



# The Air Cadet League of Canada

*1941-2018*

**Strategic Plan**

*For National Air Cadet League*

**2018-2023**



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## SECTION 1 – INTRODUCTION

Developing a strategic plan requires an organization to put a significant focus on many moving parts in order to be effective at the ultimate goal: planning and preparing an organization to ensure success in the future. While National level has conducted strategic planning in various ways over the years, we have also tried to take our own advice and ‘prepare the organization for future success’ as it relates to our strategic planning framework and systems.

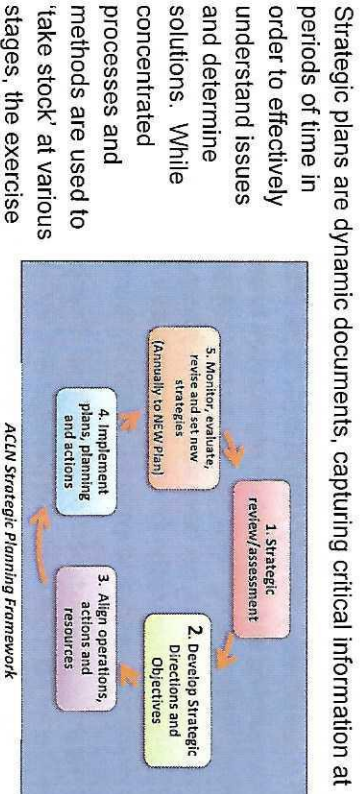
Through the establishment of our *National Strategic Planning Committee* – a first for National level - the development and implementation of a concerted, coordinated approach to strategic planning was put in place over the past 18 months. As with any organization, there are many thoughts and ideas as to ‘where do we go’ and ‘how do we get there’. An equally important part of strategic thinking also requires organizations to clearly identify ‘where we are now’ on the critical matters and historical precedents that have lead to the current state.

Without doubt, and due to the commitment and input of many members inside the League and some external considerations, we have established a solid foundation and framework for moving forward. What this means is that the foundation, processes and prioritization that we have established for strategic ‘thinking’ will continue to help us be vigilant and diligent in understanding and addressing the challenges and opportunities that we inevitably face as the Air Cadet League moves forward.

The outcomes of any strategic planning efforts are the important part - the actual priorities and actions identified in the strategic plan. As with the building of any house, if you have a good blueprint, the right tools and the skilled people to put it together, then you’re likely to have a sound product at the end. To that end, the following section will highlight the key methods that were used to meet our objective of building a sound ‘strategic plan house’!



### The Strategic Plan Framework



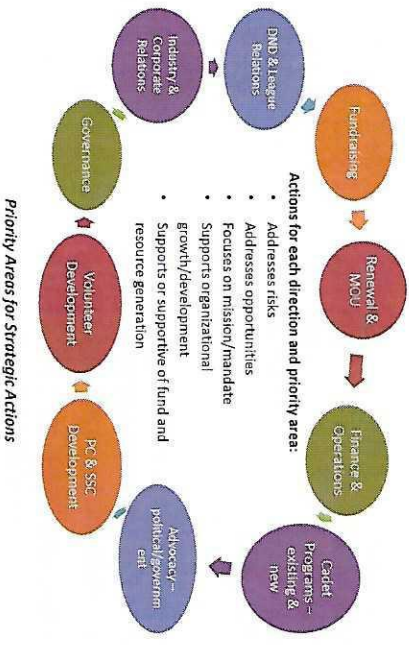
Strategic plans are dynamic documents, capturing critical information at periods of time in order to effectively understand issues and determine solutions. While concentrated processes and methods are used to 'take stock' at various stages, the exercise of establishing and monitoring and adjusting the directions and actions of an organization require continual vigilance. 'Strategic goals' can be described as the ends that an organization hopes to achieve and which serve to direct the operational means that are used to achieve them.

This concept is important to note as it underscores the need for organizations to continue to review, evaluate and adjust both sides of the equation on a regular basis – *sometimes a strategic goal may need to be revised or sometimes the methods and resources allocated to achieve a goal need to be changed.*

As best as possible, building a solid framework for creating the core strategic directions for National level was an important foundation to put in place. The resulting Strategic Plan that has been produced through the application of various processes and methods used to secure key input and information, and these were implemented through the defined steps of the framework identified in the diagram.

For an overview, the following were the key methods used to secure the input on important matters from various places, products and people.

- Review of the range of issues, discussions and directions being considered through the numerous Renewal Working Groups of DND
- Implementation of a national survey of senior levels of the ACLN (Governors, Advisory Committee, members, PC Chairs) to focus on key issues, priorities and suggested directions/actions
- Implementation of a Workbook for National VPs and Committees that captured important priorities and issues for review; all groups undertook review, evaluation and establishment of actions to address priority issues of their mandate;
- Completion of Action plans by National Committees for review by National VPs and Board of Governors
- Research and review of previous Strategic Plan, Terms of Reference, financial reports to identify gaps and status of high level issues and progress related to previous goals established.
- Implementation of a second survey with PC Chairs to focus on important priorities and matters most relevant in the areas of Cadet program, DND relations, funding and financing, SSC and Squadron health, volunteering and operational issues.



Priority Areas for Strategic Actions

- Establishment of Governor Teams who focused on integrating and assessing all input for the Committees and topics that fall under their areas of responsibility; Teams reviewed the numerous challenges and opportunities that had been identified throughout the process and developed or prioritized the actions established for each one.
- Full review by the Board of Governors of the priority actions across all priority areas.
- Completion of *Action Planning forms* for each priority action, quantification of each action in terms of *Priority Level* and *Priority Timeline*, and completion of *Budget Request forms* for actions identified in years 1-2 for review by National Executive Committee (NEC) and the Board.
- Review by Finance and NEC of all budget requests, adjustment of any actions requiring new timeline/priority due to budget allocations, and preparation of final draft of Strategic Plan by Strategic Planning Committee and Board.

## SECTION 2 – Mission & Vision

Our organization displays its values and commitment through the ongoing actions and activities that fulfill their overall purpose, both in a legal sense and as a charitable entity. We strive to fulfill our goals and objectives within a framework that seeks to enrich the lives of young people through the efforts and skills of other Canadians committed to the cause.

The written documents that attempt to capture our purpose and essence are important in helping to ensure we stay true to the overall cause at all levels, for which our vision statement plays a leading role:

*The Air Cadet League of Canada envisions the Royal Canadian Air Cadets as Canada's premier and a world class youth development movement. Being attuned to societal changes, it*

*strives diligently to be a totally dedicated, proactive and innovative partner to encourage and enhance the development of well adjusted, civic minded youth to undertake leadership roles in a great Canada and a better world.*

The significant time, resources and effort that we put into pursuing and implementing this organizational vision is paramount to realizing successes along the way and being able to adjust to the numerous curves and roadblocks along the way. Staying focused and true to the legal and ethical mantle we have taken up is critical to our success and long-term viability. Underscoring this responsibility is the need to ensure that our corporate mission is properly aligned and, as importantly, current to the times that we are in and the times we are about to face.

For this strategic planning period we have maintained the overall mission statement that has directed our organization for many years. While the League as a whole may need to revisit – and reinvigorate – our overall mission as some of the future paths and potentials become clearer, we have built the strategic plan to link and integrate with our existing mission statement:

- To partner with DND in the development, deployment and conduct of the Air Cadet Program by advising and assisting with the core training program and complementing it with valuable optional elements;
- To promote and encourage the nation's youth members to develop and maintain an interest in aviation and to foster and assist growth in those fields for those interested in pursuing such a career, in part by partnering with industry, while still supporting interest in other program elements of leadership, effective speaking, music and such;
- To promote the growth and well being of the Air Cadet Movement by attracting and retaining the youth members and the adult leaders for both the DND and League roles and responsibilities;



- To provide, along with DND, a voice in Canada for the Air Cadet Movement as a whole so that the Canadian public is kept aware of the accomplishments and capabilities of the Movement and of its ability to fulfill its purposes;
- To provide an organizational structure and including the Squadron Sponsoring Committee Level (SSC) that complements and meshes with DND's to meet in a respectful, understanding and professional way the agreed and approved roles and responsibilities, including providing and considering studies and proposals as well as resolving the challenges in a progressive Air Cadet Movement; and
- To establish and maintain a core principle that the National Level League (NLL) and Provincial Committees (PCs) working in concert, in accordance with the established purposes of the League, is to ensure that every Squadron has a functioning Squadron Sponsoring Committee (SSC) of screened and registered volunteers delivering the essential League support required to provide the air cadet program.

### SECTION 3 – STRATEGIC DIRECTIONS

The Air Cadet League has the benefit of a rich heritage and strong, national presence as the key partner with DND in the delivery of the Air Cadet program in Canada. As a national organization, we have grown and expanded over the decades to meet the many demands and responsibilities inherent in our mission and mandate. Our governance structure now includes recognized Provincial bodies (and one territorial) and, under this, hundreds of local Squadron Sponsoring Committees that deliver the services and programs of the League. As a volunteer-driven organization, we can take pride in continuing to offer young people one of the greatest programs to help them prepare for their education, careers, volunteer lives and as active citizens prepared to participate and lead their families, communities and nation.

Providing services and supports to 27,000 young Air Cadets across Canada, though, does not come easy. We face the same challenges and opportunities as every other similar organization, private or charitable. While we continue to strive for improvements to be able to sustain and grow our League within every province and community, there is a continual need to both be attentive to the current situations we face while envisioning and preparing for the future.

We are in a period of important transition within the Air Cadet League and the entire Cadet movement. Many issues and requirements have already impacted all parties and partners in the Cadet movement, some of which continue to be played out as we speak. Seeing the future at the best of times is difficult, and addressing the prime matters on our plate at present can complicate our vision. We must continue to put the necessary resources and attention to navigating and resolving the 'short term' priorities while we strive to build the foundation for the positive goals and outcomes we hope to achieve for our Cadets, volunteers, members, partners and supporters. The Strategic Plan will act as our blueprint and guide to that future period, with an understanding that it can often be a 'design/build' process we are engaged in, requiring the ability to be flexible, responsive and attentive to both the challenges and the opportunities that we will face on the journey forward.

*Understanding the present while looking to the future* is a significant principle that organizations must balance at all times. When developing the vision for the organization and considering the strategic direction that is not only *plausible* but *possible*, the principle is even more vital. Throughout the strategic planning process over the past 18 months, the broad range of input, ideas and issues were squarely placed on the table for the Board – and the organization – to digest and consider. It has culminated in the core focus and strategic objectives for the organization, summarized in the following chart:



## Strategic Directions: Our 5 Year Objectives

<p><b>Mission Integrity</b></p>	<p>Acting as a key partner and voice in the delivery of the Air Cadet program in Canada while striving to ensure that the organization acts as a strong advocate to help lead, guide and support the mission of delivering the premier youth movement in Canada.</p>
<p><b>Financial Security and Vitality</b></p>	<p>As a national charity, to enact strategies to ensure we have the financial means and capacity in place to provide the resources, systems, services, infrastructure and guidance to deliver on corporate goals and responsibilities across Canada</p>
<p><b>Operational Effectiveness</b></p>	<p>Increase and improve the capacity of the organization to attract and retain motivated and talented volunteers throughout all levels of the organization. Focus on building the infrastructure of people, technology, systems, and training to ensure high quality of services and programs that are effective in supporting accountability, growth and sustainability.</p>
<p><b>Program Effectiveness</b></p>	<p>Increase leadership strategies to grow and sustain the high quality of experiences and skills that youth gain through exposure to aviation, aerospace and the broad scope of programs and initiatives supported by the organization. Identify and act on opportunities to offer exciting, enriching and valuable initiatives that engage and motivate young people.</p>
<p><b>Corporate Integrity</b></p>	<p>Improve and solidify the governing and managing structure of the League to meet the legal, regulatory, corporate and management goals and objectives of the League. Continue to grow and expand the services, supports and guidance to our members so that all levels of the organization can perform in a safe, effective and high quality environment</p>
<p><b>Growth Agenda</b></p>	<p>Expand and increase the resources, partnerships, initiatives and relationships to be able to offer greater opportunities for Air Cadets, volunteers and members. Identify ways and means to improve our business model, generate funding, improve services and showcase the movement to more youth, communities and Canadians.</p>

## SECTION 4 – ENVIRONMENTAL REVIEW

Through the numerous exercises that underscored our strategic planning process, a core focus was to seek input on our strengths, weaknesses, opportunities and threats. Asking the direct questions through our surveys on many issues, reviewing the details of our current operational and managing capacity, and considering our successes and outcomes over recent years were key focal points that helped us to review and assess these important areas.

By far the most prominent issue – on the side of the scale of *weakness* and *threat* – identified by our the senior leadership was the current and future financial security of the both the League and the Air Cadet program. This included the capacity of the League to maintain and grow the organization to meet mandate and responsibilities. In the primary survey of senior members of the League, a full 81% identified funding and financing as the biggest *threat* and *risk* to the movement, with the following noted as the key concerns and issues:

- Financial challenges pose the largest risk to national, provincial and local levels
- Becoming insolvent due to challenges raising funds and revenue
- Running out of cash reserves
- Reductions, or full withdrawal, of national grant from DND to the Leagues
- Lack of financial support to the League from sponsors, third parties and government
- Reductions in the federal government budget, cuts to DND budgets and the Cadet program

In creating the existing Strategic Plan, these financial challenges were front and center. They bolstered the need to actually establish some of the specific plans we included to review and identify potential directions and solutions to this priority issue. Some of the particular Actions will



begin to be rolled out and reviewed in the short and medium term as we begin to tackle these important matters.

The plan that has been written and the various actions that support our directions, however, are based on our *current financial footprint and funding mechanisms*. It has taken into account the known funding base and has attempted to ensure viability and overall fiduciary responsibility in managing the finances and mandate of the League. It does not, however, take into account some of the larger challenges and opportunities that have been identified - these will require a shift in our overall funding model and the way we address financial sustainability.

The Board of Governors have considered and accepted a funding model and budget that was provided in an internal report focusing on *Growth and Sustainability* of the League and parts of the Air Cadet program. Options and directions identified in the report will be reviewed by members as we move forward with the Strategic Plan, beginning at our 2018 Annual General Meeting.

The following - by no means an exhaustive list of the *challenges and opportunities* identified - highlights some of the important issues that will require our proper attention, resources and commitment in order to be successful in our endeavours. As the National body, it has been our intent to recognize these issues and, where possible and as best as possible, determine a course of action for the future to achieve the outcomes most desired.

#### **Governance of the Air Cadet League**

- The need to improve the alignment of our overall mission, purpose and operational lines of authority, responsibility and roles; confirm and effectively implement the proper authority, responsibilities and accountability throughout our League; ensure that our structure, governance and controls are in place to be effective in delivering and managing the League business at all levels, with proper and clear

delineation of 'who does what' and the oversight to ensure effectiveness; ensure we are meeting the obligations and comply with the critical responsibilities vested in all levels of the organization relative to such areas as charitable responsibilities, funding and financial accountability, screening and registration, corporate regulations and the bylaws and policies which frame and guide our actions and activities.

#### **Financing and Funding the Air Cadet League**

- As a National charity, the need to ensure we have the capacity, resources and plans in place to sustain and build the League programs and services; ensure the plans, programs and partnerships are viable for addressing needs of the Air Cadet program resulting from various challenges such as DND funding reductions, fleet renewal and replacement, increasing Air Cadet population, accommodation costs, insurance premiums and others; the need to identify longer term business and funding models that address goals and objectives for recruiting and supporting volunteers, Cadets, Sponsoring Committees, and sustained/new optional and mandatory programs to meet interests of youth; expand the resources, diversity and reach of fundraising and determine best models that can generate sustainable funding while optimizing the benefits to Cadets and the programs.

#### **DND and Cadet Leagues**

- The need to establish effective mechanisms and protocol for working in partnership with DND and the other Leagues while ensuring our viability and responsibilities as independent charities; the need to ensure any new MOU and associated documents are effective at capturing, affirming and addressing the full partnership requirements of all parties delivering the program; improvements in the administration and operation s required for planning and delivering the Cadet program between organizations, by paid officers and

volunteers and at all levels of the Cadet program; identify common working goals with other Cadet Leagues to strengthen the movement; increase volunteerism, market the program, and share best practices; monitor and plan effective strategies and initiatives that address key partnership issues such as Cadet supervision, joint dispute resolution processes, risk management, funding formula for elements, liability and insurance, officer and volunteer screening.

### **Aviation and Air Cadet Programs**

➤ The need to input, monitor and advocate for Air Cadet programs to ensure the continued provision and integrity in meeting the goals and interests of youth; continue to improve and build optional opportunities while ensuring that the full spectrum of Cadet programs remain at high standards; identify options and opportunities for expanding family flying and aviation experiences if faced with financial reductions; monitor and input on key issues impacting the Air Cadet program such as closings of CTC/CFTC, reductions in aviation programs and/or Cadet participation; identify strategies and opportunities for expanding or reinstating programs such as Effective Speaking, music and Senior Leadership course while offering new initiatives; national focus and initiatives related to training, education, career development and employment opportunities with aviation and aerospace industry.

### **Volunteer and Member Services**

➤ The need to recruit and retain qualified and motivated volunteers from communities, sectors, cultures and demographic groups throughout Canada to sustain and grow the movement; to ensure that the League can attract and retain required volunteers for League roles at all levels of the organization; ensure that volunteers are properly registered and screened according to required regulatory guidelines; provide required and effective training to volunteers at all

levels and according to the duties and responsibilities they undertake; provide support and training to ensure volunteers and members understand the DND structure, policies, officer roles and responsibilities and avenues for resolving issues and challenges; support and guidance on roles and responsibilities of volunteers administering local Sponsoring Committees as related to MOU, financing, insurance coverage, fundraising, charitable designation, incorporation, supervision.

### **Administration and Operations**

➤ The need to provide effective management, administration and services across the National level in support of the League structure and numerous areas of responsibility; ensure effective resources and systems are in place to handle services and supports to members, volunteers, committees, donors, sponsors, DND levels, external bodies; sustain and build effective systems to meet changing needs and opportunities in areas of technology, financial administration, screening, member training, communication; ensure tools and resources are established and maintained to support national marketing, public relations, fundraising, recruitment and the various functions undertaken by National level committees.



### **Build New Partnerships**

➤ The need to link with industry partners and private corporations to provide assistance, linkage, advocacy and resources to support various Cadet and League programs and initiatives; establish new options for individuals and companies to support League initiatives as Ambassadors; subject matter experts; project advisory teams and advocates; identify new partnerships for program development such as Civil Air Patrol and national CASARA initiative for family training; increase communication and networking with federal political parties, politicians and key MPs; strategic initiatives with national associations; Air Cadet Foundation and corporations to build financial and funding solutions in areas of Cadet programs, fleet renewal, workforce development, and bursaries/scholarships.

## **SECTION 5 – STRATEGIC ACTIONS & PRIORITIES (2018-2023)**

The following charts represent the main strategic actions and priorities that form the Strategic Plan for the National level. Culminating from the strategic planning processes identified earlier, the charts capture key actions and operational plans within each of the priority areas identified by National through the numerous processes used for securing input.

More detailed *Action Plans* accompany most of the ones presented and have been endorsed by the Board. The detailed action plans will be utilized by each of the organizational Leads (which may be Committees, individuals or operational staff) as they begin to address their specific priorities. We have not presented the detail plans – some of which are to be finalized for future year actioning - or the associated budgets and resources, but they will be utilized by each of the Leads as they implement and report on their actions and progress.

Given the fact that numerous *Strategic Actions and Priorities* are set to be addressed in future years – either to begin or to complete – the fine-tuning and establishment of detailed Action plans and the identification of the resources to achieve them (funding, resources, people) is still to be finalized.

The Strategic Planning Committee is tasked, overall, with maintaining the core plan and reporting to the Board and members on the status of each of the Directions and associated Actions that accompany them. Additionally, this Committee will implement methods and processes that are geared to reviewing each of the Actions so that the assigned Leads will be able to review and revise any components, and that the organization can identify any new challenges or opportunities that require integration into the current plan.

### **Aviation and Cadet Programs**

<b>Strategic Actions &amp; Priorities</b>	<b>Priority/Timeline</b>	<b>ACLN Lead</b>
1. Develop plan to replace the L-19 planes	<i>High – Address in Years 1-2</i>	Aviation Committee supported by National Resource Generation Committee
2. Conduct research and prepare a position report to identify options for implementing, or reinstating, a Senior Leadership course for Air Cadet program.	<i>High – Address in Years 1-2</i>	National Executive Committee supported by National Selections Committee

<p>Research and initiatives that the League can use to secure greater input from Air Cadets for program, League and relevant issues: a) Identify methods such as online surveys and exit interviews to collect input on key issues, b) Establish collaborative methods with DND to collect and share common input from Air Cadets on program and service areas; c) Research and determine option for establishing a National level Air Cadet Advisory Group made up of Air Cadets from across Canada who will assist in coordinating communications and direct input from Air Cadets; d) Identify any opportunities that exist to support outreach to new Cadets from different ethnic/cultural communities, and determine appropriate outreach/communication methods and materials required.</p>	<p><i>High – Address in Years 1-2</i></p>	<p>Cadet Program Committee supported by Communications Committee</p>
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<p>4. Work with DND and League partners to develop plan to improve and expand music program, including instructor courses and regional competitions. While some regions have had success, the goal is to determine best practices and models that would be rolled out across all PCs so that Cadets have equal opportunity.</p>	<p><i>High – Address in Years 1-2</i></p>	<p>Music Committee</p>
<p>5. Identify and apply methods for securing input from volunteers and Cadets on key areas of the Cadet program and League services/programs. Establish a model and protocol with DND that will help identify and research which communities to expand the Cadet program and to determine which element will be established</p>	<p><i>High – Address in Years 1-2</i></p>	<p>Communications Committee</p>
<p>6. Identify existing programs operated by PC's and others that focus on providing training opportunities for Air Cadets that are linked to aviation and aerospace occupations; identify best practices that can be used to enhance PC/SSC options</p>	<p><i>Medium – Address in Years 2-4</i></p>	<p>Cadet Program Committee</p>
<p>7. Identify existing programs operated by PC's and others that focus on providing training opportunities for Air Cadets that are linked to aviation and aerospace occupations; identify best practices that can be used to enhance PC/SSC options</p>	<p><i>Medium – Address in Years 2-4</i></p>	<p>Cadet Program Committee supported by Aviation Committee</p>



8.	Actively monitor and address potential closures of CTC's and CFTC's across Canada, in conjunction with other Leagues, given the potential directions identified through DND renewal.	<i>Medium – Address in Years 2-4</i>	Cadet Program Committee supported by Aviation Committee
9.	Monitor and document direction by DND on proposed changes under Renewal to existing program criteria such as: late joiner package; electronic handbooks; use of Cadet challenge/demonstration; online registration; options for evaluation; reduction of 'attendance' criteria.	<i>Medium – Address in Years 2-4</i>	Cadet Program Committee in coordination with PC Chair Committee
10.	Review options and strategies to build the Effective Speaking program and have it accessible to more Squadrons and Cadets.	<i>Lower – Address in Years 3-5</i>	Effective Speaking Committee
11.	Establish a long-term plan and options to maintain flying programs in the event of reduction or cutbacks by DND	<i>Lower – Address in Years 3-5</i>	Aviation Committee
12.	Research and review any options that the ACLN may wish to consider for establishing, or advocating, new activities/programs for Air Cadets, such as self-defence, radio communications, orienteering, drone training.	<i>Lower – Address in Years 3-5</i>	Cadet Program Committee in coordination with Executive Director

Identify other national level youth groups to determine opportunities for collaboration that may exist to support youth that are served in both organizations (e.g. marketing, programs, referrals).	<i>Lower – Address in Years 3-5</i>	Executive Director
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**Finance and Fundraising**

<b>Strategic Actions &amp; Priorities</b>	<b>Priority/Timeline</b>	<b>ACLN Lead</b>
Build the direct mail letter campaign to 4 times per year through establishment of collaborative promotion and communication with national level partners and sponsoring organizations	<i>High – Address in Years 1-2</i>	ACLN Executive Director supported by National Resource Generation Committee
Review integration of SUMAC system into all aspects of fundraising, communication and associated functions – event sponsors, donors, club members, partners.	<i>High – Address in Years 1-2</i>	Executive Director and Staff
Review the establishment of a new 'Presidents' level Members Club to build new membership option.	<i>High – Address in Years 1-2</i>	National Resource Generation Committee
Review a national, fee model for Cadet participation to support the League delivery of services, supports and programs.	<i>High – Address in Years 1-2</i>	National Resource Generation Committee



5.	Conduct a review to identify improved website and marketing systems (e.g. social media, mobile friendly devices) and improved mechanisms to administer fundraising, payment, sponsorship and registration functions.	<i>High – Address in Years 1-2</i>	National Resource Generation Committee supported by ACLN Staff
6.	Ensure the required Financial Compliance systems, administration and reporting are in place for the National, PC & SSC levels that are overseen by ACLN.	<i>High – Address in Years 1-2</i>	Treasurer supported by Executive Director
7.	Increase and improve the marketing and promotional materials and strategies used to target and outreach to intended audiences, both ACLN-wide and for individual initiatives.	<i>High – Address in Years 1-2</i>	Communications Committee in coordination with Executive Director and National Resource Generation Committee
8.	Review options for a nationwide capital campaign that focuses on fleet replacement, involving PC's and National	<i>Medium – Address in Years 2-4</i>	National Resource Generation Committee in coordination with Aviation Committee and PC Chairs Committee

9.	Identify options with existing supplier to increase merchandise sales and products; increase promotions, marketing and product range of ACL merchandise; a) review existing plan and additional options for handling ACL merchandise and sales when current contract is complete	<i>Medium – Address in Years 2-4</i>	National Resource Generation Committee with Executive Director
10.	Continue to source grant opportunities for key areas of ACL, with a priority focus on programs and services identified under 'ACES' (Cadet training, careers, employment with industry partners), and for volunteer development and training.	<i>Medium – Address in Years 2-4</i>	National Resource Generation Committee
11.	Review ACLNs internal financial management systems to ensure they are effective, current and monitored on a regular basis	<i>Medium – Address in Years 2-4</i>	Treasurer with Executive Director
12.	Review annual Director fee/donation program	<i>Medium – Address in Years 2-4</i>	Executive Director with National Resource Generation Committee



13.	Identify and assess new fundraising events that have potential to support ACLN revenue objectives, considering such options as 'Donate-a-Plane' and annual VIP black-tie events.	Medium – Address in Years 2-4	National Resource Generation Committee
14.	Review options/models of assigning costs to PCs for services that National administrators on behalf of all parties or in place of PCs that do not provide certain services.	Medium – Address in Years 2-4	Treasurer with Executive Director
15.	Identify internal champion to build an Alumni Association and determine goals and objectives. Identify Alumni and other individuals that can contribute to the Air Cadet League to support its many activities and provide opportunities for them to be engaged in League activities.	Medium – Address in Years 2-4	National Resource Generation Committee
16.	Coordinate with and assist the ACL Foundation in areas of planning, marketing and communications related to fundraising, industry outreach and donor base development	Lower – Address in Years 3-5	National Resource Generation Committee in consultation with ACL Foundation

17.	Review options for capital campaign to purchase ACLC National Investment Property, Centre of Excellence and ACLC headquarters.	Lower – Address in Years -5	National Resource Generation Committee in coordination with Aviation Committee
18.	Legacy Programs: review and identify opportunities to implement new 'legacy' programs that focus on giving, bequests/estates, insurance, equities and similar	Lower – Address in Years 3-5	National Resource Generation Committee

**Governance and Organizational Development**

Strategic Actions & Priorities	Priority/Timeline	ACLN Lead
Develop and finalize an Affiliated Agreement with all PC's, and: a) provide support, resources to assist PC's as needed to review internal documents (bylaws, policies) to accommodate Affiliated Agreement; b) provide support to PC's for future development of an agreement with their SSCs	High – Address in Years 1-2	Affiliated Agreement Team in coordination with National Executive Committee
Implement the required protocols within the Air Cadet League to meet CRA regulatory requirements; a) Provide support, resources to assist PC's establish the required regulatory and legal structure within the PC and each SSC	High – Address in Years 1-2	Treasurer with Executive Director



Identify metrics and a system for the League to track the performance of PCs/SSCs, such as: ACC9 completion & financial compliance, Registration & screening of members, Functioning SSC, Recruitment of members for all levels	Medium – Address in Years 2-4	National Executive Committee
Identify metrics and systems to track National level performance such as: Finance and asset management, stewardship, National screening, Fund generation, Committee performance	Medium – Address in Years 2-4	Executive Director
Conduct a review of management, operations and staffing structure and mandate to determine reporting and management level requirements and Board (Governors, committees).	Medium – Address in Years 2-4	President in coordination with National Executive Committee
Conduct a review of Board level governance and practices to identify options and opportunities for improvements and greater effectiveness. Key focus to be: a) Governor on-boarding, orientation, training and board development, training and board resources/documents. b) Recruiting of Governors from internal and external sources, terms of office, volunteers on Board level committees.	Lower – Address in Years 3-5	Ad Hoc Governance Committee

Review the programs and services operated/supported by ACL for the Cadet program to determine gaps, needs, and best practices for working with DND and Leagues on complimentary/optional programs.	Lower – Address in Years 3-5	National Executive Committee
Review options for integrating or sharing services and administration, including hiring staff, amongst PC's where there is potential cost savings, operational effectiveness, administration integration and advantages	Lower – Address in Years 3-5	Executive Director in coordination with PC Chairs Committee

**PC, SSC and Volunteer Support**

Strategic Actions & Priorities	Priority/Timeline	ACLN Lead
1 Define, develop and support key succession paths for volunteers from SSC to PC to National	High – Address in Years 1-2	Members Committee
2 Develop a standardized bilingual, online, on-boarding and training curriculum to identify and address key volunteer/member gaps (focus is on members).	High – Address in Years 1-2	Members Committee
3 Establish online library of standard training and orientation documents for SSCs and PCs	Medium – Address in Years 2	Communications Committee



4	Establish a moderated, online SSC forum to share best practices across the country.	Medium – Address in Years 2-4	Members Committee
5	Review recognition awards for volunteers to determine status/use of existing ones and options to add or remove honour/awards for all levels	Medium – Address in Years 2-4	Honours & Awards Committee
6	Identify and develop methods and mechanisms to secure input from volunteers on issues pertaining to League and program effectiveness; consider exit interviews, online surveys and SSC level methods for securing input	Medium – Address in Years 2-4	Members Committee
7	Review the type and range of services and supports needed by our SSC's and volunteers that might be delivered/coordinated by National level	Medium – Address in Years 2-4	Members Committee in coordination with PC Chairs Committee
8	Develop and produce a guide for SSC/PC related to roles, responsibilities and effective involvement of League members on a Community Coordinating Committee (CCC)	Medium – Address in Years 2-4	Members Committee in Coordination with PC Chairs Committee

### Operations and Administration

Strategic Actions & Priorities	Priority/Timeline	ACLN Lead
1 Identify staffing linkages and support to National committees and establish effective matrix of roles and responsibilities	High – Address in Years 1-2	Staff Management Committee
2 Establish an Advisory Committee to oversee the development, testing and preparation of a Risk Management system for ACL	High – Address in Years 1-2	Ad Hoc Governance Committee
3 Review/audit of the technology systems and applications utilized to meet ACL needs across various areas (e.g. training, screening, meetings) and the corporate website to determine improvements and make recommendations.	High – Address in Years 1-2	National Executive Committee with Executive Director
4 With the assigned Governor, review the Bylaws and policies/procedures, ToRs to streamline, ensure user-friendliness; update as it relates to any governance changes due to such items as Affiliation Agreement, CRA, screening.	Medium – Address in Years 2-4	Policy, Procedure and Bylaw Committee
5 Establish a Performance Management framework in order to measure organizational performance and effectiveness in key areas.	Medium – Address in Years 2-4	National Executive Committee



6	Review and determine best options for a single, online financial reporting system.	Medium – Address in Years 2-4	Treasurer supported by Executive Director
7	Identify and enact relevant mechanisms and resources for ACL to be involved with the MyCadets.ca portal plans identified by DND for all CCO partners.	Medium – Address in Years 2-4	Communications Committee
8	Identify possible ACL legal counsel options with a goal to secure representation at lower cost or pro bono services	Lower – Address in Years 3-5	National Executive Committee and Executive Director

### DND and Inter-League Relations

	Strategic Actions & Priorities	Priority/Timeline	ACLN Lead
1.	Identify the requirements and positions of ACLN in order to: a) negotiate a new MOU with DND that reflects the interests and specific needs of the Air Cadet program and League mandate; b) negotiate a new contract with DND to support national level services and administration of the program elements delivered by the Leagues	High – Address in Years 1-2	MOU Working Group Team in coordination with National Executive Committee
2.	Advocate for a funding formula for all Cadet programs that is based on Cadet population share by element.	High – Address in Years 1-2	Treasurer

3.	Research and identify dispute resolution model that would apply to the following situations and circumstances: a) Unresolved disputes between DND and League at SSC and PC level; b) Unresolved disputes between different levels within ACLN	High – Address in Years 1-2	Executive Director
4.	Work towards an agreement amongst the 3 Cadet Leagues (Air, Navy and Army) that outlines common issues and directions that will be undertaken to address items relevant to the organizations and Cadet programs.	High – Address in Years 1-2	President
5.	Continue to provide resources and input to DND Renewal and Working Groups to ensure effective growth and sustainability strategies are identified and that the Air Cadet program is maintained and improved. Key strategies should be developed that equally address the issues of recruitment and retention.	Medium – Address in Years 2-4	ACLN Team and Lead for Each Working Group
6.	Develop metrics that assist ACL to determine which corporate and program-related matters fall within the CCO structure to deal with and which fall outside of CCO.	Medium – Address in Years 2-4	National Executive Committee



Identify new opportunities to establish Industry MOU's with corporate partners, while maintaining existing ones.	Medium – Address in Years 2-4	Executive Director supported by National Resource Generation Committee
6 Identify opportunities to establish a national ACL uniform for IACE and ES Cadets that is sponsored by private sector, similar to approach used by national Olympic teams.	Lower – Address in Years 3-5	National Resource Generation Committee

## SECTION 6 – MEASURING & EVALUATING

The Strategic Planning Committee is tasked with establishing and implementing the systems that will be used to track and assess both the progress and result of the various actions and interventions being proposed through the strategic plan. The purpose of action plans is to propose a solution to known issues, whether they be growing successful ventures or addressing important impacts to an organization. The purpose of measuring and evaluating the actions plans is to determine if progress is being made, if actions are working or need adjustment, and if the envisioned goals and results will be achievable or resolved.

Overall, the framework to be used to guide the League in measuring and evaluating the outcomes of the strategic actions and priorities will integrate the following 5 key elements. Each Lead will be responsible for implementing the tools and processes established into their planning in order to effectively monitor, assess and report on the progress of their action plans. A balanced scorecard will be used to track and report on the key indicators for each of the action plans and priorities.

1. *Clarity of action plans and goal objectives.*
  - Ensure that the actions proposed are aligned with the stated and anticipated outcomes to be pursued and achieved. Link and integrate the relevant steps and processes identified that are intended to achieve the overall outcomes.
2. *Clarity of performance indicators for action items.*
  - Often referred to as *Key Performance Indicators*, each action area will articulate the various indicators along the way that will indicate the progress that the action is making and if it will be on target towards the stated outcomes.
3. *Monitoring systems and tools.*
  - These elements are important to ensure that each Lead uses the correct and effective methods and tools to be able to monitor and capture the progress of their actions. They focus on the systems that determine 'how' data collection, input, and information will be collected and analyzed to be able to assess progress and determine status at the given time.
4. *Evaluation systems and tools.*
  - These elements will help to support and determine if the outcomes and progress measured for each of the actions are on target. Proper implementation of the actions, combined with the use of the monitoring tools and systems, will help each Lead to determine if they have had success reaching their stated outcomes at a given time.
5. *Reviewing and reporting.*
  - Numerous and variable outcomes may be achieved through the implementation of the action plans, both expected and unexpected. Leads will utilize a reporting system that provides a framework to answer such important questions as 'are tasks completed', 'is more time or resources required', 'do actions need to be adjusted or changed' and 'have we achieved the desired outcome'. Reporting systems will be established to capture the key status, update of the action plan and priorities, and will be used to determine future directions such as budgeting and resourcing, revising and re-setting action plans, affirming or adjusting key objectives and strategic directions of the organization.

The Strategic Plan incorporates a broad range of actions and priorities that will be rolled out over a period of 5 years, approximately. Some actions – and the required tools to evaluate them along the way – will require significant time, resources and coordinated activities internally and with external parties in order to succeed. The Strategic Plan will be the core document that will allow us to guide our resources, funding and people to best achieve the desired outcomes that we have for the numerous stakeholders and groups that we serve and support – our Cadets, our volunteers and the many partners and supporters of the Air Cadet League of Canada.