

2016

# Administrative Orders

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# NAVY LEAGUE ADMINISTRATIVE ORDERS

## SECTION I -ORGANIZATION AND ADMINISTRATION

### 1.01 DEFINITIONS

*"Annual General Meeting"* is a mandatory yearly scheduled meeting of the members of the League, a Division or a Branch.

*"Associate Member"* is a non-voting member of the league, as per National By-law 3.1.02.

*"Board"* means the National Board of Directors.

*"Branch"* means the Members in a territorial sub-division of a Division operating within that Division, and duly authorized by that Division and the National Board of Directors.

*"Branch Council"* means the governing body of a Branch as per National By-law 6.4.

*"Branch President"* is the member elected to lead a Branch, as per National By-law 6.6.

*"Cadet"* refers to a member of any cadet program.

*"CTSC"* is the acronym for Cadet Summer Training Centre, summer camps run by the Canadian Forces.

*"COATS"* is the acronym for the Cadet Organizations Administration and Training Staff.

*"Corps"* means a Royal Canadian Sea Cadet Corps or a Navy League Cadet Corps.

*"CF"* is the acronym for the Canadian Forces.

*"DCdts"* is the acronym for Directorate of Cadets and Junior Canadian Rangers, our partner in delivering the Sea Cadet Program.

*"Director"* means any individual elected or appointed to conduct business on behalf of The League.

*"Division"* means the Members in a defined territory or area designated by the National Board of Directors for the purpose of carrying on the work of The League in such territory or area.

*"Division Council"* is the governing body of a Division as per National By-law 5.2.

*"DND"* is the acronym for Department of National Defence.

*"General Meeting"* means an open meeting of the members of The League, a Division, or a Branch.

*"Honorary Member"* is an individual that has been recognized for special service to the Navy League, as per National By-law 3.1.04.

*"Individual Member"* is a regular voting member of the Navy League, as per National By-law 3.1.01.

*"The League"* means The Navy League of Canada.

*"Life Member"* is an individual that has been granted life-time privileges, as per National By-law 3.1.05.

*"National"* means the National Board of Directors and its components or members.

*"National Board of Directors"* means the policy governing body of The League established to achieve the Purposes and Objects of The League, as described in Article 4 of the National By-laws.

*"National Office"* means the head office of the Navy League. Contact information is available in Administrative Order 1.02.

*"Navy League"* means The Navy League of Canada.

*"National President"* means the President of the Navy League, as per National By-law 4.6.

*"NBOD"* is the acronym for National Board of Directors.

*"NDHQ"* is the acronym for National Defence Headquarters.

*"NLOC"* is the acronym for The Navy League of Canada.

*"NLWC"* is the acronym for Navy League Wrennette Corps. Wrennettes was a girls only program (1950-1997) that has since been integrated into the cadet programs.

*"RCSCC"* is the acronym for Royal Canadian Sea Cadet Corps.

*"RCSU"* is the acronym for Regional Cadet Support Unit, the regional body which oversees all Canadian Forces cadet activities in their territory.

*"Sea Cadet"* is a member of the Royal Canadian Sea Cadet Corps.

*"SCSM"* is the acronym for Sea Cadet Service Medal.

*"Squadron"* is a collection of multiple Navy League Cadet Corps within a defined geographic area.

*"Warrant"* is a document issued to a division, branch, corps or to an officer of the Navy League Cadet Corps, authorizing the unit or individual to work on behalf of the Navy League.

## 1.02 SYSTEM OF ORDERS AND INSTRUCTIONS

### The Navy League of Canada

While the first branch of the Navy League was founded in Toronto in 1895, governance of The Navy League of Canada as an independent entity began with our incorporation in 1918. Our Letters Patent, approved by the Government of Canada on 28 March 1918, serves as the primary governing document of the Navy League. Supplementary Letters Patent, issued on 13 July 2007, establish the current Purposes and Objects of The Navy League of Canada (NLOC or “The League”). These are reproduced in **NL(24)E Purposes and Objects** and they define our mission and the scope of activities which the Navy League may undertake to achieve this mission.

The By-laws of The Navy League of Canada – **NL(18)E By-laws** – have been issued to provide direction to the National Board of Directors (NBOD), divisions, and branches of The League for the conduct of their administration and affairs. In essence, they outline how we go about our mission.

The NBOD may issue or amend other instructions, regulations or guidance to amplify or supplement the By-laws. Key publications that regulate the NBOD, divisions, branches, officers, and members of the NAVY LEAGUE include:

- (a) NL(20)E Terms of Reference – National Board of Directors;
- (b) NL (21)E Navy League Administrative Orders (NLAO) (this publication);
- (c) NL(35)E Branch Organization Guide;
- (d) NL(61)E Guide to Branch Financial Statements; and,
- (e) NL(22)E Meeting Rules and Procedures (Call to Order Précis)
- (f) NL(25)E Partnership Guide for Branches
- (g) NL(26)E Partnership Guide for Divisions

### Navy League Cadet Corps (NLCC)

The Navy League Cadet Corps is wholly funded and administered by the Navy League. Key publications that regulate the NLCC include:

- (a) NL(8)E Navy League Cadet Regulations;
- (b) NL(220)E NLC Training Standards;
- (c) NL(225)E NLC Drill Manual;
- (d) NL(226)E NLC Dress Regulations; and,
- (e) NL(230)E NLC Officer Training Standards.

### Royal Canadian Sea Cadet Corps (RCSCC)

The organization, training, and administration of Royal Canadian Sea Cadet Corps is a joint responsibility shared between the Navy League and the Department of National Defence (DND). A Memorandum of Understanding (MOU) effective 1 July 2006 between DND, the Navy League, The Army Cadet League of Canada, and The Air Cadet League of Canada describes the roles and responsibilities agreed upon by each of the participants to ensure the proper and efficient delivery of the Cadet programme. The Vice Chief of Defence Staff (VCDS) administers the Cadet programme for DND through the Director of Cadets and Junior

Canadian Rangers (DCdts) in National Defence Headquarters (NDHQ) and Regional Cadet Support Units (RCSUs) across Canada.

The following DND publications contain instructions related to DND responsibilities with respect to the Cadet programme:

- (a) Queen's Regulations and Orders for the Canadian Forces (QR&O);
- (b) A-CRCCP-950/PT-001 Queen's Regulations and Orders for the Canadian Cadet Organizations. (QRCdts);
- (c) Defence Administrative Orders and Directives (DAOD);
- (d) Canadian Forces Administrative Orders, (CFAO);
- (e) A-CR-005-001/PT-001 thru PT-005 Cadet Administrative and Training Orders, (CATO);
- (f) A-AD-200000/AG-000The Heritage Structure of the Canadian Forces,

**Note:** Although subject to specific DND regulations while participating in the cadet programme, Royal Canadian Sea Cadets are **not** members of the Canadian Forces.

Many of the DND orders affecting sea cadets are subject to frequent amendment. Those concerned with administration of Royal Canadian Sea Cadet Corps requiring more information should refer to the Cadets Canada website, <http://www.cadets.ca/> or contact their local RCSU.

### **Access to Navy League Orders and Instructions**

The NBOD has authorized many other publications, policies and forms for use by the Navy League. Those concerned with administration of the Navy League and cadet programmes should refer to the **NL(10)E&F Document List**, the Navy League website, [www.navyleague.ca](http://www.navyleague.ca), or contact the National Office at:

The Navy League of Canada  
66 Lisgar Street  
Ottawa, Ontario  
K2P 0C1  
Toll Free: (800) 375-6289  
Email: [national@navyleague.ca](mailto:national@navyleague.ca)  
Fax: (613) 990 – 8701

## **1.03 PURPOSE OF NLAO**

The purpose of this publication is to provide guidance to the NBOD, Divisions, Branches, officers, and members of the Navy League as to the conduct of business within the organization. Its aim is to improve administrative efficiency and ease of operation.

Nothing in these orders is to be construed as superseding or over-riding the By-Laws of The Navy League of Canada or any orders and instructions issued by DND.

## **1.04 RESPONSIBILITIES AND PROCEDURES FOR COMMUNICATIONS**

The procedures set forth here are designed for the Navy League organization normally operating at three levels of management, i.e. Branch, Division and National Board of Directors (including National Office).

It is imperative that RCSC and NLC Corps keep the sponsoring Branch fully informed of all activities and problems to ensure efficient operation.

### **Lines of Communication**

Communication between the different levels of the organization must be passed through the normal chain-of-command, i.e. Corps/Branch/Division/National either upward or downward for action or information. If, in the case of emergency, it is necessary to by-pass one level, that element must be provided with an information copy so that it is "kept in the picture".

### **Action on Correspondence**

Authorities shown as action addressees are responsible for providing the answer or acknowledgement as required; they are also responsible for informing any other authorities that should be involved.

### **Official Communications**

In official communications, a person signing a letter, facsimile message, e-mail or other communication or referred to in the communication, should be designated by name, position and level of organization, e.g. Mr. E. Jones, President, Winnipeg Branch, The Navy League of Canada.

### **Record Keeping**

All levels of organization are required to maintain a filing system, which may be hard copy or electronic, that will permit any letter or message received to be traced; any action taken also should be recorded.

### **Electronic Correspondence**

The Navy League is a national organization with offices and members all over Canada. As a matter of policy, electronic means are the preferred method of communication. The National Office, Divisions, and Branches are expected to maintain sufficient e-mail accounts, websites or other means necessary to conduct business in a timely manner (Navy League webmail accounts and free web sites are available through the National Office). Members shall comply with **NL(23)E The Internet – User Guidelines**, which provides useful guidelines for the effective operation and management of Internet resources.

## **1.05 OFFICIAL LANGUAGES POLICY**

### **Policy Statement**

The Navy League of Canada serves a bilingual nation. The Navy League will serve its members in both official languages to the best of its ability, given limited resources.

### **Definitions**

**Functional Documents** are documents that enable members at any level of The League to deliver their programmes and fulfill their mandate. Examples are Navy League Manuals, administrative information, official forms, directives, orders and articles of a permanent nature including those that require amendment from time to time by designated authorities.

**Supplementary Documents** are documents which, although within the scope of Navy League interests, do not impact on the smooth and proper operation of the organization. Examples are news, current events and items of a transitory nature which do not impact on the delivery of programmes or other operations of The League.

## **Processes and Procedures**

Functional Documents: All Navy League reference manuals, forms, certificates, documents and publications are to be published in either a bilingual format, or a unilingual format with identical English and French versions. Navy League newsletters produced by the National Office are to be in bilingual format. An appropriate balance is to be achieved in form and content of the articles in both languages.

Supplementary Documents may be published in unilingual format, without translation, providing that it is clear that their impact is restricted locally or regionally.

## **The Navy League of Canada Website**

Whenever possible, information for the Navy League website is to be posted in both languages simultaneously. If simultaneous posting is not possible, Supplementary articles may be published in unilingual format for local and regional consumption. Functional articles, depending on their operational importance may be published in unilingual format, but they are to be translated and posted in the other official language as quickly as possible. Should there be conflicting priorities for translation resources or a need for the interpretation of this policy, the Communications Committee shall exercise authority over website postings and the resources allocated for translation for website articles.

## **National Meetings**

Simultaneous translation is to be made available for the business portion of national meetings when minority members attending the meeting are limited in their knowledge of the language of the majority.

## **National Office**

The working language of the National Office is English, however, the Executive Director is to ensure that at least one staff member who is bilingual is available in the office to serve members in both official languages during working hours, providing staff resources are available.

## **1.06 PRIVACY POLICY**

The Navy League, and its agents, shall safeguard all personal information collected and maintained through the course of business operations. This information shall be protected by the best practical means and only used in a manner that is respectful to the privacy rights of the individual as accorded through the **Personal Information Protection and Electronic Documents Act** (PIPEDA). The National Board of Directors along with each division and branch shall assign a member the role of 'Privacy Officer'. The Privacy Officer is responsible for ensuring compliance with PIPEDA and providing accountability to both our members and the Canadian public. Guidance on PIPEDA is available from the **Office of the Privacy Commissioner** or at this website: [http://www.priv.gc.ca/resource/io\\_pr\\_e.cfm](http://www.priv.gc.ca/resource/io_pr_e.cfm).

The complete Privacy Policy is attached as [ANNEX C](#).

## **1.07 INTERNATIONAL VISITS AND CONTACTS**

Branches and corps arranging international visits or contacts shall obtain the approval of Division and the Division shall advise the National Office of such arrangements for insurance purposes. International visits or contacts involving sea cadets also require DND approval, which should be requested from RCSU by the corps' Commanding Officer (CO).

Local politicians and government departments may wish to assist in recognizing such groups while they visit. Such support may be requested through their division.

## **1.08 CHANGES IN NAVY LEAGUE OFFICIALS**

Branches are required to keep divisions informed of changes in names, addresses and contact information of their directors. Divisions are required to keep the National Office informed of changes in names, addresses and contact information of their directors and of all Branch Presidents, Branch Treasurers and corps Commanding Officers within their jurisdiction.

## **1.09 ESTABLISHMENT OF A BRANCH**

### **Requirements**

A Division may recommend to the National Board of Directors the formation of a branch:

- (a) Where coverage is required in an area not already serviced by a branch of The League;
- (b) Where the proposed branch undertakes to be responsible for all physical and financial responsibilities relating to the branch and to bear its share of assessments in the operation of national and division levels of the Navy League;
- (c) Where the proposed Branch agrees to abide by the By-Laws of The Navy League of Canada and such other regulations as may be promulgated by the NBOD and the Division;
- (d) Where the Division has been provided with a list of not less than ten individuals committed to join as members of the Branch; and,
- (e) Where the proposed Branch has presented a proposed budget for its first year of operation.

### **Procedure**

The members of the prospective branch shall complete an **NL(36)E Application To Form A Branch**. When approved by their division and the National Board of Directors, the branch will be issued with a Warrant completed by the National Board of Directors and the division, granting it authority to conduct The League's affairs within the agreed territorial boundaries directly responsible to the division.

A branch may then register as a charitable organization with the Canada Revenue Agency (CRA) as described in Articles 4.02 and 4.03.

Where the make-up of a branch is to be changed, other than by the normal annual election of Officers, the new group of individuals, service club or Royal Canadian Legion branch must complete form **NL(36) Application To Form A Branch**, and submit it through the division to the National Board of Directors for approval.

## **1.10 DISBANDMENT OF A BRANCH**

Upon recommendation of a division the National Board of Directors may approve the disbandment of a branch. Should it be necessary to disband a branch, the following actions are required:

- (a) National Office is to be advised in writing;
- (b) All funds and investments shall be divested in accordance with Article 4.3 of the National By-laws;
- (c) The Branch Warrant shall be returned to the National Office through the division for cancellation;
- (d) All Navy League property shall be placed in the hands of the division for divested in accordance with Article 4.3 of the National By-laws; and,
- (e) All records pertaining to the branch shall be turned over to the division.

## **1.11 ESTABLISHMENT OF A NAVY LEAGUE CADET CORPS**

### **Considerations**

A branch may establish a NLCC whether or not it is already sponsoring a RCSCC. When considering formation of a new NLCC, careful consideration must be given to:

- (a) Sustainable financial support for operation of the corps (note that branches are responsible for the entire cost of operating an NLCC);
- (b) Sufficient candidates who have completed the Volunteer Screening process (see Section 2.04) from which to select officers (a corps of minimum strength (15 cadets) will require at least one male and two female or one female and two male officers; where possible, some positions should be filled by people with previous experience as NLC officers);
- (c) An interested group of young people aged 9 to 12 from which a minimum corps strength of 15 cadets may be enrolled (where practical, consideration should be given to transferring in some senior cadets from a neighbouring NLC corps);
- (d) Availability of safe and affordable accommodation which is suitable for the NLCC to conduct training and administration and to store gear and equipment;
- (e) A community interest in the activity; and,
- (f) Support of the branch membership.

### **Procedure**

Branches should consult **NL8(E) Navy League Cadet Regulations** which lists the duties and responsibilities of the sponsoring branch and describes the process for completing and submitting Form **NL(1)E Application to Form a Corps**. Branches should consult with their Division NLC Chair on the decision to form a new corps. The National Office can assist divisions with the application process.



## Corps Name and Number

While branches should be aware of the policy on naming of Royal Canadian Sea Cadet Corps (see Section 1.13), this policy is not directly applicable to Navy League Cadet Corps. It does provide useful background when developing a list of suitable corps names. The National Vice-President of Navy League Cadets will grant approval of the corps name. When a new corps is formed it will be assigned a seniority reference number by the National Office.

## 1.12 ESTABLISHMENT OF A ROYAL CANADIAN SEA CADET CORPS (RCSCC)

### Considerations

A branch may establish a RCSCC whether or not it is already sponsoring a NLCC. When considering formation of a new RCSCC, careful consideration must be given to:

- (a) Sustainable financial support for operation of the Corps. RCSCC are operated in partnership with DND but still represent a considerable expense to the branch;
- (b) Sufficient male and female candidates who are members of the Canadian Forces Cadet Organizations Administration and Training Service (COATS) or who can be qualified to join COATS from which to select a minimum of four officers for the corps;
- (c) An interested group of young people aged 12 to 18 from which a minimum corps strength of 30 cadets may be enrolled. Where practical, consideration should be given to transferring in some senior cadets from a neighbouring RCSCC;
- (d) Availability of safe and affordable accommodation which is suitable for the RCSCC to conduct training and administration and to store gear and equipment;
- (e) A community interest in the activity;
- (f) Support of the branch membership; and
- (g) Support of the local RCSU.

### Procedure

Branches should consult applicable DND regulations on the forming of new cadet corps (at time of writing (13 October 2009) these include **QR Cadets, Chapter 2, Government and Organization** and **CATO 11-10 Cadet Corps – Formation, Affiliation, Designation, Sponsor, Viability, Amalgamation or Disbandment**). Branches should consult with their Division Sea Cadet Chair and the local RCSU on the decision to form a new corps.

Formation of an RCSCC must be approved by both DND and the Navy League. Form **DND 1805, Application to Form A Corps in the Canadian Cadet Organizations** shall be submitted through the RCSU to NDHQ, marked to the attention of Director of Cadets (DCdts). Form **NL(1)E Application to Form a Corps** shall be submitted through Division to the National Office. The RCSU and Division will assist branches with the application process.

### Satellite Corps

The development of a new corps in an area where there is no existing branch can be facilitated by forming a satellite of a neighbouring RCSCC. This allows cadets to begin parading under the leadership of the Commanding Officer (CO) of the parent corps while local volunteers get the branch running and start recruiting. Once the branch is established and there are sufficient officers and cadets, the satellite can become a new RCSCC. Care must be taken that the

changeover point from one branch and CO to the other is well defined. Division Sea Cadet Chairs and the RCSU staff should be consulted on the operation of satellite corps.

## 1.13 NAMING OF ROYAL CANADIAN SEA CADET CORPS

### Objectives of Policy

The purposes of this regulation are:

- (a) To make it easier for local branches to select names for new RCSCC;
- (b) To ensure that there is no name duplication between corps; and
- (c) To strengthen the bonds amongst the Sea Cadet movement, Canada's maritime community, and, in particular, the Canadian Navy.

### Applicability

This regulation does not affect any existing corps' names but rather provides guidance to branches and divisions in the naming of new corps. It is the responsibility of the branch to propose names for the cadet corps. The approving authority for the naming of cadet corps is the National Vice-President of Sea Cadets. When a new corps is formed it will be assigned a seniority reference number by the National Office.

### Naming Principles

The following principles should be considered when establishing a name for an RCSCC:

- (a) Naming corps after a previous Her Majesty's Canadian Ship (HMCS) would assist in the development of the corps identity and provide a history that the corps can promote in their community and within the corps. Note the HMCS nomenclature would not be used just the ship's name;
- (b) Naming corps after those ships named after towns and geographical features would help identify a corps as being situated in their local region. Also, it would be easier to approach community leaders about getting involved in the corps/supporting the corps, etc;
- (c) Many of the ships identified have honours associated with them. These honours are listed in Chapter 3, Annex A of **The Heritage Structure of the Canadian Forces, A-AD-200-000/AG-000** and would be displayed at the corps;
- (d) It is important for the Navy League to maintain a close relationship with the Canadian Navy; and,
- (e) It is important for the Navy League and its cadet programmes to recognize the importance and significance of Canada's maritime heritage.

### Exceptions

While this policy encourages the naming of Sea Cadet Corps in honour of HMC Ships that served in WWII or immediately thereafter, it is also important to note that in certain circumstances corps may be named after specific individuals. In special cases, authority may be granted to name sea cadet corps after well-known or influential people in the broader maritime community and in particular if they have an attachment within the local community. Equally there could be occasions whereby a new corps for local reasons may wish to choose a name of a Canadian Coast Guard Ship or personage

## 1.14 RCSCC AND NLCC BADGES

Once a cadet corps name has been approved, the corps may begin the process of creating a corps badge. Previous HMC Ships will have a ship's crest and thus this will form the basis for the corps badge. The Navy League of Canada's Inspector of Badges may modify the ship's crest to place it in the approved Navy League format. Full details can be found in [Annex F – Corps Badges and Heraldry](#).

## 1.15 DISBANDMENT OF A CORPS

### Process

The decision to close a corps should only be taken after extensive consultation with the branch membership, sponsoring organizations, the local community, division and, in the case of a RCSCC, the local RCSU. Should it be necessary to disband a corps, the following action is required:

- (a) A recommendation to disband the corps must be made by the Branch President to Division; and for RCSCC, by the corps CO to the RCSU;
- (b) A recommendation to disband the corps is approved by the Division President; and for RCSCC, by the CO of the RCSU; and,
- (c) The recommendation to disband the corps is passed by the Division President to the National Office for approval by the Navy League Cadet Chair or Sea Cadet Chair on behalf of the NBOD; and for RCSCC Corps, by the CO of the RCSU to NDHQ for approval by DCdts.

### Follow-up

Once the decision to disband the corps has been approved:

- (a) Any material or equipment belonging to the Navy League shall be recovered by the branch or, if it has ceased to function, by the division; the branch or the division shall ensure that any material or equipment belonging to DND is held until it can be returned to the RCSU or other DND authority;
- (b) The Corps warrant shall be returned by the branch through their division to the National Office;
- (c) All records pertaining to the corps shall be turned over to the branch or, if it has ceased to function, to the division; the branch or division shall ensure that any DND records are returned to the RCSU;
- (d) The National Office shall be provided with a list of all Navy League Cadet officers associated with the corps in order that they may be transferred to another corps or that their warrants may be cancelled; and,
- (e) Branch and Division, in consultation with the RCSU when an RCSCC is disbanded, should attempt to facilitate transfers of officers and cadets still interested in the programme to neighbouring NLC or RCSC Corps. Sea Cadets and COATS personnel may be able to transfer to another component of the Canadian Cadet Organizations.

## 1.16 FLAG PROTOCOL

### Approved Flags

The Navy League of Canada or its component organizations authorize the following flags for official use:

- (a) The National Flag of Canada as approved 17th December 1964;
- (b) The Navy League of Canada Flag as approved 19th March 1970;
- (c) The Royal Canadian Sea Cadet Flag as approved 1st November 1976; and,
- (d) The Navy League Cadet Flag as approved 5th May 2000.

Instructions governing the correct usage of the National Flag of Canada are given in the DND publication **The Heritage Structure of the Canadian Forces, A-AD-200-000/AG-000**. The instructions below re-promulgate pertinent parts of those orders but do not supersede them.

### Definitions

For purposes of this order the following terms are used:

- (a) Flown – hoisted on a halyard on a mast or at the gaff or yardarm, outside or inside;
- (b) Displayed – exhibited on a staff on a stand, in a case, or hung flat on a wall;
- (c) Carried – fitted to an approved staff and borne by a person in a parade; and,
- (d) Consecrated Colours – colours which have been consecrated and presented to a military unit in the name of the Queen of Canada. The parading of consecrated colours and the marks of respect attendant those colours is governed by orders issued by the Canadian Forces. Consecrated colours in themselves symbolize loyalty to sovereign and country and are not paraded in company with the National Flag.

### The National Flag

The National Flag of Canada symbolizes unity of purpose in the support of our country. Custom dictates that a single National Flag flown, displayed or carried by each unit depicts this symbolism; groups of National Flags do not enhance the National Flag (although groups of flags may be displayed on other occasions). The National Flag:

- (a) Shall at all times be treated with dignity and respect;
- (b) Shall be flown or displayed superior in position to other flags, banners and pennants;
- (c) Shall not be allowed to touch the deck or ground;
- (d) Shall not be used as a cover for a box, table, desk, podium or other object, nor shall it be draped except on a casket;
- (e) When hung vertically on a wall, shall be positioned so that the upper point of the maple leaf shall be to the left as seen from in front of the flag;
- (f) In a group of three flags shall occupy the centre position; in other groupings shall be on the left of the flag display as viewed from the front of the row of flags;
- (g) Shall not be used for commercial advertising; and
- (h) Shall not be hoisted, displayed or carried in a dirty, torn or frayed condition. Dirty flags may be washed, torn or frayed flags if not repairable should be destroyed by burning in private. The National Flag shall not be disposed of in the garbage or used as rags.

## **Flags of The Navy League of Canada**

The Navy League Flag serves a dual purpose: it is the flag which represents the Navy League but it may also be used as the corps flag if the Navy League Cadet Flag is not flown or carried by a Navy League Cadet Corps. The Sea Cadet and Navy League Cadet Flags are corps flags; one flag only is flown, displayed or carried to portray the corps and its activities. The Navy League, Sea Cadet, and Navy League Cadet Flags may only be flown, displayed or carried by units or organizations of The Navy League of Canada so authorized by the National Board of Directors. They may be carried with the National Flag in parades in which formed detachments of the Corps parade in uniform. In these circumstances the flags are not attended by an armed escort, but may be paraded with guards of honour provided that consecrated colours are not also being carried. The Navy League, Sea Cadet, and Navy League Cadet Flags may also be used in authorized displays in windows of public buildings, stores, or in theatre lobbies, churches, etc.

## **Authorized Combinations of Flags**

The following combinations of flags are authorized:

- (a) At any Navy League function, the National Flag, applicable provincial flags, the Navy League Flag, the Sea Cadet Flag, and the Navy League Cadet Flag;
- (b) At any Sea Cadet function, parade, etc., the National and Provincial Flag, the Sea Cadet Flag and the Navy League Flag; and,
- (c) At any Navy League Cadet function, parade, etc., the National and Provincial Flag, the Navy League Flag and the Navy League Cadet Flag.

Only the National Office may authorize the use of the Navy League, Sea Cadet or Navy League Cadet Flags on occasions other than those described above.

## **Precedence and Marks of Respect**

When flying, displaying or carrying the Navy League, Sea Cadet or Navy League Cadet Flags:

- (a) The National Flag takes precedence as does the Canadian Forces Ensign where in use;
- (b) Marks of respect (personal salute) and compliments (musical salute and/or salute by units under arms) are paid only to the National Flag on being hoisted or lowered. Such salutes are not accorded the Navy League, Sea Cadet or Navy League Cadet Flags under normal circumstances. Should there be an occasion where the Navy League, Sea Cadet or Navy League Cadet Flag is used on its own and it is desired to pay recognition to it, such salute or other recognition pertains to the Navy League or Sea Cadet personnel only;
- (c) If flown at half-mast, they are to conform with the instructions applicable to the National Flag; and,
- (d) When flown from a mast in conjunction with the National Flag, the National Flag shall occupy the superior position at the gaff or masthead of the tallest mast. The Navy League, Sea Cadet or Navy League Cadet Flags may be flown from subordinate positions, the yardarms or lower masts for the duration of the parade ceremony, or other activity only.

## Handling the Navy League, Sea Cadet and Navy League Cadet Flags

The Navy League, Sea Cadet or Navy League Cadet Flags, as with the National Flag, are to be treated with respect at all times. A Navy League, Sea Cadet or Navy League Cadet Flag may be draped on an altar for divine service but no objects other than the Bible may be placed upon it. Otherwise no object should be allowed to rest on the flag when it is displayed or draped.

When hoisting, lowering, carrying or displaying an Navy League, Sea Cadet or Navy League Cadet Flag, care is to be taken it does not touch or drag on the deck or ground. When not in use flags are to be neatly folded and kept clean. No flag should be hoisted, displayed or carried in a dirty, torn or frayed condition. Dirty flags may be washed; torn or frayed flags if not repairable should be destroyed by burning in private. Navy League, Sea Cadet or Navy League Cadet shall not be disposed of in the garbage or used as rags.

### 1.17 PUBLICITY

This subject is covered in detail in the **NL(34)E Public Affairs Manual**.

While the National Office will undertake to develop and distribute the publicity releases for those events of nation-wide interest, it is most important that divisions and branches appreciate the importance and value of good relations with the local news media and the advantage of news coverage of local events.

Reports received by National Office indicate that local news media are keen to obtain material on Navy League activities.

There is also value in releasing news items of general interest to a wider public than the town in which the event occurs.

Items considered of wider interest, together with photographs if available, should be sent to National Office as quickly as possible for use in national releases and in the Navy League's newsletter, **@ The Helm**.

### 1.18 PUBLICATIONS AND FORMS

Publications and forms developed by and for the use of the Navy League or its component organizations normally will be maintained on the National Website in a format such as *pdf* (Portable Document Format). This provides the NBOD, divisions, branches and members with ready access to the latest version in a downloadable format. Branches and divisions may produce hard copies of NL publications and forms for local use but should check the National website regularly for updates. At the direction of the NBOD, the National Office may from time to time distribute hard copies of publications such as training and publicity material. Divisions, branches and members may contact the National Office for assistance in obtaining documents not available in a downloadable format. Repayment may be requested for production of large numbers of hard copy documents.

A list of publications and forms may be found in the **NL(10)E&F Document List**. Publications and forms are available from the Navy League website, [www.navyleague.ca](http://www.navyleague.ca), or by contacting the National Office at the address given in Article 1.02.

## **1.19 DESIGNATION OF RANK**

All components of The Navy League of Canada will use proper rank titles in referring to Corps Officers and in Navy League correspondence.

## **1.20 DOCUMENTATION FOR NAVY LEAGUE PERSONNEL VISITING DND ESTABLISHMENTS**

Where members of Corps or other Navy League personnel need to visit DND establishments or other secure areas on a frequent basis, local arrangements should be made with those units for identity documents as may be required, but restricted in use and authority to that area only.

The Navy League of Canada issues a personal identity card as part of the Volunteer Screening process for officers in Navy League Cadet Corps. The purpose of this card is for identification within the Navy League organization and does not establish any status beyond that unless so accepted by local DND authorities. The Volunteer Screening policy is described in Article 2.04.

## **1.21 DIVISION ANNUAL MEETING WORKSHOPS**

Experience in larger divisions has shown the value of having "workshops" or discussion periods, to which Branches are invited to send delegates for the purpose of reviewing and making recommendations on agenda items in various subject areas.

Typical workshops are:

- (a) Branch Organization and Administration;
- (b) Sea Cadets;
- (c) Navy League Cadets;
- (d) Fundraising;
- (e) Recruiting; and
- (f) Public Relations.

These workshops are normally held prior to the main meeting.

Each workshop is presided over by a chairman who has the responsibility of reporting to the annual meeting the recommendations arising from their discussions.

This workshop procedure has the advantage of enabling informed discussion on agenda items in the various areas and establishing the degree of support for recommended changes. Delegates from branches and corps with long experience in the Navy League are often in a position to offer good advice on specific problems to others less experienced.

## SECTION II – PERSONNEL

### 2.01 NAVY LEAGUE CADET OFFICERS AND INSTRUCTORS

The Navy League Cadet Corps is managed and supervised by adult volunteers who are enrolled as Navy League Cadet Officers or Cadet Instructors (CI). Officers are granted warrants by The League, wear naval pattern uniforms and use naval ranks followed by a Navy League (NL) designator (Lieutenant Commander (NL), for example). Officers and Instructors are unpaid. Although very much part of the larger “naval family”, NLC Officers are not members of the Canadian Forces.

The qualifications required and the method of making application for appointment as an officer or instructor in the NLCC and are laid down in the **NL(8)E Navy League Cadet Regulations**. Ranks and uniforms are described in **NL(220)E NLC Dress Regulations**.

### 2.02 CADET INSTRUCTORS CADRE AND CIVILIAN INSTRUCTORS

#### Cadet Instructor Cadre

Leaders in the Royal Canadian Sea Cadet Corps are managed and supervised by the Cadet Organizations Administration and Training Service (COATS). COATS is a sub-component of the Canadian Forces Reserve. Cadets are instructed by officers of the Cadet Instructor Cadre (CIC). CIC officers are provided with training, uniforms and pay by the Department of National Defence (DND). CIC officers also may serve full-time service at Cadet Summer Training Centres (CSTCs), RCSUs or in other CF positions.

#### Civilian Instructors

Not everyone who wants to teach cadets has to enrol in the Canadian Forces. Civilian Instructors (CI) complement the knowledge and skill set of the CIC. Many are highly specialized in particular areas of cadet training such as first aid, music or biathlon. CIs may be hired and paid to fill positions for which no qualified CIC officer is available. CIs who do not have regular positions may serve as unpaid Volunteers. In this case, these individuals are deemed to be volunteers of the Navy League and, as such, are subject to the Navy League’s governing documents and policies.

#### Enrolment

The enrolment and terms of service of COATS personnel (as defined above) are governed by **QR Cadets** and **CATO, Volume 2**, which are available through [portal.cadets.gc.ca](http://portal.cadets.gc.ca). Specific questions should be directed to the local RCSU.

**CATO 23.01** (Para 3b) specifies that, “To be eligible for enrolment as a member of the CIC, a person must be of good character and standing in the community and recommended by a cadet organization commanding officer, parent committee or the corresponding provincial league.” In practice, this means an application to the CIC normally should be endorsed by the local branch or division. While the Navy League may provide a recommendation, authority to enrol an individual as a CIC officer rests solely with the Crown.



## 2.03 PROTECTION OF YOUTH AND THE CADET SAFETY POLICY

The Navy League has a moral and legal obligation to provide an environment where Cadets can safely learn and grow. The Navy League developed and implemented a comprehensive strategy for preventing harm to cadets which was launched in 1999. In its present form, this strategy includes three critical elements:

(a) Volunteer Screening – All the volunteers in Navy League youth programmes are required to undergo Volunteer Screening as described in Article 2.04.

(b) Education and Empowerment – All cadets receive training to recognize and report all forms of harassment and abuse. They are empowered to say “No” to unwelcome behaviour and taught the various avenues to seek help. In the case of RCSCC, this training is provided by a CF Unit Human Rights Advisor (UHRA).

(c) Risk Reduction – All activities are governed by the *Cadet Safety Policy*:

- i. The well-being and safety of cadets is the first priority of the Navy League Cadet and Sea Cadet programmes.
- ii. Safety Briefings shall be included in all activities where there is a risk to the cadet.
- iii. Cadets shall be encouraged to work in pairs and groups wherever possible.
- iv. Cadets should never be placed in a situation of one-on-one contact with officers or volunteers, except where such contact is unavoidable (e.g., a cadet wishes to make a revelation).

## 2.04 SCREENING OF VOLUNTEERS

### General Requirements

Any person who may find themselves working with cadets shall complete the Navy League of Canada Volunteer Screening process. They may not have direct contact, supervised or unsupervised, with cadets, or have access to cadet files, until they have completed the screening process and are in possession of a Navy League Screened Volunteer photo ID card issued by the National Volunteer Screening Coordinator. Additionally, some Divisions may require persons filling Executive positions (such as Presidents and Treasurers) within their territory to undergo screening.

### Volunteer Screening Programme

The Navy League Volunteer Screening programme includes a *Vulnerable Sector Screening*, Police Records Check, *Personal Background Check*, interviews, and a *Probationary Period*. *Vulnerable Sector Screening* is an enhanced police check which includes any known information concerning risk behaviours. Approved volunteers receive a photo identification card which they must carry during cadet activities.

The **NL(100)E Screening Coordinator's Handbook**, is distributed only to *Volunteer Screening Coordinators* who are responsible for administering the programme at branches and divisions. General information on Volunteer Screening is available on the National website, <http://www.navyleague.ca> or from your *Volunteer Screening Coordinator*.

### **Cadet Organizations Administration and Training Service (COATS) Personnel**

COATS staff, (such as members of the CIC and paid CIs) must successfully complete and maintain a DND Enhanced Reliability Status Check and a Police Records Check/Vulnerable Sector Screening as a condition of their employment. This process is administered by DND. Therefore, CIC Officers and paid CIs shall not be required to complete the Navy League's Volunteer Screening process. Until the screening has been completed and they are accepted as a member of the CIC, they may not parade with the corps or take part in any cadet activities. The Navy League strongly recommends Sea Cadet Corps CO's and Branches encourage these prospective DND employees to complete the Navy League Screening process in order to acquire a NL volunteer photo ID card , enabling them to volunteer with the Corps and interact with the cadets while waiting for their enrollment in the CIC.

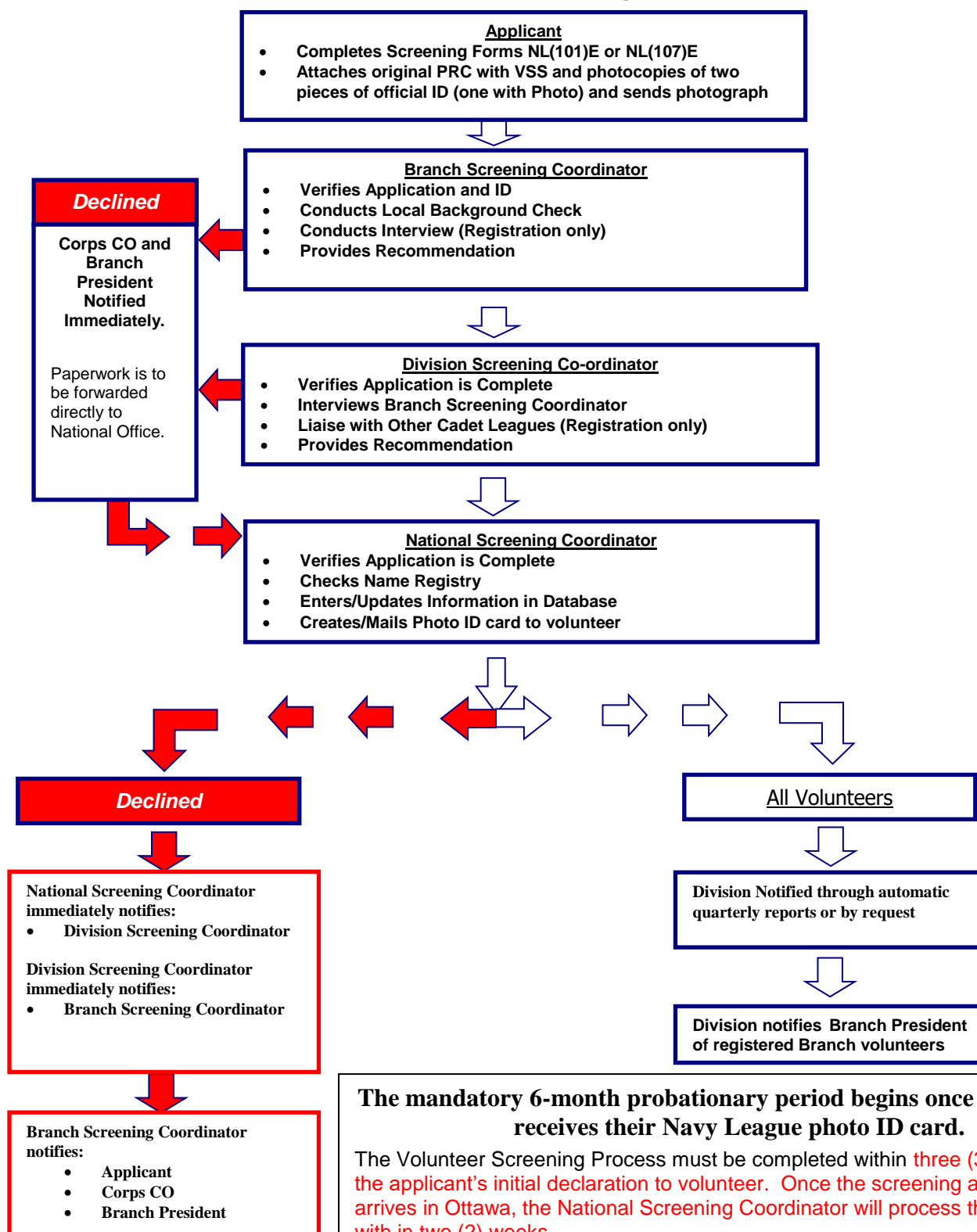
### **Volunteers**

With the exception of COATS personnel and *Occasional Drivers*, any person who may work or be in contact with cadets without the supervision of a screened adult shall be required to successfully complete the Navy League's Volunteer Screening process.

### **Occasional Drivers**

Volunteer drivers who occasionally drive cadets to and from organized activities do not need to be screened. They will have to be entered in the Branch or Division **NL(102)E Driver's Log**. The Driver's Log records basic information and provides specific safety instructions for drivers and cadets.

# The Volunteer Screening Process



## 2.05 ALCOHOL, SMOKING AND DRUG POLICY

### Policy Statement

The following policy applies to all levels of cadet activity:

- (a) Cadets who violate these policies shall be suspended from training, counselled and considered for release.
- (b) Navy League members, cadet officers and instructors who violate alcohol policies shall be suspended from their duties pending consideration for release.

### Alcohol

- (a) Regardless of age or provincial legislation, cadets are prohibited from purchasing, consuming or having alcohol in their possession while engaging in cadet activities.
- (b) Cadet Officers and instructors shall not drink alcoholic beverages nor be under the influence of alcohol when they expect to be, or are, in direct supervision or training of Cadets.
- (c) Organizers of social events for adults, to which cadets are invited, shall ensure that cadets have access to non-alcoholic drinks and that the policy of no drinking by cadets is understood by the hosts and cadets.
- (d) There will be no consumption of alcoholic beverages at social events specifically organized for cadets.
- (e) The *Canadian Forces Cadet Alcohol Policy* is found in **CATO 13-23**.

### Smoking

- (a) Cadets are not permitted to smoke during any cadet activity.
- (b) Officers, instructors and other volunteers shall not smoke in the presence of cadets.
- (c) The *CF Policy on Smoking* is found in **CATO 13-22**.

### Drugs

The Navy League of Canada and the Canadian Forces have both adopted a zero tolerance approach to any unauthorized use of drugs:

- (a) The unauthorized use of any drug or prohibited substance is prohibited.
- (b) The possession, trafficking, importing or exporting of a narcotic or substance represented as a narcotic are offences under the *Narcotic Control Act* (NCA); the same actions with respect to restricted and controlled drugs are offences under the *Food & Drug Act* (F&DA).
- (c) The possession delivery or control of drug related paraphernalia with the intent that it be used in connection with an offence under the NDA or F&DA is prohibited.
- (d) The *Canadian Forces Cadet Drug Policy* is found in **CATO 13-23**.

## **2.06 AWARDS AND RECOGNITION**

## **2.07 SCHOLARSHIPS**

Please refer to the [NL Awards Aide Memoire](#)

## **2.08 CONFLICT RESOLUTION GUIDANCE**

### Introduction

The Navy League of Canada espouses and supports an environment that encourages members, volunteers, parents and officers to work harmoniously together. Within the purview of the Navy League recruiting and retaining Volunteers is the backbone for our sustenance. To achieve a dynamic program throughout our branches it is important that we support our Volunteers.

There is no substitute for good judgment when dealing with people and solving problems or conflict. Always remember you are volunteering your time like everyone else and you are all on the same team with the same goal in mind – to bring engaging and relevant programmes to our cadets. There are several important principles for fostering a healthy work environment. Included are:

- Fairness
- Respecting each other
- Promoting an environment that is open and gossip free
- Saying less rather than more
- Maintaining the highest level of confidentiality regarding all personnel matters,

Conflict is a normal part of life. Differences in opinion are what generate new ideas and creativity. Someone once said, “If two people never disagree then one of them isn’t necessary.” Think of a certain amount of conflict as positive – it means people are engaged, are interested, and care!

When two people are in a conflict that impacts on the functioning of the Branch or the Cadet programme itself then the President must decide how to initiate a resolution process. The first decision might be to “Let it go” as this is often the best strategy in many cases. Try to put it into perspective – is it critical to resolve or not? However, if conflict starts to get in the way of either delivering an excellent program to the cadets or the functioning of the Branch, then something will need to be done. If an issue eats away at you, do something sooner rather than later. Don’t wait until several small issues pile up and then explode. However, the opposite can be true in that conflict is escalated when people respond rashly. It is often better to wait a day to respond to an e-mail or comment, rather than taking action in the heat of the moment.

### Informal Process

An informal or interest-based process of dispute resolution is one that aims at shifting discussion from the positions or demands of the respective parties to their underlying

interests, needs, hopes and concerns. Parties engaged in an interest-based process have more control over the discussion and the outcome. This process has many benefits:

- the need to identify the underlying causes of conflicts
- the resolution must be flexible and effective
- we must allow our people to fashion their own, more durable solutions
- that fosters the continuation of good working relations in the Branch

Given the likely small size of a Branch then it is likely the branch President is involved or the authority to deal with any conflict. Thus a healthy discussion initiated by the Branch President aimed at resolving a situation directly with another party or parties is often the most effective approach. Situations that involve interpretation of interpersonal communications or matters requiring some clarification between people may be quickly and effectively resolved if the parties are able to raise issues in a non-threatening manner, listen to each other's point of view and recognize their contribution to the situation. Using effective communication skills and focusing on interests rather than positions also encourages better resolutions at the lowest level.

It is expected that most conflict or differences of opinion at the Branch level can be resolved in this informal process.

### Third Party

If this simple direct approach to resolving a conflict does not fashion an agreed way ahead then it might be necessary to involve a third party. The Division should be involved in assisting the Branch President with the selection of the Third Party, who is often known as a mediator.

Even at this level of conflict resolution most conflicts can still be resolved simply by:

- listening to all sides of the conflict and ensuring confidentiality and fairness
- specifying the problem (specific, clear, concise)
- organizing the facts and analyzing them
- listing several solutions (trying to identify what change(s) would help resolve the problem)
- verifying the action steps (are they realistic?)
- implementing the solution (establishing controls to indicate progress)
- obtaining feedback
- evaluating the outcome (has your objective been met? If not, repeat the exercise).

When the resolution of a conflict reaches the stage of formally requiring a third party then one should record the outcome of the mediation. This document sets out all the commitments that the parties are prepared to make, outlines the final settlement of the issues resolved through mediation, and normally includes provisions for monitoring and/or follow-up of the implementation of the agreement by the parties.

### Appeal

The Bylaws of the Navy League of Canada include the necessary information for the appeal of a decision respecting an individual taken by the organizational hierarchy. This guideline to the resolution of conflict does not change or amend the formal appeal process.

### Summary

It is well recognized that early informal resolution of disputes and complaints usually provides for a speedier and more satisfying resolution to disputes or conflicts. The Navy League recognizes that positively managed conflict can result in more collegial relationships that promotes productivity and the well-being of the Navy League team. This is a key factor in determining whether members and volunteers will retain their membership or leave.

The informal process for resolving disputes is a proven, effective approach that minimizes the negative impact of conflict, and thus is the preferred method for conflict management in the Navy League. This process emphasizes the responsibility of participants to reach resolution and make decisions pertaining to their own situation that fall within the scope of their authority. If the conflict is not resolved through this process then the dispute should be resolved through the involvement of a third party often known as a mediator. A written agreement should record the outcome of this process and will be held at the next higher level within the League.

If conflict cannot be resolved by the informal process or the involvement of a third party then the formal rights based process as included in the Bylaws of the Navy League will be followed. It is noted that this process often fails to resolve conflict in a collegial manner that reinforces healthy and productive relationships. Therefore it is to be avoided if at all possible.

### Attachments:

Annex "H" – Conflict Management – Sample Procedure

Annex "I" – Conflict Management Documentation

## 2.09 CODE OF CONDUCT & CONFLICT OF INTEREST GUIDELINES

### STATEMENT OF PRINCIPLES FOR NLOC MEMBERS

The NLOC is governed by elected officials generally called Boards of Directors or Councils at the national, division and branch levels. These elected bodies generally carry out their governance roles by developing and monitoring policies, and work is generally organized through committees.

Board/Council members are Individual Members of the NLOC who volunteer to ensure the well-being of the NLOC and the programs the NLOC supports.

The NLOC also has paid staff at National and Division levels. The principles that apply for board members apply equally to all NLOC members, volunteers and staff members. With membership/employment comes responsibility and accountability. An overriding area of concern for all not-for-profit organizations is its ethical governance - not only must governance be ethical in all areas, but it must also be perceived to be ethical.

For the NLOC the following “Statement of Commitment” is considered to apply to all members of the NLOC and paid staff upon accepting their positions.

*“Therefore, as a member/employee of the Navy League of Canada I acknowledge and commit that I will observe the highest standard of ethics and conduct as I devote my best efforts, skills and resources in the interest of the Navy League of Canada, its programmes and its members. I will perform my duties as a member, or staff member, in such a manner that members’ confidence and trust in the integrity, objectivity and impartiality of Navy League of Canada are conserved and enhanced. To do otherwise would be a breach of the trust which the membership has bestowed upon me.”*

By virtue of joining the NLOC all elected Board/Council Members/Volunteers/Staff affirm their endorsement of the Code of Conduct and acknowledge their commitment to uphold its principles and obligations.

### CODE OF CONDUCT

Volunteer members and paid staff must exercise a **duty of care** to act in a reasonable and informed manner when participating in the decision-making process and when acting in an oversight capacity of the NLOCs management. The **duty of care** includes regularly attending all scheduled meetings, exercising independent judgment based solely on what is in the NLOCs overall best interest, irrespective of other entities with which they are affiliated or sympathetic.

Further this duty requires NLOCs leadership to act in accordance with the NLOCs articles of incorporation, bylaws and policies, as well as applicable regulations. All NLOC members/paid staff must exercise a **duty of loyalty** that requires performance of duties in good faith and in the best interests of the League, rather than in one’s own interests. This duty requires that all Board/Council volunteers/paid staff be conscious of the potential for conflicts of interest and act with candor and care in dealing with



such situations, and that all Board/Council volunteers/paid staff members treat as confidential all matters involving the NLOC until there has been general public disclosure.

The **duty of obligation** requires NLOC Board/Council volunteer representatives/staff members to articulate and support the decisions of the NLOC's leadership and to represent the reasons for such decisions, irrespective of any individual interests, opinions or positions.

All NLOC members and paid staff will exercise proper authority and good judgment in their dealings with NLOC staff, suppliers and the general public and will respond to the needs of the NLOC's members in a responsible, respectful and professional manner.

Retiring volunteer Board/Council members will, at the NLOC's request, promptly return to the NLOC all documents, electronic and hard files, reference materials, and other property entrusted to the volunteer member for the purpose of fulfilling his or her Board/Council job responsibilities. Such return will not abrogate the retiring volunteer member from his or her continuing obligations of confidentiality with respect to information acquired as a consequence of his or her tenure as a volunteer.

## **CONFLICT OF INTEREST**

As the NLOC board/council members, volunteers, speakers, and paid staff of the NLOC may be subject to potentially compromising ethical situations and potential conflicts of interest, they should not only be impartial and honest but far beyond the reach of perceived conflict of interest.

A conflict of interest arises whenever a member's/staff member's/volunteer's activities are in opposition to, detract from or in some manner might become detrimental to the purposes of NLOC as described in its Articles of Incorporation, Bylaws, mission statement, or policies and procedures. A conflict of interest is a situation where a NLOC member/volunteer/staff, members of his/her family, business partners or close personal associates may personally benefit, either directly or indirectly, financially or otherwise, from the member's/volunteer's/staff's position in the NLOC.

Members/paid staff /volunteers must be mindful of resources which are in their trust on behalf of the NLOC, and need to help establish policies which ensure the maximization of secure and protected resources.

Members/paid staff /volunteers—expect to be reimbursed for legitimate incurred expenses such as travel expenses. Such expenses need to be reasonable and justifiable and any expenses which may be in question need to be discussed with the appropriate NLOC approving authority at Branch/Division/National level.

It is the responsibility of any member of the board or any committee or other body that makes decisions involving the NLOC, including staff members, to recognize, identify and disclose actual or potential conflicts of interest involving matters that come before the bodies on which they sit. Such individual shall disclose all relevant information regarding the conflict to the body and shall remove themselves from all discussion and voting on the matter.

To assist in the understanding of the principles', the following statements are intended to provide clarity around conceivable situations for all NLOC members, volunteers and staff members:

- Avoid placing (and avoid the appearance of placing) one's own self-interest or any third-party interest above that of the NLOC;
- Not abuse their position by improperly using their member/volunteer position or NLOC's staff services,
- Ensure that no personal or third-party gain or pleasure is gained from equipment, materials, resources, or property,
- Where a board/council member/volunteer or staff member has a close family member elsewhere in the NLOC youth programs that there is no real or perceived preferential treatment as a result of their interventions or support,
- Not engage in or facilitate any discriminatory or harassing behavior directed toward NLOC staff, volunteers, members, sea cadet or navy league officers/cadet instructors, directors, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to NLOC.
- Not engage in any outside business, professional or other activities that would directly or indirectly materially adversely affect NLOC.
- Not solicit or accept gifts, gratuities, trips, honoraria, personal property, or any other item of material value from any person or entity as a direct or indirect inducement to provide special treatment to such donor with respect to matters pertaining to NLOC
- Not provide goods or services to NLOC except as detailed in the Bylaws or other accepted regulations.
- Not persuade or attempt to persuade any employee of NLOC to leave the employ of NLOC or to become employed by any person or entity other than the NLOC.
- Not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with an actual or potential relationship to or with the NLOC to terminate, curtail or not enter into its relationship to or with NLOC, or to in any way reduce the monetary or other benefits to NLOC of such relationship.

One area of requiring special attention for the NLOC is the relationship between branch/division/national board members, volunteers and staff as well as our "partnership with DND":

- Board members must deal with the staff, board peers, volunteers and our partners in an ethical, fair, and straight forward manner
- The staffs by virtue of their presence in the national and division offices are often the experts on bylaws and policies and are aware of issues of the day. They must respect the relationship with volunteers at all levels of the NLOC and not provide direction to them but deal through chain of command
- Staff cannot commit the NLOC to any course of action or decision with our partners but should provide a liaison relationship

- Because of the perception of potential conflict of interest staff members cannot also act as volunteers within the NLOC and that only individual members of the NLOC may hold office at branch/division or national levels.
- Upon taking up a staff position means giving up any other elected or appointed position within the NLOC
- Those who have served as volunteer board members at national or division level upon returning to branch or supporting local activities must be extremely careful not to give the impression that they can exercise “influence” at higher levels in the NLOC as there is often an expectation that this is the case by other volunteers.

## **RESOLUTION OF COMPLAINTS**

The Branch/Division/National President is ultimately responsible for immediate interpretation, application and enforcement of conflict of interest principles/code of ethics policy of all NLOC members, volunteers and staff members at their respective levels. All complaints concerning a possible code of ethics violation shall be made in writing to or by the president at the respective level with a copy provided to the complainant.

## SECTION III – MATERIAL, PROPERTY, EQUIPMENT AND STORES

### 3.01 REAL PROPERTY

All real property belonging to or acquired by The Navy League of Canada or any division or branch thereof shall be vested in and title thereto shall be registered in the name of The Navy League of Canada.

Divisions and branches are not authorized to sign leases, purchase or sell property, etc., in their own name. All such transactions must be made in the name of The Navy League of Canada and processed through National Board of Directors.

### 3.02 NAVY LEAGUE PROPERTY

Commanding Officers of cadet corps are responsible for the care and custody of Navy League materiel issued to their Corps.

Branches are responsible for ensuring that corps' officers keep an accurate account of all Navy League property and that frequent physical musters of all materiel are made by the branch Sea Cadet and Navy League Cadet Chair. Deficiencies are to be reported to the Branch President.

### 3.03 DND PROPERTY

Commanding Officers of Sea Cadet corps are responsible for the care and custody of DND materiel issued to that corps.

The Navy League is not required to carry insurance on DND materiel.

Branches are not responsible for DND materiel. Any concerns a branch may have with regard to the care, custody, use or disposal of DND materiel should be directed to the corps' CO or to the local RCSU, keeping the division informed.

### 3.04 FLAGS

Flags, whether received through initial issue or purchased, remain the property of The Navy League of Canada. Should the corps be disbanded, the flags are to be returned to the division.

The National Office holds the approved patterns of the Navy League, Sea Cadet and Navy League Cadet Flags.

The National Office on behalf of the National Board of Directors will make an initial issue of flags at the time of formation of a corps.

Branches and divisions requiring additional or replacement flags, accoutrements or fittings should consult the National Website, [www.navyleague.ca](http://www.navyleague.ca), or contact the National Office at the address given in Article 1.02 for information on approved suppliers.

### 3.05 NAVY LEAGUE OFFICER AND CADET UNIFORM SUPPLY

The Navy League negotiates and maintains agreements with uniform suppliers that allow Branches and Divisions to make direct purchases, usually through a website, of Navy League Cadet Officer and Cadet uniform items.

At time of issue of these orders, the supplier is:

Logistik Unicorp Inc.  
820, chemin du Grand-Bernier Nord  
Saint-Jean-sur-Richelieu (Québec)  
J2W 0A6  
[www.logistikunicorp.com](http://www.logistikunicorp.com)

Additional accoutrements, such as beret badges, medals and service pins, are available from the supplier listed in [Administrative Order 3.07](#).

The National Office can assist divisions and branches in setting up accounts with the Navy League's authorized suppliers.

### 3.06 NATIONAL UNIFORM GRANT - NAVY LEAGUE CADETS

National Board of Directors will pay half of the basic cadet uniform cost when the formation of a corps is approved, limited to a maximum of twenty-five (25) uniforms.

Applications for National Uniform Grants must be substantiated by submitting an **NL(203)E NLCC Nominal Roll** covering the full corps. Where a National Uniform Grant is approved it shall be on the following basis:

#### **Basic NLC Uniform:**

1 Cap, White; 1 Cap Ribbon; 1 Shirt, Blue; 1 pr Shoulder Flashes; 1 Lanyard, White; 1 Waist belt, White; and 1 pr Trousers, Blue

### 3.07 MEDALS, BADGES, CRESTS AND CAP TALLIES

The Navy League negotiates and maintains agreements with suppliers that allow Branches and Divisions to make direct purchases, usually through a website, of badges, crests, cap tallies, name tags and other items of regalia.

At time of issue of these orders, the supplier is:

Joe Drouin Enterprises  
36 de Varennes, Unit 3  
Gatineau, QC  
J8T 0B6  
Ph: (819) 568-6669  
Fax: (819) 568-1074  
[sales.jde@joedrouin.com](mailto:sales.jde@joedrouin.com)

### **3.08 CIC OFFICERS AND RCSC UNIFORMS**

Uniforms for Cadet Instructor Cadre Officers and for Royal Canadian Sea Cadets are supplied through DND sources and managed by corps staff.

## SECTION IV – FINANCE

### 4.01 EXPENDITURES AND BUDGETS

#### National

Chairpersons of national committees will prepare and forward to the National Office estimates of anticipated financial expenditures for their committee for the next calendar year (commencing 1<sup>st</sup> January) by October 30<sup>th</sup> of the current year.

Estimates should be broken down into the following categories:

- (a) Capital Account ; and
- (b) Operating Expenses (assigned as per Operating Budget Lines) .

Sufficient detail should be provided to justify the requirement and to allow priorities to be established.

**National Board/Staff Travel Approval and Payment Process.** Prior to either travel taking place or reservations being made that require a financial commitment, authority to travel and be reimbursed for members of the National Board and National Office Staff must be obtained from the National President. If the National President is not available, or the travel involves the National President, then prior approval is to be obtained from the National Treasurer.

Following completion of the travel, receipts and an expense claim are to be forwarded to the Corporate Services Manager. Prior to a cheque being raised for payment, the National Treasurer will review and certify reasonableness of the amount claimed, taking into account any adjustments authorized in the travel approval. For claims submitted by the National Treasurer, the National President will certify.

#### Division

As per By-law 5.18, each division shall, within 90 days after the end of its fiscal year, send to the National Office an audited statement of all monies received and disbursed during the preceding year, together with a budget containing estimates of receipts and expenditures for the ensuing twelve months.

#### Branch

Each branch shall, within 60 days after the end of its fiscal year, send to its division an audited statement of all its receipts and expenditures during the preceding year, together with a budget containing estimates of receipts and disbursements for the ensuing year for division approval. Each branch statement and budget should contain, as a minimum, the information required in the form **NL(62)E Branch Annual Report**, which may be used for this purpose. The **NL(61)E Guide to Branch Financial Statements** provides direction on preparing the NL(62)E. Forms may be submitted on paper or electronically using the software available for download from the National Website.

Divisions are required to provide a copy of each branch audited statement and/or NL(62)E to the National Office.

## 4.02 REGISTRATION AS A CHARITABLE ORGANIZATION

### Eligibility

Divisions and branches of the Navy League may be registered with Canada Revenue Agency (CRA) as Charitable Organizations. Charitable organizations are given special tax privileges under the Income Tax Act (ITA), which include the ability to issue tax receipts to donors and an exemption from paying income tax. There is no need for a branches or divisions to demonstrate eligibility for registration as CRA has already accepted the Purposes and Objects of The League as meeting the requirements for a charitable organization.

### Application Process

A division or branch must submit to CRA form **T2050**, *Application to Register A Charity Under the Income Tax Act* available at [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca). The Division or Branch must list in the T2050 details of its Parent Organization, which is The Navy League of Canada; contact the National Office for the correct information. Once it receives the T2050, CRA will request a letter of confirmation from the National Office before processing the application. Once approved, CRA will register the division or branch as a registered charity and issue it a Business Number (BN).

### Income Tax Receipts

CRA provides the following guidelines for the issuing of Income Tax receipts:

Under no circumstances should a registered charity lend its BN to another organization for receipting purposes. A registered charity is responsible for all tax receipts issued under its name and number and must account for the corresponding donations on its annual information return. A charity that lends its BN risks losing its charitable registration.

An official donation receipt must include, in a manner that cannot be readily altered, at least the following information:

- a statement that it is an official receipt for income tax purposes;
- the charity's BN, name and address in Canada as recorded with CRA's Charities Division;
- the serial number of the receipt;
- the place or locality where the receipt was issued;
- if it is a cash donation, the day on which or **the year** during which the charity received the donation;
- if the donation is a gift other than cash, i.e., a gift-in-kind;
- the day on which the charity received the donation;
- a brief description of the gift;
- the name and address of the appraiser of the property if an appraisal was completed;
- the day on which the charity issued the receipt (if that day differs from the date on which the charity received the donation);
- the name and address of the donor including, in the case of an individual, the first name and initial;



- the amount of a cash donation, or if the donation is a gift other than cash, the amount that is the fair market value of the gift at the time it was made; and
- the signature of the individual(s) authorized by the charity to issue receipts.

In preparing official donation receipts, a registered charity must indicate the year in which it actually received a gift. If a gift is dated, mailed, and postmarked in one year and received in the next year, the charity can issue a receipt indicating the year appearing on the postmark as the date it received the gift.

A charity must keep on file a copy of all official receipts that it issues.

### **Charitable Receipt Option for Board Travel**

When a member of the Board travels and submits their expenses for reimbursement, an option exists where the Board Member may elect to donate the amount back to the organization and receive a charitable receipt. This is an accepted practice for a number of charitable organizations in Canada. While it is recognized that it is not possible for most Directors to do this, the option is available for those who wish to. If someone wishes to elect to donate in lieu of being reimbursed, the process is as follows:

1. When sending in the receipts and expense details for the trip, include the following statement:  
  
“ I, (insert name), direct that the funds to which I am entitled by way of reimbursement for travel expenses associated with (insert purpose of approved travel), and would otherwise be forwarded to me by cash or cheque, be transferred to The Navy League of Canada as a charitable donation.”
2. Following approval of the travel expense claim by the appropriate authority, the Treasurer will prepare a charitable receipt and have the receipt approved by the Approving Authority.
3. The Treasurer will record the travel expense under the appropriate budget category (no difference from when reimbursement has been provided by cash or cheque) and include an offsetting amount under Donation Revenue.

This charitable receipt option can be adopted by Divisions and Individual Branches as long as they have an appropriate CRA Charities Number.

### **Branch and Division Memberships**

The payment of membership fees that convey the right to attend events, receive literature, receive services, or be eligible for entitlements of any kind (e.g. free access to facilities the public has to pay for) do not usually qualify as gifts for which an income tax receipt may be issued. However, membership fees are considered as gifts if they confer no more than the right to vote at a meeting and to receive reports of the charity's activities, unless such reports are otherwise available for a fee.

### **Record Keeping and Reporting**

Financial records, which can be verified by CRA, must be kept in all charitable organizations.

Once registered as a charitable organization, the Division or Branch is required file a **T3010 Annual Information Return for Registered Charities** with CRA at the end of each financial

(fiscal) year. It should be noted that information required in the T3010 may differ from the information that must be submitted to Division (see Article 4.01).

If a T3010 is not filed annually, the BN may be cancelled by CRA. To be re-instated, the full application process must be re-initiated from the beginning and a penalty paid before a different BN will be issued.

All divisions and branches are responsible for the preservation of their own charitable status. CRA maintains a *Charities and Giving* section on its website where useful publications such as RC 4108(E) Registered Charities and the Income Tax Act can be obtained.

## **4.03 GST/HST**

### **No Requirement for GST/HST Number**

When registering with CRA, a division or branch should not request a separate GST/HST number in addition to their Business Number (BN). A GST/HST number has additional reporting requirements and is required only for charitable organizations with incomes in excess of \$250,000 (see CRA website for exact requirements).

### **GST/HST Annual Rebates**

Charitable organizations may claim an annual rebate for a portion of GST/HST they expend by submitting form GST66 Application for GST/HST Public Service Bodies' Rebate and GST Self-government Refund, available at [www.cra-arc.gc.ca](http://www.cra-arc.gc.ca). A GST/HST number is not required to claim this rebate.

## **4.04 NATIONAL ACCOUNTS**

### **Responsibility for Payment**

A branch or division is liable for any outstanding accounts, even following a change in Executive or during a period of trusteeship.

### **Terms and Conditions**

Terms and conditions related to accounts payable by divisions and branches to the National Office shall be as follows:

- a) A 5% surcharge will be added to all invoices sent from the National Office to divisions and branches. Divisions and branches that pay accounts within 60 days will be granted a 5% discount.
- b) 30 days after the National Office sends a branch or division an invoice, it will send a reminder to the applicable branch or division with an information copy to the branch's parent division. This second invoice will remind the applicable branch/division that it has the opportunity to a 5% discount for payments received within 60 days of the original invoice.
- c) If payment has not been received within 60 days, the National Office will email a collection notice to branch with an information copy to the division which states that if

payment is not received within 30 days, no further credit will be extended until payment terms have been agreed to and followed.

- d) If at 90 days, payment has not been received or a mutually agreeable repayment schedule established, National Office will inform the branch and its division orally and in writing that no further credit will be extended to that branch until payment is received.
- e) If a branch has not made payment on an accounts receivable for more than 90 days, and that branch has not agreed to and honoured a repayment schedule, the applicable division, in consultation with the National Office, shall consider putting that branch into trusteeship in accordance with National By-Law 5.1.

#### **4.05 INVESTMENTS**

Donors fully expect our organization to be healthy and enduring. It is therefore important to evaluate investment structures and maintain a formal investment policy that will help monitor the performance of funds and individual managers within those funds. Any branch or division that holds an investment portfolio must maintain an investment policy. The National Investment Policy is included in [ANNEX D](#).

## SECTION V -INSURANCE

### 5.01 OVERVIEW

The Navy League administers a number of insurance policies providing insurance coverage on a national basis for the protection of the organization and for the benefit of cadets, branches and sponsoring committees, divisions and the National Office.

The schedule of mandatory policies is as follows:

1. Commercial General Liability Insurance and Umbrella Liability Insurance
2. Accidental Death & Dismemberment Insurance
3. Directors' & Officers' Liability Insurance.

Additional insurance coverage is available to individual Branches to cover specific exposures, such as Property and Boiler and Machinery Insurance for buildings and contents and Boat Insurance for vessels owned or operated on behalf of the Navy League. These coverages can be obtained through the League's Insurance Administrator working with our insurance broker, B.F. Lorenzetti & Associates Inc., in Ottawa. Application forms and more detailed information can be obtained from the National Office.

Please note that insurance for buildings and contents, as well as vessel insurance, is not provided automatically. All branches requiring these types of insurance coverage must apply through the Navy League's Insurance Administrator at the National Office.

### 5.02 COMMERCIAL GENERAL LIABILITY INSURANCE & UMBRELLA LIABILITY

#### Description

These policies are paid for by The Navy League of Canada and automatically provide legal liability insurance for the activities of the organization across the country. The Named Insured on the policies includes The Navy League of Canada, the divisions, local branches or sponsoring committees of The Navy League of Canada and the Royal Canadian Sea Cadets and Navy League Cadets.

The policies also insure volunteers who have paid an annual fee entitling them to membership in The Navy League of Canada.

The policies specifically exclude from coverage COATS personnel as these individuals are agents of the Crown and have protection other than through The Navy League of Canada's insurance policies.

The Insuring Clauses of the policies are set up on the following basis:

To pay on behalf of those persons listed above all costs that they may become obligated to pay by reason of liability for:

- i) Damages, including damages for care and loss of services;
- ii) Bodily injury and/or personal injury;

- iii) Property damage, including destruction of property; and
- iv) Legal and other costs associated with the defence of claims.

## Coverage Extensions

- i) Bodily Injury
- ii) Property Damage to Premises, Property and Operations
- iii) Products and Completed Operations
- iv) Independent Contractors Liability
- v) Participants Bodily Injury
- vi) Non-Owned Automobiles (Legal Liability Only)
- vii) Tenant's All-Risk Legal Liability (limit \$500,000.00. per location)
- viii) Contractual Liability
- ix) Property Damage (on an occurrence basis)
- x) Personal Injury Endorsement (libel, slander, etc)
- xi) Sexual Abuse Sub-Limit
- xii) Legal Liability for Damage to Non-Owned Vehicles

## Exclusions

Liability for property damage does not apply to property owned by an Insured; and will normally not apply to property in the care, custody of an Insured. However, because of the Tenant's Fire, Legal Liability (TLL) Coverage (listed below), the Navy League's Policy does extend to cover property damage to the premises rented or used by the Navy League Branches. The limits of liability of TLL is different (and less than) the limit of the General Liability Policy.

- i.) Asbestos
- ii.) Fireworks
- iii.) Employment Practices (Harassment & Wrongful Termination)
- iv.) Absolute Pollution
- v.) Aircraft and Airport Liability
- vi.) All Staff and Volunteers of the Department of National Defence
- vii.) Automobiles
- viii.) Watercraft

## Proof of Insurance

Divisions or Branches may, at times, be required to provide Proof of Insurance coverage by issuing a **Certificate of Insurance for General Liability**. These are available for download from the National Website, [www.navyleague.ca](http://www.navyleague.ca), or from the National Office at the address given in Article 1.02.

## Extending Coverage to Third Parties

There are also occasions where a company may ask to be added to the Navy League's policy 'as additionally insured'. This extends the policy to cover the other company for a specific period of time, and is most often requested when cadet units conduct fundraising activities in shopping malls or conduct events in a facility not owned by The League or DND. To apply for this coverage the Division or Branch should submit a **Request for Certificate of Insurance** available from the National Website, [www.navyleague.ca](http://www.navyleague.ca), or by contacting the National Office at the address given in Article 1.02.

## 5.03 ACCIDENTAL DEATH & DISMEMBERMENT INSURANCE

### Description

This policy is paid for by The Navy League of Canada and is automatically provided to cadets and adults in specified classes for death or injury resulting during sanctioned cadet activities. The policy provides a prescribed schedule of benefits as follows:

### Schedule of Benefits

May include the following or part thereof:

- i) Loss of life, limb, speech, hearing or sight
- ii) Loss of both hands
- iii) Loss of both feet
- iv) Loss of sight
- v) Loss of hands or feet
- vi) Loss of extremities
- vii) Loss of appendages

### Paralysis Benefits

- i) Quadriplegia  
(Complete Paralysis of upper and lower limbs)
- ii) Paraplegia  
(Complete Paralysis of lower limbs)
- iii) Hemiplegia  
(Complete Paralysis of upper and lower limbs of one side of body)

### Payment of Benefits

Any indemnity payable for loss of use should be paid only if such loss is permanent, total and irrecoverable and shall have been continuous for a period of twelve months from the date of the accident. Indemnity provided under this part will not be paid under circumstances for more than one of the losses, the greatest sustained by any one injured person as the result of any one accident.

### Additional Benefits

- i) Repatriation
- ii) Rehabilitation
- iii) Accident Reimbursement Benefit
- iv) Accidental Dental Expense Benefit
- v) Family Transportation Benefit
- vi) Home Alternation & Vehicle Modification Benefit
- vii) Seat Belt Benefit

### Explanation of Additional Benefits

Repatriation - If the injury sustained leads to death within 365 days of the accident, the insurer may pay to have the body of the Deceased prepared (for burial or cremation) and shipped to the Deceased's city of residence.

Rehabilitation - Payment for a reasonable and necessary expense by the insurer to the claimant for special training as a result of injury.

Accident Reimbursement Benefit - Expenses incurred within 30 days from the date of the accident:

- a) Hospital services
- b) Licensed ambulance service
- c) Some treatments by chiropractors or osteopaths
- d) Rental of crutches and wheelchair
- e) Prescription drugs
- f) Physiotherapy

Accidental Dental Expense Benefit - Payment up to \$2,000.00 for an injury to sound or whole teeth resulting from an accident.

Family Transportation - The insurer may pay to transport one adult family member to a hospital who is incapacitated and more than 200 km from the family home.

Home Alteration and Vehicle Modification Benefit - In situations where the extent of an insured person's injuries require alteration to the principal residence and/or one motor vehicle, the insurer may pay for such modifications.

Seat Belt Benefit - If injury results from a vehicular accident, the sum payable under the policy may be increased to a maximum of 10%, in the event the insured person was wearing a properly fastened seat belt. In the case of the driver being injured, they must be in possession of a current and valid driver's license and not under the influence of alcohol or illegal drugs

## Exclusions

This policy does not cover loss caused or resulting from:

- (i) Intention self-inflicted injuries, suicide or any attempt thereto while sane or insane
- (ii) Declared or undeclared war or any act thereof
- (iii) Accident occurring while insured is serving on full time active duty in the Canadian Forces
- (iv) Travel or flight in any vehicle or device for navigation beyond the earth's atmosphere, or aerial navigation, except to the extent such travel or flight is provided for in the preceding paragraphs.

## Travel Coverage

The policy is in effect at the start of an anticipated journey to a Navy League sponsored and/or supervised activity. Coverage terminates upon return to the home or place of employment whichever shall first occur.

## Submission of Claims

Accident or sickness must be reported to the National Office within thirty (30) days from the date of the occurrence. It is important to file the claim within this prescribed time even if it is not complete. Medical or hospital accounts, etc. may be forwarded later. Claims should be submitted as soon as possible in triplicate on **WC112E League Insurance Claim Form**.

Copies of all accounts for which the claim is being made should be attached to the Claim Form. If all accounts are not available at the time of making the claim an estimated amount of the total additional accounts payable should be shown.

## 5.04 DIRECTORS' & OFFICERS' LIABILITY INSURANCE

### Description

This policy is paid for by The Navy League of Canada and is automatically provided to indemnify directors and officers\* of the Navy League as well as to the entity for alleged wrongful acts committed by them while engaged in activities related to The Navy League of Canada.

Coverage applies to present, past and future directors and officers (as defined in the policy wording).

\* Officer refers to corporate officer and not a uniformed officer of cadet programmes.

### Insuring Clause

Liability protection for any negligent act, error, omission, misstatement, or misleading statement committed or allegedly committed in the operation, administration or management of The Navy League of Canada.

Note:

This is a "Claims Made" policy. Discovery of the claim or knowledge of an event that may lead to a claim must be reported during the policy term or agreed upon discovery period. If the policy is cancelled or not renewed, an extended discovery period of 12 months can be negotiated to present a claim for an event that happened prior to cancellation or non-renewal.

### Major Exclusions

- i.) Prior Acts
- ii.) Bodily Injury, Mental Anguish, Death, False Arrest
- iii.) Pollution
- iv.) Breach of Contract (except coverage applies to defence costs for Employment Contract)
- v.) Professional Services
- vi.) Fraudulent or Dishonest Acts
- vii.) Illegal Profit

## 5.05 PROPERTY INSURANCE

### Description

The policy provides coverage to the National Office and ONLY to those branches that have requested to be insured and which are shown on the "Schedule of Insured branches". This policy insures buildings, office contents, tenants' improvements, musical instruments, uniforms and related equipment and other contents of specified branches. The minimum limit of insurance for any one branch or unit is \$15,000.00 and coverage has been extended to provide for equipment away from the normal parade locations. For additional information on the nature of coverage provided, please contact the National Office.

### Applying for Coverage

As per National By-law 4.22, Divisions and Branches are responsible for insuring any Navy League-owned property that they administer and control. Divisions and branches can arrange this coverage by contacting the National Office at the address given in Article 1.02. Coverage will be granted upon payment of the associated fee as per [Administrative Order 5.08](#).



## **Proof of Coverage**

Certificates of Insurance for property are provided annually to registered branches and divisions upon receipt of payment.

## **5.06 MASTER VESSEL INSURANCE**

### **Description**

The *Master Vessel Insurance Policy* provides coverage for owned vessels or vessels loaned to the Navy League and for which the Navy League has accepted the responsibility to maintain insurance.

The boat insurance policy covers, subject to application and acceptance, vessels up to 10 metres in length and with an engine capacity of no more than 50hp. Coverage applies to operation of the vessel under the *Protection and Indemnity* section of the policy as well for hull insurance on an agreed value basis.

For vessels exceeding the length and/or engine capacity of the Master Vessel Insurance Programme, coverage is available under the *Oversize Vessel Facility*. Additional details on either the Master Vessel programme or the *Oversize Vessel Facility* are available from the Navy League's Insurance Administrator at the National Office.

### **Applying for Coverage**

As per National By-law 4.22, divisions and branches are responsible for insuring any Navy League-owned vessels that they administer and control. Divisions and branches can arrange this coverage by contacting the National Office at the address given in Article 1.02. Coverage will be granted upon payment of the associated fee as per [Administrative Order 5.08](#)

## **Proof of Coverage**

Certificates of Insurance for vessels are provided annually to applicable branches and divisions upon receipt of payment.

## **5.07 MINOR CLAIMS**

### **Description**

The National Office will maintain a "Miscellaneous Insurance Reserve" to pay minor claims, thus avoiding the need to have many small claims against the National Insurance Policy. Divisions pay into this fund as part of their annual assessments.

### **Requesting Coverage**

Coverage may be granted automatically as the result of a claim against any of the national policies or by application to the National Office at the address given in Article 1.02. Determination of eligibility and resulting payments from the Miscellaneous Insurance Reserve are at the discretion of the National Executive Committee and will be conducted on a case by case basis.

## 5.08 PAYMENT

For insurance on vessels, property or buildings, the National Office will send out invoices to branches, with an information copy to divisions, two months prior to the start of the insurance coverage. That is, the invoices will be sent out by 18 July each year. The invoice will state that payment is to be received prior to the commencement of the coverage (19 September every year).

National Office will send out a reminder one-month prior to start of the coverage (19 August) as appropriate.

Where payment has not been received by 18 September, National Office will arrange for a teleconference with the applicable branch and its division to implement a payment schedule. Payment of Insurance fees are subject to the same terms and conditions identified in [Administrative Order 4.04](#).

## 5.09 REPORTING OF ACCIDENTS

Individuals who have been injured on Navy League property or at a Navy League activity need to submit a **WC112E League Insurance Claim Form** within 30 days of the accident, as detailed in [Administrative Order 5.03](#). If any vessel used by The Navy League of Canada is involved in an on-water accident the Division or Branch must submit an **NL(41)E Boat Accident or Damage Report**,

## ANNEX A – HARASSMENT AND ABUSE PREVENTION POLICY

The Navy League of Canada is committed to providing a learning and working environment for all persons that is free from harassment.

The Navy League of Canada requires employees, officers, cadets, parents, volunteers and all other visitors to conduct themselves in a manner, which promotes and protects the best interests and well-being of cadets, staff and volunteers.

All prospective employees, members and volunteers of The Navy League of Canada who will have direct contact with Royal Canadian Sea Cadets or Navy League Cadets will undergo a screening process determined by the National Board. These prospective individuals will not have unsupervised contact with any cadets until the screening process is completed and approved by National Office.

An employee, volunteer or cadet who subjects a cadet, staff member, parent, volunteer or other member of the public to discrimination or harassment in any form may be subject to disciplinary action as is deemed to be appropriate, including dismissal from employment or expulsion from the Navy League.

The Navy League may take appropriate action against others whose conduct has resulted in harassment of Navy League Cadets, employees or volunteers.

Depending upon the circumstances, incidents involving individuals associated with or through the Navy League may be considered harassment even if they occur outside of Navy League activities.

Child abuse or suspected child abuse must be reported to the appropriate Provincial Authority (see the front of most telephone books for number). The Child and Family Service Act .68(3) states:

"A person, who in the course of his or her duties, has reasonable grounds to suspect that a child is or may be suffering or may have suffered abuse shall forthwith report the suspicion and the information on which it is based to a society".

You are not responsible for proving that child abuse took place; you ARE responsible for identifying and reporting suspected child abuse as soon as possible.



## ANNEX B – CADET SAFETY POLICY

1. The well-being and safety of cadets is the first priority of the Navy League Cadet and Sea Cadet Programmes.
2. Safety Briefings shall be included in all activities where there is a risk to the cadet.
3. Cadets shall be encouraged to work in pairs and groups wherever possible.
4. Cadets should never be placed in a situation of one-on-one contact with officers or volunteers, except where such contact is unavoidable (i.e. a cadet wishes to make a revelation).

The Navy League of Canada and the Canadian Forces have both adopted a zero tolerance approach to any unauthorized use of drugs:

- a) The unauthorized use of any drug or prohibited substance is prohibited.
- b) The possession, trafficking, importing or exporting of a narcotic or a substance represented as a narcotic are offences under the Narcotic Control Act (NCA); the same actions with respect to restricted and controlled drugs are offences under the Food and Drugs Act (F&DA).
- c) The possession, delivery or control of drug related paraphernalia with the intent that it be used in connection with an offence under the NCA or F&DA is prohibited.
- d) Canadian Forces Cadet Drug Policy is found in CATO 13-23.



# ANNEX C – INFORMATION PROTECTION AND PRIVACY POLICY

## POLICY STATEMENT

The Navy League of Canada, and its agents, shall safeguard all personal information collected and maintained through the course of business operations. This information shall be protected by the best practical means and only used in a manner that is respectful to the privacy rights of the individual as accorded through the Personal Information Protection and Electronic Documents Act (PIPEDA). The National Board of Directors along with each Division Council shall assign a member the role of 'Privacy Officer'. The Privacy Officer is responsible for ensuring compliance with PIPEDA and providing accountability to both our members and the Canadian public.

## IMPLEMENTATION

1. Each branch, division and the National Board shall appoint a Privacy Officer to ensure compliance with the requirements of PIPEDA. This may be a secondary duty for any officer of the organization, such as the Volunteer Screening Coordinator or Public Relations Chair. This does not require the establishment of a separate position.
2. Each Privacy Officer shall become familiar with the requirements of PIPEDA and work in co-operation with the National Privacy Officer to ensure compliance.
3. Requests for access to personal information may be made in writing to:

**The Navy League of Canada**  
66 Lisgar Street  
Ottawa, ON  
K2P 0C1

Such requests must be responded to, in writing, within 30 days of receipt.

4. Costs to provide personal information may be charged to the requesting individual - provided the individual is notified of these charges in advance.
5. The Navy League of Canada will establish and maintain a Privacy Notice on the National Website. This notice shall include:
  - a. The Privacy Statement;
  - b. The purposes for which information is collected;
  - c. How this information is used;
  - d. How information is maintained and for what duration; and,
  - e. How to request and/or amend personal information.

Any form which collects personal information must reference this Notice in order to comply with the Openness principle (Clause 4.8) and the Individual Access principle (Clause 4.9) of the Act.

## INFORMATION COLLECTION

The Navy League of Canada collects information from individuals when they submit various forms and letters used in the conduct of normal business operations. Any form which collects personal information must reference this notice in order to comply with the Openness principle (Clause 4.8) and the Individual Access principle (Clause 4.9) of the PIPEDA.

Our website tracks access for statistical / market research purposes. However, no personal information is collected by this process. We will never use spyware or other such technologies to collect information without your knowledge and consent.

The Navy League has, from time to time, used Direct Mail services to reach out to non-members in the community. We do not receive personal information through this process, and will refer any requests to the company responsible.

We may from time to time receive information from partner organizations and agencies. In these cases, we will identify the source agency in any request submitted to the Privacy Officer.

## USE OF INFORMATION

How the Navy League uses Personal Information:

1. To maintain contact with members and officers and to develop new members and volunteers.
2. To provide stewardship for members and donors, such as processing awards for service, keeping them updated on programmes and services, and soliciting further contributions.
3. To manage our volunteer screening programme. Information collected for this programme may be shared with:
  - a. The Government of Canada
  - b. The Army Cadet League of Canada
  - c. The Air Cadet League of Canada
  - d. any other organization or company for which you have listed the Navy League as a reference may receive information about your length of service, types of duties and a positive or negative recommendation.
4. To provide insurance coverage for our members. Information used for insurance purposes may be shared with:
  - a. The Government of Canada
  - b. Our Insurance Broker (BFL Canada)
  - c. The Underwriter of the particular policy.
  - d. Our Legal Counsel
5. To promote The Navy League of Canada and its programmes, we may provide contact information to media agencies. However, this information will only be released with your specific consent.
6. To facilitate business operations, we may provide basic contact information regarding officers of the organization (Branch Presidents, Corps COs, etc) to suppliers, partner organizations or the Government of Canada. With the exception of the Government of Canada, any person, business, or organization requesting this information will be required to sign a specific Memorandum of Understanding (MOU) which details how the



information will be used and for how long the company may retain this data. MOUs currently in place are as follows:

- a. Joe Drouin Enterprises Ltd.
- b. Logistik Unicorp Inc.

## **SECURITY**

The Navy League understands the importance of privacy and will use all reasonable means to protect our information. The National Office shall maintain a high level of security, including 24-7 surveillance, data encryption and other security technologies to protect electronic information.

## **ACCESS TO INFORMATION**

Requests for access or amendment to personal information may be made in writing to:

Privacy Officer  
The Navy League of Canada  
66 Lisgar Street  
Ottawa, ON K2P 0C1

Such requests will be responded to, in writing, within 30 days of receipt.

This service will normally be provided without cost. However, if the costs to respond to a particular request are deemed to be excessive, the Privacy Officer will notify the applicant of these costs and request payment before proceeding with the request.

Personal information may be maintained until such time as there is a specific request to amend or remove the information in our archives. Names, duration and types of service will be maintained for historical/statistical research purposes.

Volunteer Screening data for declined members will be maintained indefinitely and is not subject to requests for amendments or removal.



# ANNEX D – NATIONAL FINANCIAL POLICIES

## **.01 NATIONAL INVESTMENT POLICY**

The Navy League of Canada will have financial resources that are not immediately required to meet approved operating expenses. This Policy provides direction as to how these financial resources are to be managed.

While this Policy is intended for use by the National staff and Directors, this Policy may be used at the Division or Branch level providing the National Board has granted approval for the Division or Branch to invest any excess financial resources in investments other than Guaranteed Investment Certificates (GICs).

### **Operating Funds**

Through the course of the fiscal year, there will be timing differences between when revenues are received and when the funds are needed to cover approved expenses. Depending on the nature of the revenues, such as annual government grants, this timing difference could be as great as 9-10 months. Rather than have the funds remain in an operating bank account that usually does not pay interest, any excess cash may be invested in GICs. The duration of the GIC and the amount invested will be determined by the Treasurer (for National in consultation with the Executive Director and Financial Administrator) based on known expenditure requirements and current interest rates. The GICs need to be cashable, in case emergencies arise, and should not normally be invested for a term longer than 180 days.

Any funds received from government grants must only be invested in GICs – the funds cannot be placed in longer-term investments during the period the government grant is intended to support operating expenses.

### **Longer-term Funds**

Financial resources that are not required to meet in-year operating expenses are available for longer-term investment. These financial resources will normally be the result of prior year operating surpluses, funds received as a charitable donation for a specific purpose, or funds allocated by the Board to support future special projects. As these funds are not immediately required, they may be invested with a longer time-horizon than is the case for Operating Funds.

An Investment Fund will hold all longer-term investments. Funds within the Investment Fund may belong to one of the Navy League's Restricted Funds (Maritime Affairs, Navy League Cadets and Special Projects), the Endowment Fund (if established), or the main Navy League National Office/Sea Cadet Operating Fund.

### *Investment objectives*

The objective of the Investment Fund is to achieve an average annual real return of four percent (gross return less inflation). These average investment returns will be calculated over a period of four years and will be net of investment fees.

This investment return will be achieved through a diversified portfolio of Fixed Income (Cash and Bonds) and Equity (Stocks) that provide a mix of both capital appreciation (Capital Gains) as well as income (Interest and Dividends).

### *Asset Allocation*

Diversification of the portfolio will be achieved by holding a mix of investments that cover Fixed Income, Canadian Equities and Global Equities (US and International). The benchmark asset mix weighting reflects the desired allocation under normal market conditions. The asset mix may, however, be adjusted within the maximum/minimum constraints outlined below in response to market conditions.

<b>Asset Class</b>	<b>Benchmark</b>	<b>Maximum</b>	<b>Minimum</b>
<b>Fixed Income (Bonds and Cash)</b>	<b>30%</b>	<b>70%</b>	<b>20%</b>
<b>Canadian Equities</b>	<b>25%</b>	<b>35%</b>	<b>15%</b>
<b>Global Equities (US and International)</b>	<b>45%</b>	<b>50%</b>	<b>15%</b>

### *Investment Management*

With the exception of donated equity securities, all Equity Investments will be undertaken through an external investment manager. The investment manager will be selected by the Executive Committee upon recommendation from the National Treasurer. The investment manager, in consultation with the National Treasurer, will select either active or passive (index) funds that offer a low management expense ratio (MER) and hold an above average Morningstar Investment Rating. The equity funds may be either mutual funds or Exchange-Traded-Funds (ETFs).

Fixed Income investments may be managed either through a self-directed investment account or through an investment manager. The National Treasurer, in consultation with the investment manager, will select either active or passive (index) funds that offer a low management expense ratio (MER) and hold an above average Morningstar Investment Rating. The Fixed Income funds may be either mutual funds or ETFs. Any allocation to cash may be placed in short-term investments.

Donated securities will be held in a self-directed investment account. The income from donated securities will be allocated to the purpose specified by the donor who provided the securities. The Executive Committee, on recommendation from the National Treasurer, will authorize the sale of any donated securities. Proceeds from the sale of donated securities will become part of either Equity Investments or Fixed Income Investments and will be managed accordingly.

## *Permitted Investments*

In general, subject to any specific restrictions, the mutual funds or ETFs purchased may be invested in any of the investment instruments listed below:

### Cash and Short Term Investments

- treasury bills issued by the federal and provincial governments and their agencies;
- obligations of trust companies and Canadian and foreign banks chartered to operate in Canada, including bankers' acceptances;
- Canadian commercial paper and term deposits.

### Bonds

- bonds, debentures, notes, non-convertible preferred stock and other evidence of indebtedness of Canadian and provincial governments (and their guarantees), Canadian corporations, and supra national issuers, such as the World Bank, whether denominated and payable in Canadian dollars or foreign currency;
- National Housing Act (NHA) insured mortgage-backed securities;
- term deposits and guaranteed investment certificates.

### Equities

- publicly listed (and to be listed) issues, rights, warrants and receipts of well capitalized companies (minimum \$100 million float)

## *Investment Restrictions*

The investment portfolio shall respect the following restrictions:

### Bonds

- the minimum quality standard of the manager's bond portfolio, at time of purchase, shall be "BBB" or equivalent;
- except for federal and provincial bonds, no more than 10% of the investment manager's bond portfolio may be invested in the bonds of a single issuer and its related companies;
- except for federal and provincial bonds, no one bond holding shall represent more than 10% of the market value of the total outstanding for that bond issue;
- no more than 30% of the market value of the manager's bond portfolio may be invested in foreign securities; and
- no Emerging Market or High-yield Bond ETFs will be purchased.

### Equities

- no more than 10% of the investment manager's equity portfolio may be invested in the shares of a single issuer and its related companies;
- donated securities and ETFs must trade on a recognized Canadian or US stock exchange; and
- Emerging Market investments are limited to a maximum 5% and must form part of a global fund rather than a specific Emerging Market investment.

### *Investment Reporting*

The external investment manager will provide quarterly reports to the National Treasurer on those investments held in the external account. The National Treasurer will add to the report the results for any investments held in the self-directed account and then provide the consolidated report to the Executive Committee.

At least once a year, the National Treasurer will provide the Board of Directors with a report on investment results achieved and any recommendations on potential changes to the Investment Policy.

## **.02 PLANNED GIVING POLICY**

The Navy League is authorized to encourage donors to make both outright and deferred gifts. The types of deferred gifts to be offered include bequests, reinsured gift annuities, gifts of residual interests, charitable remainder trusts, gifts of life insurance policies and proceeds, and such other gift arrangements as the Board of Directors (hereinafter "the Board") may from time to time approve.

### **POLICY**

1. The policy of the Navy League is to inform, serve, guide or otherwise assist donors who wish to support the NLOC's activities, but never under any circumstances to pressure or unduly persuade.
2. Persons acting on behalf of the Navy League shall in all cases encourage the donor to discuss the proposed gift with independent legal and/or tax advisors of the donor's choice so as to ensure that the donor receives a full and accurate explanation of all aspects of the proposed charitable gift.
3. The National Executive Director is authorized to negotiate planned gift agreements with prospective donors, following programme guidelines approved by the Board.
4. All planned giving agreements requiring execution by the Navy League shall first be reviewed and approved as to form by the Navy League's legal counsel. Where substantially the same agreement is used repeatedly, only the prototype needs to be approved.
5. The following planned gifts must be reviewed and approved by the Board. Before acceptance, relevant information about the gift shall be ascertained, including a copy of any appraisal secured by the donor. The Navy League also reserves the right to secure its own appraisal.
  - A. Outright gifts of real estate, shares in privately-owned companies, tangible personal property, partnership interests, and other property interests not readily negotiable.
  - B. Residual interest gifts.
  - C. Charitable remainder trusts.
6. Outright gifts of cash, publicly-traded securities, life insurance, and reinsured gift annuities do not require approval by the acceptance committee. Any gift, however, may be referred to the acceptance committee if subject to possibly unacceptable restrictions.
7. The Navy League will not issue gift annuities but may accept assets from a donor, pursuant to an agreement authorizing the Navy League to:
  - a) use a portion of the assets to purchase a commercial annuity paying a stipulated amount to the donor and/or other annuitant; and,
  - b) retain the remaining assets for charitable purposes.
8. The Navy League will serve as trustee of charitable remainder trusts at the request of the donor. If they prefer, donors may also select a trust institution, or other qualified trustee, to manage the trust.

9. The following guidelines are established to assure that planned gifts accepted by the Navy League will be cost effective.

## **Guidelines**

### **1. Outright Gifts**

A. **Description** –An outright gift refers to a contribution of cash or property in which the donor retains no interest and which can be used currently by the Navy League . Securing outright gifts is our highest priority, and donors who are able to make outright gifts will be encouraged to do so.

#### **B. Administration**

1. The Navy League will accept an outright gift of any amount, though gifts to establish a named endowment must meet the minimum funding requirements set by the Board.
2. The Navy League welcomes outright gifts of property as well as cash, but all property other than publicly-traded securities and life insurance policies must be approved by the Board before they can be received.
3. A donor may complete a gift in a single transaction or make a pledge to be paid over whatever period of time is mutually acceptable to the donor and the Navy League.

### **2. The Reinsured Gift Annuity**

A. **Description** - The gift annuity is a contractual arrangement whereby a donor transfers assets to the Navy League pursuant to an agreement authorizing the Navy League to purchase a commercial prescribed annuity that will pay the stipulated amount for the life of the annuitant(s) or for a term of years. Assets in excess of the amount required for purchase of the commercial annuity are retained by the Navy League and used for purposes specified by the donor and acceptable to the Navy League. Determination of the gift receipt and taxation of annuity payments will be in accordance with Interpretation Bulletin IT-111R2 issued by Canada Revenue Agency (CRA).

#### **B. Administration**

1. The minimum amount the Navy League will accept for a reinsured gift annuity is \$10,000.
2. The cost of the commercial annuity generally should not exceed 70-75 percent of the assets transferred in order to result in a significant gift for the Navy League .
3. The donor may designate the purpose of the gift (amount retained) subject to the consent of the Navy League. One option is for the Navy League to invest the gift (minimum of ten years) until it accumulates to an amount sufficient for a named endowment.
4. The commercial insurance company shall be selected, and the terms of the annuity contract negotiated, by the Navy League's chief financial officer or by another person or persons to



whom this responsibility is delegated by the Board. Only highly-rated companies shall be selected to reinsure an annuity obligation.

### 3. Gift of a Residual Interest

**A. Description** - A gift of a residual interest refers to an arrangement (ordinarily in the form of a trust) where property is irrevocably committed to the Navy League, but the donor retains use of the property for life or a term of years. For example, the donor might give a residual interest in a residence and continue to live in it or in a painting and retain possession of it. The donor is entitled to a gift receipt from the Navy League for the present value of the residual interest.

#### **B. Administration**

The donor shall continue to be responsible for real estate taxes, insurance, utilities and maintenance after transferring title to the property unless the Navy League, upon prior approval of the acceptance committee, agrees to assume responsibility for any portion of these items. The terms of the gift and responsibilities for expenses shall be specified in a deed of gift executed by the donor(s) and the Navy League. The Navy League reserves the right to inspect the property from time to time to assure that its interest is properly safeguarded.

### 4. Charitable Remainder Trusts

**A. Description** - The charitable remainder trust is a form of a residual interest gift. The donor ("settlor") transfers property to a trustee who holds and manages it. If the property is income producing, the net income will be paid to the donor and/or other named beneficiary.

When the trust terminates (either at the death of the beneficiary(ies) or after a term of years), the trust remainder is distributed to the Navy League. If the trust is irrevocable, the donor is entitled to a gift receipt for the present value of the residual interest.

#### **B. Administration**

1. A charitable remainder trust may be funded with cash, securities or real estate. If real estate is to be contributed and the Navy League is the trustee, the real estate shall first be subject to a thorough review as described in the guideline pertaining to real estate (#6 below).

2. Where the Navy League is the trustee, it is recommended that the minimum trust size be \$50,000 and that beneficiaries be at least 50 years of age. The Board, however, has discretion to make an exception to these recommendations in special circumstances.

3. If the donor selects an outside trustee, the trust may be funded with any property of any value that is acceptable to the trustee.

4. The trust agreement shall be either drafted by or reviewed by the donor's own legal counsel. The Navy League may make prototype agreements available to the donor's legal advisor, but shall execute no agreement until that person has determined that the trust agreement is in the proper form and that the gift is appropriate for the donor's situation.

## 5. Life Insurance

**A. Description** - There are various methods by which a life insurance policy may be contributed to the Navy League . A donor may:

1. Assign irrevocably a paid-up policy to the Navy League;
2. Assign irrevocably a life insurance policy on which premiums remain to be paid; or
3. Name the NLOC as a primary or successor beneficiary of the proceeds.

When ownership is irrevocably assigned to the Navy League, the donor is entitled to a gift receipt for the net cash surrender value (if any) and for any premiums subsequently paid.

### B. Administration

Any of these types of life insurance gifts are acceptable to the Navy League. In the event a policy is contributed on which premiums remain to be paid, the Navy League will pay the premiums provided the donor makes equivalent contributions for that purpose.

## 6. Gifts of Real Estate

**A. Description** - Gifts of real estate may be made in various ways: outright, residual interest in the property, or to fund a charitable remainder trust. The following guidelines pertain to gifts of real estate in general. Where real estate is transferred to a charitable remainder trust, additional requirements of the trustee must be met.

### B. Administration

1. The donor shall secure a qualified appraisal of the property.
2. Unless the Navy League has reason to believe this appraisal does not reflect the property's true value, a gift receipt will be issued for the appraised value (or present value of the residual interest computed on the appraised value in the case of residual interest gifts). However, the Navy League reserves the right to secure its own appraisal and issue a gift receipt based on it.
3. The Navy League shall determine if the donor has clear title to the property.
4. The Navy League shall review other factors, including zoning restrictions, marketability, current use and cash flow, to ascertain that acceptance of the gift would be in the best interests of the Navy League.
5. The Navy League shall ordinarily conduct an environmental assessment, which may include an environmental audit, and accept the property only if (a) it contains no toxic substances, or (b) they are removed or other remedies taken assuring that the Navy League assumes no liability whatsoever.

## **7. Gifts of Shares in Privately-Owned Companies and Other Business Interests**

**A. Description** - Donors may make gifts of privately-owned shares and partnership interests. These can be accepted by the Navy League so long as the Navy League does not assume any liability in receiving them and would not be subject to penalties. In some instances the corporation is willing to redeem privately-owned shares, or other stockholders are willing to purchase them.

### **B. Guidelines**

1. To be considered for acceptance, partnership interests must not subject the Navy League to cash calls or other liability and must not have adverse tax consequences to the Navy League.
2. Privately-owned shares may be accepted if they will not subject the Navy League to penalties and if they can likely be sold in the future to the corporation, other stockholders, or to others interested in acquiring the corporation.

## **.03 Payout Policy – Endowment Funds**

Distributions from Endowment Funds must be to further forward the NLOC's Mission or to fulfill a donor's directive. This policy is designed to allow a predictable overflow of funds while protecting original principal and ensuring fund growth to sustain purchasing power with the rate of inflation.

### **POLICY**

This policy will govern all donations exempt from the CRA's 80/20-disbursement quota rule and any other funds that may be internally restricted by the NLOC's Board of Directors.

The adoption of a fixed payout policy will achieve the following objectives:

1. Maintain purchasing power.
2. Achieve better overall investment performance by allowing a more flexible environment for investment managers.
3. Provide predictability and smooth fluctuations of the Navy League's annual budget.

The amount that the Navy League makes available will be calculated by multiplying a percentage by a base.

The percentage will normally be the historic rate of return from assets invested in a manner consistent with the Navy League's Investment Policies less the historic rate of inflation.

The base will be the annual moving average of the market value of the Navy League's restricted assets.

The determination of the percentage factor described above will be reviewed periodically in light of evolving trends with respect to investment returns and the Bank of Canada rate of inflation, and adjustments will be made when it is considered appropriate. It is the Navy

League's judgement ( as of March, 2002) that a percentage factor (real rate of return) of 5% (7% interest - 2% inflation) is appropriate.

The Navy League recognizes that the extremely unusual circumstances with respect either to financial markets or to the need of the communities it serves may, in rate instance, require temporary departures from the strict application of this Payout Policy.

***Example:***

The annual spending limit is calculated by multiplying a percentage by a base.  
 $5\% * (\$500,000) = \$25,000$

**Exceptions**

Externally restricted funds will be spent according to the express wishes of the donor in those instances where this is specified.

**Performance Management**

This policy will be reviewed annually by the Finance Committee.

**.04 Named Endowment Funds**

The Navy League encourages donors to establish Named Endowment Funds to support its work.

**POLICY**

**Canada Revenue Agency Rules Pertaining to Endowed Funds**

Canada Revenue Agency's rules specify that registered charities can receive gifts that are subject to a donor's written trust or direction that they be held by the charity for 10 years or more. This allows for the charity to bypass the 80/20-disbursement quota (where 80% of the contribution must be spent on charitable activities in the fiscal year following the year the contribution is made). As well, investments or other property later substituted for the original 10-year gift are also excluded for the disbursement quota. However, when 10-year gifts are spent, they must be included in the disbursement quota.

Therefore, donors will be asked to provide a written request to hold their endowed contributions for a minimum of 10 years.

**Types of Funds that can be established:**

Donors have the option of establishing two types of Funds:

- A permanent Fund, where only the investment income from the fund will be spent.
- A term Fund, where the capital amount and investment income will be spent anytime after the required 10-year restriction period, based on the donor's direction.

**Restrictions made by donors:**

Donors may establish either unrestricted Funds or restricted Funds by directing their contributions to a particular area of interest. Gifts that are designated for a particular purpose will require the prior approval of the Finance Committee of the Navy League in consultation with the Executive Committee.

**Source of Income:**

1. The source of income for a permanent Fund may be cash donations, bequests, life insurance proceeds or any other type of planned gift and any other income that may be deemed appropriate by the Navy League.
2. The source of income for a term Fund may be cash donations or any other type of planned gift and any other income that may be deemed appropriate by the Navy League.

**Minimum limit required to establish fund:**

The Fund will only be recognized when contributions to the Fund total at least \$10,000.

Donors will be encouraged to set up the fund and make regular instalments to build up the fund to the minimum level.

The net investment income from the instalments will be deposited into the Fund to assist in building it up to the minimum level. ("Net investment income" means the balance remaining, if any, after allocation of the investment income from the general endowment fund as per the rate determined by the Navy League's Payout Policy - Endowment Funds. For example the current allocation rate is 5% of the base in the general endowment fund. If the actual investment income were 7%, there would be 2% (which equals 7%-5%) that would be left to be prorated among the individual Funds.)

**Time limit for fulfilling the minimum commitment:**

The Fund must be at the minimum contribution level within 5 years from the date of its establishment.

If the Fund is not fully financed within 5 years, the Fund will be collapsed and become part of the general endowment fund. The 10-year spending restriction will also apply to the collapsed monies. Any restrictions made by the donor under the "Named Endowment Fund Agreement" would still apply, however the collapsed monies would not be designated as a "named fund".

**Investment & Administration:**

The principal of this Fund shall be retained, invested, administered and managed by the Navy League and will be in accordance with the Navy League's policies and procedures.

**Allocation of monies from the named Fund:**

The Navy League of Canada's Payout Policy - Endowment Funds apply in all cases except where spending restrictions are applied by the donor.

1. If the Fund is restricted to a designated area, the allocation shall be determined by the Board of Directors of the Navy League in consultation with the Executive Director.
2. In the case of an unrestricted Fund, the allocation will be made at the discretion of the Board of Directors of the Navy League.

**Agreement with donors:**

When the donor wishes to establish a Named Fund, an Agreement will be drawn up between the donor and the Navy League, which would include the purpose of the Fund and the method of funding.

Each Agreement must also contain a "Power to Vary" clause where, if changed circumstances at some future time make it impractical to continue using the principal or income from this Fund for the designated purposes, the Board of Directors may designate the principal or income for other purposes which are compatible with the original intent of the Fund.

**Reporting to Donor:**

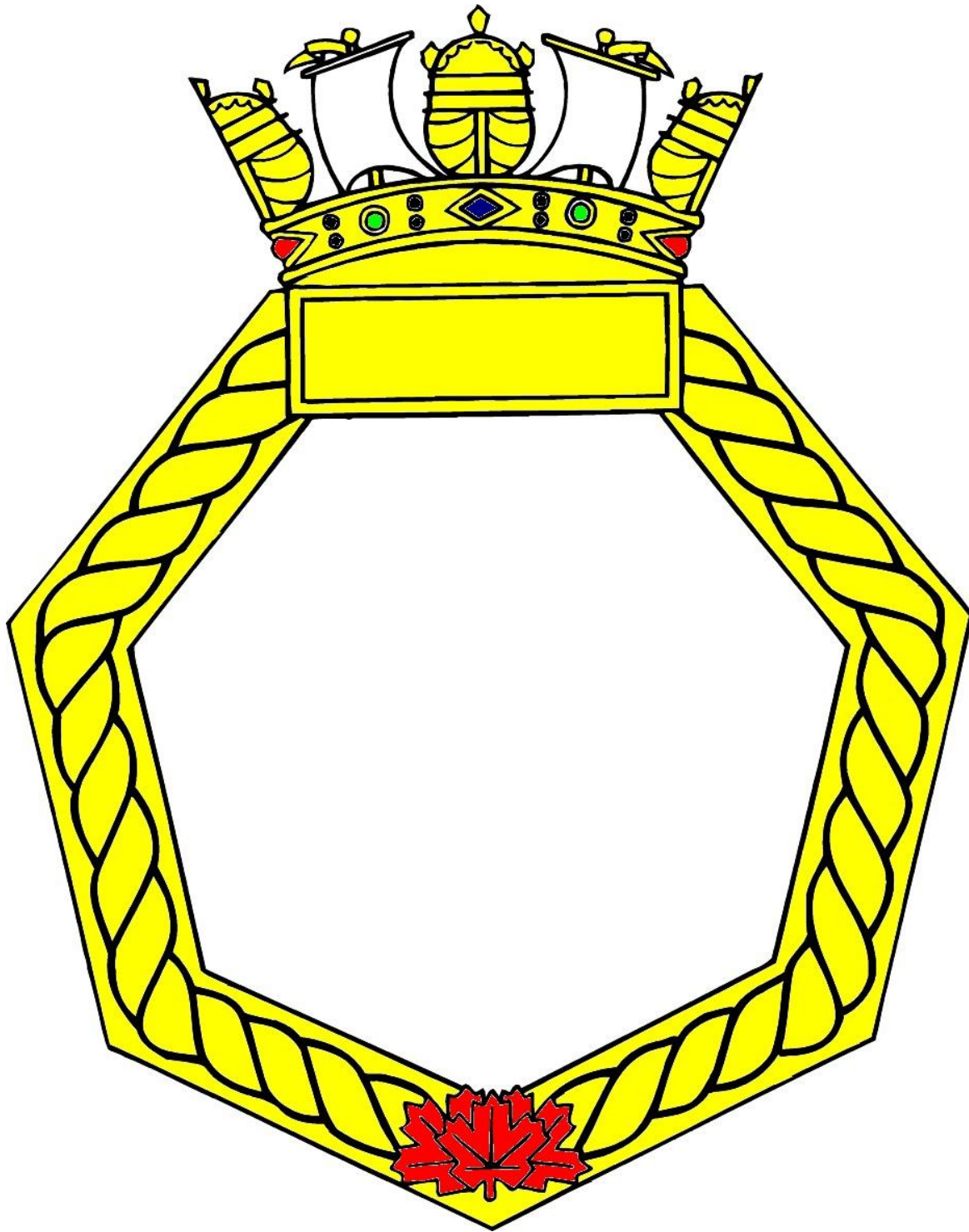
A report containing information about the amount of money allocated and to where the money was allocated will be sent to the donor on an annual basis.

## ANNEX E -CORPS BADGES AND HERALDRY

### BASIC DESIGN



**Figure A1 – Royal Canadian Sea Cadet Corps Badge**



**Figure A2 – Navy League Cadet Corps Badge**



## CONFORMITY TO HERALDIC STANDARDS

Once authority is granted for a badge to be worn on the Canadian Forces Cadet uniform, it becomes in effect a Canadian Forces badge and subject to exactly the same design criteria as is required for those of the Regular Force.

The latter has always maintained a very high standard in badge design and it has been made clear that a lower standard will not be acceptable for Sea Cadets. The establishment and maintenance of the Canadian Forces badge designs is vested in the control of the Inspector of Badges. The Canadian Forces Inspector of Badges in turn, in 1983, vested the design, approval and maintenance of Royal Canadian Sea Cadet Corps badges to the Navy League. In 1988 the National Board established guidelines for Navy League Cadet Corps. The Navy League of Canada established a similar position of Inspector of Badges/Inspecteur du insignes, in 1995, to design, approve, produce and maintain corps badges.

All unit badges (and specifically ships' and corps badges) used by the Canadian Forces and the Navy League conform strictly to the rules of heraldry and these rules will be applied to all submissions, approved designs and maintenance of corps badges.

Unfortunately, most people know very little about heraldry; hence the need for this guide. It is hoped that this guide will make things easier for those corps that wish to design, and maintain their own badges.

### Historical Background of the Ships' Badge

In the days of sail, every naval ship had a figurehead at the stem which represented the ship's spirit or personality and, where possible, her name. As sail was replaced by steam, and wooden ships by iron or steel, figureheads naturally disappeared. Although sometimes the figurehead from a preceding wooden ship of the same name would be cut off and mounted on the quarter deck of the more modern vessel. Another form of bow embellishment also developed to decorate the straight stems of iron warships. This was gilded scrollwork, often with a heraldic device representing the ship's name, fitted high up on the ship's stem and flowing back on both sides of the bow above the hawse pipes. It is this heraldic device that probably represents the direct ancestor of the ship's badge, as we know it today. As ship design became less decorative and more functional, the scrollwork was dropped and the heraldic device was often displayed as a bronze or brass casting on the quarterdeck or on the tampions of the ship's guns. It was still unofficial and was not placed in any sort of frame, but gradually the idea took hold that the badge stayed with the name, even in a new ship of different type to the old. However there was no organized system involved and designs could be changed at the whim of the captain.

This system continued up to and during World War One. The war, however, produced such an enormous and rapid expansion of the British Royal Navy (RN) that the whole business of ship identification -- which had muddled along fairly well under the unofficial systems in a smaller navy -- became entirely chaotic.

In 1919 it was decided to set up a proper system of ships' badges and for this purpose the College of Arms, the official arbiters of heraldic matters in England, was brought into the picture. The College determined that a badge could not exist just as a device alone, but must be contained within an appropriate "frame". For this purpose they designed the frame that is

used up to the present time. This frame consists of an outer border of rope, ensigned by a "naval crown" (which is covered in depth later in this guide) and with a nameplate superimposed on the upper portion of the badge just below the crown. Several shapes of this frame were used to distinguish different types of ship, namely:

Circular --for capital ships; Pentagonal --for cruisers;  
Shield-shaped --for destroyers and submarines; and  
Lozenge-shaped --for carriers and auxiliary vessels.

It should be noted, it was the badge device itself that represented the ship's name, not the shape of the frame, since the latter was changed if the ship's classification changed or if a new ship with a different function replaced an older one of the same name.

During the period between the wars a small Royal Canadian Navy (RCN), while itself not having any official system of badges, tended to follow the RN system and produced a number of heraldically acceptable badges. These were mostly shield-shaped, as befitted destroyers, and were distinguished for the RCN by three green maple leaves on a white field, placed above the main device and below the nameplate. World War Two produced such an overwhelming increase in the RCN that no real badge policy was practicable. Captains and their crews designed all sorts of unofficial ships' badges. The huge majority were totally non-heraldic and a great many of the "comic book" character variety.

After World War Two, a firm policy was laid down (as by the RN in 1919), dictating that all badges must conform to heraldic rules. At this time, an official badge outline for the RCN was also developed. This consisted of the circular frame of rope for all ships, regardless of type; the naval crown; and the nameplate. The three separate green maple leaves in the upper part of the badge were replaced, for Canadian identification, with three slightly overlapped gold maple leaves overlying the bottom of the rope border. Since the rope is also gold in colour, the leaves show up only in outline.

In 1984, similar badges were approved for Royal Canadian Sea Cadet Corps (RCSCC). These are the same size and design to those used for HMC ships, but are distinguished by the use of the three red overlapping maple leaves in place of gold. Also, all nameplates are gold with black Corps name letters.

In 1988 the pattern for Navy League Cadet Corps was established as a seven-sided badge surmounted by the Naval crown, with the three maple leaves signifying the cadet services in the base. In 1995 a shield shape was produced for Navy League Corps Squadrons.

## **The Badge As Distinguished From a Coat Of Arms**

It is important to distinguish a badge from a coat of arms. The coat of arms was developed in the Middle Ages as a form of personal identification and over a period of time tended also to reflect family relationships. As a result, some coats of arms are quite complicated and many are divided into a number of separate compartments or quarters. Strictly speaking, a coat of arms belongs only to one person or organization and cannot be used by his/or her relatives or employees. A badge, on the other hand, was used to distinguish the followers or retainers of a great lord, or the members of a Highland clan. It usually took some very simple element from the original coat of arms and displayed it within a belt, garter or some other type of "frame". This is the way in which a ship's badge is used -- to distinguish all members of the ship's or

corps company -- and it follows essentially the same rules as for other badges. These, although they follow the general rules of heraldry, are slightly different from the rules applying to coats of arms -- a fact that is not always understood.

## Definitions

- (a) *Badge*: Means a sign or emblem used to identify a branch, formation or unit;
- (b) *Description*: Means the heraldic language used to define the devices and colours of a badge;
- (c) *Emblazonment*: Means a painting or other full colour representation of a badge;
- (d) *Motto*: Means a word, phrase or short sentence expressing an appropriate reflection, sentiment or rule of conduct, usually in Latin although English, French or other language is acceptable.

## The Frame of the Badge

The frame or outline of the badge follows definite rules, which may not be altered except as specifically permitted. It consists of four elements:

- (a) *The Naval Crown* -This consists of a gold circlet on which are mounted the sterns and sails of square-sailed sailing ships alternately. The sails are always shown as white; the remainder (including the pennants flying from the masts) is shown in gold. The jewels in the circlet are shown in outline only and are not coloured.
- (b) *The Name Plate* -This bears the name of the ship or corps only. It does not include the letters, HMCS, RCSCC etc., and does not bear the ship's number or corps administrative file number. For Canadian Navy ships, any contrasting colours may be used for the lettering and background of the nameplate. For RCSCC badges it has been ruled that all corps names will be in black on a gold background. For NLCC the nameplate should also be gold with black letters. If the field is black, blue, green or red white letters can also be used.
- (c) *The Rope Border* -In general (and for all newly formed Sea Cadet corps), the circular shape is used. However, a special dispensation has been made for corps name for RN ships that have traditionally employed one of the other shapes, i.e., AJAX, COURAGEOUS, FURIOUS, ILLUSTRIOUS, IMPREGNABLE SCARBOROUGH, VINDICTIVE. They may continue to use that shape so long as the corps remains in existence. Should these specific corps be shut down and a new corps assume the name, the circular shape will apply. The border is gold throughout. For NLCC the same rule will apply. The rope border and base is all gold.
- (d) *The Maple Leaves* -These must be red for all Royal Canadian Sea Cadet Corps and Navy League Cadet Corps, including those named for existing HMC ships (which themselves use the gold outline maple leaves). It is not acceptable for cadets to wear ship's badges purchased directly from the ship on their uniforms. Commanding Officers of HMC ships do not have the authority to allow Sea Cadets to wear CF ship approved badges. Commanding Officers of RCSCC must recognize that each element have specifically approved badges and must not allow for the wearing or use of unapproved badges on CF Cadet approved uniforms or other areas such as plaques, letterhead, posters or accoutrements.

## Selection of a Design

First of all it must be emphasized again (and again and again) that the design of a corps badge should symbolize the name, not the type of the original ship or the location of the corps, except where name and location coincide. For example, in designing a badge for RCSCC RAINBOW, it should not be a consideration that the original RAINBOW was a cruiser; in this case the fact the subsequent HMCS RAINBOW was a submarine makes the point. Further, the badge for RCSCC LION in Hamilton should concentrate on the idea of "lion" not "Hamilton". However, where RCSCC EDMONTON, from the city of Edmonton, Alberta is considered, the name of the city must obviously come into the concept. Similar guidelines will be followed by NLCC.

How, then, are we to symbolize a name with a heraldic device? There are several ways of doing this, depending largely upon the name. Following are examples:

(a) *Badge of Namesake Ship* -Many corps are named for a past or present ship of the RN, RCN or Canadian Navy. If this ship had a recognized badge, then someone has obviously done the job already. While a corps is not obliged to use the badge of its namesake ship, most are honoured to do so. If you cannot find whether your namesake had a badge, or what it was, consult the Inspector of Badges/Inspecteur du insigne. The Inspector/Inspecteur will find out for you.

(b) *Direct Depiction* -If your corps is named for a recognizable animal or object (e.g. RCSCC HUSKY or NLCC RACCOON), then the obvious device is a drawing of the animal or object concerned. Bear in mind, certain creatures such as lions and eagles are often depicted in heraldry in "heraldic" or stylized form. Pictures of the "heraldic" beasts and birds may be found in many of the references texts.

(c) *The Rebus* -The rebus is a sort of visual pun where the syllables of a word are indicated by objects. A famous example of this can be found in the badge of HMCS (and RCSCC) GRANBY, which shows a bee hold the coronet of a marquess. This makes it a "grand bee" and also refers to the Marquess of Granby, for whom the original town was named. Another Canadian example is the badge of HMCS DISCOVERY -- a golden disc set over the letter "Y" -- "Discover Y".

(d) *Personal Occupation or Attribute* -When a ship or corps is named after a famous person, some attribute of that person or his occupation may be used. For example, a corps named from the great explorer Samuel de Champlain might use as its device an astrolabe, the chief tool of the explorer and mapmaker.

(e) *Personal Arms* -In similar circumstances, an alternative method is to use some element of the namesake's arms; an example of this is the badge of HMS NELSON, (and RCSCC NELSON) which depicts a lion holding a palm, one of the supporters of Lord Nelson's arms.

(f) *Origin of Community Name* -Where a corps is named after a community, the origin of the community's name may prove helpful. For example, the badge of HMCS CHIGNECTO shows a bulrush within an inverted triangle representative of a bay, referring to the Micmac origin of the word Chignecto as 'The great marsh district'.

The above suggest only some of the ways in which a corps may symbolize its name with a badge device.

## Aspects to Avoid

There are a number of pitfalls to look out for in the design process. A few of the more common ones are listed below.

- (a) *Pictorial Scenes* -Heraldic designs were originally painted on shields and were devoid of perspective. Avoid scenes and landscapes with trees, mountains or birds in the background. Do not try to reproduce photographic or true to life realistic type images.
- (b) *Compartments* -Do not divide your badge into compartments or quarters. This may be quite correct for a coat of arms but not for a badge. The only example of this style is RCSCC Pointe Levy.
- (c) *Clutter* -Do not try to symbolize several different things at once. In most cases a single device will do the job much better than a number of images. Keep it simple.
- (d) *Visual Clichés* -In general, avoid such devices such as anchors, maple leaves and fleurs-de-lis. While there is nothing intrinsically wrong with this symbols they have been so over-used as to almost be meaningless. Remember, you are symbolizing the corps' name, not the fact that it is nautical (this is shown by the naval crown and circlet) or Canadian (shown by the maple leaves). In most cases, the name will indicate a French Canadian corps making the fleur-de-lis superfluous.
- (e) *Modern Objects* -Generally heraldry avoids modern objects and concentrates on those with traditional symbolism. Do not show: modern ships or their parts, modern equipment such as airplanes, torpedoes, guns, etc.; actual structures, buildings, bridges or landscape features; representations of actual people (mythological beings excepted).

## Heraldic Rules

The rules of heraldry are many and complex. A brief outline of some of the more important ones is given below.

- (a) *Direction* -While not an absolute rule, it is customary that persons, animals, birds, and objects having a definite direction (such as ships or boats) face either directly to the front or to the left side of the field. (This is called the "dexter" side since it is to the right of the person wearing it). There may occasionally be good reasons for having an object face the opposite ("sinister") side of the field, but in general it is better to conform to the standard rule.
- (b) *Geometric Designs* -Geometric designs (bars, crosses, lozenges, etc.) are frequently used in heraldry, with the "bend" and the "pile" being the most common in ships' badges (the bend, usually shown with a wavy outline, as representing a river, is a broad diagonal band running from upper left to lower right; the pile, representing usually a bay, a cape or a mounting, is a triangular shape, which may be either point up or point down). The only problem is these devices must conform in shape, location and width to standard heraldic rules. It is best to seek expert advice before using them. The tendency to use the wavy bend of the City-class frigates for corps whose names or locations do not involve a river is to be discouraged.

(c) *Colour Rules* -The tinctures used in heraldry favour bold, primary colours. Pastel and muted shades of colour are not normally used, since these would not usually have been available to the heraldic artists of the middle ages. An example of this is HMCS CALGARY AND RCSCC CALGARY. HMCS CALGARY has a lemon yellow base while RCSCC CALGARY has the true gold (yellow) base as per true heraldic colour. Tinctures are divided into the following:

i. *The Metals*: Gold usually is depicted as chrome yellow; Silver always is depicted as white

ii. *The Colours*: Red, Blue, Green and Black (the colours orange, purple and blood red are sometimes used but their use is infrequent in naval heraldry). Certain "furs" are also employed, but again their use is infrequent in ships' or corps badges. The most important rule in regard to tinctures is that colour is always placed upon metal or metal upon colour. The rule forbidding colour-on-colour - e.g., light blue on blue - or metal-on-metal was designed to provide proper contrast between a device and its background and remains an important heraldic standard. However, as for most rules, there are exceptions. These are:

- Where either the background (field) or the device is itself of varied metal and colour;
- Where a device or charge overlies both the field and another charge;
- Where the background field is divided into several parts (since the parts do not overlie one another);
- In the case of borders, since the border is considered to lie beside the field, not to overlie it;
- Where the charge or device is depicted "proper" (i.e. in natural colours). In this case any colours or shades may be used and the strict colour rules may be waived. The background or field, however, must be one of the standard heraldic colours or patterns and the common-sense rule of contrast still holds good; e.g. a dark brown animal should not be depicted on a black or blue background, or black on blue, or black on black, etc.;
- Two shades of the same are never used in the same badge; in particular, the practice of using light blue for sky and darker blue for sea is not correct

(d) *Lines of Partition* -The lines that outline the geometrical figures (bends, bars, piles, crosses and so forth), or that separate bands of colour and metal in a background, may take a number of forms which are defined by the heraldic rules. Thus a line may be indented (toothed), engrailed (scalloped) or wavy, plus many others. It is best to look these up in a reference before using them. The most common one used in naval heraldry is the wavy line, used to symbolize water --seas, rivers or lakes.

(e) *Barry Wavy* -The blue and white "barry wavy" background is frequently used in naval heraldry either for the main field or base, representing the sea, or in various figures representing rivers, lakes, bays, etc. A standard rule for this field is that it must have an even number of bars, which must be of equal width. It is traditional in ships' badges (although not an heraldic rule) that the top bar is always white (or occasionally gold) and the bottom bar blue.

## **Detail**

It is best not to include unnecessary detail in a badge design. Bear in mind that the badge must be reproduced in and by embroidery within a circle of 38 mm or one and one-half inches in diameter.

## **Simplicity**

The greatest virtue in heraldic design (as in virtually all design) is simplicity. Avoid trying to cram too much symbolism into a small space.

## **Use of Corps Number, Motto or Location**

The corps administrative number is not to be used in badge designs or used in combination with the badge, e.g., on Corps letterhead or stationary. The number is strictly for use as an administrative aspect and is not allocated against any specific badge design.

The approved name will appear on the official, approved emblazon description of the corps. The corps number, location, motto, or the words "Sea Cadets" or "Navy League Cadets" etc., should not appear anywhere on the badge. No words or numerals should be used in the main part of the badge.

## **References**

CFP 267, Badges of the Canadian Forces  
Badges of the Canadian Navy by J. Graeme Arbuckle  
Heraldry in the Royal Navy --Crests & Badges of H.M. Ships by Weightman  
Badges and Honours of H.M. Ships by Lt. Cdr. K.V. Burns  
The A to Z of Royal Naval Ships' Badges by B. J. Wilkinson

Any corps or branch that would like advice or assistance in the development and providing concepts for the design of its Corps badge should write to the following:

Inspector of Badges/Inspecteur des insignes  
c/o Mr. Joe Drouin – Drouin Enterprises  
36 de Varennes, Unit 3  
Gatineau, QC  
J8T 0B6  
(819) 568-6669  
[joe@joedrouin.com](mailto:joe@joedrouin.com)  
[www.joedrouin.com](http://www.joedrouin.com)





# ANNEX F – SEA CADET SERVICE MEDAL (SCSM)

## GENERAL

1. The Navy League of Canada (NLOC) has created an award to recognize continuous cadet service of at least four years by deserving Royal Canadian Sea Cadets. The effective date of this award shall be 04 Mar 06 in celebration of the 111<sup>th</sup> Annual General Meeting. The Navy League Wrenettes (1950–1975) shall be considered Sea Cadets for the purpose of this policy).

## AUTHORITY

2. The award (SCSM) was authorized for issue and wear by the National Cadet Council (NCC) 05 May 04.

3. The authority for the SCSM shall be The Navy League of Canada. The medal will be recommended for issue by the Cadet Corps Commanding Officer and approved by the President of the local Navy League Branch or Division Representative (as required).

## ELIGIBILITY

4. The onus shall be on the individual cadet to apply for this award on form "*Navy League Award Application Form (NL 104)*."

5. To qualify for this award, a serving cadet must have successfully completed four calendar years (continuous from enrolment date) of distinguished service and be recommended by the Commanding Officer. All Royal Canadian Sea Cadets past or future shall be eligible for this award.

6. Former cadets who were non-effective (N/E) or Struck off Strength (SOS) on or before 31 Dec 05 may apply to their former Cadet Corps for this award, but will be required to offset the cost of the medal as determined by the NLOC from time to time.

7. Where a former cadet was enrolled in a Cadet Corps that no longer exists, the former cadet may apply to a Commanding Officer of a neighbouring corps that may have knowledge of that previous cadet corps and who will accept the supporting evidence of service produced by the applicant. The President of the Navy League Branch shall approve the application.

8. Replacement medals may be issued to an individual, at cost (see para. 6), after proof of original issue is produced and an application re-submitted to the Division Office. No replacement medal shall be issued without supporting proof of original issue, the onus to produce such proof being upon the applicant.

9. A break in service of one month or less will not disqualify a recipient from receiving the award. A Royal Canadian Sea Cadet who has previously served with the Air Cadets or the Army Cadets may count such service to the eligibility period for the SCSM. Eligible service is also portable between sea cadet corps. A cadet shall be eligible for only 1 (one) award. At no time may a cadet apply for an additional cadet service medal from The Army Cadet League of Canada or The Air Cadet League of Canada. Cadets shall follow the regulations of the medal they are currently wearing. Medals may not be converted from one element to another.

## DESIGN/WEARING

10. The medal design is as follows:
- Round silver coloured medal, 35mm in diameter
  - Obverse side: The fouled anchor, above image the words "FOR SERVICE – POUR SERVICE"
  - On the reverse of the medal "The Navy League of Canada – La Ligue Navale du Canada," with the centre being left blank where the recipient's name and corps may be engraved
  - The ribbon border striping is the primary colors of The Navy League of Canada (blue/white) with a green stripe representing volunteerism and gold representing excellence;
  - The SCSM will be available in a "miniature" version for those personnel wishing to purchase, and may be worn while in civilian attire on the right lapel. (Please note, there will be additional costs associated with this option)
11. The Medal with ribbon, loose or court mounted may be worn in accordance with the current Dress instructions.

## ADMINISTRATION

12. The award of the Sea Cadet Service Medal to a cadet will be initiated by the cadet or former cadet by completing of the *"Navy League Award Application Form (NL 104)."*
13. The Navy League of Canada shall assume responsibility for the administration, finance and control of this process. Medals for cadets shall be obtained by the Division of The Navy League of Canada. Only those Division Representatives will be authorized to order purchase the SCSM. Applications for replacement medals or medals issued to former cadets shall be made to the National Office (see above).
14. Upon receiving an application, the Commanding Officer shall substantiate the cadet's service, make the appropriate recommendation and forward it to the President of the local Branch for approval and administration. The approved application shall be retained in the cadet's personal file. A copy of the application shall then be forwarded to the Division Officer for issue and presentation of the award. A list of the names of recipients and their corps shall be maintained by the Division Offices, with a copy forwarded to the National Office.

## PRESENTATION

15. Presentation of the award shall be made at a suitable ceremony by a representative of The Navy League of Canada Branch as may be arranged by the Division with the Cadet Corps.

## DISPUTES

16. All cadet applications for the SCSM whether recommended or rejected by the Commanding Officer must be forwarded to the Branch President.
17. Disputes shall be mediated by the Division Awards Chairperson, whose decision shall be final and binding.



**Figure F-1 The Sea Cadet Service Medal**



# ANNEX G – NAVY LEAGUE VOLUNTEER SCREENING POLICY

## **DEFINITION:**

All prospective employees, members and volunteers who will have, or may have, direct contact with Royal Canadian Sea Cadets or Navy League Cadets, must complete the Volunteer Screening process adopted by the National Board of Directors of the Navy League of Canada.

These prospective individuals may not have direct contact, supervised or unsupervised, with any cadets, or may not have access to cadet files, until they have completed the Navy League Volunteer Screening process and are in possession of a Navy League of Canada Registered Screened Volunteer photo Identification card issued by the National Volunteer Screening Coordinator.

Other than warranted or commissioned Corps Officers, or Sea Cadet Corps Civilian Instructors who are deemed on duty for an activity, the Navy League considers any person who parades and/or instructs more than three (3) times a year at a corps as a volunteer, and therefore, they must complete the Navy League Volunteer Screening process.

Volunteers are required to be re-screened every five (5) years.

## **PURPOSE:**

To meet the Navy League's legal and moral obligation to provide a safe and secure environment where our cadets and volunteers can learn and work.

To ensure every reasonable step possible is taken to protect the youth of our cadet programs.

## **CRITERIA:**

All volunteers working with the youth of our cadet programs must be a minimum 18 years of age.

All volunteers must be a Canadian Citizen or be a Permanent Resident of Canada.

All volunteers must serve a six (6) month probationary period, during which time they are evaluated to determine if they are suitable and in what capacity they can best serve the needs of the cadet corps and/or Branch

## **PROCEDURE:**

The Navy League Volunteer Screening Process begins with individuals making application at their designated Navy League Branch to be registered with the Navy League of Canada as a Screened Volunteer. These persons shall complete the League's Screening Process within three (3) months of their initial declaration to volunteer.

All screened volunteers seeking to renew their Navy League Screening, must make application for Renewal at their designated Navy League Branch. These volunteers must be an active, screened volunteer at the time of application. Should anyone fail to renew their screening prior to the five (5) year expiration date, they must complete the full Screening Process and be re-registered.

Navy League Cadet Officers who fail to renew their Volunteer Screening prior to the five (5) year expiration date will not parade and/or instruct at the corps until they receive their new Navy League Screening Volunteer photo Identification Card.

All Volunteers, whether registering or renewing, work with the Branch Volunteer Screening Coordinator to complete all the required steps of the Volunteer Screening Process as defined in the NL (100)E Volunteer Screening Handbook.

The Branch Screening Coordinator tracks the volunteers as they move through the screening process by completing the NL (103) E Screening Coordinator's Log. The NL (103) is to be kept secure and confidential by the Branch Screening Coordinator for reference.

Once the volunteer has submitted a complete NL (101) Volunteer Registration Form or NL (107) Volunteer Renewal Screening Form with the require supporting documentation including Police Record Check (PRC) with Vulnerable Sector Screening (VSS), and has been formally interviewed by the Branch Interview Committee, the Branch Coordinator will determine whether to recommend, or decline, the volunteer for approval.

If recommended, the application will be sent to the Division Volunteer Screening Coordinator for recommendation. If recommended, the application is sent on to the National Screening Coordinator for final approval and registration.

The Division Screening Coordinator must notify the Branch when the application was received, and when it was forwarded to the National Coordinator.

If approved by the National Coordinator, the volunteer will be registered as a Screened Volunteer of the Navy League of Canada and will be issued a Navy League Screened Volunteer photo ID card.

Should an application be declined at any level, the declined application and all supporting documents, as well as a statement as to why it was declined, is to be sent, through the Screening Coordinator Chain, to the National Screening Coordinator.

The six (6) month probationary period begins when the volunteer received their Navy League Screening Volunteer photo Identification Card from the National Volunteer Screening Coordinator.

During the probationary period, the applicant must be supervised at all times during interaction with cadets.

During the probationary period, the Branch Screening Coordinator

- must speak with the corps CO on a monthly basis to track the progress of the volunteer, and
- must seek a minimum of two (2) opportunities to observe the applicant when working with the cadets.

It is the Branch Screening Coordinator's responsibility to conduct the screening of volunteers, however, it is the Corps CO and Branch President's responsibility to ensure volunteers are screened.

The Navy League of Canada, at the Branch, Division, and/or National level, may release a volunteer, without recourse, for just cause or activities prejudicial to the good name of the Navy League or the Purposes and Objects of the League. The volunteer has the right to redress their release to the next highest level of the League. A request of redress must be submitted within fourteen (14) days of the release.







# ANNEX H – CONFLICT MANAGEMENT – SAMPLE PROCEDURE

## Introduction

This document is meant to provide Navy League Branches and Divisions with a simple guide that can potentially be employed for handling conflict (disagreement) situations. It will never be possible to cover every eventuality thus the document is titled “Sample Procedure”. As a Branch President you may be required to use one or more conflict management strategies when two people are in a conflict that impacts the cadet program or the functioning of the Branch.

“Let it go” is the best strategy in many cases. If conflict arises, try to put it into perspective – is it critical to resolve or not? If conflict starts to get in the way of delivering an excellent program, then do something. If an issue eats away at you, do something sooner rather than later. Don’t wait until several small issues pile up and then explode. However, the opposite can be true in that conflict is escalated when people respond rashly. It is often better to wait a day to respond to an e-mail or comment, rather than taking action in the heat of the moment.

## Conflict Management aims to:

- Prevent the escalation of the situation into a crisis
- Enable a process to move from conflict to working relations by addressing root causes and effects of the situation

## How to Use:

If a conflict arises between two or more people, consider coaching, mentoring, position change, leave of absence, or mediation. If this approach doesn’t work then you will need to move to a more formal intervention. If **you** (Branch President) are involved in a conflict, or have a conflict of interest then an early discussion with the appropriate person at your Division is necessary. In some cases there may be a Past Branch President who is capable of handling the situation or the Division will appoint someone. In any event do not handle it yourself.

## Conflict of Interest:

A conflict of interest is any situation or the perception of a situation where your personal interests, or those of a close friend, family Member, business associate, or a person to whom you owe an obligation could influence your decisions .

## Most conflict can be resolved simply by:

- listening to all sides of the conflict and ensuring confidentiality and fairness
- specifying the problem (specific, clear, concise)
- organizing the facts and analyzing them
- listing several solutions (trying to identify what change(s) would help resolve the problem)
- verifying the action steps (are they realistic?)
- implementing the solution (establishing controls to indicate progress)
- obtaining feedback
- evaluating the outcome (has your objective been met? If not, repeat the process)

## Member Performance Related Behaviour

In this case corrective action is a process for dealing with position-related behaviour that does not meet expected and communicated performance standards.

The primary purpose for corrective action is to assist the adult Member/Volunteer to understand that there is a performance problem and that an opportunity for improvement exists. The process features formal efforts to provide feedback so they can correct the problem. The goal of corrective action is to improve adult Member/Volunteer performance and help them to succeed. Corrective action presumes the behaviour is serious enough to warrant specific intervention and potential consequences. Continuation or repetition of the behaviour is not acceptable. Effort should be directed towards successful resolution of the issue(s) in question. The goal is to make this work for everyone involved, to change poor performance into acceptable performance and to retain the member/volunteer.

When dealing the member and their performance:

- the issue is evidence-based, (i.e., not hearsay or gossip)
- you must ensure the issue is clear and be specific about the problem and the remedy
- solution-focussed – what can be done together to make this work for the adult Member/Volunteer
- actions are positive, constructive, not punitive
- you can always ask Division for advice
- the way ahead is clear; corrections are observable, measurable
- commitment to change must be present
- follow through on action items, (e.g., when a deadline is set, follow up to ensure the action is completed)
- at all stages, the facts must be documented

Generally speaking, corrective action is progressive however, (if there is no improvement from the agreed plan then it is highly likely that you should proceed toward suspension, and possibly to termination. Steps may also be repeated. The intent is always that issues are addressed and resolved early. It may be best to ask Division for advice before commencing as sometimes emotions take over and what you think is a major infraction may not be worth doing anything about.

Although the intent in corrective action is that the steps are progressive, when situations are serious enough, steps may be skipped.

# ANNEX I – NAVY LEAGUE CONFLICT MANAGEMENT DOCUMENTATION

Documentation is important in conflict management. A detailed record of the alleged conflict, including reasons for the initial conflict, as well as all attempts to resolve the conflict, must be kept. Due to the possible sensitivity of information involved, all paperwork must be held in strictest confidence and be secured.

## Informal Procedure

The following suggestions are for those who wish to attempt resolution using the accompanying sample procedure.

- Talk to those you are in conflict with. Remain calm and professional, but be direct and candid. Record each time you engage in these conversations, and what the outcome of such conversation was.
- Keep a record of any incidents you feel add to the conflict: describe the nature of the conflict, dates, times of events, witnesses and your response.
- Ask a person in authority to assist you in communicating your concerns to those you are in conflict with, in order to resolve the situations at an early state in an informal manner.

## Formal Procedure

If the informal approach did not resolve the conflict, the formal process may be pursued. The formal process may also be used in the situation that everyone believes it is more appropriate.

- A written complaint is addressed to a person in authority. Concerns or complaints shall be held in strict confidence between the complainant, respondent and other individuals involved in the conflict resolution.
- The \_\_\_\_\_ must act upon the written complaint within \_\_\_\_\_ days of it being received.
- The \_\_\_\_\_ must immediately assess if the parties need to be separated until an investigation is completed.
- An investigation is undertaken immediately. A Committee of Inquiry shall be established by \_\_\_\_\_ to review and substantiate the reports. The Committee of Inquiry (COI) will
  - i. consist of at least three (3) people
  - o ii. be given a clear mandate and must provide a written report
  - o iii. interview as many people who have knowledge of the situation as possible
  - o iv. maintain discretion and confidentiality throughout, and
  - o v. make it's report to \_\_\_\_\_ within \_\_\_\_\_ days.
- If the investigation determines suspension/termination of membership or Officer Warrant are warranted, full particulars of the circumstances, written statements from all parties concerned , and the COI report must be provided to the National Board of Directors before approval will be granted.

## Committee of Inquiry

The Committee, appointed by \_\_\_\_\_, shall commence the investigation within a maximum of twenty one (21) days of receiving their mandate.