



STRATEGIC PLAN (SP) 2020 – 2023

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

PREAMBLE

1. Following the release of the ACLC's Strategic Plan 2018-2020, several major changes continue affecting the Canadian Cadet Organizational structure, Army Cadet Program Planning and Execution, and society at large. This evolution required the League to adapt to provide stability to the program and ensuring youth satisfaction with the program. Then COVID-19 happened.
2. During this time, the League has had to adapt to the state of constant change in the program and its delivery all while adhering to the Health & Safety Guidelines within each province/territory. This situation has caused revenue decreases across the board, but also it decreased expenses. Our volunteers have found innovative ways to conduct fundraising in a virtual world and to stay connected to the Cadets. However, with this new layer of challenges, our over-worked volunteers could not keep up with projects outlined in our SP. It was, in essence, put on pause.
3. Four areas of concern remain that require continued effort are:
 - a. Financial Viability;
 - b. Organizational Risk Assessment and Management;
 - c. Intellectual and Technological Benefits (ITB) and Stakeholder Benefits; and
 - d. League Membership Support and Advocacy.

INTRODUCTION

4. Each committee has strived to include members from different areas of Canada, to ensure a balanced approach to maintaining the foundation of work. Until the vaccine for COVID has been widely distributed in the population, the League will need to focus on several core activities. This would mainly be:
 - a. engagement with cadets;
 - b. effective fundraising; and
 - c. volunteers.
5. Areas of concern and objectives have remained common throughout. COVID-19 has further disrupted some of these efforts; however, social media and virtual meeting rooms have enabled the continued efforts of all volunteers. Everyone needs to understand that the League needs to get through this upcoming training year that will then see the conditions expand into cadet recruitment and a full program resumption.



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<u>Objective 1 – Financial Viability</u> Overview
1. There are currently no resources dedicated to fundraising, in the traditional sense. However, with COVID-19, new and creative ways of fundraising in the virtual world are being explored and shared across the country.
2. Operating capital is still limited, and the financial reserves are still in their infancy stage. Markers have been moved forward by the Finance & Audit Committee, and they continue to address this issue through their budgeting procedure and the recent issuance of a policy on Wind-up procedures.
3. The assessment fee issue has been implemented. It is known as the Organizational Financial Contributions. This will need to be looked at further with the provision of Contents coverage across the country.
4. The overall expenses of the National body has been reduced and the Finance & Audit Committee continue to monitor and move the markers forward in this area.
5. National financial oversight has been gaining traction through the required reporting from the Branches, who in turn gather this from their respective Support Committees. This practice needs to continue, and its importance stressed and must be pushed until we reach 100% compliance.



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<u>TASKS – Objective 1 – Financial Viability</u>	<u>LEAD</u>	<u>DESIRED END STATE (Strategic Goals)</u>
1. Continue to monitor and adjust, as required, the Organizational Financial Contribution system.	Treasurer & Finance & Audit Committee	Continue to increase revenue to ensure the insurance program is covered and that funds are set aside for contingency issues (i.e. wind-up of the League)
2. Maintain a two-year Business Plan with a five-year outlook.	Finance & Audit Committee	Produce a more predictable financial outlook that is realistic and that can facilitate any long-term or short-term changes that may be required.
3. Continue to encourage fiscal responsibility of the Branches and Support Committees, to provide critical reporting and information to better understand and make decisions on the overall financial health of the League.	Treasurer, NC, & Branches	To be fiscally responsible, transparent, and provide real-time data to reduce reaction time to assist with any crisis issue.



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Objective 2 – Organizational Risk Assessment and Management
Overview

1. Coordination at all levels has seen movement forward; however, the COVID-19 challenges have dominated, for the most part. Exchanging of best practices and the creation of support tools have been provided and continue to increase.
2. As was previously identified in the SP 2018-2020, the insurance industry has been facing increased payouts due to cases going forward. This has in turn forced the industry to recoup their costs by raising the insurance premiums. A Request for Proposal went out, an Insurance Committee was struck, and the way forward was voted on and approved by National Council to change providers. This will see savings from the withdrawal from the previous provider, and savings with the new provider costs overall.
3. The federated organizational model continues to be an educational process with all existing partners and any potential new personnel and volunteers.
4. Conflicts of interest, real or potential, can be addressed through effective and swift risk management. Succession planning is an essential action and, when done effectively, can mitigate situations where conflicts of interest may arise.
5. Correct and effective insurance coverage remains paramount to the League’s continued success. However, with COVID-19 and other industry issues, the costs are increasing exponentially, and coverage must be scrutinized to ensure it is correct.



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<u>TASKS – Objective 2 – Organizational Risk Assessment & Management</u>	<u>LEAD</u>	<u>DESIRED END STATE (Strategic Goals)</u>
1. While a Standing Committee, comprised of all Branch ED's, was not struck, exchange of best practices has been happening. Continue to address all issues through communications and utilization of the Toolbox.	VP Membership	Improve the risk management model and solidify Branch cooperation throughout.
2. A new insurance provider has been secured. Continue to review insurance policies and ensure correct coverage and provide courses of action for the decision-making process.	ED & Committee	Utilize the educational opportunities that will be delivered by our new provider. To also increase the knowledge of insurance coverage and needs to all partners and volunteers through effective education.
3. Ensure that the federated model is understood by all key players involved in the Army Cadet program. Continue to shape the model with Branches and ensure governance is achieved.	President, X-VP, and Branch Presidents	Create and implement a standard model for By-laws at the Branch levels that must be followed as a start state.
4. Create a standard model for Support Committees to ensure compliance with League regulations and policies. Ensure this level is incorporated into the federate model to emphasize their role within the organization.	X-VP	A well-structured organization with timely reporting mechanism with a view to effectively manage the League at all levels.



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Objective 3 – Industrial and Technological Benefits / Stakeholder Benefits
Overview

1. Regardless of the Department of National Defence (DND) structure, the League, as supervisory sponsor, has a mandate and requirement to support and advocate for the Royal Canadian Army Cadet program.
2. Currently there are no resources dedicated to fundraising at the National level. This is a critical component to ensure financial viability for the long-term as well as the ability to provide meaningful financial support to Corps moving into the future.

<u>TASKS – Objective 3 – ITB / Stakeholder Benefits</u>	<u>LEAD</u>	<u>DESIRED ENDSTATE (Strategic Goals)</u>
1. Pursue the engagement of industry through the Industrial and Technological Benefits Program as part of a fundraising program.	VP-at-Large & Colonel Commandant	To secure industry participation at the National level for the financial benefit of the program overall.
2. Pursue the engagement of other stakeholders as part of an outreach program.	VP-at-Large & Colonel Commandant	To secure participation, through networking, the support of potential stakeholders that align with the values and mission of the Army Cadet program.



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Objective 4 – League Membership Support and Advocacy
Overview

1. Branches have heeded the call to conduct training and professional development for its members and volunteers. An updated Memorandum of Understanding, changes to insurance coverages and the current pandemic have made this need for training even more important to ensure the ACLC's proper influence.
2. Communication downward, upward, and horizontally at and through all levels continues to be a challenge. The lines of communication must be bolstered and followed by all levels to ensure a standard message is given/received, that all messages are understood, and the achievement of cohesiveness is realized.
3. The National Toolbox has been getting traction and became very evident at the hit of COVID-19. This on-line tool continues to evolve through the creation of the YouTube channel, and reference documents accessible to everyone on the website.
4. Volunteer recognition at all levels continues to require improvement. Everyone plays an important role in this process. Anyone can nominate a person for recognition, by simply following the criteria laid out for the particular award sought.
5. Succession planning is key in any organization. Although it can be difficult, it is imperative that the current leadership at all levels take a more active role and ensure this is done to extend the life of the program.



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<u>TASKS – Objective 4 – League Membership Support and Advocacy</u>	<u>LEAD</u>	<u>DESIRED ENDSTATE (Strategic Goals)</u>
1. Standing Committee to continue to support and action the effective training of members through the Toolbox products. Create and maintain a mentoring network.	VP Membership	Increase in tools available for use and an effective and functioning mentoring network.
2. Continue to monitor and assess the effectiveness of the Support Committee Handbook and seek feedback from Branches on good practices and issues to be addressed.	VP Membership	All Support Committees operating effectively and providing timely feedback on a continuous basis.
3. Review and monitor volunteer awards and make sound recommendations to the Honours and Awards Committee.	VP Membership & Chair H&A Committee	Increase in volunteer recognition and increased long-term retention.
4. Effective recruitment of volunteers with specialized skills to aid with the succession planning into key positions (i.e. an accountant for the position of treasurer). Create a simple aide-memoire to assist with effective succession planning, as well as establishing a solid handover procedure to ensure success.	National / Branch Nomination Committees	To have one-person act as League Liaison in each Cadet Corps and to develop a deep pool of volunteers at Branch and National levels to draw from for positions at elections.



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EXISTING SPECIAL AND STANDING COMMITTEES – 2020			
COMMITTEE NAME	STATUS	MEMBERSHIP	SCOPE
Finance and Audit	Existing	Treasurer +4	Provide oversight of financial operations of the League. To recommend best options to the Board for sound investments and provide financial probity of the governance requirement.
National Awards Committee	Existing	Chair +5, & Col Cmdt	To review submissions to the League for awards, recognition and/or bursary payouts. Continue to monitor and review the TORs on an annual basis.
Nominating Committee	Existing	Past President & Advisory Group	Receive and review nominations to the Board and National Council in preparation for elections, to effectively succession plan.
Policy and Procedures	Existing	X-VP, ED +10	Monitor all matters pertaining to risk, policy & procedures and provide sound advice to National and Branch level leadership on the way forward.
ITB/Stakeholder	New	VP-at-Large & Col Cmdt	To engage with industry with the view to secure funding support and outreach.



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COMMITTEES ON HOLD

Army Cadet Support and Advocacy
Public Relations
History and Heritage
Marksmanship
Biathlon
Music
Expedition
Advanced Training
Army Cadet Voice