



POLICY 3.2

MEMORANDUM OF UNDERSTANDING (MOU)

Last revised: JANUARY 2006

1. This Policy contains the MOU that was signed on Dec. 1, 2005 between the Cadet Leagues and the Department of National Defence. It incorporates all the existing legislation and regulations regarding the Canadian Cadet Movement and provides definitive guidance to the responsibilities and the duties of each partner in the delivery of the cadet Program.
2. This is a living, non-binding document and can be revisited and revised as the need arises. It does not replace The Queen's Regulations for the Canadian Cadet Organizations (QR Cadets) nor does it supersede the Cadet Administrative and Training Orders (CATO's) that guide the Canadian Forces personnel. The MOU is a guide (or map) to the partnership of all stakeholders.
3. The National Office can provide you with any explanation or clarification you may need of the MOU.

MEMORANDUM OF UNDERSTANDING

BETWEEN

**THE DEPARTMENT OF NATIONAL DEFENCE (OF CANADA)
(HEREINAFTER REFERED TO AS “DND”)**

AND

**THE NAVY LEAGUE OF CANADA
(HEREINAFTER REFERED TO AS “THE NAVY LEAGUE”)**

AND

**THE ARMY CADET LEAGUE OF CANADA
(HEREINAFTER REFERED TO AS “THE ARMY CADET LEAGUE”)**

AND

**THE AIR CADET LEAGUE OF CANADA
(HEREINAFTER REFERED TO AS “THE AIR CADET LEAGUE”)**

CONCERNING

**THE ROLES AND RESPONSIBILITIES TO BE ASSUMED BY EACH OF THE PARTICIPANTS TO
THIS MOU TO ENSURE THE PROPER AND EFFICIENT DELIVERY OF THE CADET PROGRAM
WITHIN CANADA**

1. INTRODUCTION

1.1 This Memorandum of Understanding (MOU) between DND and the Navy League, the Army Cadet League and the Air Cadet League hereinafter referred to collectively as the “Participants”, describes the roles and responsibilities agreed upon by each of the participants to ensure the proper and efficient delivery of the Cadet program, and is intended as a complement to the Responsibility Assignment Matrix for the Canadian Forces within the Canadian Cadet Movement issued by the Chief of Defence Staff November 23, 2002;

2. LEGAL

- 2.1 The Participants concur that they will fully respect the scope, intent and meaning of all sections of this MOU.
- 2.2 The Participants acknowledge that notwithstanding any wording used in this MOU, neither the MOU as a whole nor any of its parts taken separately are, or ever have been, intended to be a contract or be contractual in nature.
- 2.3 For purposes of this MOU, any reference to DND is a reference to the Crown.

3. DEFINITIONS

- ACL** means the organization incorporated as The Air Cadet League of Canada.
- ADM (HR-Mil)** means the Assistant Deputy Minister (Human Resources- Military).
- Admin** means administration.
- ACLC** means the organization incorporated as The Army Cadet League of Canada.
- Band Grant** means a grant that may be paid in respect of each instrument played by a cadet in an authorized band at the annual cadet review. The conditions for payment and the value of the grant are to be assessed in accordance with the provisions of the QR (Cadets).
- Cadet duty** Cadet duties include:
(a) participation in, or attendance at, an authorized cadet activity or period of instruction; and

- (b) proceeding to and returning from the place where a cadet activity or period of instruction is performed, other than:
 - (i) a parade,
 - (ii) a demonstration,
 - (iii) an exercise or other activity, or
 - (iv) a period of instruction conducted, at a local headquarter.

CATO	means the Cadet Administrative and Training Orders issued by National Defence Headquarters or the Director of Cadets to supplement the <i>Queen's Regulations and Orders (QR&O)</i> and the <i>Queen's Regulations and Orders for the Canadian Cadet Organizations (QR (Cadets))</i> , to amplify the Canadian Forces Administrative Orders (CFAO), to replace Canadian Forces Cadet Policies and Procedures and to minimize the requirement for specialized region orders and instructions.
CCM	means the Canadian Cadet Movement, an umbrella term that comprises all those that act in support of the Cadet Program. It includes, but is not limited to, the CF, the Leagues, sponsors, parents, volunteers and the cadets.
CCO	means the three Canadian Cadet Organizations, known as the Royal Canadian Sea Cadets, the Royal Canadian Army Cadets and the Royal Canadian Air Cadets, under the control and supervision of the Canadian Forces. Cadet Organizations are not comprised in the CF.
CF	means the Canadian Armed Forces.
CFAO	means the Canadian Forces Administrative Orders.
CFRC	means Canadian Forces Recruiting Centre.
CI	means a civilian instructor contracted by the Department of National Defence who is not a member of the Canadian Forces. Use of CIs is to be limited to their areas of expertise. This definition also includes a CI who is contracted on a limited yearly basis (specialist days) to perform specific duties due to his/her specific qualifications or abilities.
CIC	means Cadet Instructor Cadre which is a sub-component of the Reserve Force consisting of officers who

may be required to undergo annual training and whose primary duty is the supervision, administration and training of cadets mentioned in section 46 of the *National Defence Act*.

Collaborative arrangement

refers to the relationship between DND, NLC, ACLC and ACL in which there is an explicit agreement to work cooperatively to achieve common objectives in respect of the cadet program, and where there is joint investment of resources, allocation of risk among participants and mutual or complementary benefits.

CO

means either a member of the CIC designated by the Regional Commander as Commanding Officer of a Cadet Corps/Sqn or of a Cadet Summer Training Centre; or an officer designated by the CF as Commanding Officer of a Detachment or of a Regional Cadet Support Unit.

Contingency Grant

means a grant that may be paid annually for the purpose of promoting the efficiency of a cadet Corps or Sqn. The conditions for payment and the value of the grant are to be assessed in accordance with the provisions of the QR (Cadets).

Corps

means either an Army or Sea Cadet unit.

CSTC

means a Cadet Summer Training Centre established by NDHQ for the conduct of cadet summer training activities, operating under the command of the responsible Region Commander.

DAOD

means Defence Administrative Orders and Directives that spell out corporate administrative policies and instructions that are specific to DND and CF. DAODs supplement higher-level direction such as the Parliament of Canada and QR&Os. They may also supplement directives from Treasury Board and / or other central agencies. Orders apply to CF members, and directives apply to DND civilian employees.

D Cdts

means Director Cadets, the staff officer working under the Director General, Reserves and Cadets who is responsible for the implementation of the Canadian Cadet Program.

D & O Insurance

means Directors and Officers Insurance.

Fund-raising

means an activity organized and supervised by the leagues to raise the additional Non-DND funds required to support the annual cadet program.

Insurance	means the various insurance policies contracted by the leagues for protection of cadets, volunteers and its members in the event of third party liability, personal injury and death and damage to or loss of property.
League (s)	means the Navy League of Canada, the Army Cadet League of Canada and the Air Cadet League of Canada either together or individually.
LHQ	means Local Headquarters, the term used to describe activities conducted by Cadet Corps and Sqns.
National Miscellaneous Requirements (MR) List	means the list of equipment compiled by the RCSUs and D Cdts to establish purchase priorities should funds become available.
NCC	means the National Cadet Council.
NLC	means the organization incorporated as The Navy League of Canada.
Non-DND Funds	means the funds not covered by or considered to be Public Money as defined in the applicable federal legislation.
Non-DND property	means all assets of a Cadet Corps or Sqn, not owned by the Government of Canada. This includes Non-DND Funds.
NPF	means Non-Public Funds, moneys that are specifically defined as non-public property in section 2 of the <i>National Defence Act</i> .
PCs	means Provincial Committees of the Air Cadet League of Canada, the second tier organizations, usually incorporated, responsible for direct oversight of league matters at cadet squadrons in an area generally coinciding with provincial boundaries. They may have geographic sub-components or regions.
Public Money	means all money belonging to Canada received or collected by the Receiver General or any other public officer in his official capacity or any person authorized to receive or collect such money. This includes money received or collected for or on behalf of Canada, and all money that is paid to or received or

collected by a public officer under or pursuant to any Act, trust, treaty, undertaking or contract, and is to be disbursed for a purpose specified in or pursuant to that Act, trust, treaty, undertaking or contract.

QR&O	means the <i>Queen's Regulations and Orders</i> for the CF.
QR (Cadets)	means the <i>Queen's Regulations and Orders for the Canadian Cadet Organizations</i> .
RCSU	means Regional Cadet Support Unit.
Senior Cadet	means a cadet appointed to a rank of, or superior to, Petty Officer First Class (PO1) in the Royal Canadian Sea Cadets, Warrant Officer (WO) in the Royal Canadian Army Cadets or Flight Sergeant (FSgt) in the Royal Canadian Air Cadets.
Sponsor	means, in respect of a Cadet Corps or Sqn, the organization or persons accepted by or on behalf of the Chief of the Defence Staff to undertake jointly with the Canadian Forces and the supervisory sponsor, responsibility for the organization and administration of that Cadet Corps or Sqn.
Sponsoring Committee / Branch	means a working support committee, member of and supervised by the League, established at a Cadet Corps/Sqn and which is comprised of persons who are approved, registered and screened in accordance with League policy to discharge the functions required to support the Corps/Sqn.
Supervisory Sponsor	means in respect of a Cadet Corps or Sqn, the league that has agreed to assume supervisory responsibility for that Cadet Corps or Sqn.
Sqn	means a Squadron, term used to identify an Air Cadet unit.
Staff Cadet	means a cadet who is appointed to such cadet rank, as is authorized by the Commanding Officer of a Cadet Summer Training Establishment for advanced training. As part of the advanced training, a Staff Cadet is contracted to be a member of the instructional, supervisory or administrative staff of the training establishment. A Staff Cadet must not be less than 16 years of age as of the first day of January of the year of advanced training.
Training (Mandatory)	means training contained in a course that must be taught as per the applicable training standards.

Training (Mandatory Support)	means an activity that must be completed to accomplish the Mandatory training program and shall include supplementary training (e.g. field weekend, adventure training, CO's weekend etc.)
Training (Directed Optional)	means an activity that may be conducted in order to enhance training and to take advantage of local expertise and resources (e.g. marksmanship, biathlon, music etc.), and may be jointly supported by DND and the Leagues.
Training (Optional)	means an activity supported primarily by the Leagues that may be conducted in order to enhance the objectives of the cadet program. DND support could be available once the mandatory program has been funded.
Volunteer	means a person who provides services directly to or on behalf of DND or the CF, without compensation or any other thing of value in lieu of compensation in support of activities defined as cadet duty, and who has been screened and approved in accordance with the common League and DND process.

4. OBJECTIVES

- 4.1 The objectives of this MOU include:
- 4.1.1 developing a common purpose for the management and operation of the Canadian cadet program to inspire and develop in youth the attributes of good citizenship and leadership, promote a healthy lifestyle and stimulate an interest in the sea, land and air activities of the CF and related civilian fields;
 - 4.1.2 recognizing that the participants form a collaborative arrangement to operate and support the Canadian cadet program, and that this collaborative arrangement is most effective when the participants work together cooperatively and consultatively;
 - 4.1.3 achieving cooperation within the applicable federal and provincial legislations, DAODs, CFAOs, CATOs as well as the NLC, ACLC and ACL corporate by-laws, understanding that each has its own structure and legal context to operate in, bringing different and separate approval and jurisdictional requirements not necessarily bearing or binding one upon the other; and

4.1.4 that DND will put forward to Treasury Board a submission requesting authorization for DND to reimburse NCL, ACLC or ACL legal costs in matters where a League has been named as a party in an action and no liability has been attributed to the League either by the Court or by the parties to a settlement of the action.

5. **SCOPE**

5.1 This MOU has been formatted to allow for easy identification and comprehension. It has been divided into three distinct sections, covering the Local, Provincial / Regional and National levels. Each of these sections has been further divided to reflect League responsibilities and those belonging to DND as well as areas of shared responsibility. The intention is to identify responsibilities but not go into detail. Each section starts with a series of “Notes” that have been included to explain why the section was included as well as certain details that have been included to assist in comprehension. To facilitate understanding, section 5.2 of this MOU has been broken down as follows:

5.1.1 Local:

League: refers to members of the Sponsoring Committee / Branch as well as other members of the League working at the local level;

DND: refers to the Corps/Sqn Commanding Officer and his staff, including Civilian Instructors under contract with DND;

5.1.2 Provincial / Regional:

League: refers to members of the Provincial League organization up to and including the Provincial League Chair/President;

DND: refers to the Commanding Officer RCSU including detachments and staff, where applicable. This category also includes the chain of command, up to and including the Regional Commander;

5.1.3 National:

League: refers to the National League organization, up to and including the National League President;

DND: Refers to DND personnel assigned to the D Cadets organization and includes the chain of command up to and including the Vice-Chief of the Defense Staff.

5.2 The scope of this MOU will include, but will not be limited to:

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.1 CADET INSTRUCTOR CADRE						
<i>NOTES</i>						
<p>a. The policy and strategy for the recruitment of CIC candidates are vested in DND at the Regional and National Levels, supported by the Leagues. Campaigns to attract potential candidates are most effective at the LHQ level and implemented by the Leagues in cooperation with DND.</p> <p>b. The Leagues will continue to be consulted on the selection of CIC officers and key appointments.</p> <p>c. CF selection and screening process will determine final choice of candidates.</p>						
5.2.1.1 CADET INSTRUCTOR CADRE - ATTRACTION	<p>Confirm needs with Corps/Sqn CO.</p> <p>Conduct local campaigns as necessary to attract potential candidates in the community.</p> <p>Review campaign results with Corps/Sqn CO.</p>	<p>Identify requirements and potential candidates with Sponsoring Committee / Branch.</p> <p>Assist in local campaigns conducted by the Sponsoring Committee or the Branch.</p> <p>Conduct suitability interviews and recommend selected candidate(s) for enrolment processing.</p>	<p>Plan and support provincial campaigns with RCSU.</p>	<p>Implement and support campaigns with the League(s) according to the province or Region's specific needs.</p>	<p>Participate in the development of national strategies and campaigns with DND.</p>	<p>Develop national strategies and campaigns with the Leagues.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.1.2 CADET INSTRUCTOR CADRE - ATTRACTION (Processing)	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Complete and submit to the RCSU all documentation necessary for the enrolment process.	Relying on concerns raised by the League, make recommendations to DND concerning the enrolment process.	Verify documentation provided to RCSU and forward to CFRC in timely fashion. Liaise with CFRC to facilitate and expedite processing.	Relying on concerns raised by the League, make recommendations to DND concerning the enrolment process.	Liaise with ADM (HR– Mil) to develop and implement policies and directives.
5.2.1.3 CADET INSTRUCTOR CADRE - TRAINING	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Corps/Sqn CO identifies and requests training for CIC. Advance concerns to RCSU.	Designate and train League members to deliver League components of the CIC training program at RCIS. Advance concerns with either the RCSU CO or the National League.	Identify training requirements. Deliver CIC training through RCIS. Coordinate special training requests with D Cds. Assist with training League members as requested and as practicable. Advance concerns to NDHQ.	Advance concerns with either D Cds or the NCC as indicated.	Analyze, design and develop course curriculum. Approve training according to regional requirements. Ensure consultation with Leagues with respect to course content.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.1.4 CADET INSTRUCTOR CADRE – KEY APPOINT- MENT	Provide input to the RCSU concerning the appointment of the Corps / Sqn CO.	Provide to RCSU all administrative documentation required for the appointment of the Corps / Sqn CO.	Provide input to the RCSU concerning the appointment of CSTC COs.	Confirm appointments of Corps, Sqn and CSTC COs.	Advance concerns with either D Cds or the NCC.	Establish policies and qualifications for appointment to command positions.
5.2.1.5 CADET INSTRUCTOR CADRE – HUMAN RESOURCES (HR) POLICY	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Implement DND HR policies. Advance concerns to RCSU.	Advance concerns with either the RCSU CO or the National League.	Ensure proper implementation of DND HR policies. Advance concerns to NDHQ.	Advance concerns with either D Cds or the NCC.	Provide input to ADM (HR– Mil) for the development of HR policies as they relate to the CIC.
5.2.1.6 CADET INSTRUCTOR CADRE – RETENTION	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Take all reasonable steps required to retain existing CIC officers. CO to advance all identified concerns to the RCSU.	Support retention strategies developed by the CF. Advance concerns with either the RCSU CO or the National League.	Support CF strategies to encourage retention.	Support retention strategies developed by the CF. Advance concerns with either D Cds or the NCC.	Develop policies and resulting strategies to support and encourage retention.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.2 CIVILIAN INSTRUCTOR						
<i>NOTES</i>						
a. Leagues intend to continue being consulted in the selection of Civilian Instructors operating at the LHQ level. b. Civilian instructors filling CIC positions should be encouraged to become members of the CIC.						
5.2.2.1 CIVILIAN INSTRUCTOR - ATTRACTION	<p>Confirm needs with Corps/Sqn CO.</p> <p>Conduct local campaigns as necessary to seek out potential CIs in the community.</p> <p>Review campaign results with Corps/Sqn CO.</p>	<p>Identify requirements and potential candidates with Sponsoring Committee / Branch.</p> <p>Assist in local campaigns conducted by the Sponsoring Committee / Branch.</p> <p>Conduct suitability interviews and recommend candidate(s).</p>	<p>Plan and support province wide identification efforts with the RCSU.</p>	<p>Plan and implement identification efforts with the Leagues according to the province or region's specific needs.</p>	<p>Participate in the development of national strategies and campaigns with DND.</p>	<p>Develop national strategies and campaigns with the Leagues.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.2.2 CIVILIAN INSTRUCTOR - PROCESSING	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Complete contract for service between Corps/Sqn CO and applicant. Forward contract for service to the RCSU.	Make recommendations concerning the process as required.	Review contract for service. Initiate Enhanced Reliability Check. Return to Corps/Sqn CO for contract action.	Make recommendations concerning the process as required.	Develop policies, directives and contract for service.
5.2.2.3 CIVILIAN INSTRUCTOR - TRAINING	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Corps/Sqn CO identifies and requests training that may be provided by DND. Deliver training as appropriate.	Advance concerns with either the RCSU CO or the National League.	Deliver training as appropriate.	Advance concerns with either D Cdts or the NCC.	Apply existing courseware in response to specific training requirements.
5.2.2.4 CIVILIAN INSTRUCTOR – POLICY	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Advance concerns to the RCSU.	Advance concerns with either the RCSU CO or the National League.	Supervise and facilitate proper implementation of DND policies.	Advance concerns with either D Cdts or the NCC.	Develop policies for CIs.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.3 VOLUNTEERS						
NOTES						
<p>a. Only volunteers who have been screened and approved in accordance with the process agreed upon by DND and the Leagues can participate in activities defined as cadet duty.</p> <p>b. Volunteers not screened under the process in Note a above cannot participate in activities defined as cadet duty.</p>						
5.2.3.1 VOLUNTEERS – ATTRACTION AND SCREENING	<p>Identify and conduct screening of potential volunteers.</p> <p>Submit completed screening process results to Provincial League.</p> <p>Provide list of approved volunteers to Corps/Sqn CO.</p>	<p>Identify requirements for volunteers to Sponsoring Committee/Branch.</p>	<p>Verify screening results and forward documents to National Office (for NCL and ACLC).</p>	N/A	<p>Review screening results and approve volunteers.</p>	N/A
5.2.3.2 VOLUNTEERS - MANAGEMENT	<p>Identify and deliver League required training.</p> <p>Ensure authorized use of volunteers in accordance with national policies.</p>	<p>Identify and deliver DND required training.</p> <p>Ensure authorized use of volunteers in accordance with national policies.</p>	<p>Collaborate in the implementation of national volunteer policies.</p> <p>Ensure authorized use of volunteers in accordance with national policies.</p>	<p>Collaborate in the implementation of national volunteer policies.</p> <p>Ensure authorized use of volunteers in accordance with national policies.</p>	<p>Participate in the development of volunteer management and screening policies with DND.</p> <p>Maintain National database of approved volunteers.</p>	<p>Participate in the development of volunteer management and screening policies with the Leagues.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.4.2 CADET - PROCESSING	Participate in information sessions.	Organize information sessions in cooperation with the Sponsoring Committee / Branch. Complete required documentation.	Advance concerns with either the RCSU CO or the National League.	Implement national policies and procedures.	Advance concerns with either D Cdts or the NCC.	Develop and implement policies and directives.
5.2.4.3 CADETS – ADMIN	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Maintain cadet files. Provide administrative services in accordance with current DND policies and directives.	Advance concerns with either the RCSU CO or the National League.	Implement national policies and directives. Provide administrative services in accordance with current DND policies and directives.	Advance concerns with either D Cdts or the NCC.	Develop policies and directives. Provide administrative services in accordance with current DND policies and directives.
5.2.4.4 CADETS – POLICY	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Advance identified concerns to the RCSU.	Advance concerns with either the RCSU CO or the National League.	Supervise and facilitate proper implementation of DND policies.	Advance concerns with either D Cdts or the NCC.	Develop policies in consultation with the Leagues.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.4.5 CADETS – RANK APPOINTMENTS	<p>Advance concerns with either the Corps / Sqn CO or the Provincial League.</p> <p>Participate in the selection process for senior cadets.</p>	<p>Ensure selection criteria are both equitable and published.</p> <p>Advise the Sponsoring Committee / Branch of the criteria used in the selection process.</p> <p>Include a member of the Sponsoring Committee / Branch in the selection process for senior cadets.</p>	<p>Advance concerns with either the RCSU CO or the National League.</p>	<p>Ensure that selection criteria are both equitable and published at the Corps / Sqn level.</p>	<p>Advance concerns with either D Cdts or the NCC.</p>	<p>Develop and establish appointment process in consultation with the Leagues</p> <p>Publish appointment process and applicable directives.</p>
5.2.4.6 CADETS - RETENTION	<p>Advance concerns with either the Corps / Sqn CO or the Provincial League.</p>	<p>Develop and implement retention strategies in consultation with Sponsoring Committee / Branch.</p>	<p>Advance concerns with either the RCSU CO or the National League.</p>	<p>Develop and implement retention goals and strategies in consultation with the Leagues.</p>	<p>Advance concerns with either D Cdts or the NCC.</p>	<p>Develop policies and programs in consultation with the Leagues.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.5 CADET SUMMER TRAINING CENTRES AND EXCHANGES						
NOTES						
<p>a. This section addresses all summer training activities, regardless of when they are conducted.</p> <p>b. Section 5.2.5.2 applies to Air Cadets only.</p>						
5.2.5.1 CSTC/ EXCHANGES / SELECTION - CADETS (GENERAL)	In cooperation with the Corps/Sqn CO, promote summer courses and exchanges.	In cooperation with the Leagues, promote summer courses and exchanges.			Assist D Cds in the development of course prerequisites and selection requirements.	Establish selection requirements and course prerequisites in consultation with the Leagues.
	Participate in the selection process according to individual League and DND agreements and procedures.	Organize and conduct the selection process. Recommend and prioritize cadets who meet course prerequisites	Participate in the selection process according to individual League and DND agreements and procedures.	Organize and conduct the selection process for CSTC activities. Submit applications for national selection. Provide selection information to the Leagues.	Participate in the selection process according to individual League and DND agreements and procedures.	Organize and conduct the selection process for national activities. Provide selection information to the Leagues.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.5.2 CSTC/ EXCHANGES / AIR CADETS NATIONAL COURSES AND EXCHANGES SELECTION - DETAILED PROCESS (AIR CADETS ONLY)	<p>In cooperation with the Sqn CO, promote summer courses and exchanges.</p> <p>Participate in selection process according to Air Cadet League and DND agreements and procedures.</p>	<p>In cooperation with the Air Cadet League promote summer courses and exchanges.</p> <p>Recommend and prioritize the cadets who meet courses and exchanges prerequisites.</p>	<p>Review applications for national courses and exchanges with RCSU.</p> <p>Conduct interviews and assessments, and submit applications to the National League for processing.</p>	<p>Participate in the review of applications for national courses and exchanges.</p> <p>Participate in the interview and assessment process.</p> <p>Invigilate exams and advise League of the results.</p>	<p>Review submissions from provincial committees with D Cds representative, prepare listings of results and advise PCs by 31 March of each year.</p>	<p>Establish selection requirements, course prerequisites and exams in consultation with the Air Cadet League.</p> <p>Update application forms for national courses and exchanges as required and forward sufficient copies to RCSU and Sqns.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.5.3 CSTC/ EXCHANGES / SELECTION - OFFICERS, CIs AND STAFF CADETS.	In cooperation with the Corps/Sqn CO, promote CSTC and exchange opportunities.	Encourage Corps / Sqn members to apply for CSTC and exchange opportunities. Submit the applicable documentation to the RCSU CO.	In cooperation with the RCSU CO, promote CSTC and exchange opportunities.	Organize and conduct selection process for regional activities. Submit candidates to D Cds for national activities.	Advance concerns with either D Cds or the NCC.	Develop policies and directives for the selection of Officers, CIs and Staff Cadets. Organize and conduct the selection process for national activities.
5.2.5.4 CSTC / EXCHANGES - TRAINING	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Advance concerns to the RCSU CO.	Advance concerns with either the RCSU CO or the National League.	Conduct training according to DND national standards.	Advance concerns with either D Cds or the NCC.	Establish national training standards and requirements.
5.2.5.5 CSTC / EXCHANGES – CEREMONIES	Participate in ceremonies as appropriate.	Participate in ceremonies as appropriate.	Participate in ceremonies as appropriate.	Organize ceremonies as appropriate. Invite representatives from the Leagues and other organizations as appropriate.	Participate in ceremonies as appropriate.	Establish ceremonial protocol. Participate in ceremonies as appropriate.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.5.6 CSTC / EXCHANGES - QUALITY OF LIFE	Discuss feedback and concerns from Corps / Sqn members with either the Corps / Sqn CO or the Provincial League.	Report feedback and concerns from Corps / Sqn members to RCSU CO.	Advance concerns with either the RCSU CO or the National League.	Implement applicable DND quality of life standards for CSTCs and exchanges.	Advance concerns with either D Cdts or the NCC.	Establish quality of life standards for cadet activities. Implement applicable quality of life standards for national activities.
5.2.5.7 CSTC / EXCHANGES - MATERIEL	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Advance concerns to the RCSU CO.	Advance concerns with either the RCSU CO or the National League.	Apply best efforts to ensure availability of materiel required to meet training requirements. Where no national standing offer exists, negotiate agreements as required.	Advance concerns with either D Cdts or the NCC.	Establish national materiel standards and requirements. Apply best efforts to provide funding for procurement and rental of materiel required to meet national standards. Negotiate national procurement agreements.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.5.8 CSTC / EXCHANGES – INFRA- STRUCTURE AND SUPPORT SERVICES	Advance concerns with either the Corps / Sqn CO or the Provincial League.	Advance concerns to the RCSU CO.	Advance concerns with either the RCSU CO or the National League.	<p>Negotiate facilities and services with DND Support Unit as required.</p> <p>Where no national standing offer exists, negotiate facilities and support services with appropriate civilian agencies.</p>	Advance concerns with either D Cdts or the NCC.	<p>Establish national standards for CSTC facilities.</p> <p>Negotiate facilities and support services within DND.</p> <p>Negotiate facilities and support services with appropriate civilian agencies.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.6 LHQ OPERATIONS						
<i>NOTES</i>						
a. This section is drafted in general terms to allow for coverage of the entire program.						
5.2.6.1 LHQ OPERATIONS - TRAINING PROGRAMS (Mandatory Training and Mandatory Support Activities)	Support Corps / Sqn CO in program implementation. Advance concerns with either the Corps / Sqn CO or the Provincial League.	Implement LHQ Training Programs. Discuss concerns with Sponsoring Committee / Branch. Advance concerns to RCSU CO.	Advance concerns with either the RCSU CO or the National League.	Manage delivery of LHQ training programs. Provide technical expertise as required. Provide centres of excellence (i.e. sailing, adventure training centres etc.) Advance concerns to D Cdts.	Advance concerns with either D Cdts or the NCC.	Develop specific and common LHQ training programs in consultation with the Leagues.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.6.2 LHQ OPERATIONS - TRAINING PROGRAMS (Directed Optional)	Support selected directed optional training activities.	Select directed optional training activities in consultation with the Sponsoring Committee / Branch.	Advance concerns with either the RCSU CO or the National League.	Approve LHQ requested activities. Identify available levels of support and provide expertise to conduct selected activities.	Advance concerns with either D Cdts or the NCC.	Determine what directed optional training activities could be offered in consultation with the Leagues. Develop national standards for directed optional training programs.
5.2.6.3 LHQ OPERATIONS - TRAINING PROGRAMS (Optional)	Support selected optional training activities.	Select optional training activities in consultation with the Sponsoring Committee / Branch.	Support selected optional training activities where appropriate.	Approve LHQ requested activities. Implement policies and directives established by DND.	Consult with DND on policies and procedures as required.	Establish policies and directives as required in consultation with the Leagues.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.6.4 LHQ OPERATIONS - ADMIN	<p>Implement administrative structure of Sponsoring Committee / Branch.</p> <p>Maintain close liaison between Sponsoring Committee / Branch and the Corps/Sqn CO to meet common goals.</p>	<p>Provide Corps / Sqn administrative services.</p> <p>Maintain close liaison between Corps/Sqn CO and Sponsoring Committee / Branch to meet common goals.</p>	<p>Ensure compliance with established League administrative procedures.</p> <p>Provide administrative services.</p>	<p>Ensure compliance with established DND administrative procedures.</p> <p>Provide administrative services.</p>	<p>Develop administrative policies and procedures for League operations in consultation with DND.</p> <p>Provide administrative services.</p>	<p>Develop policies and directives in consultation with the Leagues.</p> <p>Provide administrative services.</p>
5.2.6.5 LHQ OPERATIONS - OFFICE/ TRAINING FACILITIES	<p>Provide, in consultation with the Corps/Sqn CO, adequate office and training facilities, where not provided by DND, including identified insurance requirements.</p>	<p>Identify, in consultation with Sponsoring Committee / Branch, office and training facility requirements.</p>	<p>Implement League national policies on facilities and insurance requirements.</p>	<p>Apply best efforts to provide facilities for regional activities and for the LHQ program.</p> <p>Advance concerns with Leagues.</p>	<p>Establish policies on facilities and insurance requirements, in consultation with DND.</p>	<p>Provide support to the Leagues for the development of their policies on facilities and insurance requirements.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.6.6 LHQ OPERATIONS - HONOURS AND AWARDS	Participate in the joint selection process for Honours and Awards.	Establish a joint League and DND selection process for all Honours and Awards.	Review and / or participate in National League and DND processes as required.	Manage the selection process for DND Honours and Awards in accordance with existing DND regulations and procedures.	Participate in the joint nomination and selection process for National Awards.	Establish joint National League and DND nomination and selection process for National Awards.
	Initiate the selection process for League specific awards.	Nominate cadets for Honours and Awards. Promote and encourage cadets to participate.	Manage selection process for and provide Provincial League awards.			Establish protocol for national awards.
	Support and participate in ceremonies as appropriate.	Organize LHQ ceremonies in consultation with the Sponsoring Committee / Branch.	Participate in ceremonies as appropriate.	Organize ceremonies; invite League representatives and appropriate guests. Participate in ceremonies as appropriate.	Participate in ceremonies as appropriate.	Participate in ceremonies as appropriate.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.6.7 LHQ OPERATIONS - MATERIEL (Mandatory Training, Mandatory Support Activities and Directed Optional)		<p>Secure entitled DND training materiel and supplies.</p> <p>Ensure proper use and care of all training materiel and supplies.</p>	<p>Advance concerns with either the RCSU CO or the National League.</p>	<p>Advise D Cdts of suggested changes to the equipment allocation.</p> <p>Coordinate acquisition and distribution of training materiel.</p>	<p>Advance concerns with either D Cdts or the NCC.</p> <p>Support acquisition of additional equipment in consultation with D Cdts.</p>	<p>Establish national materiel standards and requirements.</p> <p>Apply best efforts to provide funding for procurement and rental of materiel required to meet national standards.</p> <p>Negotiate national procurement agreements.</p>
	<p>Support acquisition of additional equipment in consultation with the Corps/Sqn CO.</p>	<p>Discuss additional requirements with Sponsoring Committee / Branch.</p>		<p>Provide input to the National Miscellaneous Requirements list.</p>		<p>Maintain National Miscellaneous Requirement List.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.6.8 LHQ OPERATIONS - MATERIEL (Optional)	Provide best efforts to acquire equipment for optional training. Maintain inventory of Non-DND property.	Discuss equipment requirements with Sponsoring Committee / Branch. Ensure proper use and care, and account for Non-DND property.	Coordinate and support equipment acquisition as required.	Provide equipment for optional activities when funds available.	Negotiate national procurement agreements as required.	Define equipment requirements and safety specifications. In consultation with the Leagues, acquire equipment for optional activities when funds available.
5.2.6.9 LHQ OPERATIONS - CORPS / SQN FORMATION	Prospective Sponsoring Committee / Branch submits a request to the Provincial League and the RCSU to establish a Corps / Sqn. Identify potential unit personnel and cadets.	Corps/Sqn CO designate assists unit formation in cooperation with sponsor and Sponsoring Committee / Branch. On approval, commence establishment of Corps / Sqn in accordance with DND orders, regulations and procedures.	Promote, in cooperation with DND, the formation of new units. Validate request and conduct impact study in coordination with DND. Process validated request to National League office. Ensure Local Sponsoring Committee / Branch is properly organized.	Validate request and conduct impact study in coordination with the Leagues. Process validated request to D Cds. Provide support as required to newly formed Corps / Sqn.	Coordinate approval of applications with the other Leagues and DND. Issue charter to Sponsor / Branch.	Approve formation of a new Corps / Sqn in consultation with the Leagues.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.6.10 LHQ OPERATIONS - CORPS / SQN PROBATION	Once a Corps / Sqn has been put on probation work in consultation with DND to identify and resolve issues.	Once a Corps / Sqn has been put on probation work in consultation with the Leagues to identify and resolve issues.	Provide support to the process.	Inform local sponsors and Provincial League. Action in accordance with QR (Cadets).	Provide support to the process.	Action in accordance with QR (Cadets).
5.2.6.11 LHQ OPERATIONS - CORPS / SQN DISBANDMENT	Secure Non -DND property.	Implement disbandment procedures including securing public property.	Provide support to the process.	Inform local sponsors and Provincial League. Action in accordance with QR (Cadets).	Provide support to the process.	Action in accordance with QR (Cadets).
5.2.6.12 LHQ OPERATIONS - SPONSORING COMMITTEES / BRANCHES FORMATION, PROBATION AND DISBANDEMENT	In consultation with the Provincial League, take action in accordance with appropriate League regulations/policies.	Advance concerns to RCSU CO.	Give direction and take action in accordance with appropriate League regulations/policies.	Consult with the Provincial League. Advance concerns to NDHQ.	Action in accordance with appropriate League regulations/policies.	Consult with the National League.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.7 FUNDING						
NOTES						
<p>a. Funding for the cadet program comes from two sources, Public monies through DND, and Non-DND funds through the Leagues.</p> <p>b. The intent of this section is to ensure that all money coming to the Corps / Sqn is assembled into one account (called Local Corps / Sqn Bank Account), controlled and administered by the Sponsoring Committee / Branch. Commanding officers should be provided with a petty cash fund.</p> <p>c. Reporting of funds must be transparent and available to all stakeholders.</p> <p>d. NPF activities in CSTC / Schools / Regions are covered by a CATO and are not included in this MOU.</p>						
5.2.7.1 FUNDING - PUBLIC MONIES	<p>Liaise with Corps / Sqn CO to identify financial requirements.</p> <p>Advance concerns with either the Corps / Sqn CO or the Provincial League.</p>	<p>Access and manage LHQ allocation as part of the total annual budget.</p> <p>Advise League with regards to the status of the LHQ allocation for planning purposes.</p>	<p>Advance concerns with either the RCSU CO or the National League.</p>	<p>Manage and distribute regional allocation.</p> <p>Advise League with regards to the status of the regional allocation for planning purposes.</p>	<p>Advance concerns with either D Cdts or the NCC.</p>	<p>Acquire and distribute adequate funding for the CCO program.</p> <p>Advise League with regards to the status of the funding for the CCO program.</p>
5.2.7.2 FUNDING – CONTINGENCY AND BAND GRANTS	<p>Account for receipt of funds in Local Corps / Sqn Bank Account.</p>	<p>Apply for all applicable grants.</p> <p>Forward grants to Sponsoring Committee / Branch for deposit into the Local Corps / Sqn Bank Account.</p>	<p>Monitor process for contingency and band grants.</p>	<p>Oversee allocation and distribution of funds for contingency and band grants.</p>	<p>Provide input to DND for contingency and band grants.</p>	<p>Establish policies for contingency and band grants in consultation with the Leagues.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.7.3 FUNDING – GRANTS TO NATIONAL LEAGUE OFFICES	N/A	N/A	N/A	N/A	Submit required documents in support of grant request.	Process required documents in support of League grant request.
5.2.7.4 FUNDING - FUND RAISING ACTIVITIES	<p>Produce annual reports where required by law.</p> <p>Organize fund raising activities in consultation with the Corps/Sqn CO.</p>	<p>Support fund raising activities.</p> <p>Identify the additional funds required to support the annual program with the Sponsoring Committee / Branch.</p>	<p>Monitor local activities.</p> <p>Produce annual reports where required by law.</p> <p>Organize provincial fund raising activities in support of League operations and cadet activities.</p>	<p>Implement policies in support of fund raising activities.</p>	<p>Consult with DND on cadet involvement in fund raising activities.</p> <p>Organize national fund raising activities.</p>	<p>Establish policies on cadet involvement in fund raising activities in consultation with the Leagues.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.7.5 FUNDING - CORPS / SQN BANK ACCOUNT	<p>Manage the Corps / Sqn Bank Account as part of the annual budget and submit accounting documents.</p> <p>Review status of bank account relative to the budget with the Corps/Sqn CO on a regular basis.</p> <p>Provide Corps/Sqn CO with Petty Cash fund if required.</p>	<p>Review status of bank account relative to the budget with the Sponsoring Committee / Branch on a regular basis.</p> <p>Account for Corps/Sqn Petty Cash fund.</p>	<p>Monitor the accounting process.</p> <p>Implement League policies.</p>	<p>Assist Leagues in monitoring the accounting process.</p>	<p>Establish policies for accounting of Local Corps / Sqn Bank Account in consultation with DND.</p>	<p>Provide input to the Leagues for the management of Local Corps / Sqn Bank Account.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.8 CCM CONFLICT RESOLUTION						
NOTES						
<p>a. This section refers to conflicts between cadets, members of the CF or DND civilian employees and third parties.</p> <p>b. Conflicts that do not involve CF members, CIs, DND civilian employees or cadets will not be managed using the CCM conflict resolution process.</p> <p>c. It is recognized that any initiative must respect the provisions of the <i>Privacy Act</i>.</p>						
5.2.8.1 CCM CONFLICT RESOLUTION - PROCESS	<p>Implement CCM national conflict resolution process</p> <p>Ensure efficient conflict identification and openness in discussion through cooperation with Corps/Sqn CO.</p> <p>Refer unresolved conflicts to provincial level for assistance</p>	<p>Implement CCM national conflict resolution process.</p> <p>Ensure efficient conflict identification and openness in discussion through cooperation with Sponsoring Committee / Branch.</p> <p>Refer unresolved conflicts to regional level for assistance.</p>	<p>Implement CCM national conflict resolution process.</p> <p>Ensure efficient conflict identification and openness in discussion through cooperation with RCSU.</p> <p>Support process with resources and expertise.</p> <p>Review unresolved local conflicts with RCSU CO.</p>	<p>Implement CCM national conflict resolution process.</p> <p>Ensure efficient conflict identification and openness in discussion through cooperation with Provincial League.</p> <p>Provide resources and expertise.</p> <p>Review unresolved local conflicts with Provincial League.</p>	<p>Develop CCM conflict resolution process in cooperation with DND.</p> <p>Ensure efficient conflict identification and openness in discussion through cooperation with D Cds.</p> <p>Review unresolved conflicts with D Cds.</p>	<p>Develop CCM conflict resolution process in cooperation with the Leagues.</p> <p>Ensure efficient conflict identification and openness in discussion through cooperation with the Leagues.</p> <p>Review unresolved conflicts with National League.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.9 INSURANCE						
<i>NOTES</i>						
<p>a. The purpose of insurance is to provide cadets, League members and volunteers with coverage.</p> <p>b. CF members, CI, and Staff Cadets are deemed to be covered by DND while participating in authorized activities.</p>						
5.2.9.1 INSURANCE - CADETS, LEAGUE MEMBERS AND VOLUNTEERS	Ensure accident reports are sent to the National Leagues in a timely fashion.	Ensure that all activities are pre-authorized by the RCSU CO.	Ensure any assessment due for national insurance policies are remitted on time.		Negotiate national insurance coverage for activities in consultation with DND.	Identify, in cooperation with the Leagues, insurance requirements for cadet activities.
	Assist in the insurance claims process	In addition to internal DND reporting requirements, report any accidents and significant incidents to Sponsoring Committee / Branch immediately.	Relay information on accidents and significant incidents to the National League.	In addition to internal DND reporting requirements and, subject to legislative restrictions, report accidents and significant incidents to the Provincial League.	Subject to legislative restrictions, exchange information on accidents and significant incidents with DND. Report significant incidents to the insurer. Provide insurance coverage information for parents or legal guardians.	Subject to legislative restrictions, exchange information on accidents and significant incidents with the Leagues.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.9.1 INSURANCE - CADETS, LEAGUE MEMBERS AND VOLUNTEERS (Cont'd)	Where local committees are incorporated entities, consider securing D&O insurance for executive members.		Ensure executive members are covered by D&O insurance.		Ensure executive members are covered by D&O insurance. Produce League insurance information booklet. Ensure that premiums due on national insurance policies are remitted on time.	
5.2.9.2 INSURANCE – NON-DND PROPERTY	Obtain adequate insurance for Non-DND property where deemed advantageous.	Cooperate with Sponsoring committee / Branch in establishing insurance requirements.	Monitor activities of Sponsoring Committee / Branch.	Review insurance requirements with the Leagues.	Establish national policies.	No DND involvement.

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.10 COMMUNICATIONS						
<i>NOTES</i>						
<p>a. Joint public affairs committees should be established at all levels.</p> <p>b. Spokespersons should be identified at all levels.</p> <p>c. DND representatives at each of the levels identified in this MOU will ensure that their League counterpart has been informed of DND public affairs policies.</p>						
5.2.10.1 COMMUNICATIONS - PUBLIC AFFAIRS	<p>Establish good relations with the local community and media in collaboration with the Corps/Sqn CO, through a joint public affairs committee.</p> <p>Maximize media participation in attraction and local community events.</p> <p>Respond to media on issues for which the sponsoring committee/branch is directly responsible, in line with league policy.</p>	<p>Cooperate with Sponsoring Committee / Branch in developing local community and media relationships.</p> <p>Respond to media on issues for which the cadet corps/squadron staff is responsible, in line with DND policy.</p>	<p>In collaboration with DND and in conjunction with national League policies establish the following:</p> <p>-Public relations strategy for regional or provincial media;</p> <p>-Regional or provincial media campaigns;</p> <p>-Crisis management protocol.</p>	<p>In collaboration with the Leagues and in conjunction with DND policies establish the following:</p> <p>-A regional public affairs strategy including internal and external visibility, promotion and attraction;</p> <p>-Crisis management protocol.</p>	<p>In collaboration with DND establish the following:</p> <p>-National public relations strategy;</p> <p>-National media campaigns;</p> <p>-Crisis management protocol.</p>	<p>In collaboration with the Leagues establish the following:</p> <p>-National public relations strategy;</p> <p>-National media campaigns;</p> <p>-Crisis management protocol;</p> <p>-Develop documentation and information as required.</p>

Task	Local		Provincial – Regional		National	
	League	DND	League	DND	League	DND
5.2.10.2 COMMUNICATIONS - INTERNAL	Include Corps/Sqn CO, and as appropriate, senior cadet(s) in regular meetings.	Include Sponsoring Committee / Branch, and as appropriate, senior cadet(s) in regular staff meetings.	Maintain and refine the provincial or territorial information distribution systems. Facilitate regular meetings with DND and Sponsoring Committee / Branch to exchange information.	Maintain and refine the regional information distribution systems. Facilitate regular meetings with Leagues and Corps / Sqn COs to exchange information.	Maintain and refine the national information distribution systems. Facilitate regular meetings with DND to exchange information. Collect and disseminate all available information using League channels of communication.	Maintain and refine the national information distribution systems. Facilitate regular meetings with Leagues to exchange information.

6. FINANCIAL ARRANGEMENTS

- 6.1 This MOU will not impose any financial responsibilities on its Participants, except that each Participant will be responsible for the funding costs it incurs in its own interest, related to the support of the MOU.
- 6.2 This MOU is in no way intended to be a procurement instrument. Any materiel procurement, to be provided by DND, resulting from or required by, the implementation of this MOU must be accomplished in accordance with the applicable national procurement rules and regulations.

7. SETTLEMENT OF DISPUTES

- 7.1 Any disputes regarding the interpretation or implementation of this MOU will be resolved only by consultation among the Participants and will not be referred to a court, a national tribunal or any other third party for settlement.

8. AMENDMENTS

- 8.1 This MOU may be amended only with the mutual written consent of the Participants.

9. DURATION, WITHDRAWAL AND TERMINATION

- 9.1 This MOU will be reviewed periodically by the Participants and will remain in effect until either withdrawn from or terminated pursuant to paragraphs 9.2 or 9.3.
- 9.2 Any Participant may withdraw from this MOU upon presentation of 60 days written notice to the other Participants.
- 9.3 This MOU may be terminated at any time, with the mutual written consent of the Participants.

10. EFFECTIVE DATE AND SIGNATURE

10.1 This MOU, agreed to in principle by the parties as of the date of signature below, takes effect on July 01, 2006.

//original signed by//

Vice-Admiral R.D. Buck
Vice-Chief of the Defence Staff
for the Department of National Defence

1 December 2005

Date

//original signed by//

Rear-Admiral (Ret'd) T. Porter
National President
for The Navy League of Canada

1 December 2005

Date

//original signed by//

M. G. Déry
National President
for The Army Cadet League of Canada

1 December 2005

Date

//original signed by//

Major-General (Ret'd) L. Bourgeois
National President
for The Air Cadet League of Canada

1 December 2005

Date