

**NAVY
LEAGUE**



**GUIDE
FOR
LOCAL
BRANCHES**

Part One

(Branch Guide 1)

Amended
2 March 2002

Of CANADA



A GUIDE FOR BRANCHES OF THE NAVY LEAGUE OF CANADA

PART ONE

This Guide gives you an introduction to how a typical Branch of the Navy League of Canada is set up, how it should work, and how you can join in and help support the young people of your community.

This guide is chiefly for new Branch members, but Cadet Corps Officers, senior cadets, parents and other "sponsors" will find it useful in helping them understand how "their" corps' support organization is supposed to work.

While there are several laws, rules, policies, and other requirements that affect a Navy League Branch, the basic organization is quite simple, and this guide contains most of what you need to know to make one work effectively. But, if you have questions, ask. Or, consult The League's web site www.navyleague.ca or the Guide for Branches, Part Two, which is designed for volunteers on the Branch Executive.

Thank you for taking an interest in the Navy League and its youth programs. Please read on and find out more about The League and the finest such programs for young people in Canada.

R.G. Stewart, CD,
Past National President,
Chair of the Advisory Council

Note: The pages of this booklet may be stapled together in the top left corner of the cover and remaining pages, and then folded in half to make it a more compact size.

A SHORT HISTORY OF THE NAVY LEAGUE

The first Navy League was formed in Britain in 1895 with the aim of ensuring adequate naval defence for an expanding empire's vast ocean trade routes. It was organized in local Branches in towns and cities around the country with support from people from all walks of life. Expansion abroad quickly followed and the first Branch of the Navy League in Canada was officially established in Toronto on 10 December that year. The Navy League of Canada was formally established by federal charter in 1918. Historically, the purpose of the Navy League was to focus public attention on the importance of the sea. This is reflected in the first Statement of Purpose in the Supplementary Letters Patent issued on 29 October 1971: "*To promote an interest in maritime affairs generally throughout Canada*".

Since then, the objects of the Navy League have not changed much, although the emphasis has shifted a bit. The League continues to promote an understanding of maritime affairs and the relevance of the sea, maritime power and sovereignty to Canada's vital interests in trade, offshore resources and environment. As time passed, the original "Boys' Naval Brigades" developed into Navy League Sea Cadets and then Royal Canadian Sea Cadets, and the Navy League Cadet program developed. In 1941 the RCN became a partner in sponsoring Sea Cadets, and this partnership continues today. The partnership (now exercised by the Department of National Defence [DND] through the Canadian Forces [CF]) has flourished, but it has brought with it ever increasing requirements for Navy League support of cadets particularly at the local level - where the Branches do their part.

THE LEAGUE TODAY

National

The League is governed by a **National Board of Directors** which is made up of: The National President; the Advisory Council (three Past Presidents); National Vice-Presidents; elected Board members; and Division Presidents. "Directors" other than Division Presidents chair committees such as Sea Cadets, NL Cadets, Maritime Affairs, Fund-Raising, Communications, By-Laws, etc. There is an office and a small full-time staff in Ottawa.

Provincial

Most **Divisions** are established along provincial boundaries, but there are two island Divisions, Cape Breton and Vancouver Is., and Manitoba-NW Ont. Division includes a few Branches in Western Ontario.

Navy League Divisions are composed of the Branches within their territorial boundaries. They are responsible to the National Board of Directors for the operation of those Branches. Division Presidents are members of the National Board to ensure that their Branches are represented at the national level of The League.

Divisions have Councils *which include Branch Presidents*. A smaller Management Committee carries out the routine functions on behalf of the Council. Some Divisions are incorporated under their provincial laws and have been given "charitable organization" status in accordance with the Federal Income Tax Act, and thus can issue "official receipts for tax purposes" for donations.

LOCAL BRANCHES

A Branch of the Navy League is simply a group of people that is authorized to carry out League functions in their area - usually in support of one or more cadet corps.

Wherever there is a Royal Canadian Sea Cadet (RCSC), or Navy League Cadet (NLC) Corps there must be a Navy League Branch to support it. There are approximately 265 Navy League Branches across Canada.

The National Defence Act requires a local sponsor (Navy League Branch) for every Sea Cadet Corps in Canada. The League By-Laws require a Navy League Cadet Corps to be supported by a Branch of The League, but a Branch may sponsor more than one Corps. A Branch is formed by application through the appropriate (provincial) Division to the National Board of Directors. Sometimes Branches are supported by other organizations like the Royal Canadian Legion or a Lions Club.

Canadians, British Subjects who live in Canada, and landed immigrants intending to become Canadian citizens, who agree with the purposes of The League and pay the membership fee, may be members of the Navy League. Members may join the (national) Navy League and have part of their membership fee go to the local Branch and part go to the (provincial) Division. (See National Memberships, Page 7) Branches elect an Executive Committee from the members willing to give some time to the program.

Cadets

From a rather broad statement in the original Navy League Purposes and Objects came a more specific purpose, which is:

"To promote, organize, sponsor, support and encourage the education and training of the youth of the country through cadet movements" and "to promote the physical and mental fitness of the boys and girls who are participating in the cadet programs." In other words, ***to sponsor cadet programs and promote physical and mental fitness in youth through maritime oriented recreation and training.***

Any girl or boy who is 12 to 18 years old (inclusive), reasonably healthy, and keen to join with others in a program that emphasizes good citizenship, pride and purpose, may enroll in the **Royal Canadian Sea Cadets**.

Sea Cadets come from all cultural, religious, economic and social backgrounds. While some minor handicaps can be accommodated in some corps, most will preclude full participation in the program. When asked why they joined, most cadets say it's the sense of belonging, the organization and discipline, sailing, camps, trips, and other activities.

Sea Cadet Corps are sponsored by both the Navy League and the Navy (Canadian Forces) together in a partnership.

Navy League Cadets are girls and boys aged 10 to 12. The aim of their program is to teach them a sense of values and practical skills based on the naval traditions, but in a less demanding way than that of the Sea Cadets. NL Cadets are sponsored solely by the Navy League with NO formal input from the Canadian Forces.

Each Cadet Corps has a **Commanding Officer**, other Officers and Instructors (C.I.'s). They are all volunteers! Sea Cadet Officers are commissioned in a sub-component of the Naval Reserve. The League issues a "Warrant" to NL Cadet Officers, but they are not members of the Canadian Forces.

BRANCH ORGANIZATION

Branch members often include parents of cadets in the Corps. The Branch may also include almost anyone else who is interested in young people. Membership does not require active participation, but it does entitle Individual Members to vote at Branch General Meetings. (Corps Officers and Instructors are Associate Members.)

The Branch is the grass roots level of the Navy League. Its role is primarily community liaison, public relations, fund-raising, and recruiting members, officers, instructors and cadets. The Branch President reports to the Division, but is also on the Division Council, so he/she can vote on the conduct of Division activities affecting the Branch.

Objects

Branches *sponsor cadet programs and promote physical and mental fitness in Canadian youth through maritime oriented recreation and training.*

Other Branch purposes may include the promotion of an understanding of the sea's importance to Canada as a whole and to every region in Canada. They may also encourage the establishment of bursaries or scholarships. Co-operation with other societies with similar purposes is also important.

Responsibilities

A Branch has several responsibilities if it is going to "conduct the affairs of the Navy League" properly. Its biggest jobs are recruiting and fund-raising.

The administration of finances is particularly important for all Branches.

Recruiting members who will pay a membership fee will raise funds, but it will also help find new members of the Branch Executive, Corps Officers, and instructors.

To be effective, the Branch must hold meetings, keep records of its activities, submit a budget and other reports to its Division, liaise regularly with its Cadet Corps and the community, and authorize corps extra-curricular activities.

A Branch also has some responsibilities for Sea Cadet Corps required by the National Defense Act. These include: recommending the formation and closure of Corps; enrollment, promotion and release of Officers; recruiting cadets; and providing accommodation and equipment not available from DND (e.g. band instruments).

Branch Organization and By-Laws

Ideally Branch members organize a **Branch Executive** and establish operating guidelines and By-Laws. If its By-Laws are approved, it might be given "charitable" status as defined by Federal Tax Regulations. That allows a Branch to issue "official receipts for tax purposes" for donations, and makes it easier to raise funds. (A Division might choose to issue receipts for its Branches.)

A Branch must have a President, at least one Vice-President, and a Treasurer, (or a Secretary-Treasurer), and should have a Chair of a Sub-Committee for each corps. (Some Branches assign Corps liaison duties to Vice-Presidents and refer to them as "Vice-President Sea (or NL) Cadets" rather than "Chair of Sea (or NL) Cadets".) There may be Chairs of other committees also, such as: Auxiliary, Memberships, Fund-raising, Public Relations, etc. Often, those committees only have one member (the Chair), but that's fine as long as that person can do the job alone.

President/Vice-President(s)

The President directs Branch activities and is responsible for all Branch functions. All contacts outside the Branch (especially with Division) must go through the President, so he/she must ensure that he/she is kept informed of all League and Corps activities. The Vice-President(s) help(s) the President and act(s) for him/her in his or her absence.

Secretary

As the name implies, the Secretary is responsible for the majority of the administration in the Branch. He/she maintains Branch records, takes minutes of meetings, and handles Branch correspondence.

Treasurer

The treasurer is responsible for maintaining the Branch financial records, including receipts, bank statements, etc. He/she prepares and submits annual budgets and financial reports and issues cheques for approved expenditures.

COMMITTEES

There may be several committees in a Branch. Each may have one or several members depending on its activity level and the number of members willing to help. The major ones are listed in the following paragraphs.

Sea Cadet Committee

The Sea Cadet Committee is usually the most active part of a Branch and its Chair must be a central figure in Branch activities. Among other things, it is responsible for:

- Compliance with Navy League By-Laws, DND regulations, and other instructions;
- Submission of a proposed annual Corps budget to the Branch Executive for approval;
- Arranging transportation for Corps activities when it's not available from DND;
- Effective liaison with the Branch; and,
- In co-operation with the Corps Commanding Officer:
 - ◇ Selection of cadets for summer training courses, scholarships, cruises, exchanges, awards, etc.;
 - ◇ Arranging recreational activities and citizenship training to supplement DND training; and,
 - ◇ Ensuring Navy League and DND property is properly accounted for and maintained.

Navy League Cadet Committee

This very important committee is responsible to the Branch Executive for:

- The operation of the Navy League Cadet Corps;
- Compliance with League By-Laws and regulations;
- Provision of adequate training accommodation, facilities and storage for equipment and supplies;
- Ensuring that an adequate supply of uniforms, training aids and materials is available to the Corps;
- Recruiting potential Corps Officers and Instructors;
- Effective liaison with the Branch;
- Submission of an annual Corps budget to the Branch Executive for approval;
- Authorization of extra-curricular activities; and,
- In co-operation with the Corps Commanding Officer,
 - ◇ Recruiting cadets;
 - ◇ Promotion of officers and cadets;
 - ◇ Ensuring that the training, discipline, morale and attendance are maintained at a high standard;
 - ◇ Provision of recreational activities and training in addition to regular Corps activities; and,
 - ◇ Ensuring that Navy League material and property are properly accounted for and maintained.

All contacts between the Branch and Corps must be through the appropriate Committee Chair AND Commanding Officer, and each must keep the other fully informed to preclude any misunderstandings.

Auxiliary Committee

Formerly referred to as a "Women's" Auxiliary, any Auxiliary is simply a committee which assists a Branch or Corps. The organization of an Auxiliary depends on the extent of its activities. If it is going to raise funds for the Branch or a Corps, then it must do so in the name of the Navy League, and it must be formally approved by the Branch. It must have a Chair, Secretary, and Treasurer, and all must be members of The League. It must hold meetings, keep financial and other records as required by the Branch or Division, and submit a statement of accounts monthly.

If the Auxiliary merely helps out with social arrangements for Corps activities (e.g. receptions after Corps Annual Reviews or Inspections, cadet dances, local transportation, etc.) **and does not raise or hold funds**, then the same degree of formality is not required. It is very useful to have a single point of contact, or Chair, and a list of cadet parents, "committee" members, or other potential volunteers, but formal meetings are not required. Periodic phone contact is worthwhile to ensure the list of volunteers is kept up to date and perhaps to give the volunteers an update on Corps activities.

Other Committees

Other "committees" or individuals could be assigned responsibility for any of: Awards, Band, Boats, Camps, Community Service, Entertainment, Fund-raising, Maritime Affairs, Membership, Property, Public Relations, Sports, Transportation, Safety, etc.

BRANCH ACTIVITIES

Paid up members of The League are entitled to attend and vote at their Branch General Meetings. They may also make or second motions, nominate other members and stand for nomination to any Executive or Committee position in the Branch.

**Corps Officers may be members of the Branch, but they may not hold office.
If they are members, they may not vote at any Branch Meetings.**

Recruiting

Everyone moves on sooner or later, so finding new people to join a group is the only way to keep that group alive. Cadets become too old for first one Corps, then the other. Those who stay and become officers are excellent resources, but they often become time limited because of university, work, marriage, etc. Cadet parents have a vested interest in the cadet programs for as long as their kids are involved, but few stay on afterward.

Recruiting officers, instructors and cadets is a League responsibility under the terms of our partnership with DND, and is the only way to keep the Corps alive long term. As most volunteers would eventually like to go on to something else, they have to be replaced. Replacements must be recruited - they don't just appear very often!

**All Branch members, Corps Officers and cadets must continually
try to persuade others to join the Branch and/or Corps!**

National Membership

At the 2001 National AGM the Board of Directors adopted a National Membership plan whereby League members could belong to the National organization, instead of just a single Branch or Division. National memberships allow The League to list its members in a single database, facilitate insurance and enable The League to more easily raise funds nationally. Dues will be split between the three levels of The League, but members will still belong to one Branch and their efforts will be for “their” local corps.

Funds

The League is partly funded by a Government grant (through DND) for the national office. The Canadian Forces also pay a "**band grant**" to Sea Cadet Corps and a "**contingency allowance**" to their sponsors, provided the Corps meets certain criteria.

The most significant part of League funding comes from Branches through their Divisions as "assessments". The National Board assesses Divisions on the basis of the numbers of corps they have, with different rates for Sea and NL Cadet Corps. The rate that Divisions are assessed is set at the National AGM, and approved with the rest of the budget by the Division Presidents as members of the National Board of Directors. (No taxation without representation.)

Divisions assess Branches on a Corps size basis, and the Branch Presidents approve those assessments with the rest of the Division budget.

Only Branches that have been properly authorized by the Canada Customs and Revenue Agency may issue “Official Receipts for Tax Purposes” for funds donated to the Branch or Corps. Corps are not permitted to do so.

Budgeting

Budgeting expected revenue and expenses is good financial practice in any organization. The Navy League requires budgets at all levels for good financial planning, and for keeping track of how much is raised and spent for the cadets by volunteers across the country. As a “charitable” organization we must know its financial scope in order to justify the concessions we receive (grants, etc.). *We must also be able to show the Canadian Forces that we are effective and responsible in the way we manage our affairs.*

Corps COs’ must plan their activities for the full cadet year and then submit their budget request to the Branch for approval. The Branch must decide how much money it can raise and which expenses it can meet, and then tell the CO which budget items are approved so the officers can schedule those activities for the year.

Branches are accountable to Divisions for their activities and their financial solvency. They must submit a simple budget (on form NL62) to their Division to show the extent of their activities, and that they are carrying out their duties properly. Similarly, Divisions submit budgets to the National Board.

Branch budgets must be approved by their members; Division budgets (and assessments of Branches) by their Directors (including Branch Presidents); and the National budget (and assessments of Divisions) by the National Board of Directors (which includes Division Presidents).

FUND-RAISING

Fund-raising gives a Branch an immediate purpose with specific objectives and measurable results.

There are as many ways to raise funds as there are people to generate ideas. Many involve cadets. **But, cadets are there to learn and have fun, not raise funds; the Navy League is there to support them by raising funds**, etc. While it's good for cadets to earn some of the benefits they receive from the cadet program, they should not be asked to raise money without a specific project for their direct benefit in mind, and they should not be asked often. Also, they must be told what they are raising money for!

Here are a few ways to raise funds without the cadets:

- ◆ Recruit paying members;
- ◆ Canvass local businesses for donations, or sponsorship of a specific project or activity – perhaps the same event every year – in return for advertizing;
- ◆ Organize raffles, 50/50 draws at major public events, bingos or lotteries (with the appropriate license and tickets sold by adults and in stores, not by cadets);
- ◆ Sell nationally produced Navy League calendars, note cards, and such;
- ◆ Participate in "Church Sales", or have a flea market, perhaps at the Corps; etc.!

*Remember, fund-raising is the Branch's responsibility,
Not the Corps Officers' nor the cadets'!*

Occasionally Corps receive donations directly. Any donations received by a corps must be turned over to the Branch for accounting - not because the Corps can't have the use of the money, but so they don't have to spend time looking after it. If a Branch supports more than one corps, the money can be reserved for the one to which it was donated, but it must be deposited with the Branch for accounting.

**Cadet Corps do not hold funds; Branches do,
so the Corps Officers can do their real jobs - teaching Cadets!**

Spending

The approved budget is the authority to spend money raised in the name of The League. The Executive should discuss large expenditures again before the money is actually spent to ensure that conditions in place when the budget was approved haven't changed. Cheques issued by the Treasurer must require two Branch officials' signatures.

Accounting

A Branch is accountable to its Division for all of its finances. Therefore, Branch books must be properly maintained and audited at least annually. The Treasurer must keep records for every receipt and expenditure!

Branch accounts must be audited annually, and audited statements must be sent to the Division every year.

BRANCH MEETINGS

The Branch President presides at all General and Executive Meetings. Meetings should follow the generally accepted rules with an agenda drawn up beforehand, previous minutes and action taken reviewed, motions made, seconded, discussed, amended if necessary, and voted, new minutes taken, etc. But, it's more important that people get together and talk, than it is to be too formal.

(See the NL Précis of “*Call To Order*” - Meeting Rules and Procedures for Non-Profit Organizations by Herb Perry available on the NL web site or from the National Office.)

Who Should Attend Meetings?

All Members of a Branch should attend General Meetings, and members of committees should attend meetings of those committees. Others may be invited as observers in an advisory capacity only, without a vote. The effectiveness of a Branch in supporting a Cadet Corps usually varies directly with the extent of communication between them.

To ensure effective liaison, Corps CO's should attend relevant Cadet Committee meetings, and Committee Chairmen should attend Corps Officers' meetings, each in an advisory capacity only.

How Often Should Branches Meet?

The minimum requirement for Branch Meetings is one General Meeting per year to elect officials, review financial and other reports, approve a budget, keep members informed, etc. At least two General Meetings are recommended, so members can be kept informed about what their Branch and corps are doing. One Executive meeting per month is a good way to keep Branch Officials informed, review past activities and plan future activities. Cadet Committees should also meet at least once per month to ensure all officers and instructors are kept aware of plans for the corps, etc. Other committees need only meet as often as is required to meet their responsibilities fully.

BRANCH – CORPS RELATIONSHIPS

The basis of a successful Navy League Branch - Cadet Corps operation is mutual respect and good communications.

The Branch President, or in his or her absence, the Vice-President, is the senior Navy League official in the Branch. The President must be informed of all aspects of League operations in the community, especially Corps activities. He/she should visit the Corps periodically, by arrangement with the appropriate Committee Chairman and C.O., but must not interfere with Corps operations in any way.

A Cadet Corps Committee Chair is the vital link between a Corps and its support network. He/She should always know what the Corps is doing, and particularly how the Branch can help. BUT, Committee Chairs have no executive function in a Corps, and must not, ever, give orders to officers or cadets. They act as spokesmen for their Corps at Branch Executive Meetings, visit their Corps regularly, and attend Officers' Meetings in order to stay informed (and represent the Branch, if necessary).

Commanding Officers have the full authority vested in their positions by the organization(s) which appointed them. They are responsible to The League for the efficient operation of their Corps, and compliance with regulations. They are also responsible for the maintenance and control of League property, the activities of all officers and cadets, and obtaining Branch approval for any activities planned for outside the regular scheduled training periods. C.O.'s should attend all Cadet Committee meetings to ensure that the Committee Chairman is kept informed of Corps activities, and to request any help required for the Corps.

Should a Branch become ineffective in supporting a Corps, the C.O. should contact the Division for assistance, but only as a last resort, after telling the Branch President he is going to call the Division for help.

INSURANCE

The Navy League National Office obtains property and personal liability insurance for all Navy League activities. All Branches across Canada share the cost of that insurance proportionally. Divisions invoice their Branches for their share of the insurance cost.

To ensure that your Branch personnel and property are protected against injury or loss, theft, fire, etc., make sure your Branch's insurance bill is paid promptly and in full. Also, make sure your Branch property is adequately evaluated and that you have enough insurance to cover any eventuality, including fire, flood, or other catastrophe.

Don't wait to learn the hard way that your insurance bill wasn't paid and your Branch wasn't covered (when calamity struck). Your Branch volunteers, cadets, equipment and supplies are too valuable not to insure!!

AWARDS

Achievement and success deserve to be recognized both locally and nationally. The Navy League has several ways of doing that. Division and National recognition begins when Branches make nominations in consultation with Corps Commanding Officers. The nominations are forwarded to the Division who endorse them and forward them to the National Office for processing.

If your Branch has outstanding people – members, officers, instructors or cadets, and each Branch and Corps usually does, then it is up to the Branch to ensure they get the recognition they deserve. The Branch must make the nomination, others don't usually know *your* people as well as you do. Check the NL Admin. Orders (NL(21)) for more information.

Principal awards:

National President's Awards
National Sea/NL Cadet Officer of the Year
Division/ National Cadet of the Year
Awards of Excellence
Certificates of Merit
University Scholarships, etc

The Strathcona Trust is designed to encourage physical fitness and competition among cadets, and it might be available to share some expenditures such as trophies and materials which foster competitive activities. Apply through the Division Secretary.

