

# ADMINISTRATION MANUAL

ADMINISTRATIVE GUIDANCE FOR MEMBERS AND BRANCHES



**NAVAL ASSOCIATION OF CANADA**  
**ASSOCIATION NAVALE DU CANADA**

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## NAC Organization

NAC shall comprise:

1. A membership of individuals who have paid National dues for the current and/or future years. While members shall normally belong to a Branch, the National Board of Directors may make provision for “National Membership” of certain individuals outside of Branches, with a dues structure as determined by the National Board of Directors. The Membership is the supreme authority for NAC affairs.
2. In urban centres across Canada and anywhere else where the demand exists members of NAC may form a Branch of NAC. Branches may be independently registered in their own right either federally or provincially. The Branch is the focal point for the local members for all NAC affairs. All Branches shall work with appropriate local government, military and sea cadet leadership in their community and where appropriate also in adjacent regions and communities on behalf of NAC. Each Branch shall determine its own membership qualifications (compliant with NAC membership conditions) and dues structure for Branch membership, but will also be responsible for the membership qualifications and collection of National dues from NAC members and the timely remittance of those collected dues to National in accordance with the Guidance to Branch Treasurers issued by the National Treasurer. As independent organizations, Branches shall be self-supporting. The NAC National Board of Directors and the National NAC office shall, where a Branch exists, normally conduct business through the Branch Executive for all matters relating to conduct of NAC administration, financial accounting and member accountability. While any Branch may identify a Branch member to handle specific national-related affairs, the National Board of Directors shall normally consider the primary Branch representative to be the Branch President unless otherwise advised by the Branch.
3. A Slate of National Officers, to include the National President, the National Vice-President, the National Immediate Past-President, the National Treasurer and the National Executive Director (National Secretary). The National Officers may or may not be elected Directors of NAC.
4. Certain Honorary Positions that may include but not be limited to the positions of Honorary National President and Honorary Counsel. Such positions shall be indefinite at the Board’s pleasure, and shall not have a vote in Board affairs.
5. A National Board of Directors (“the Board”) comprising individual Directors nominated from within the NAC membership and elected by the membership. Terms for elected Directors shall normally be three years renewable for a second term of three years. The Board will be responsible for liaison with all Branches on matters of national importance through the Branch President or the Branch member so identified by the Branch to handle national-related affairs.
6. National Appointments to include but not be limited to the National Archivist, a Chair for History and Heritage, and the Editor of the NAC magazine STARSHELL. Such appointments shall be indefinite at the Board’s pleasure.
7. A National Head Office, staffed by the National Executive Director and any other staff that may from time to time be assigned, shall normally be situated in the National Capital Region. Where no permanent location is established, the office shall normally be the residence of the National Executive Director.

8. A Naval Association of Canada (NAC) Endowment Fund, supervised by a NAC Endowment Fund Committee composed of trustees appointed by the Board. The Chair of the Committee shall report to the Board. The Declaration of Trust shall be approved periodically by the Board.
9. A number of Standing Committees, to include but not be limited to a Naval Affairs Committee, Membership Committee, Nominating Committee, NAC Endowment Fund Committee, National Awards Committee, and Finance and Investment Committee. The Committees shall report to the Board through the Committee Chair.

## Duties and Powers

### Officers

The officers of the NAC shall have the following duties and powers associated with their positions unless otherwise specified by the board which may, subject to the Act, modify, restrict or supplement such duties and powers:

1. National President – The President shall be the chief executive officer of the NAC and shall be responsible for implementing the strategic plans and policies of the NAC. The President shall be a Director and as Chair shall preside at all meetings of the Board of Directors, and the members.
2. National Vice President – The Vice President shall be a Director who shall assist, as requested, in the performance of the President’s duties and shall act on the President’s behalf when required, including presiding at all meetings of the Board, and the members.
3. National Secretary (National Executive Director)– The National Secretary shall attend and be the secretary of all meetings of the board, the Executive Committee and meetings of the members. The National Secretary may also be appointed as secretary to committees of the board as required. The Secretary shall enter or cause to be entered in the NAC’s minute book, minutes of all proceedings at such meetings. By means of the distribution of meeting agendas as required by the Act, the National Secretary shall give, or cause to be given, as and when instructed, notices of meetings to members, directors, and members of committees. The National Secretary shall be custodian of the Letters of Continuance, the Articles, the seal of the NAC and the relevant books, papers, records, documents and other instruments belonging to the NAC. The National Secretary shall consult with the National Archivist for the transfer of past records to the NAC Archives. The National Secretary shall perform such other duties as may from time to time be determined by the Board.  
**This position shall normally be held by the National Executive Director.**
4. National Treasurer - The National Treasurer shall have such powers and duties as the board may specify. In view of the nature of the duties of the National Treasurer, the incumbent is required to possess a professional accounting designation. The National Treasurer shall manage the finances of the NAC in a manner consistent with currently accepted professional accounting standards for non-profit organizations. This shall include, but not necessarily be limited to:
  - a. advice to the Board on all financial matters. This shall include recommendations on financial policy, both at national and branch levels; operation and management of such banking and investment accounts as approved by the Board (excluding all banking and investment accounts operated by the NAC Endowment Fund); development and maintenance of books of account (including all related transactions);

- b. preparation of NAC's annual budget for approval by the Board;
  - c. preparation of quarterly financial reports and projections as needed;
  - d. ensuring that the annual financial statements are prepared in accordance with current accounting standards, and that such statements are subjected to review or audit (as determined in accordance with the Act) by a professionally qualified accountant;
  - e. presenting the financial statements to the membership for approval at the Annual General Meeting;
  - f. preparation and submission of required returns to the Canada Revenue Agency;
  - g. provision of guidance and assistance as needed to branch treasurers; and,
  - h. such other duties as may be required by the Board.
6. National Immediate Past-President - The Past President shall maintain the corporate history of NAC, and shall advise the Officers and the Board on the lessons learned from past practices.
7. National Executive Director – The National Executive Director is responsible to the National President for the efficient administration of the day-to-day affairs of the NAC on behalf of the President and the National Board of Directors. If the National Executive Director receives an honorarium for his services, he shall not be entitled to vote at any meeting except as a member at a meeting of members. The National Executive Director is appointed by the Board and serves at the pleasure of the Board. The National Executive Director shall:
- a. as required, assist and advise the National President, National Officers, National Board of Directors, Branch Presidents and Branch Executive, Chairs of Committees and the general membership;
  - b. if so appointed by the Board of Directors, act as National Secretary, participating in all sessions of NAC, including the Annual General Meeting and meetings of the Board, recording all minutes and proceedings of these meetings;
  - c. maintain the National Office and in the role of the National Secretary, be responsible for the maintenance of NAC records and files and have custodianship of the Articles, Letter of Continuance, Records Book and the seal of NAC; prepare and submit such reports and returns as required by the CNCA;
  - d. maintain the Head Office Bank Account established for the purpose of petty cash transactions, and report monthly to the National Treasurer on associated transactions;
  - e. receive and arrange for the disposition of historical records, briefs, etc. in cooperation with the National Archivist;
  - f. act as the Publisher of STARSHELL by maintaining an up-to-date mailing list and arrange for the printing and distribution of the publication in the most cost-effective manner;
  - g. act as secretary to the Awards Committee Chair by maintaining the list of previous recipients,

soliciting submissions, ordering associated regalia and certificates for National Awards and preparing these awards for presentation;

- h. act as Regalia Manager ensuring that an adequate inventory of regalia is available as a service to members, priced in accordance with National Board direction, filling orders and accepting payments as received. Regalia payments shall be forwarded to the National Treasurer; and
- i. liaise with the Local Organizing Committee for each National Conference and Annual General Meeting. Provide direction on the requirements for all business meetings, including but not limited to venues and set-up, program and audio-visual requirements associated with the Annual General Meeting to ensure it runs smoothly and in accordance with previous Board direction.

## Directors

1. Directors are elected by the members or appointed, in special circumstances, by the Board to govern the NAC on behalf of members. Directors have two basic types of duties:
  - a. a duty of care – namely to exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances; and
  - b. a fiduciary duty – namely to act honestly and in good faith taking into account the best interests of the NAC.
2. Directors have the following responsibilities:
  - a. Stewardship of monies donated to ensure that funds raised are spent in a way that is consistent with the intent of those making the donations;
  - b. Determining the Strategic direction of the NAC;
  - c. Risk management of the activities of the NAC;
  - d. Assurance of effective internal controls; and
  - e. Basic duties of Directors including attendance at meetings and the diligent review of materials provided in the course of their work.
3. As a general rule, Directors have a duty first to the association they are governing (the NAC) and second to any other organization they are otherwise members of. Directors must remain vigilant in ensuring no conflict of interest.

## Nomination and Election Process for Directors of the Board

1. Subject to the articles, the members will elect the Directors at each annual general meeting or special general meeting at which an election of Directors is required. The Directors shall be elected to hold office for a term normally expiring at the close of the third annual meeting of members following the election. Directors may also be re-elected for a second term of three years.



2. Director responsibilities and obligations to the Association, in addition to the above, have been detailed in the Act. Directors have legal responsibilities and rights defined in the Act. Those making a nomination are encouraged to read the Act so that they understand what they are asking of their nominee. The Act can be found on the Industry Canada website at <http://www.canlii.org/en/ca/laws/stat/sc-2009-c-23/latest/sc-2009-c-23.html> and the relevant sections are Parts 9 and 10.
3. A sample nomination form can be found on the NAC website under administration.

### Powers of the Board

1. Unless the articles, the by-laws or a unanimous member agreement otherwise provides, the Board may, without authorization of the members;
  - a. borrow money on the credit of the NAC;
  - b. issue, reissue, sell, pledge or hypothecate debt obligations of the NAC;
  - c. give a guarantee on behalf of the NAC to secure performance of an obligation of any person; and
  - d. mortgage, hypothecate, pledge or otherwise create a security interest in all or any property of the NAC, owned or subsequently acquired, to secure any obligation of the NAC.
2. Subject to the Act, the articles and any unanimous member agreement, the Board shall manage, or supervise the management of, the activities and affairs of the NAC.

### Meetings of the Board

1. The Board may hold its meetings at such places within Canada as it may from time to time determine. Such meetings may be called at the behest of the National President or by any two Directors. At the behest of the National President, the Board may hold a meeting by electronic means. A majority of the Directors in office shall form a quorum for the transaction of business.
2. Notice of Board meetings shall be through the distribution of agendas by the National Secretary (National Executive Director) not less than seven days in advance. The Board may appoint a day or days in any month or months for regular meetings at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of regular meetings of the Board shall be sent to each member of the Board forthwith after being passed, but no other notice shall be required for any such regular meeting.
3. **No person shall act for an absent director at a meeting of directors.**

### Appointees

1. Appointees are not members of the Board of Directors and have no voting privileges directly related to their appointments. The powers and duties of all appointees of the NAC shall be such as the terms of their engagement call for or the board or president requires of them. The board may, from time to time and subject to the Act, vary, add to or limit the powers and duties of any appointee.

2. The standing appointments of the NAC are:
  - a. The Chair for History and Heritage shall provide general leadership and guidance to Branches on how best to fulfil the “Maritime Heritage” pillar of the NAC Mission. The Chair for History and Heritage shall coordinate NAC National responses to opportunities to advance the cause of the acknowledgement and preservation of Canada’s Maritime Heritage, and report to the Board on these matters;
  - b. The Honorary National President shall be nominated from amongst Canadians having a nationally-recognized and influential profile, preferably someone with a past naval connection. The Honorary National President will be a NAC member and will be expected to actively represent NAC, and indirectly the Canadian Navy, amongst other personages of power and influence;
  - c. The Honorary Counsel shall be nominated from amongst respected legal circles, preferably someone with a past naval connection. The Honorary Counsel will be an NAC member and shall be approached for normally pro bono counsel when a matter arises that may have legal implications, or which requires a legal procedure to be followed; and
  - d. The National Archivist shall work with the National Executive Director and other authorities to determine NAC records worthy of archiving, and transport these records to a facility with proper storage and accessibility by historical staff and researchers.
  - e. The Editor of STARSHELL shall report to the National Executive Director and is responsible for the production of the magazine at periodic intervals as determined by the Board from time to time.

## Standing Committees of the Board

### Nominating Committee

1. The Nominating Committee shall be a Standing Committee and shall present, at each Annual General Meeting a list of qualified nominations for the election of the Board of Directors of the Association.
2. The Nominating Committee shall ensure that the list of qualified candidates provides fair representation across the Association.
3. The Nominating Committee, assisted by the National Executive Director, shall confirm nominees are current members in good standing of their Branch.
4. The Nominating Committee shall consist of a Chair who shall be a Director and two NAC members from different geographic areas to be recruited by the Chair.

## Naval Association of Canada Endowment Fund Committee

1. The Endowment Fund Committee shall manage the collection, banking arrangements, investment and disbursement of the Fund in accordance with Canada Revenue Agency regulations and generally accepted accounting principles.
3. The Committee shall be comprised of four NAC members in good standing who are not Directors, all of whom shall have extensive experience in financial and investment matters. They will hold the following positions on the Committee:
  - a. a Chair and Trustee;
  - b. a Treasurer and Trustee (experienced in investment management and preferably, professionally qualified in an appropriate field of investments and financial management); and,
  - c. two Trustees, at least one of whom shall be from a different Branch than the other members of the Committee.
4. The Committee shall decide upon the maximum amount that may be allocated from current income, seek from the Board and from individual Branches those fully-justified and documented causes deemed worthy of allocation, and propose to the Board the allocation recipients and amounts. The allocation process shall take place in sufficient time for the Membership to be informed of the allocations for the current fiscal year at the Annual General Meeting.

## National Awards Committee

1. With reference to the approved national awards criteria, the National Awards Committee shall review and assess the award nominations and make recommendations to the Board of Directors regarding their approval or other consideration. The awards process shall take place in sufficient time for the President to present them at the next Annual General Meeting. More information on the award criteria and on the process is found in Annex B to Chapter One.
2. The Committee shall be comprised of no less than three Directors ideally each from a different geographic region: one of the Directors shall be the National Vice President who shall serve as the Committee Chair.

## Naval Affairs Committee

1. The Naval Affairs Committee is mandated to create a series of documents which focus on the “what” and the “why” of the RCN and serve to inform the public and decision-makers and influencers. The mission of the Committee is to inform the Canadian public, and especially decision-makers and influencers, about the Royal Canadian Navy and its capability and resource needs so that the Navy may continue to contribute effectively to Canada’s defence and security through readiness, and presence and action at sea both at home and abroad.
2. The Chair will be responsible for recruiting committee members, who may or may not be NAC members, to create and publish the required documentation to fulfil the mission.
3. A contact person in each Branch, appointed by the Branch, will act as the local liaison in the community providing outreach to local decision makers and the citizenry in general.

## Membership Committee

1. The Membership Committee shall develop and implement strategies for new member recruitment and member retention; address membership satisfaction and issues/concerns about the 'value' of membership; and establish and report on appropriate measures of success in the areas of membership growth, retention and satisfaction.
2. To fulfill this mandate, in cooperation with Branches, the Membership Committee shall communicate to potential new members the value and benefits of membership in NAC; research and report on membership best-practices in organizations similar to NAC; and ensure that the new member application/member renewal process is being effectively administered.
3. Each Branch shall be requested to name a Branch Membership Chair who shall normally serve on the NAC Membership Committee and is responsible for establishing relationship with the local Naval Reserve Division.
4. Other members may be appointed by the Chair as deemed appropriate.

## Finance and Investment Committee

1. The Finance and Investment Committee is responsible for developing and monitoring various policies such as investment of NAC accumulated surplus and other financial matters.
2. The National Treasurer shall Chair the Committee with membership comprised of two Directors and the NAC Endowment Fund Treasurer; Branch Treasurers shall be ex officio members of the Committee.

## Council of Presidents

1. The Council of Presidents, comprised of the Branch Presidents of all NAC Branches is an advisory committee to the National Board.
2. The Council shall explore common issues and create solutions to the challenges common to Branches; provide a conduit to take issues of a common concern forward to the National Board for its consideration and resolution; and provide support to the Board, giving feedback on issues the Board is addressing where local input would be valued.

## General Meetings of NAC

### Mailing of Notices

1. The National Secretary will use such methods as required to be effective in order to communicate any notice required to be given pursuant to the Act and NAC By-law #1. Such notices shall normally be dispatched by electronic means via the Internet and for annual general meetings printed in Starshell. The dispatch of an agenda in accordance with the minimum notice pursuant to the Act and NAC By-law #1, giving both the business to be addressed plus the time and place of the meeting, is considered to be sufficient notice.
2. Should a potential meeting participant, not be connected to the Internet, then the National Secretary shall provide notice to him or her by regular postage.

### Annual General Meeting

1. The Annual General Meeting of NAC shall normally be held yearly in Canada at a date not more than fifteen (15) months after the previous Annual General Meeting and no more than six months after the end of the previous fiscal year. It is also a legal requirement to submit the annual charitable return (T3010) accompanied by the final financial statements (following accountant's review and signed by the President) to the Canada Revenue Agency within the same six-month period in order to maintain NAC's charitable status.
2. A description of the general rules for an AGM is found in Annex A to Chapter One

### Special General Meeting

1. A Special General Meeting of NAC may be called by the National President or the National Vice-President upon sixty (60) days' notice. Copies of any written reports or statements to be submitted at the meeting shall, where possible, be sent to each member at least fifteen (15) days before the date set for such meeting.
2. A Special General Meeting of NAC shall be called by the National President, upon the written request of two Directors of NAC.

### Votes and Polls

1. At any general meeting of NAC the members attending plus the proxy votes registered with the Executive Director, where the combined total is not less than 5% of the total membership, shall constitute a quorum.
2. At all general meetings of NAC, including the Annual General Meeting, every question shall, unless otherwise required by the Act or By-law#1, be decided by a majority of the votes of the members who are present in person or represented by a Proxy. Every question shall be decided by a show of hands unless a ballot is requested in which case the ballot will be destroyed at the end of the meeting.
3. A declaration by the Chair of the meeting that a resolution has been carried or not carried and an entry to that effect in the Minutes of the meeting shall be sufficient evidence of the outcome without proof of the number or proportion of the votes recorded in favour of or against such resolution.

4. At all General Meetings of NAC including the Annual General Meeting every question shall be decided in the first instance by a show of hands, unless a poll be demanded by at least five members.
5. In the case of equality of votes, the Chair shall, both with a show of hands and at a poll, have a deciding vote.
6. It shall be the ruling of the Chair on any point of order and on whether a resolution is carried or not and it shall be final and an entry to that effect shall be recorded in the Minutes of the meeting

## Proxy and Ballot Voting

1. Pursuant to Section 171(1) of the Act, a member entitled to vote at a meeting of members may vote by proxy by appointing in writing a proxy holder, and one or more alternate proxy holders, who are required to be members, to attend and act at the meeting in the manner and to the extent authorized by the proxy and with the authority conferred by it subject to the requirements of the Act.
2. A Proxy and ballot form will be issued in Starshell and via email to members no later than 30 days prior to the meeting.
3. Members may vote in advance of the meeting using the ballot form issued in advance for those items which are identified as requiring a vote. These ballot items are normally to elect members of the board of directors, approve the appointment of a financial reviewer and endorse the previous financial year statement audit/review, and the previous AGM minutes. The member can cast their vote by submitting their completed ballot to the NAC Executive Director in advance of the meeting by any of the following methods: by inserting their vote on ballot items directly into an email, attaching a completed PDF copy of their ballot to an email, or mailing a paper ballot in advance of the vote. The ballot form will be issued in a similar manner to the proxy form for the meeting.

## Financial Protocols

### General

1. Overall, these protocols are written at a strategic level. Branches and NAC National as a whole do not have a financial management group. Financial management at all levels is exercised by volunteers who may or may not be highly qualified to conduct financial governance beyond the necessity to be compliant with the statutes and regulations imposed by government in the Act and through CRA. Therefore it is important at the procedural level to keep things simple.

### Introduction

1. This section outlines a proposed series of financial principles and protocols to guide the NAC and its affiliate Branches in their continued financial disclosure and accountability to members.
2. This section addresses issues at the highest levels only and does not delve into the procedures and processes needed to implement such principles. For more detailed guidance see The Instructions for Branch Treasurers

which, as a companion manual to this document, can be found on the NAC website or is available from the NAC Executive Director.

3. These Financial Protocols set out the direction that NAC wishes to pursue at the higher purpose of national interest. However, within the context of the working level relationship between national and affiliated branches it also considers the appropriateness of the provisions that are being proposed.

## Fundamental Premise

1. The NAC is a not-for-profit organization constituted in accordance with the Canada Not-for-Profit Corporations Act (2009) and is a charitable association approved under Canada Revenue Agency auspices. It is a national organization of individual members, which conducts its business through a national board of directors and a national Branch structure.
2. Branches may select other recognized governing constructs (e.g. at a provincial level and/or at a federal level) that provide a comparable construct to meet the fiscal probity and accountability requirements, oversight and governance consistent with those provided at the federal level for the National Association.
3. Governance is exercised through Boards of Directors (BODs) established at both the national and branch levels respectively and where Branches operate independently of other Branches and the National Board. Central authority is exercised at the national level through guidance to Branches and individual members issued through direction from the NAC Officers and Board of Directors.
4. All authority ultimately derives from individual members in good standing. Members in good standing are those who have paid national dues in addition to Branch dues. Branch dues are set independently by each Branch to provide that Branch with capital for Branch operations. National dues are set by the National Board of Directors, are collected by Branches on behalf of National and forwarded to National for national operations. National membership is the cumulative total of all members of Branches who also pay dues to National.

## Financial Principles

1. At all levels the NAC and Branches of NAC are sustained by financial resources deriving from donations, membership dues and revenue generating activities.
2. At the National level, for any activity that is consistent with the strategic objectives and that has been agreed between the NAC Board of Directors and the host Branch to be a national activity, all net revenues accrue to the national organization. Some limited examples of national activities are Annual General Meetings and NAC Conferences.
3. At the Branch level, all net revenues accrued in direct support of national purposes, through Branches acting as local organisers or hosts for national activities, will be credited to the National organisation. Net revenues may be defined as those in excess of standard operating requirements for specific activities. With prior agreement, a portion of those net revenues could be retained by the Branch but must be used by the Branch for national purposes that identified to and then agreed by the National Board.

4. At the Branch level, all net revenues accrued over and above revenues accrued for national purposes, generally through Branch dues and other Branch activities and which are clearly particular to the Branch, remain with the Branch to be used by the Branch for Branch purposes as determined by the Branch.
5. Regardless of whether a National activity, a Branch activity identified as in support of national purposes, or a Branch specific activity operation will be undertaken in accordance with the appropriately agreed plans-of-activity, in a spirit of financial conservatism and oversight with due regard for financial risk and exposure.

### Financial Planning, Protocols and Controls

1. At the National level, the plan-of-activity and financial expectations for any national activity will be developed in consultation between the host Branch, the National Treasurer and the National President. This plan-of-activity will be provided to the membership by the Branch as soon as possible and appropriate, but no later than 12 months in advance of the activity, in order to ensure transparency and effective coordination with the activities of all Branches.
2. At the Branch level, the plan-of-activity and financial expectations for any National event will be supported by a budget developed with national endorsement in order to ensure coordination with other Branch or National activities.
3. Where Branch activities endorsed by National as national activities are conducted and result in loss not attributable to malfeasance, the national organization undertakes to indemnify the branch in accordance with nationally approved agreements.
4. Where Branch activities are conducted without a nationally endorsed budget and result in a loss, the national organization will not normally indemnify the branch for any of the loss.
5. At both the national and branch levels, the membership will be briefed annually during an AGM of plan-of-activity financial performance against expectations, results of any pertinent audit or review activities, and future plan-of-activity and financial expectations.

### Financial Practices

1. These are the routine accounting, transactional and control activities, which are expected from national and branches and are to be conducted in accordance with generally accepted accounting principles (GAAP).

### Dues

1. The Board shall, no later than April 15th each year, establish the best estimate of the dues for the ensuing year. It is emphasized that this would be a preliminary estimate, and may differ from the finally-approved amount to reflect decisions made at the meetings of the National Board of Directors prior to the National AGM.
2. Levels of dues are circumstance based for members as follows:
  - a. Regular – non-military and retired military and represents the majority of the membership;



- b. Serving – on full time service in the CAF or other military or on Active Reserve Service; and
  - c. Introductory – recently retired military personnel, naval cadets who are students in attendance at a recognized military college, university or technical institution and naval NCMs on Senior Leadership coursing.
3. Dues must be remitted to the National Treasurer as they are received from members in order to ensure the National Membership Register can be maintained up to date in accordance with the Act. If such fees are not paid on or before 31 December of the year for which they are applicable, the Branch in default may, by Board decree, cease to be an associate of NAC, but any such Branch may on payment of all unpaid dues or fees be reinstated as a Branch of the NAC by the Board.

### Spending Authorities

1. Spending authorities for discretionary spending in the NAC are as follows:
  - a. \$1000 for the Executive Director;
  - b. \$5000 for the National President; and
  - c. For sums above \$5000 the expenditure authority lies with the Board of Directors.

### Fiscal Year

1. The fiscal year of NAC shall be from 1 January until 31 December, unless determined otherwise by the Board of Directors.

### Travel Assistance

1. In recognition of the expense incurred by Directors, Branch Presidents or Branch Representatives who are distant from Board / AGM meeting locations, to attend said meetings, compensation for transportation up to the amount of the least expensive airfare to and from the location of the meetings is authorized.
2. Should another form of transportation be used the compensation shall be in the amount of the lowest cost airfare or actual cost of transportation whichever is less.
3. Only Directors, not Branch Representatives, attend Board of Director meetings; however, Branch Representatives and members may attend Board meetings in an observer capacity.
4. Branch Representatives to the AGM would speak on behalf of the Branch and as well speak as an individual;
5. Directors attend the AGM as individuals and speak for themselves as they are not acting as Directors at the AGM;
6. Branches with elected directors are expected to have their Branch Representative as that Director for purposes of attendance at the AGM;
7. Branches without a Director will be responsible for appointing a representative (expected to be the Branch

President) to attend and that representative will be eligible for transportation reimbursement in accordance with this motion;

8. This process replaces the previous \$300 available to small Branches and ensures all Branches have equal opportunity to send a representative to the AGM.

### Financial Auditors or Reviewers

1. One or more financial auditors or reviewers may be appointed by NAC at each Annual General Meeting to conduct an audit or review (as deemed appropriate by the Board) of the annual financial statements of the Association. Provision to pay the professional fees associated with this role will be included in the annual budget.

### Banking and Investment Accounts

1. NAC's bank account or accounts shall be kept in such recognized financial institution as the Board by resolution from time to time determines. All cheques issued from such accounts shall be signed by two signing officers of the Association. The Board shall appoint a minimum of three signing officers, of which the National President and the National Treasurer will be two.
2. Upon the approval of the Board of Directors, reserve funds may be invested through a reputable financial institution. Funds held in the account will be invested in cash, high-quality fixed-income securities and equities, selected to provide growth and a reasonable level of return while keeping risk to a low-moderate level. Signing authorities shall normally be the same as for the bank account(s).

### Contracts

1. Deeds, transfers, contracts and engagements on behalf of the Board shall be signed by either the National President or National Vice-President and by either the National Secretary (Executive Director) or National Treasurer, and the National Secretary (Executive Director) shall affix the seal of NAC to such instruments as require the same. NAC may at any time direct the manner in which the person or persons by whom any particular instrument contract, or obligation or any class of instrument, contracts, or obligations of NAC may or shall be executed.

### Branches and Associate Organizations

1. Subject to the provisions hereof, each Branch shall be autonomous and independent and shall have power to elect such officers and to pass or adopt a constitution, by-laws, rules or regulations for the conduct of its affairs and to carry on such activities, not being inconsistent with the objectives, constitution or by-laws of NAC, as it may deem expedient and from time to time to set the fees which shall be payable to it by its members.
2. Any Branch Association may, if it so desires, be or become incorporated as a social or benevolent corporation under the laws of Canada or any Province thereof.

## Records

1. In accordance with Section 23 of the Act, NAC shall prepare and maintain, at its registered office or at any other place in Canada designated by the directors, records containing:
  - a. the articles and the by-laws, and amendments to them, and a copy of any unanimous member agreement;
  - b. the minutes of meetings of members and any committee of members;
  - c. the resolutions of members and any committee of members;
  - d. if any debt obligation is issued by the corporation, a debt obligations register that complies with section 44 of the Act;
  - e. a register of directors;
  - f. a register of officers;
  - g. a register of members; and,
  - h. minutes of meetings of the directors and any committee of directors as well as resolutions adopted by the directors or any committee of directors.
2. The National Treasurer shall prepare, maintain and retain adequate accounting records.
3. Subject to any other Act of Parliament or of the legislature of a province that provides for a longer retention period, a corporation shall retain the accounting records for the purpose of the Act, for six years after the end of the financial year to which the accounting records relate.
4. The prescribed information for the register of directors is:
  - a. the name of each director;
  - b. the current residential address of each director;
  - c. an email address if the director has consented to receiving information or documents by electronic means; and
  - d. for each person named in the register, the date on which that person became a director and, if applicable, the date on which that person ceased to be a director.
5. The prescribed information for the register of officers is:
  - a. the name of each officer;
  - b. the current residential address of each officer;
  - c. an email address if the officer has consented to receiving information or documents by electronic means; and
  - d. for each person named in the register, the date on which that person became an officer and, if applicable, the date on which that person ceased to be an officer.
6. The prescribed information for the register of members is:

- a. the name of each member;
  - b. the current residential or business address of each member;
  - c. an email address if the member has consented to receiving information or documents by electronic means;
  - d. for each person named in the register, the date on which that person became a member and, if applicable, the date on which that person ceased to be a member; and
  - e. the class or group of membership of each member, if any (Note: NAC has one class of members).
7. The prescribed information for the debt obligations register is:
- a. the name of each debt obligation holder;
  - b. the residential or business address of each debt obligation holder;
  - c. an email address if the debt obligation holder has consented to receiving information or documents by electronic means;
  - d. for each person named in the register, the date on which that person became a debt obligation holder and, if applicable, the date on which that person ceased to be a debt obligation holder; and
  - e. the principal amount of each of the outstanding debt obligations of each debt obligation holder.

## ANNEX A - NAC ANNUAL GENERAL MEETING & CONFERENCE

### Location

1. The location of the Annual General Meeting (AGM) will be held in Ottawa in even numbered years and will normally rotate among the other Branches in odd numbered years, the intention being that the various sections of the country should be represented equally and alternately where possible.

### Schedule

1. The actual schedule is subject to agreement between the Board and the National President for a particular conference and AGM. The schedule must provide adequate time for the conduct of the following mandatory events:
  - a. National Board of Directors Meeting;
  - b. National Conference;
  - c. Annual General Meeting; and
  - d. Meeting of the newly elected Board of Directors.
2. In addition to the above, an evening event after the AGM (such as a Reception or Dinner) should be scheduled to allow for the presentation of Awards in the presence of spouses.
3. The host Branch may also wish to schedule an event such as a Church Service or Up Spirits to close the events but this is not to be considered a NAC National requirement.
4. Additionally a spouses'/partners' program should be arranged during this period.

### Annual Conference

1. The Annual NAC Conference will normally be of one day's duration and will deal with topics of current relevance to the RCN. Conference themes will be developed by and agreed upon between the host Branch and National. National will liaise with the RCN leadership to ensure the topic advances the NAC role to educate attendees while supporting the need for an effective Navy in the future.

### Host Branch

1. On odd numbered years, when the Annual Conference and AGM is not normally held in Ottawa, the National Secretary shall endeavour recruit a suitable host Branch at least two years in advance of the events. For any Branch hosting of the Conference and AGM this is a volunteer duty. A prospective host Branch for any National event should feel free to contact the National Office for assistance and background information relative to the organization and conduct of an Annual Conference.

## Branch Membership Involvement

1. While there is no doubt that the hosting of a Conference and Annual General Meeting is a large undertaking, it gives the Branch an opportunity to involve the membership to a much larger degree than is possible with usual Branch functions. In addition, it gives the Branch the opportunity to involve the local community and to promote the Navy.

## General Emphasis

1. While the Conference is first and foremost an educational event, it usually is also the only annual opportunity for Members from across the country to meet and renew friendships in large numbers and to express their views on the subject at hand. As such, the host Branch will be responsible to actively promote member attendance using STARSHELL, the NAC National website and by any other means available.

## Lead Time

1. It is NAC intention to have, at the time of any Conference, firm indications for the location of the next two Conferences. However, a Branch wishing to host a conference in conjunction with some special event, whether local, provincial, or nation-wide, may volunteer for such opportunity several years in advance of the event.

## Timing

1. Conferences shall normally be scheduled during the month of October. This has been largely dictated by the fact that the RCN has stated this time period is best. However if, for example, another activity is occurring that would benefit NAC member participation or scheduling an October date cannot be achieved, then other options can be considered if discussed and agreed by National. Approval for the exact dates should be negotiated with National as soon as possible after the Branch's request to host is accepted to ensure there are no conflicts with other events being held on or near the proposed dates.

## Detailed Planning

1. Once the Branch's invitation to host the Annual Conference is accepted, firm plans and commitments can be made. At a minimum, one year before the Conference, a Branch Organizing Committee representative responsible for coordination with National must be identified, dates should be firm, a preliminary budget should be made available to the National Treasurer and the Board of Directors and general plans communicated to NAC National Office.
2. Branch Organizing Committee members should be encouraged to attend the Conference preceding the one to be hosted by their Branch, both to "see how it is done", and to promote their meeting.
3. By six months before the conference the general program should be settled, a detailed budget prepared, and a Registration Form prepared and passed to the Editor of STARSHELL in time to be included in at least two issues of the magazine preceding the Conference and AGM.

## Finances

1. Financial arrangements for an Annual Conference and AGM are entirely the responsibility of the Host Branch. All revenues must be realized from registrations and from such sponsorships or other sources as the Branch may be able to arrange. Branches are normally expected to make a small profit when hosting these National events and this profit will be returned to National. In the event that a Branch has a loss, National will cover that loss providing that National had approved the program and budget and that the National Treasurer and National President were routinely provided with budget updates.
2. The host Branch should contact the National Treasurer at an early stage for advice. The host Branch must provide the National Treasurer with budget data as follows:
  - a. no less than six months (and ideally one year) prior to the event, an operating budget for the Conference and AGM. This should show all anticipated categories of revenue and expense. Note that this is a planning document only at this point. The National Treasurer will review the document and will report on it to the National President;
  - b. no less than one month prior to the event, an updated budget projection (using the same categories as the original budget) which reflects updated data to that point; and
  - c. a full financial statement as soon as practical after the event.
3. Should the Branch be short of working capital, a cash advance may be requested from the National Treasurer. The amount advanced will depend upon the budget, and in all cases it must be repaid by the Branch.

## Social Program

1. This program is intended for partners and members who do not wish to attend all the business meetings but would prefer to participate in special tours or events.
2. The Social Program is important, because the partner's experience with such programs at previous AGM's may influence the couple's decision to attend, and thereby contribute to the overall success of future Conferences.

## Responsibilities of NAC National Office

1. The National Secretary (Executive Director) is responsible for the Agendas for the business meetings.
2. NAC National is responsible for all costs incurred by National Staff.

## Responsibilities of the Host Branch;

1. The Host Branch is responsible for all arrangements for the Annual Conference, except for those responsibilities specifically assigned to National.

2. The host Branch is responsible for the overall schedule of events, and for the marriage of professional event(s), business, and social sessions. Close liaison between the host Branch, the National President, the National Treasurer and the National Executive Director is essential during the planning of the program.

## Conclusion

1. The Host Branch should maintain close contact with the National Office and National Treasurer during the planning process for assistance and coordination.



## ANNEX B – NAC AWARDS

### AWARD CRITERIA

#### Gold Award Medallion

The Gold Award recognizes exceptional and outstanding service to NAC, of a nationally-recognized nature that brings credit to the NAC as a whole.

#### Silver Award Medallion

The Silver Award recognizes significant and exceptional service over and above normal activities at the Branch level, or outstanding service to the NAC at the regional or national level; long-time service is not applicable to this Award.

#### Bronze Award Medallion

The Bronze Award recognizes outstanding service to the NAC at the Branch level, for either a particular initiative or long-time productive service.

#### Medallion Awards Disqualifier

Nominations for NAC Awards are not appropriate for recognizing achievements or involvement in other organizations.

#### Certificate of Appreciation

The intent of the Certificate of Appreciation is to express gratitude to individuals or groups who are not NAC members for strongly supporting the furthering of NAC goals, either through a particular initiative or over a period of time.

#### Presidential Letter of Recognition

The President may, independently, at any time, recognize the service of any member by means of a Presidential Letter of Recognition, and also at the request of a member, if so approved.

### NOMINATION PROCESS

1. Any NAC member may nominate an individual for any of the awards including Medallion Awards, Certificate of Appreciation or Presidential Letter of Recognition using the Nomination Form included in this Annex.
2. The Nomination Form then goes to the respective Branch President for consideration and recommendation by the Branch Board, thereby ensuring a quality control mechanism in each Branch.
3. Upon solicitation from Branches by the Executive Director, the completed Nomination Forms are submitted to the National Office.

4. Electronic copies of all Nomination Forms are then sent to the members of the National Awards Committee for review and recommendations.
5. Once completed, the Committee's recommendations are sent by the Committee Chair to the Executive Director who, in turn, sends to the National Board for approval.
6. Each relevant Branch President is then informed confidentially of their approved Award recipients.

## GENERAL

### Medallions

1. The Gold, Silver and Bronze awards shall comprise:
  - a. a medallion engraved with the recipient's name on the reverse;
  - b. a neck ribbon;
  - c. a lapel pin; and
  - d. a certificate signed by the National President.
2. The Gold, Silver and Bronze Awards are to be considered as "decorations", in the sense that they are only awarded once.
3. The cost of original Gold and Silver awards and all certificates shall be borne by NAC National, except in those cases where the Silver Award is for service at the Branch level.
4. The cost of the Bronze award shall be borne by the nominating Branch in the amount advertised in the latest Starshell.
5. The cost of medallions and lapel pins to replace those lost are to be borne by the recipients and shall be determined by the amounts advertised in the latest Starshell.

### Certificates

1. The cost of all certificates signed by the President shall be borne by NAC National.
2. Given their nature, Certificates will be awarded to an individual non-members only once for any specific achievement.
3. The framing, if desired, of all Branch initiated certificates shall be the responsibility of the nominating Branch. For Certificates of Appreciation initiated by NAC National, the framing, if desired, shall be undertaken by NAC National.

4. Medallion Awards will normally be presented by the National President to the recipients or their representatives at the Annual General Meeting. However, if special circumstance warrant and subject to the agreement of the National Board of Directors, an award can be made at any time.
5. At the discretion of the nominating Branch or National President, Certificates of Appreciation and Presidential Letters of Recognition may be presented at the AGM. However, Branch Presidents or the National President may choose to present such awards at any time if deemed appropriate, especially in cases when recipients are known not to be attending the upcoming AGM or the wait time for an AGM presentation would lose the impact of the presentation recognizing a special service.
6. Most Branches will wish to keep their nominations confidential, and every effort is to be made in this regard. But this may not always be possible where Branch Presidents or National Directors are being nominated.

#### TIMELINE FOR PROCESSING OF AWARDS

1. The ordering of medallions from the supplier takes normally four to six weeks. Therefore the normal process for medallion awards and certificates to be presented at the AGM will include:
  - a. twenty-four (24) weeks before the AGM the National Executive Director issues the call for nominations, to be sent to him/her;
  - b. eighteen (18) weeks before the AGM nominations are closed. The National Executive Director then compiles the nominations and seeks the Awards Committee review and recommendations;
  - c. fourteen (14) weeks before the AGM the Awards Committee completes their review of the nominations. The National Executive Director is to compile the recommended nominations and distribute them to the National Board of Directors for approval;
  - d. ten (10) weeks before the AGM the National Executive Director provides the approved list of Award recipients to the National President. The National Executive Director then orders the medallions from the supplier and prepares Certificates for the National President's signature;
  - e. four (4) weeks before the AGM the National Executive Director is to assemble award packages that, where applicable, comprise the medallions, attached neck ribbons, lapel pins and signed, unframed certificates, ready for presentation; and
  - f. at the AGM it will be at the National President's discretion whether to make the award presentations during the AGM itself, or at a suitable event during the Conference and AGM period. If award recipients are not present at that time, the awards will be forwarded to the recipient's Branch President who will then assume responsibility for their presentation at another appropriate time and place.
2. This process can be compressed for medallion awards under special circumstances, but the four to six-week period for ordering from the supplier will remain.
3. If any nomination is rejected or amended during this process, the National Executive Director shall inform the nominating Branch of the reasons for the decision.

4. Certificates of Appreciation and Presidential Letters of Recognition to be awarded outside of the AGM can be ordered from the National Executive Director at any time, taking into account appropriate lead times required and any approvals, if necessary.

#### NOMINATION FORM NARRATIVE REQUIREMENT

1. The “Substantiation” section of the form requires a clear narrative of the rationale for the Award, i.e. what has been done specifically to make the recipient worthy of the Award. It must therefore be written in such a way that it is suitable for reading as is, at the presentation of the Award.



## NOMINATION FOR NAC/ANC AWARD

To be forwarded, preferably by email to the National Executive Director at:  
executivedirector-nac@outlook.com



SURNAME AND INITIALS:

ACADEMIC/MILITARY DECORATIONS, ETC:

RESIDENCE ADDRESS:

BRANCH:

TIME AS AN NAC MEMBER:

PREVIOUS NAC AWARDS AND DATES:

AWARD PROPOSED:

SUBSTANTIATION:

The "Substantiation" section of the form requires a clear narrative of the rationale for the Award, i.e. what has been done specifically to make the recipient worthy of the Award. It must therefore be written in such a way that it is suitable for reading as is, at the presentation of the Award.

NOMINATED BY:

DATE:

RECOMMENDED BY: (Branch President or authorized Branch Director)

## ANNEX C - NAC ENDOWMENT FUND

1. The NAC is dedicated to increasing the awareness of Canada as a maritime nation and the critical role that our Navy plays in the protection and development of our maritime interests. This objective requires not only the dedication of our membership, but also funds to sustain this effort over the years. To ensure that sufficient funds are available to support the many tasks that this mission calls for an Endowment Fund has been established.
2. The Declaration of Trust of the Endowment Fund in summary, states that the object of the Fund is to:
  - a. to receive moneys and property donated to the Naval Association of Canada allocated by the donor to the Endowment Fund, and to receive other moneys and property allocated to it by The Naval Association of Canada, and to hold and invest such moneys and to expend the same in furtherance of the objects of The Naval Association of Canada;
  - b. to promote and maintain interest in Maritime affairs generally, and particularly in the Maritime affairs of Canada, and without limiting the generality of the foregoing:
    - (i) to sponsor either alone or in conjunction with others the conduct, preparation, publication and promotion of research in to matters of Maritime interest;
    - (ii) to provide scholarships, awards, bursaries and prizes to Canadians pursuing studies of benefit to the national security of Canada, Maritime affairs or the operation of Canadian vessels in Canadian waters or upon the high seas; and
    - (iii) to support the publication by the Naval Association of Canada of periodicals dealing with Naval, Maritime or historical interest; and
  - c. to co-operate with other organizations having objects similar to the objects of the Endowment Fund.
3. The Board of Directors of the NAC has endorsed the following:

### Statement of Purpose

1. The income from the NAC Endowment Fund will be used to:
  - a. **Remember The Past.** Support to the Canadian Naval Memorial Trust (Sackville), HMCS Haida, Naval and Military Museums, naval history projects, and naval monuments and other projects in keeping with the intention of remembering our Naval legacy;
  - b. **Support Today's Navy.** Promoting an awareness of and interest in the requirement for Canada's Naval Forces today through education such as supporting publication of NAC periodicals and other research material of an educational nature; and
  - c. **Build The Future** Investing in our youth through the Navy League and Sea Cadets.

## Building the Fund

1. Raising money for any cause is difficult. Individuals and corporations are besieged with requests for donations for worthy causes and while corporate donations will hopefully come our way in the future, we need to look to ourselves to build the Fund to a credible level.
2. Cash donations from the membership will always be gratefully received. Perhaps more promising over the longer term will be planned or legacy giving by means of On-Going Commitments, Bequests by Will, Gifts In Kind, Life Insurance, Gift Annuity, and Memorial Gifts.
  - a. On-Going Commitments. One time gifts will be gratefully received, but we also hope that Donors will consider making an on-going pledge to the fund. (Of course if your circumstances change, you are free to modify your pledge).
  - b. Bequests by Will. You can also contribute by making a bequest to the **NAC** Endowment Fund in your will. Our Planned Giving Officer can suggest appropriate wording for you bequest.
  - c. Gifts In Kind. Money is not the only contribution that benefits the Endowment Fund. You can help by donating property, stocks and bonds, works of art, and other tangible items of personal property. Gifts in kind are independently appraised to establish their fair market value for tax deduction.
  - d. Life Insurance. Contributors may donate existing policies or purchase a new policy designating the Funds owner and beneficiary. Under Canadian tax law, the premiums or cash surrender value are deductible up to 75 per cent of your net taxable income.
  - e. Gift Annuity. A financial gift can be used to purchase an annuity which will provide the Donor with a guaranteed income for life. The amount of income received from a gift annuity depends upon the prevailing interest rates and the age of the donor at the time the gift is made. The balance of the financial gift not required for the purchase of the annuity-usually 25 to 35 per cent of the capital amount can be used to support the Fund. Because of this, most or all of the income from the annuity will be tax free.
  - f. Memorial Gifts. Gifts in memory of a loved one are especially meaningful and appreciated. Gifts can be directed to one of the three objects of the Fund, Remember The Past, Support Today's Navy, Build the Future or can be unrestricted.
3. Recognition. Your gift will be recognized in Starshell.
4. How to Give. Since gifts can have considerable tax advantages it will be advantageous to discuss your contributions with a planned giving expert. Your lawyer or tax adviser will be able to help.

## Requesting Grants from the Fund

Applications for grants from the Endowment Fund are normally made through, and sponsored by, the local NAC Branch. Applications submitted through the local NAC Branch President to NAC National Executive Director by 31 May. These applications are to be signed by the local Branch President.

1. Where a Branch is not an appropriate sponsor, applications can be made directly through the National Executive.

2. The normal process is to for the Branches to make application on behalf of a local cause they wish to support, or to forward an outside request that they have received and which they support, to the Endowment Fund Allocation Committee through the National Executive Director.
3. The applications will be reviewed by the Endowment Fund Committee to ensure they are in accordance with the Statement of Purpose for the Endowment Fund, and will be selected for consideration ensuring that a regional balance of allocations is maintained given the amount of funding available, and that funding is available.
4. The sample Grant Application Form can be found on the Endowment Fund Forms web page.
5. All applications are to be received by the National Executive Director by 31 May unless otherwise directed. Successful applications will receive final approval of the Board before the Annual General Meeting and usually in the August timeframe.

### Our Legacy

1. Membership in the NAC is recognition that Canada needs a capable and effective navy and that the navy has a significant meaning in the security of Canada. Past, present, future - the naval service of Canada needs our continued support - the NAC Endowment Fund offers that opportunity.



## ANNEX D - Reports

### Annual Membership Report

1. Annually, effective 1 January, a complete listing of current Branch members who are paid up for their National and Branch dues, or for whom payment of these dues is expected within six months, is to be submitted electronically to the Executive Director by 31 January.
2. When and as changes occur at the Branch during the year, the Branch membership list is to be updated by email notification to the Executive Director.
3. The annual membership list may be submitted as a Word document (preferably in table format) or as an Excel spreadsheet and must contain, as a minimum, the information required for members under the Act and detailed in the RECORDS requirements section of this manual.
4. Updates to the list can be in text format if only some items are changed – for example a change of address update will only require notification of the old and new address for that specific member for purposes of updating the National records.

### Reports from Committees and Appointees

1. Annual reports are required from all Standing Committee Chairs and from the National Archivist and National Chair for History and Heritage for tabling at the AGM. The period of the report should cover the full period from the last AGM and include all activities significant activity, lessons learned from that activity and recommendations for changes to the activity as appropriate to the report.
2. Reports should be submitted electronically to the Executive Director by no later than 4 weeks before the AGM.
3. Individual report formats are to be determined by author.

### Branch Report

1. Annual Branch reports should be submitted by electronic means annually for period 1 January to 31 December.
2. Reports are to be submitted to the Executive Director by 31 January of the following calendar year. The Executive Director will table the Branch Annual Reports at the next AGM.
3. While a suggested content and format is provided below, the ultimate authority lies with the Branch President for format and content submitted by the Branch.

## NAC Annual Branch Report

**Date of Report:**

**Period of Report:**

**Branch Name:**

**Branch Mailing Address:**

**Branch Executive: Attach List:**

**Total Membership At 1 January 20xx – see Note 1:**

**Membership – Regular/Life:**

**Membership – Serving:**

**Membership – Introductory:**

**Number of Members Lost Since Last Report:**

**Number of New Members Gained Since Last Report:**

**Number of Organized Events (Branch Meetings, Social Events) Since Last Report:**

**Charitable Works Undertaken Since Last Report:**

### Additional Items of National Interest as appropriate to Branch Activities

Number of Commemorations (BOA, Remembrance Day, etc...) in which the Branch participated since last report:

Names of Museums/Trusts with which the Branch has a working relationship:

Names of Naval Reserve Divisions with which the Branch has a working relationship:

Names of Naval HQs with which the Branch has a working relationship:

Names of Sea Cadet Corps with which the Branch has a working relationship:

Names of Other Organizations (i.e. Navy League/RCNA) with which the Branch has a working Relationship:

Major Projects undertaken since last report:

Number of Outreach Presentations conducted since last report:

Number of Media or Other Requests for Comment/Opinion on Maritime Issues since last report:

Number of Navy/DND Requests for Assistance with Events since last report:

Number of MPs and Senators Contacted since last report:

Number of Pro-Navy or Historical Articles, OpEds, etc... submitted by members since last report:

Other Items of Interest:

General Comments or Expansion of above items.

Note 1 - Attaching the Annual Membership Report. Amendments to this list should be submitted to the Executive Director as they occur during the year (new members, members who have resigned, moved or are deceased must all be recorded as soon as possible in the NAC Master Membership Record maintained in accordance with the Act). This list with amendments will be used for voter validation at the AGM.



**NAVAL ASSOCIATION OF CANADA**  
**ASSOCIATION NAVALE DU CANADA**

**THE NAVAL ASSOCIATION  
OF CANADA**

**L'ASSOCIATION NAVALE  
DU CANADA**

Patron  
His Royal Highness the Prince Philip  
Duke of Edinburgh

**MARIA OBTINUIMUS - "We hold to the sea"**

The Naval Association of Canada (NAC) is a nationally registered not for profit association whose mission is to educate Canadians as to the importance of maintaining an effective Canadian naval capability. NAC has Branches from St. John's to Victoria. Membership is open to any individual who supports the NAC mission. NAC cooperates with other organizations to achieve its mission.