



# **STRATEGIC PLAN (SP) 2018-2020**

## **THE STRATEGIC DIRECTION OF THE ARMY CADET LEAGUE OF CANADA (ACLC)**

Oct 2018

### **PREAMBLE**

1. Following release of the Army Cadet League of Canada's Strategic Plan 2014-2018, several major changes to the Canadian Cadet Organization structure, Army Cadet Program Planning and Execution, and society at large, evolved. This evolution required the League to adapt, sometimes without warning, to provide stability to the program and ensuring youth satisfaction with the program.
2. Unfortunately, during this time, the League was unable to properly implement its own strategic plan. It often found itself ill-prepared for some of the demands and was in a constant mode of reaction to change, often from several directions at once. In reviewing the Strategic Plan, it was quickly concluded that we, as an organization, had failed to achieve the success that we had hoped. Over-worked volunteers, the backbone to success, were simply unable to assist with strategic projects.
3. Under the direction of the President, the Executive Vice President was delegated with assembling a team to re-evaluate what was required in the 2014-2018 Strategic Plan and make amendments as necessary, to ensure success in the next 4-5 years in four areas of concern:
  - a. Financial Viability;
  - b. Organizational Risk Assessment and Management;
  - c. Army Cadet Support & Advocacy; and,
  - d. League Membership Support & Advocacy.

### **INTRODUCTION**

4. Each group sought members from different areas of Canada, to ensure a balanced foundation of work. To further support this, each group was permitted time to present their work to a diverse group of senior League members at the 2018 Annual General Meeting.
5. Each group identified several individual objectives, but all had common themes that can only be addressed by the Executive Committee, the National Council and/or concurrence from all League Branches. These included:
  - a. A need for open and efficient two-way communication with levels of the organization, free of unnecessary filtering;
  - b. There is a need for better orientation and training of all members;
  - c. There is a need to maintain Standing Committees provided that they are productive;
  - d. There is a requirement that all levels of the organization need some nation-wide organization cohesiveness in areas of responsibility that are not provincially or municipally regulated;
  - e. There is a requirement each member accept responsibility for the safety, viability and well-being of the organization at large.



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### **Objective 1 – Financial Viability**

#### **Overview**

1. Currently there are no resources dedicated to fundraising, sponsorship or financing strategy at the National level. The activities of the Army Cadet Foundation are non-existent and the Executive Director, with limited resources, is unable to serve both as Executive Director and Fund Raising point person.
2. The Army Cadet League of Canada has no operating capital and no financial reserves. This greatly limits the ability of the organization to make sound and profitable investments allowing it to increase support to itself and the Army Cadet Program.
3. Despite recommending in 2014 the creation of an assessment fee, this contentious item was never tabled for vote. Many Branches and both the Navy League and Air Cadet League have instituted such structured fee systems.
4. With Budget Committee over-sight, the National Executive and National Office has been able to control spending, increase transparency while ensuring fiscal responsibility. The focus was maintained on expenditures, while placing little emphasis on increasing revenue.
5. The financial abilities of some Branches is quite limited due to area difficulties. There is little national financial oversight of the Branches and even fewer Branches have financial oversight over the Corps' Support Committees.



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<b>TASKS - OBJECTIVE 1 Financial Viability</b>	<b>LEAD</b>	<b>DESIRED END STATE (Strategic Goals)</b>
1. Expand the role of the Budget Committee to include all items financial with expanded Terms of Reference.	Treasurer & Committee	Ensure fiscal responsibility and transparency while increasing revenue through management of investments.
2. Create a National assessment fee system.	Treasurer & ED	Increasing revenue to ensure increased operating and investment capital.
3. Maintain 5-year business plans while also creating 10-year financial outlooks.	Committee	Create a more predictable financial outlook, allowing the organization to better financially plan for long and short term changes.
4. Ensure financial supervision of the Branches and Support Committees through the Branches through consistent financial reporting.	Treasurer/National Council/Branches	Fiscal responsibility and transparency.
5. Pursue the engagement of a professional fund raiser, or an employee responsible for fund raising/outreach.	Treasurer, ED & Committee	Fund raising becomes an activity of the National Office or not.
6. Recommend to the Army Cadet Foundation that all funds held by it be forwarded to the Army Cadet League of Canada, in trust, until such time as the Foundation becomes active.	President & Treasurer	If money is transferred, the creation of initial large investments.



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### **Objective 2 - Organizational Risk Assessment and Management**

#### **Overview**

1. Currently there are few coordinated resources dedicated to risk management and/or assessment at the national or provincial levels. Each challenge is faced as it occurs, with little coordination or exchanging of best practices.
2. Society has become increasingly litigious and people have become increasingly self-entitled. This has placed many of our existing insurance policies into question to ensure that the organization is properly covered, properly managed and properly operated.
3. Following a federated organizational model, the organization is open to a variety of challenges and threats that are not experienced or understood by our partners. This has and will continue to place some strain of the partnership and must be managed accordingly.
4. With decreased succession planning, all levels are subject to varying conflicts of interest. Until succession planning at all levels is improved, conflicts of interest must be properly managed or rectified as appropriate.
5. During both the National Cadet & Junior Canadian Ranger Support Group's Insurance Working Group and the Army Cadet League of Canada's Risk Working Group discussions, it was clear that the types of insurance coverage were not properly understood, the existing ACLC policy was vague or incorrect, and that the claims process was not known.



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<b>TASKS - OBJECTIVE 2</b>	<b>LEAD</b>	<b>DESIRED END STATE (Strategic Goals)</b>
<b>Organizational Risk Assessment and Management</b>		
7. Create a Standing Committee comprised of all Executive Directors and/or similar, to discuss challenges, exchange best practices and improve policy as required.	Executive Director, Committee	Increase risk management and Branch cooperation.
8. Review insurance policies to ensure proper coverage. Amend as required.	Solicitor & Executive Director	Increased knowledge and understanding of coverage.
9. Work towards solidifying the League's federated model to ensure proper protection and coverage between all levels.	President, Solicitor & Branch Presidents	Create affiliation/franchise type agreements between all levels of the organization..
10. Further analyze the impacts of Support Committees becoming independent charities and/or societies.	Committee	A safe and soundly structured organization.



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### **Objective 3 – Army Cadet Support & Advocacy**

#### **Overview**

1. In the reorganization of the National Cadet & Junior Canadian Ranger Support Group, there has been great emphasis placed upon joint, shared and combined resources. While this may be DND's intent, the Army Cadet League of Canada was created as the supervisory sponsor to the Royal Canadian Army Cadets. As supervisory sponsor, the League has a mandate and a requirement to support and advocate for the Royal Canadian Army Cadet program.
2. It was recognized that there is often little interest or little understanding of Army Cadet League of Canada awards, recognition, bursaries or grants beyond what is presented locally. This includes some of the League's most prestigious awards like the President's Trophy and the Walsh Memorial Sword.
3. It was recognized that there is very little coordination or comparable support for activities through the various League levels of governance or between local activities, Provincial/Regional activities and National activities. While it was understood that support is based upon available resources, it was also recognized that available resources are distributed according to personal preferences.
4. It was recognized that there is little coordination of awards, between the various levels of governance, or even across the country. Nationally we recognize a "Top Jumper", as does one Branch, but no other Branch does. Some Branches have a "Top Corps' trophy, but not all and there is no comparable award at the National level.
5. While the VCDS directed the Comd and Fm CWO to create an avenue to allow cadets to voice their concerns, the League has received very little feedback or relevance or information that was not already known. The Youth Voice Working Group has yet to provide its recommendations.



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<b>TASKS - OBJECTIVE 3</b> <b>Army Cadet Support &amp; Advocacy</b>	<b>LEAD</b>	<b>DESIRED END STATE (Strategic Goals)</b>
11. Create a Standing Committee to handle Army Cadet Support & Advocacy, with sub-committees on all Nationally Directed Activities.	VP-At-Large, Committee	Increased participation of national membership with better national input and coverage.
12. Review National and Provincial Awards and recognition programs, create and amend as required.	Committee and H&A Committee	Increased cohesion of awards and create awards as required.
13. Educate members and partners on League awards, recognition, bursaries and grants.	All	Increase awareness.
14. Maintain sole support, as supervisory sponsor, to the Royal Canadian Army Cadet program.	President, VP-At-Large & Committee	A strong and viable Army Cadet program.
15. Monitor progress on the Youth Voice Working Group and Formation CWO's initiative.	VP-At-Large, Committee & ED	Exchange relevant information, or adapt as required. Improve the League's Advocacy role by providing sound recommendations based upon solid information.



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### **Objective 4 – League Membership Support & Advocacy**

#### **Overview**

1. It was clear early on that our local volunteers often function with little training, little mentoring and little knowledge of the organization that employs them: The Army Cadet League of Canada. They are often receiving sole-sourced advice from our military partners that may or may not be the best point people for professional development in League affairs.
2. Communication, from National to the Support Committees, through the Branches, is limited. While each party in the chain has a responsibility to keep themselves informed, often the chains of communication break at the provincial level.
3. During the 2014-2018 Strategic Plan, one of the tasks was to create a National “tool box”. While great information was collected, no resources were allocated to its further development. This objective was a failure, yet was perhaps the single most important task to complete.
4. Recognition of volunteering and volunteerism at the local, Provincial and National levels are lacking.
5. Succession planning is a difficult challenge for anything beyond the Support Committee as there is little knowledge of the greater organization.





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<b>TASKS - OBJECTIVE 4</b> <b>League Membership Support &amp; Advocacy</b>	<b>LEAD</b>	<b>DESIRED END STATE (Strategic Goals)</b>
16. Create a Standing Committee to support and action the tasks of this objective.	VP- Membership Committee	Increased knowledge of the greater organization by our members.
17. Create and maintain a National League “Toolbox” of best practices and additional resources.	Committee	Increase awareness and “professional development”.
18. Create and maintain a Support Committee Handbook.	Committee, Branches	Increase awareness and professional development.
19. Review and recommend amendments to volunteer awards.	Committee	Increase volunteer recognition and increased retention.
20. Increase recruitment and succession planning.	Branches & Nomination Committees	1 League representative/liaison per Cadet Corps, increase nomination pool for Branch and National elections.



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<b>EXISTING SPECIAL COMMITTEES 2014</b>			
	<b>STATUS</b>	<b>MEMBERSHIP</b>	<b>SCOPE</b>
Honours and Awards	Existing	Chair + 5	To review policy and implementation of Honours and Awards pertinent to the League matters.
Biathlon	Existing	Chair	To represent League interests in the Biathlon programs and competitions.
Public Relations	Existing	Chair + 11	To coordinate League PR efforts across Canada.
Marksmanship	Existing	Chair +5	To represent League interests in the Marksmanship programs and competitions.
Budget	Existing	Chair +3	To provide assistance to the Treasurer on Operating Budgets.
Nominating Committee	Existing	Past President + others as required	Receive and review nominations to the Board and National Council (See By-Law 9 Art. 3.7 and Policy 3.7
<b>STANDING COMMITTEES – SP 2018-2020 (NEW)</b>			
Honours and Awards	Existing	Chair +5 + Col Cmdt	Continue the existing TOR.
Financial Committee	Existing	Treasurer + 4	Expanded committee. Assume Budget Committee TORs with expanded oversight and recommendations.
Nominating Committee	Existing	Past President + Advisory Group	Receive and review nominations to the Board and National Council (See By-Law 9 Art. 3.7 and Policy 3.7
Membership Committee	Priority 1	VP-Membership + 5	To review policy and make recommendations pertinent to membership and volunteers.
Army Cadet Support & Advocacy Committee	Priority 1	VP-At-Large + 5 Sub-Committee Chairs	Advise EC on all matters relating to Marksmanship, Biathlon, Expedition, Music and Advanced Training.
Sub-Committee Marksmanship	Existing	Chair +5	Advise VP-At-Large on all matter relating to Marksmanship (Air Rifle, Fullbore and NRT)
Sub-Committee Biathlon	Existing	Chair +5	Advise VP-At-Large on all matter pertaining to Biathlon
Sub-Committee Music	Priority 2	Chair +5	Advise VP-At-Large on all matters pertaining to Music
Sub-Committee Expedition	Priority 1	Chair +5	Advise VP-At-Large on all matter pertaining to Expedition
Sub-Committee Advanced Training	Priority 1	Chair +5	Advise VP-At-Large on all matters pertaining to Advanced Training (Maple Leaf, Maple Resolve, Para, Leadership & Challenge, Voyage in History)
Army Cadet Voice	Priority 3	Col Cmdt + 7	As required, based upon results of Renewal Working Group and Fm CWO.
Policy & Procedures Committee	Priority 1	Secretary/ED +10	Advise respective ECs on all matter pertaining to risk, policy and procedures.