From time to time, the APC BOD Chairperson may issue a notice, known as a “legal hold,” suspending the destruction of records due to pending, threatened, or otherwise reasonably foreseeable litigation, audits, government investigations, or similar proceedings. No records specified in any legal hold may be destroyed, even if the scheduled destruction date has passed, until the APC BOD Chairperson withdraws the legal hold in writing.

The following table provides the minimum requirements for the APC BOD and the SSC.

Type of Document	Minimum Requirement
Accounts payable ledgers and schedules	7 years
Audit reports	Permanently
Bank Reconciliations	2 years
Bank statements	3 years
Checks (for important payments and purchases)	Permanently
Contracts, mortgages, notes and leases (expired)	7 years
Contracts (still in effect)	Permanently

Correspondence (general)	2 years
Correspondence (legal and important matters)	Permanently
Correspondence (with customers and vendors)	2 years
Deeds, mortgages, and bills of sale	Permanently
Depreciation Schedules	Permanently
Duplicate deposit slips	2 years
Employment applications	3 years
Expense Analyses/expense distribution schedules	7 years
Year End Financial Statements	Permanently
Insurance Policies (expired)	3 years
Insurance records, current accident reports, claims, policies, etc.	Permanently
Internal audit reports	3 years
Inventories of products, materials, and supplies	7 years
Invoices (to customers, from vendors)	7 years
Minute books, bylaws and charter	Permanently
Patents and related Papers	Permanently
Payroll records and summaries	7 years
Personnel files (terminated employees)	7 years
Tax returns and worksheets	Permanently
Timesheets	7 years
Trademark registrations and copyrights	Permanently
Withholding tax statements	7 years

In addition to the above, the APC will annually update an electronic archive containing final versions of key public program documents.

**Electronic Documents and Records** - Electronic documents will be retained as if they were paper documents. Therefore, any electronic files that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an e-mail message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

**Emergency Planning** - APC’s records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping the APC operating in an emergency will be duplicated or backed up at least every month and maintained off-site.

**Document Destruction** - The APC Secretary is responsible for the ongoing process of identifying non-financial APC records, the Director of Finance is responsible for identifying financial APC

records, which have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

Compliance- Failure on the part of all BOD and/or SSC to follow this policy can result in possible civil and criminal sanctions against the APC and possible disciplinary action against responsible individuals. The APC Executive Committee will periodically review these procedures with legal counsel or a certified public accountant to ensure compliance with new or revised regulations.

**4.7 Cyber security-** Everyone, from our members and partners should feel that their data is safe. The only way to gain their trust is to proactively protect our systems and databases. We can all contribute to this by being vigilant and keeping cyber security top of mind.

ACL does hold insurance for all of the SSC and Provincial BOD. This insurance is contingent on good training and security practices. APC will hold cybersecurity training annually, and will offer support through Office 360 for those SSC's that have been trained.

A good resource for cyber security is the insurance agency, the Director of Training and Development ( as they will be updated on ACL training requirements) and this article <https://volunteeralberta.ab.ca/2023/10/02/guest-blog-protecting-your-nonprofit-understanding-cyber-security-risks-and-cyber-insurance/>

**4.8 Risk Management-** ACL has a Risk Management Program. The APC follows the policies and procedures of the ACL committee. See the **ACL PPM - Section 6.13 pg. 64 – 65**

## Section 5: Discrimination, Harassment, Abuse and Violence Policy

The ACL and the APC are committed to providing an environment where all individuals are treated with dignity and respect. The APC will take all reasonable and practical measures to prevent and protect its members from harassment. The APC has adopted the policy from the **ACL PPM- Section 4 pg. 28 – 36**. It outlines definitions, prevention, reporting, investigating and training and the review process regarding Harassment.

## Section 6: Finance Policies

These finance policies are to assist members of the Board of Directors to carry out their roles for the APC and fulfill their stewardship responsibilities. The Board of Directors of APC will use this policy to fulfill the organization's financial accountability to their members, supporters, and donors.

### 6.1 Financial Governance:

Annual Budget - The fiscal year of the APC commences on September 1. The business plans developed by the Board of Directors will be used to develop work plans and budgets for the year. The Treasurer/Director of Finance will lead the process.

The Board calendar will guide the budget process. The process will include:

- a. Review of prior year information.
- b. Review of any known revenue or expenses for the next year.
- c. Gather information from committees and others as to their plans for generation revenue and expenses in the next year.
- d. Determining assumptions to be made in developing the budget such as economic environment, competition for funding, specific operation needs such as insurance.
- e. Prepare the budget with realistic revenue projections and all costs included at reasonable amounts.

The budget may include an operating budget as well as a capital budget. The capital budget would be for items that are considered capital assets rather than operational expenses and recorded as assets rather than expenses.

The budget process will focus on a draft budget being presented to the Board for consideration by September 15. This draft budget allows for spending and paying bills until the Budget is approved prior to the AGM. Final board approval will be by the BOD before October 15. The approved budget to be presented to the membership at the AGM for their review and final approval.

### 6.2 Financial Authorities:

Banking Authority- The APC will establish and maintain such bank accounts as are required for the effective financial operation of the APC. The bank account or accounts and banking business of the APC shall be conducted or kept with a financial institution approved by the Board.

The signing authorities on the bank accounts are the APC Chairperson, APC Vice Chairperson, APC Director of Finance and APC Secretary. Two signatures are required on all cheques.

Treasurer/Director of Finance has access to online banking.

Investment Account Authority - The signing authorities for the investments account are the APC Chair, APC Vice Chair, APC Director of Finance and APC Secretary.

Funds may be invested in conservative financial instruments such as GICs and other interest-bearing accounts. Reports on the investments will be made by the Treasurer/Director of Finance to the Board of Directors on a quarterly basis.

Authority for Communications with CRA- Access to CRA on My Business Account for the APC is authorized for the Treasurer/Director of Finance.

### 6.3 Financial Management:

Cash Flow Management- Cash flow will be monitored on a regular basis. The Treasurer will be responsible for identifying when shortfalls might occur and will report to the Finance Committee the shortfalls. Cashflow forecasts will be presented at the APC BOD meetings as part of the finance report.

Books and Records - In order to produce timely financial reports for the Board and other stakeholders, the Treasurer/Director of Finance will ensure that complete and up to date records will be kept that include all assets, liabilities, equity, revenue and expenses of the APC. These books and records will be audited once per year by a duly qualified external auditor who will provide an audit opinion on the financial statements of the organization. The Director of Finance will send the bank statements to the APC Chairperson as requested.

6.4 Financial Reporting: Distinct types of financial information are required by the APC. The annual audited financial statements presented to the membership at the annual general meeting and reports presented to the Board of Directors.

Annual General Meeting Report - This financial report will be presented to the members annually at the Annual General Meeting.

Board of Directors Financial Reports - Financial reports will be presented to the Board monthly for information. They will include actual year to date versus budget information and forecasts.

Agency Filings - All required filings for (but not limited to) CRA, AB Societies, GST, AGLC, Grants.

Restricted Funds - The APC recognizes revenue from contributions using the deferral method.

The wishes of all funders will be respected. Funds will be restricted for specific uses as per the funder's purpose. These funds will be shown as deferred contributions on the balance sheet until they are spent in accordance with the funder's purposes and recorded as revenue.

The Board may internally restrict funds from time to time. The purpose of the restriction will be stated in the motion to restrict the funds.

### 6.5 Internal Controls for Revenue and Expenditures:



## Receiving

Cash: The following policy will be followed with respect to the APC receiving cash:

- a. Cash will ONLY be accepted for APC fundraising activities such as (but not limited to) the AGM Silent Auction, 50/50 sales, APC Tournaments, etc. The cash will be placed in a cash box with a lock until deposited.
- b. E-transfers or software applications such as Paypal are to be used in replacement of cash as much as possible.
- c. Cash will be accepted for tickets for activities (fundraising) that may be carried out at a time in the future. Numbered tickets will be used for the activities. If a number of people are selling tickets, a log should be kept of who has what ticket numbers and the cash should reconcile with the number of tickets that have been sold.
- d. Cash holdings over \$500 must be processed and deposited on the day of receipt or held in a secure place until the next day when it is deposited.
- e. With respect to events held at an outside center, a suitable event specific policy will be established for handling cash. In such a case, every effort should be made to comply with the above processes.
- f. A log will be kept of all cheques coming into the organization and reconciled with the deposits to the bank on a monthly basis.

## Cheques

The following policy will be followed with respect to the APC receiving cheques:

- a. Cheques will be accepted for deposits for fundraising. Cheques must contain contact information.
- b. Cheques will be kept in a secure area and deposited on a timely basis.
- c. A log will be kept of all cheques coming into the organization and reconciled with the deposits to the bank on a monthly basis.
- d. If a charitable tax receipt is to be provided, the cheques must be deposited into the bank account.

## Electronic Funds Transfer

The following policy will be followed with respect to the APC receiving funds electronically:

- a. Electronic funds transfer (EFT) will be accepted for deposits. Transfers must contain contact information.
- b. A log will be kept of all EFTs coming into the APC and reconciled with the deposits to the bank on a monthly basis.

## Disbursements (Expenditures)

## Reimbursements

The APC will reimburse its directors and other volunteers for all reasonable out of pocket expenses incurred as a result of participating in approved APC activities to the extent allowed within these policies. A person should not incur abnormal costs through carelessness or excessive spending.

Individuals are responsible and accountable for using the Air Cadet League's resources wisely. Naturally, individuals may only claim for expenses they incur.

## Submission of Claims

- a. Expenses should be paid by the individual incurring them and should be submitted to their approving authority for each event/activity or monthly as incurred to the APC office for reimbursement.
- b. All claims must be made on a prescribed APC expense claims report and must be supported by actual and reasonable detailed receipts in all cases. An explanation must be provided for any missing receipts.
- c. All expense claims must be submitted within sixty (60) days of the expense being incurred except at fiscal yearend, then the claim must be submitted within seven (7) days after year end.
- d. Claims for incidentals totaling less than \$100.00 may be accumulated and submitted on a quarterly basis and must be submitted within seven (7) days of the end of each fiscal quarter.
- e. If an individual is paying for another individual's meals/expenses, you they state who and the reason for paying for this individual.
- f. Late submissions may be referred to the BOD Chairperson for approval.
- g. To assist in getting expense claims processed faster:
  - i. Email a copy of your approved expense claim along with scanned copies of the receipts.
  - ii. Cheques will be issued, or funds electronically transferred on the honour basis.
- h. If any unacceptable receipts are submitted after a cheque has been issued or funds transferred, then there is a possibility that future cheques for that person's expense claim will not be issued (based on the honour system) without first having the receipts to review or the funds to be paid back will be deducted from the next expense claim.

## Submission of Claim Receipts

- a. Receipts must be a clear copy which includes the GST number. Failure to provide a receipt with a GST #, means that the APC cannot claim back the GST rebate on that expense.

- b. Payment slips are not considered acceptable backup for reimbursement. Credit card or debit receipts are NOT an acceptable receipt, it must be an original receipt showing details of the transaction.
- c. Meal receipts must be the actual bill showing GST #, date, name of restaurant and number of people served with meal details. If your tip does not show on this receipt, submit your payment slip along with your meal slip to show the difference.
- d. Hotel bill must be actual receipt from hotel with the GST # listed.

#### Approval of Expenditures

- a. All expenditures must be within approved budgets.
- b. The Chairperson will approve individual Board members claims.
- c. The Vice-Chairperson will approve the Chairperson claim forms.
- d. Wing Directors will approve their regional SSC Advisor claim forms.
- e. Volunteers and Coordinators will have their claim forms approved by the appropriate reporting Director or the Chairperson.
- f. Director of Finance to be the second approver on all claim forms.
- g. No one can approve their own claim form, or any claim forms submitted by a related family or business relationship member.

#### Travel Expenditures

Travel must be approved through your chain of authority before you travel, or you run the risk of expenses not being approved for reimbursement.

#### Acceptable Travel Expenses

- a. Vehicle Rental (include taxes and collision deductible waiver) - with a detailed receipt, not an estimate.
  - i. Any long distance (round trip), a vehicle rental should be considered.
- b. Driving/Carpooling
  - i. When travelling to common destinations such as APC meetings, Squadron training nights, SSC meetings, etc. - carpooling should always be considered.
  - ii. Kilometers driven to destination and return. Reimbursement will be at the approved kilometer rate in this manual.
- c. Air, rail or bus fare, taxi (if applicable) and related taxes.
  - i. If you decide to drive to a destination instead of flying, you can only claim mileage to the amount of the flight cost.
  - ii. A copy of a flight cost estimate as backup for your mileage claim. This can be done online for most airlines.
- d. Parking charges.
- e. Telephone calls for business.

- f. Hotel or motel room.
- g. Meals
  - i. Breakfast: if you depart earlier or return later than 7:30 A.M.
  - ii. Lunch: if you left earlier or returned later than 1:00 P.M.
  - iii. Dinner: if you left earlier or returned later than 6:30 P.M.

#### Ineligible Expenses

- a. Alcoholic beverages.
- b. Hotel movies or mini bar charges.
- c. Meals if included in conference or meeting registration.

#### Travel Rates and Allowances

##### Transportation

- a. Personal Vehicle
  - i. Option 1 - \$0.60/km with \$0.50 /km being retained by claimant and \$.10/km sent back as a donation to the League.
  - ii. Option 2 - \$0.50/km paid to claimant.

A donation cheque or e-transfer to accompany your expense form at time of submission for @\$0.10 per km or within 30 days upon receipt of your expense claim reimbursement cheque unless other arrangements have been made with the Director of Finance, such as e-transfers quarterly, etc. Should you not wish to utilize the donation privilege, you will be compensated at the basic travel mileage rate as approved by the Provincial Committee.

- b. Vehicle rental - actual cost with a receipt.
- c. Air/rail/bus - actual cost with a receipt.
- d. Parking - actual cost with a receipt.

##### Accommodation

- a. Hotel or motel - actual cost (within reason with choosing).

##### Meals (guideline rates as of June 2022) (Tax & Gratuities included in rate)

- a. Breakfast - \$ 20.00.
- b. Lunch - \$ 20.00.
- c. Dinner - \$ 35.00.
- d. Max rate is \$ 75.00 for each full day of travel.

6.6 Insurance: the APC and the SSC's are bodies where insurance is required. Insurance needs to cover all commercial property, equipment owned by the SSC/APC; Drone program and Directors' and Officer's liability. In some cases, the ACL provides insurance and in others the individual SSC or APC needs to acquire.

Commercial Insurance - Standard business policy for property, blanket contents, valuable papers, extra expenses, employee dishonesty, crime and comprehensive general liability covering all operations of the APC/SSC. This is required if the APC/SSC own their property or rent. All the equipment and contents are not covered by the ACL insurance in non-cadet activity time.

Directors' and Officer's Liability - Insurance is provided for the active and screened BOD and SSC members as outlined in the insurance policy of the ACL. Some units prefer to have their own D&O insurance.

Event Insurance - The APC insurance agent is to be notified of all offsite events to determine if additional coverage is needed. Sometimes the venue requires an insurance certificate. This can be provided by the ACL. Note this insurance only covers approved cadet activities. If the SSC is providing a fundraising event (gala, conference, picnic, etc.) then event insurance may be purchased from an Independent Broker

Automobile Insurance - Automobile insurance is not provided for any APC volunteers. If an SSC owns a vehicle, then appropriate insurance must be provided for that vehicle and its use.

Drone program – if the SSC provides Drones and the unit is offering a Drone program there is insurance and requirements provided by the ACL. This activity must be covered by insurance.

Volunteer activities- If a parent or another adult is providing supervision, training or guidance to the Cadet program, for example, coaching a team – then the Commanding Officer is responsible for ensuring the adult is screened as a volunteer in the CAF program. Those people are insured should an injury or incident happen in the course of that activity. A ACL screening is not to be considered good enough for a cadet activity. ACL screening and insurance is only for active league volunteers doing league activities.

## 6.7 Contracting:

The APC contracts with individuals and organizations to provide services to the APC. All contracts will be awarded in an atmosphere of openness, competitive opportunity, and equal access to information. No contracts will be entered into that place the APC in financial jeopardy.

- a. Contracts must be consistent with the objectives of the APC, and within approved budgets.
- b. All contracts over \$1,000.00 require a minimum of three quotes. The lowest bid will not necessarily be accepted; however, the reasons for accepting a higher bid must be documented and kept on file.
- c. A Board member identifying a real or potential conflict of interest must withdraw from both discussion and voting on the contract.
- d. The Board Chairperson and Treasurer must review all contracts for content and format and approve all changes to contracts.
- e. The Board must give final approval for all contracts.

The individual requesting the contracted services monitors delivery of the service. They review invoices to be sure the services have been received and that the billings are consistent with contract specifications. The Chairperson then signs the invoice and forwards to accounting for payment.

#### 6.8 Selection of Auditor and Audit Process:

The Board of Directors will recommend an auditor for appointment at the Annual General Meeting of the members. A notice of engagement will be issued from the Director of Finance to the selected firm after the appointment at the Annual General Meeting.

- a. As part of the auditor appointment process the Board will discuss their view of the competence of the incumbent auditor and its analysis of any other audit proposals they may have requested.
- b. Other audit proposals may be sought at the discretion of the Board. The Board will review all proposals and make their recommendations to the membership of the AGM. Audit proposals should include, but need not be limited to the following:
  - i. An outline of the work to be done (scope).
  - ii. Principles and staff to be involved (team).
  - iii. Timelines for the audit steps.
  - iv. Estimated fees.
  - v. Miscellaneous additional costs.
  - vi. Possible conflicts of interest.

## Section 7: Volunteer Policies

The Alberta Provincial Committee recognizes that volunteers are valued, integral members of the APC and vital to executing APC's mission. APC volunteer policies assist in maintaining a positive environment for volunteers so that they can provide value and carry out the activities of APC.

Volunteers have the have the right to:

- a. Receive an orientation.
- b. Get guidance and direction.
- c. Get training for their role/position.
- d. Be treated as an important part of the organization and be recognized for your contribution.
- e. Be provided a safe and supportive environment.
- f. Be reimbursed for volunteer work-related expenses.
- g. Receive regular feedback regarding their work.

Volunteers have the responsibility to:

- a. Commit time for the work.
- b. Come as scheduled and on time.
- c. Carry out your duties or tasks efficiently and honestly.
- d. Participate in orientations, training sessions, and meetings.
- e. Accept guidance and decisions of the APC.
- f. Keep internal information confidential.

The roles and responsibilities of the SSC Executive Positions are detailed in the Squadron Sponsoring Committee Terms of Reference document.

#### 7.1 Code of Conduct:

The APC is committed to providing an environment that is free from discrimination, harassment, abuse, and violence where all volunteers are treated with dignity and respect.

The APC has zero tolerance for any type of discrimination, harassment, abuse, or violence. Individuals are required to report instances of violence, abuse or harassment or suspected violence, abuse, or harassment to the APC to be immediately addressed under the terms of the applicable policy. An Individual who violates this Code may be subject to disciplinary sanctions pursuant to the APC's Discipline and Complaints Policy.

As per the policies outline above on Discrimination, Harassment, Abuse and Violence, all volunteers, APC members and SSC members are expected to be leaders in their communities and to behave in a reasonable and professional manner.

A member of the APC/ SSC found to have engaged in acts of discrimination, harassment, abuse, or violence against any other employee, worker, contractor, member, supplier, parent/guardian of a cadet, cadet, or other third-party during business hours, or at any APC event will be subject to appropriate disciplinary action subject to the terms of any of the ACL relevant and applicable policies as well as the employee's Employment Agreement (if applicable).

This Code of conduct expectation, also applies to Individuals who conduct outside of APC's business activities, and events when such conduct adversely affects relationships within the APC (and its work) and is detrimental to the image and reputation of the APC. Such applicability will be determined by the APC at its sole discretion.

**7.2 Conflict Resolution:** The APC encourages all Individuals to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. The APC believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Individuals are strongly encouraged.

For the purposes of this manual conflict resolution is defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute.

The following terms have these meanings in this Policy:

- a. Complainant - The Party making a complaint.
- b. Days – Days including weekends and holidays.
- c. Individuals - Individuals employed by, or engaged in activities with the APC including, but not limited to APC members, committee members, volunteers, Directors and Officers of the APC, spectators at events, cadets, and parents/guardians of cadets.
- d. Respondent – The Party responding to the complaint.

The APC supports the principles of Alternate Dispute Resolution (ADR) and is committed to the techniques of negotiation, facilitation, and mediation as effective ways to resolve disputes. ADR also avoids the uncertainty, costs, and other negative effects associated with lengthy appeals or complaints, or with litigation.

This Policy applies to all Individuals in the ACL program.

Opportunities for ADR may be pursued at any point in a dispute when all parties to the dispute agree that such a course of action would be mutually beneficial.

Any dispute will first be referred to the APC's Executive Committee for review, with the objective of resolving the dispute with the Chairperson. The Chairperson may appoint another APC BOD to support or listen to the dispute and try to resolve it.

Should a negotiated decision be reached, the decision shall be reported to, and approved by the APC Chairperson. Any actions that are to take place as a result of the decision shall be enacted on the timelines specified by the negotiated decision, pending APC's BOD approval.



Should a negotiated decision not be reached or if the parties to the dispute do not agree to ADR, the dispute shall be considered under the appropriate section of APC's Discipline and Complaints Policy or Appeal Policy, as applicable.

Any negotiated decision will be binding on the parties. Negotiated decisions may not be appealed.

## 7.2 Screening: All volunteers must be screened.

The process and procedure of screening is in the ACL PPM section 6.15. The procedures for screening and registration are outlined in the ***Screening and Registration handbook*** found on the ACL website. In Alberta, we have a screening coordinator who is also well versed in all procedures and can assist any APC member or SSC if required.

7.3 Volunteer training and orientation: The APC is committed to increasing and maintaining volunteers' skills and understanding, enabling them to work effectively. The APC believes that excellence in volunteers requires the commitment of resources.

Training will be used to orient new members, as well as to maintain and increase existing members' skills and understanding of the mission of the APC. The areas covered will include:

- a. Bylaws and policies.
- b. Roles and responsibilities of members and SSC positions
- c. Financial management
- d. Cyber security
- e. Risk assessment
- f. Harassment
- g. Board strategic directions.
- h. CAF/ ACL relationship
- i. Understanding of the Air Cadet Organization/community and the services we provide to them.

Training can be varied and also focused on emergent trends. The APC AGM, Wing Directors and SSC members meetings are good places for training.

## Section 8: Squadron Sponsoring Committee (SSC)

All squadrons must have an approved Squadron Sponsor (SSC). In Alberta all squadrons are sponsored by a Society under *the Societies Act*, and each have their own bylaws. While they are all responsible to the APC they act as independent entities for fundraising and support of the individual unit. All squadrons can and should receive advise, support and guidance through the APC Wing Directors and their appointed advisors.

The ACL has relevant policy on Squadron Sponsoring Committees (SSC), including probation, starting and disbanding a unit – **6.19.6 on pg. 97 - 109**

## Section 9: Communication Policies:

Effective communication is vitally important to achieving the mission and vision of the APC and the well-being of the Air Cadet Movement. A balanced approach to communication using digital technologies and traditional methods enables the APC to reach and engage with external audiences effectively and efficiently regardless of where they reside. Communications is a responsibility shared with the Canadian Armed Forces (CAF) and requires the collaboration, support, and cooperation of individuals at all levels of the ACL across the country.

9.1 Effective communication process with external audience: The purpose of the Communications Policy is to ensure effective communication with external audiences. This policy provides a framework to ensure that external communication from the ACL is clear, consistent, coordinated, managed effectively, responsive to the diverse needs of our external audiences and that the APC is visible, accessible, and accountable to the members we serve. This Policy and supporting guidelines apply to all APC employees, members, volunteers, and participants and in all forms of written, verbal, and electronic communication.

This Policy is subject to ongoing review and evaluation, and modifications will be made as deemed necessary to respond to circumstances and evolving needs of the organization.

To support the organization's values the following principles will be followed:

- a. To provide timely and relevant information to our members.
- b. To communicate often.
- c. To address concerns in a timely manner.
- d. To respect the different roles within the organization.

### Roles and Responsibilities:

The Chairperson is the spokesperson for the APC and will be responsible for communication on items related to the following:

- a. Board issues

- b. Strategic decisions
- c. Organizational matters
- d. Matters that are politically sensitive and could harm the brand and reputation of the APC

The Chairperson will identify a designate when appropriate

The Executive Committee may act as a sounding board and in an advisory capacity when determining the most approach to communication matters.

Directors will communicate on all operational issues and other items in their areas of responsibility as defined in this manual.

For more guidelines and detailed information see the “Air Cadet Public Relations Handbook” published on the [Public Relations \(PR\) page](#) of the on-line library section of the ACL website. It should be used as a guide by Provincial Committees and Squadron Sponsoring Committees.

**9.2 Internal communication:** Within the APC members, BOD and others a professional manner will be used and supported throughout the organization. The Director of Communication and Marketing can support excellence in communication within the program.

The CAF has specific policy regarding communication and how cadets can be displayed. No cadet can be part of the APC social media or website without express consent. The CAF policy needs to be referred to regarding approved action and consent.

**9.3 Social Media:** The APC uses social media to communicate its activities, mostly Facebook. When using social media, we must stay within the APC policies of conduct and principles for the program. We currently have limited administrators and follow guidelines from the CAF when posting. The purpose of using social media is to highlight the program. It is not to be used as an advocacy tool.

Many SSC’s have social media sites as well. They each need to be clear about their policy for use and how they portray the Air Cadet program.

## Appendix A- Bylaws of the APC

### BYLAWS OF AIR CADET LEAGUE OF CANADA - ALBERTA PROVINCIAL COMMITTEE (hereafter called "APC")

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The Air Cadet League of Canada - Alberta Provincial Committee" (hereafter referred to as the "APC") is affiliated with the Air Cadet League of Canada pursuant to an Affiliation Agreement executed December 6, 2019. The following amended Bylaws are enacted by the APC for the governance of the APC.

### **INTERPRETATION**

#### 1.01 Definitions

In all Bylaws and resolutions of the APC, unless the context otherwise requires:

- a) "Act" means the *Societies Act*, RSA 2000, c. S-14, including any Regulations made pursuant to the Act and any statute or Regulations that may be substituted, as amended from time to time;

- b) "Air Cadet League or ACL" means the Air Cadet League of Canada as incorporated or continued under the *Canada Not-for-Profit Corporations Act*, S.C. 2009, c. 23;
- c) "Alberta Provincial Committee or APC" means the Air Cadet League of Canada Alberta Provincial Committee as incorporated under the *Societies Act*, RSA 2000, c. S-14;
- d) "Board" means the Board of directors of the APC which may be referred to as the Board of directors;
- e) "Bylaws" means this Bylaw and all other Bylaws of the APC as amended and which are, from time to time, in force and effect;
- f) "Director" means any person occupying the position of director of APC by whatever name called;
- g) "Member" means a member of the APC and "Members" or "Membership" means the collective membership of the APC;
- h) "Officer" means an Officer of the APC;
- i) "Policy "or "Policies" means any rules, regulations or operating policies approved by the Board in accordance with these Bylaws;
- j) "Policy and Procedure Manual or PPM" means the manual with respect to the structure and activities of the ACL, and APC approved from time to time by the ACL and APC that are required to be published;
- k) "Screening" refers to the Volunteer Screening process as adopted by the Air Cadet League of Canada and amended from time to time;
- l) "Special Resolution" means a "Special Resolution" as defined in the Act as follows:
  - i. A resolution passed:
    - a. At a general meeting of which not less than 21 days' notice specifying the intention to propose the resolution has been duly given; and
    - b. By vote of not less than 75% of those Members who, if entitled to do so, vote by person or by proxy;
  - ii. A resolution proposed and passed as a special resolution at a general meeting of which less than 21 days' notice has been given, if all the Members entitled to attend and vote at the general meeting so agree, or;

iii. A resolution consented to in writing by all the Members who would have been entitled at a general meeting to vote on the resolution in person or, where proxies are permitted, by proxy;

m) "Squadron Sponsoring Committee or SSC" means a not-for-profit corporation, society or group of persons forming a subordinate organization which, within its local, municipal, or identified geographic boundary, is duly authorized by the APC to represent the APC and ACL, assists in the development of the program in accordance with the PPM, and is subject to the direction and control of the APC.

n) "SSC Chairperson" means the individual elected or appointed to the office of chair of an SSC in accordance with the Bylaws of the SSC and who has not been removed from the office of chair of an SSC.

In these Bylaws and in all other Bylaws of the APC hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa.

#### **AMENDMENT OF BYLAWS**

2.01 These Bylaws may only be rescinded, altered, or added to by completing all of the following steps:

- a) Passing a "Special Resolution";
- b) Obtaining the approval of the ACL in accordance with the procedure in the PPM; and
- c) Filing with and receiving a filed copy evidencing registration by the Registrar under the Act.

#### **CONDITIONS OF MEMBERSHIP**

3.01 Membership in the APC shall be open to persons interested in furthering the objects of the APC who meet the conditions of Membership in 3.02 below and are admitted in accordance with the Membership Policy that is adopted from time to time by the Board of Directors.

3.02 All Members must meet the conditions of Membership set forth herein:

- a) Be a legal resident of Canada or a Canadian citizen living abroad;
- b) Be at least eighteen (18) years of age;
- c) Have a genuine interest in the objectives of the APC; and
- d) Not be actively involved in the Air Cadet program as an Air Cadet, a Cadet Instructors Cadre Officer or Cadet Organizations Administration and Training Service (COATS) member.

- 3.03 Any Member wishing to withdraw from Membership may do so upon a notice in writing to the Board.
- 3.04 The Board may suspend or expel any Member from the APC for any one or more of the following grounds:
- a) Violating any provision of the Bylaws, or Policies of the APC;
  - b) Carrying out any conduct which may be detrimental to the APC as determined by the Board in its sole discretion; and/or
  - c) For any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purposes of the APC.
- 3.05 Any Member upon a majority vote of all Members of the APC may be expelled from Membership for any cause which the APC may deem reasonable.
- 3.06 Membership in the APC is terminated when:
- a) The Member dies;
  - b) The Member ceases to maintain the conditions for Membership set by these Bylaws, the Bylaws of the ACL or the PPM; or
  - c) If the Member is an SSC Chairperson, when they are no longer an SSC Chairperson.
- 3.07 A Member shall have the right to receive notice of, attend, speak and participate at all meetings of Members and the right to one (1) vote at all meetings of Members. Upon any withdrawal, suspension, expulsion or termination of Membership, the rights of the Member automatically cease to exist.

#### **MEMBERS' MEETINGS**

- 4.01 The annual meeting of the Members shall be held once a year in Alberta to transact any business required by the Act or the PPM.
- 4.02 The Board of Directors or the Chairperson shall have power to call, at any time, a general or special meeting of the Members of the APC. The Board of Directors shall call a general or special meeting of Members on written requisition of Members carrying not less than 33% of the voting rights.
- 4.03 A minimum of twenty-five (25) Members of which fifty percent (50%) plus one (1) must be SSC Chairpersons will constitute a quorum at any Members meeting.
- 4.04 Thirty (30) days' notice shall be given to each Member of any annual or general meeting of Members. Twenty-one (21) days' notice shall be given to each Member of any special meeting where special business requiring a Special Resolution will be transacted. All notices shall contain sufficient information to permit the Member to



form a reasoned judgment on any decision to be taken. Notice of each meeting of Members must remind the Member of the right to vote by proxy.

- 4.05 Each Member present at any Members meeting shall have the right to exercise one vote. A Member may, by means of a written proxy, appoint a proxy holder to attend and act at a specific meeting of Members, in the manner and to the extent authorized by the proxy. A proxy holder must be a Member of the APC.
- 4.06 A majority of the votes cast by the Members shall determine the questions in meetings except where the vote or consent of a greater number of Members is required by the Act or these Bylaws.
- 4.07 Notwithstanding anything contained in the Bylaws or the PPM, any Members meeting may be held by telephonic or electronic means that permits all participants to communicate adequately with each other during the meeting. A person participating in a meeting by such means is deemed to be present at the meeting. When a vote is to be taken at any meeting of Members, the voting may be carried out by means of a telephonic, electronic, or other communication facility only if that facility enables the votes to be gathered in a manner that permits their subsequent verification; and permits the tallied votes to be presented without it being possible to determine how each Member voted.
- 4.08 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the Members of the APC shall invalidate such meeting or make void any proceedings taken thereat, and any Member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

#### **BOARD OF DIRECTORS**

- 5.01 The property and business of the APC shall be managed by a Board of Directors, comprised of a maximum of fifteen (15) Directors. The number of Directors shall be determined from time to time by a majority of the Directors at a meeting of the Board of Directors. Directors must be individuals, 18 years of age, with power under law to contract. Directors need not be Members.
- 5.02 Directors shall be elected by the Members at an annual meeting of Members for a term of one (1) year.
- 5.03 The office of Directors shall be automatically vacated:
- a) If a resolution is passed by the Members that a Director be removed from office;
  - b) If a Director resigns by delivering a written resignation to the Board of the APC;

- c) If a Director is found by a court to be of unsound mind;
- d) If a Director makes an assignment in bankruptcy; or
- e) On death.

5.04 If any vacancy shall occur for any reason on the Board, the Board of Directors by majority vote, may, by appointment, fill the vacancy with a Member of the APC.

### **POWERS OF DIRECTORS**

6.01 The Directors of the APC may administer the affairs of the APC in all things and make or cause to be made for the APC, in its name, any kind of contract which the APC may lawfully enter into as the APC and is by the PPM, by the ACL or otherwise authorized to exercise and do.

### **DIRECTORS' MEETINGS**

7.01 Meetings of the Board of Directors may be held at any time and place to be determined by the Directors provided that 48 hours-notice of such meeting shall be given to each Director. There shall be at least five (5) meetings per year of the Board of Directors. No error or omission in giving notice of any meeting of the Board of Directors or any adjourned meetings of the Board of Directors of the APC shall invalidate such meeting or make void any proceedings taken thereat, and any Director may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

7.02 A Director may participate in a Board meeting, by means of a telephonic, electronic, or other communications facility that permits all participants to communicate adequately with each other during the meeting. A Director participating in the meeting by such means shall be deemed for the purposes of the Act to have been present at that meeting.

7.03 A majority of Directors in office, from time to time, shall constitute a quorum for meetings of the Board of Directors. Any meeting of the Board of Directors at which a quorum is present shall be competent to exercise all or any of the authorities, powers, and discretions by or under the Bylaws of the APC.

7.04 Each Director is authorized to exercise one (1) vote at all meetings of the Board of Directors and every question shall be decided by a majority of the votes cast on the question. In case of an equality of votes, the chair of the meeting in addition to an original vote shall have a second or casting vote.

7.05 A resolution in writing, signed by all the Directors entitled to vote on that resolution at a meeting of the Board of Directors, shall be as valid as if it had been passed at a

meeting of the Board of Directors. A copy of every such resolution in writing shall be kept with the minutes of the proceedings of the Board.

### **REMUNERATION**

8.01 No Director, Officer, Committee appointee or Member of the APC shall receive any remuneration for their services but are entitled to reimbursement for Board preapproved and reasonable expenses incurred in the exercise of their duties.

### **OFFICERS**

9.01 The Officers of the APC shall include the Chairperson, Vice-Chairperson, secretary, and treasurer and any such other Officers as the Directors may determine.

9.02 The Officers shall be elected at an annual meeting of Members.

9.03 The Officers of the APC shall hold office until their successors are elected or appointed in their stead. Officers shall be subject to removal by a majority vote of the Board of Directors at any time.

### **DUTIES OF OFFICERS**

10.01 The Chairperson shall preside at all meetings of the APC and of the Board of Directors, shall have the general and active management of the affairs of the APC and shall see that all orders and resolutions of the Board of Directors are carried into effect.

10.02 The duties of all other Officers of the APC shall be such as the terms of their engagement call for or the Board of Directors requires of them.

10.03 The secretary shall be responsible for the preparation and custody of minutes of proceedings of meetings of the society and of the Directors and shall be the custodian of any corporate seal adopted by the APC, which shall only be used when authorized by a resolution of the Board of Directors to do so.

10.04 The treasurer shall be responsible for the preparation and custody of all other books and records of the society.

### **EXECUTIVE COMMITTEE**

11.01 The Board of Directors may, at its discretion appoint an executive committee composed of any number of Directors or Officers. The executive committee shall exercise such powers as are authorized by the Board of Directors. Any executive committee appointee may be removed from the executive committee by a majority vote of the Board of Directors.

11.02 Meetings of the executive committee shall be held at any time and place to be determined by the appointees to such committee provided that forty-eight (48) hours-notice of such meeting shall be given to each committee appointee. No less than 2 of such committee appointees shall constitute a quorum.

#### **OTHER COMMITTEES**

12.01 The Board of Directors may appoint other committees made up of Directors, Officers or Members who hold their offices at the will of the Board of Directors. The Directors shall determine the duties of such committees.

#### **BORROWING POWERS**

13.01 For the purpose of carrying out its objects, the APC may borrow money in accordance with any process set down in the PPM, but in no case shall debentures be issued without the sanction of a Special Resolution of the APC.

#### **AUDITING**

14.01 The books, accounts and records of the Society shall be audited at least once each year by a duly qualified accountant. A financial statement setting out the income, disbursements, assets and liabilities, of the APC for the previous year, audited and signed by the auditors shall be submitted to the annual meeting of the APC. Any further requirements contained in the PPM must also be complied with.

#### **BOOKS AND RECORDS**

15.01 The books and records of the APC may be inspected by any Member of the APC at the annual meeting or at any time upon giving seven (7) days' notice and arranging a time satisfactory to the Officer or Officers having charge of same.

#### **METHOD OF GIVING NOTICE**

16.01 Any notice to be given pursuant to these Bylaws shall be sufficiently given:

- a) If delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the APC;
- b) If mailed to such person at such person's recorded address as shown in the records of the APC by prepaid ordinary or air mail; or
- c) If sent to such person by telephonic, electronic, or other communication facility at such person's recorded address as shown in the records of the APC for that purpose.

16.02 A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid; a notice so mailed shall be deemed to have been given when deposited in a post office box; and a notice so sent

by any means of transmitted or recorded communication shall be deemed to have been given when dispatched.

- 16.03 The APC may change or cause to be changed the recorded address of any Member, Director, Officer, or Member of a committee of the Board in accordance with any information believed by the APC to be reliable.
- 16.04 The declaration by the Chairperson that notice has been given pursuant to this Bylaw shall be sufficient and conclusive evidence of the giving of such notice.
- 16.05 The signature of any Director or Officer of the APC to any notice or other document to be given by the APC may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

#### **RULES, REGULATIONS AND OPERATING POLICIES**

- 17.01 The Board may adopt, amend, or repeal by resolution such rules, regulations and Operating Policies that are not inconsistent with these Bylaws or the PPM relating to such matters as terms of reference of committees, duties of Officers, Board code of conduct and conflict of interest as well as procedural and other requirements relating to the Bylaws or the APC as the Board may deem appropriate from time to time. Any such rules, regulations and Operating Policies adopted by the Board will continue to have force and effect until amended, repealed, or replaced by a subsequent resolution of the Board.

#### **ARBITRATION**

- 18.01 Any dispute arising out of the affairs of the APC and between any Members of the APC or between:
  - a) a Member or a person who is aggrieved and who has for not more than 6 months ceased to be a Member; or
  - b) a person claiming through the Member or aggrieved person or claiming under the Bylaws of the APC, and the APC or a Director or Officer of the APC, shall be decided by arbitration, which shall be under the *Arbitration Act*, RSA 2000, c A-43.
- 18.02 A decision made pursuant to arbitration is binding on all parties and may be enforced on application to the Court of Queen's Bench.

#### **DISSOLUTION**

- 19.01 In the event of dissolution or windup of its affairs, the Board of the APC shall ensure that the following procedures are carried out:
  - (a) All liabilities are paid;

- (b) Any gaming proceeds remaining shall be distributed to eligible charitable organizations approved by the Board; and

- (c) Any property remaining shall be paid or transferred to the ACL in Trust to support Air Cadet Squadrons in Alberta, provided at the time of distribution, the ACL is a qualified donee within the meaning of subsection 248(1) of the *Income Tax Act* (Canada), R.S.C. 1985, c.1 (5th Supp.), as amended from time to time, otherwise any property remaining shall be distributed to one or more qualified donees within the meaning of subsection 248(1) of the *Income Tax Act* (Canada), R.S.C. 1985, c.1 (5th Supp.), as amended from time to time.

19.02 In no event shall any Members receive any assets of the APC.

**Authorized Representative/Authorized Signing Authority for the APC**

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Last Name	First Name	Middle Name <i>(optional)</i>
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Street/Postal Address	City or Town	Province	Postal Code
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Date of submission (yyyy-mm-dd)	Signature
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**Witness**

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Last Name	First Name	Middle Name <i>(optional)</i>
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Street/Postal Address	City or Town	Province	Postal Code
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Signature

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