



STRATEGIC PLAN (SP) 2014-18

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

June 18th, 2014

REFERENCES:

- A. Queen's Regulations and Orders for the Canadian Cadet Organizations (QRCadets) (pend replacement by Ministerial Directives)
- B. Memorandum of Understanding (MOU) dated 01 Dec 2005
- C. VCDS Initiating Directive on Command/Control & Governance of Cadet Program (1000-3 (DCdts & JCR 13 Jun 2013)
- D. Chief of Review Services (CRS) Report on the Canadian Cadet Organizations 2013 (pending release)
- E. Renewal of the Cadet and Junior Canadian Rangers Programs (Mapping the Future)
- F. VCDS Guidance for Renewal of the CF Funded Youth Program (1000-3 DCdts & JCR 15 Mar 2013)
- G. Report of the ACLC 2014-18 Strategic Plan Working Group / Board minutes of 25 Apr 2014 refer

PREAMBLE

1. Following release of the "Renewal" document (Ref E), there was an obvious requirement to update the Strategic Plan (SP 2012-15). Four Working Groups (WG) with membership from across Canada and across disciplines reviewed Cadet Program Renewal and developed SP 2014-18 to enable the ACLC to work in step with Director Cadets and Junior Canadian Rangers (DCdts & JCR) implementing Renewal of the Army Cadet Program over the 5 year period 2014-18.
2. Renewal provides for 5 Program Principles more fully described in Ref E, page 6:
 - Invite All Canadian Youth;
 - Instill Canadian Military Values;
 - Develop Citizenship, Leadership and Fitness;
 - Balance Safety and Challenge, and
 - Leave a Positive Lifelong Impact.
3. Further, page 9 of the Renewal document lists 6 Renewal Goals and describes 10 expected "Desired End States" for the Cadet Program. This Strategic Plan supports these initiatives.



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4. The Reports of the 4 WGs identified three main challenges that affect any success the League may have at the local community level and which form the core of this Strategic Plan:
 - That a fundamental re-engineering of the Cadet Program is required to set the local Cadet Corps level as the centre of gravity of the Program;
 - That overall management and bureaucracy needs to be rationalized, and
 - Cadet Instructors require better training and experienced mentoring in order to deliver the Program to the Cadets
5. To support all of these foregoing initiatives, there was an obvious need to focus on achievable objectives. The following were selected:
 - Revenue and Finances;
 - Support to Army Cadet Advanced Training;
 - Succession Planning / Volunteer Recruiting and Training;
 - Army Cadet Recruiting and Retention.
6. The following pages will describe implementation of each Objective. This includes an opening Overview summarizing conclusions reached by each WG, the Objectives as defined by the WG, identity of the lead enabler and proposing the desired End State for each Objective. Timeframes and deadlines will be determined by the Lead, and/or any future WGs and Standing Committees and outcomes should be in place by March 2018 or earlier. This document is not a Strategic Plan in the classic sense as much as it is a guideline developed by broad input from across Canada to address current relevant practical challenges and to seize opportunities that present themselves.
7. The WGs also produced governance recommendations that were common in each WG Report:
 - There is a need for more open and efficient communication with the Branches and by extension to the Local Sponsoring Committees.
 - There is a need for better orientation and training of volunteers.
 - There is a need to establish Standing Committees to share the workload of implementing the Strategic Plan.
 - There is a need to establish a more robust Nominating Committee to receive and review Board and National Council nominees in election years or to fill vacant positions.
 - There was a strong recommendation to study the internal acceptability and ability of Branches and local Sponsoring Committees to financially support the National Office. This should be explored by a Working Group or a Committee and a decision made on this continuing matter.



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STANDING COMMITTEES (Refer also to separate Terms of Reference (TOR) issued by the Executive Committee)

Note: Any Standing Committee on Fundraising will be a function of the Army Cadet Foundation

EXISTING SPECIAL COMMITTEES 2014			
	STATUS	MEMBERSHIP	SCOPE
Honours and Awards		Chair + 5	To review policy and implementation of Honours and Awards pertinent to the League matters.
Biathlon and Marksmanship		Chair	To represent League interests in the Biathlon and Marksmanship programs and competitions.
Public Relations		Chair + 11	To coordinate League PR efforts across Canada.
Budget		TBD	To advise the Treasurer on budget matters.
STANDING COMMITTEES – SP 2014-18 (NEW)			
Honours and Awards	Existing	Chair + 5	Continue the existing TOR.
Public Relations	Existing	Chair + 11	Continue the existing TOR.
Budget	Existing	Chair + 2	To provide assistance to the Treasurer on Operating Budgets.
Nominating Committee	Existing	Past President + others as needed	Receive and review nominations to the Board and National Council (See By-Law 9 Art. 3.7 and Policy 3.7
Cadet Advanced Training	Priority 1	Chair + 6	To provide advice to the EC on developing League positions on Army Cadet Advanced Training.
Governance	Priority 1	Chair + 4	To recommend improvements to the Governance of the League, operating policies and succession.
Translation	Priority 1	Comms Officer + Min. 6 volunteers	To provide a group of volunteers prepared to advise on translation and who are willing to take on short translations.
Leadership Development & Training	Priority 2	Chair + 5	To develop and implement Volunteer Training resources.
Marksmanship	Priority 2	Chair + 2	Advise the EC on Marksmanship.
Biathlon	Priority 2	Chair + 2	Advise the EC on Biathlon.
Music and Bands	Priority 2	Chair + 3	To study and make recommendations regarding the League / Sponsoring Committee / DND support to Music.
Expedition	Priority 2	Chair + 3	To provide League subject matter expertise on Expedition Program growth and support.
Total Membership Standing Committees		60+	Established gradually 2014 to 2016



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Objective 1 – Overview

Money (Finance) - STABILIZE/INCREASE REVENUE

A Working Group titled “All Thing\$ Money”, was established over Jan/April 2014. An interim report was presented in April. The interim report of the Committee, available on the Members Only page of the ACLCL web site, revealed the following:

1. Currently there are no resources dedicated to fundraising, sponsorship or financing strategy at the National level. These resources are found at the Branch level. Neither level offers a value proposition for fundraising. Since the Cadet Program is not promoted effectively nationally, there is no brand recognition by Canadians. Furthermore, donor stewardship is non-existent.
2. Although fund raising efforts are usually event based, army type events such as Marksmanship do not generate national appeal, especially to consumer sensitive corporations.
3. Branches feel that there is not enough accountability for monies spent at the National level and as a result are reluctant to flow funds to the Centre. There is very little sympathy for the shortage of money at the National level. However, the Committee did not detect that the Branches would be prepared to see the National Office fail financially. There is also an opinion that the Treasury Board has a responsibility to ensure that there are enough funds for the ACLCL to deliver on the responsibilities it has assumed from the Government of Canada.
4. The other Leagues (Air and Sea) conduct provincial levies or cadet assessments which are not challenged by DND as long as the costs are not directed at the cadets themselves. *(ED note: The Air Cadet League requires each Provincial Committee direct \$10 per cadet to their National Office. With 25,800 cadets (2013) this provides an additional \$258,000 annually)*



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TASKS - OBJECTIVE 1 STABILIZE/INCREASE REVENUE	LEAD	DESIRED END STATE (Strategic Goals)
1. A Standing Committee reviews whether the Executive Director of the ACLC should be made accountable and responsible for the execution and delivery of fundraising and sponsorships or whether this should become a function of the Army Cadet Foundation. Should a dedicated resource should be hired for fundraising initiatives.	Committee/FoundationED	Fundraising plans are executed with success.
2. Improved financial reporting.	Treasurer/Budget Committee	A more robust oversight of National Office spending and reporting is in place that can be understood by the membership. The National Office operates at a small fiscal surplus annually.
3. The Standing Committee determines whether some form of assessment should be levied to each Cadet Corps Sponsoring Committee. This levy should not be passed on to the cadets or their parents/guardian.	Committee/Foundation	An assessment system to Cadet Corps Sponsoring Committees is approved or rejected.
4. Events with national appeal such as Biathlon and Music should find corporate sponsorship.	Foundation, and Relevant Committees	National Cadet Activities are sponsored/supported financially by corporate donors.



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Objective 2 – Overview

SUPPORT ARMY CADET ADVANCED TRAINING

Working Group 2 (Army Cadet Advanced Training Support) analyzed Advanced Training and submitted a report March 2014, available on the ACLCL Web Site. This report submitted the following conclusions:

1. WG2 cadet interviews and surveys revealed that Army Cadets rated activities in the following ranking:
 - A. Expeditions (Including Leadership and Challenge)
 - B. Marksmanship and Biathlon (Local activity/training, Regional and National championships, NRT (Bisley))
 - C. Exchanges, Drill and Music were all “middle” rated activities
 - D. Fitness (consistently rated lowest)
 - E. Most CIC and Cadets were neutral regarding CF Para Course, however this was imminently appealing to some and sits squarely as a defining “Army” Activity.
 - F. This course is cost effective and should be protected above all else.
2. Army Cadets want to be physically and mentally challenged as well as being seen as “earning” rank and appointments. Cadet Sr. NCMs also feel that exposure to Reg Force or PRes Sr. NCMs would be extremely beneficial to their development.
3. In all interviews National Championships figured high and the conclusion was that they should be retained. Marksmanship and Biathlon both scored high on the interest / satisfaction level. All opinions polled indicated that the annual National Championships should be retained. These activities were viewed in a positive manner as Olympic disciplines.
4. Cadets enjoyed Exchanges, and found them “fun”. They added, however, this activity needs to be refined to balance the fun and training experience.
5. Similarly, the support to the Music Program is not balanced ie: Funding, Opportunities, Local Support. This should be addressed. The Army Cadet Band/Music Program is slipping away in many Regions where in the Air Cadet Program it is increasing.
6. Drill Teams were “fun”. Parades, basic drill periods, and Drill courses - not so much.
7. Fitness training was not rated high. This should be linked to success on Expedition, other Advanced Training opportunities and be integral to the Cadet Program. The fitness allowance (\$30 per cadet) was not rated highly among the Class A CIC officers.
8. There was a consensus that all CSTC Courses (except Para) could be shortened and that the Training Bonus could be reduced or eliminated. The length of music courses should be retained as music is a skill development which requires practice and time.
9. Expedition is seen as an attainable and desirable activity by all cadets and it should maximize accessibility to younger cadets.



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TASKS - OBJECTIVE 2 SUPPORT ARMY CADET ADVANCED TRAINING	LEAD	DESIRED END STATE (Strategic Goals)
1. Focus support/retention efforts on the A. and B. hierarchy activities listed above (Expedition, Marksmanship, Biathlon Championships and NRT Bisley). Frequency of National Competitions needs to be reconsidered and Program reductions minimized.	National President Standing Committee	Expedition, all Marksmanship activities including Full-bore and NRT, Biathlon and the CF Parachute Course remain strong key features of the Army Cadet Advanced Training. Expedition as an affordable, achievable activity remains accessible to all cadets and in fact is expanded, including financial support to the Program from the Army Cadet League. Regional (or Provincial) and National competitions occur annually.
2. A Standing Committee on Training with representation from across Canada should be formed on a priority basis to advise the Executive Committee as it advocates for Army Cadet Advanced Training.	Executive Committee	Standing Committee is created and providing material advice to the Executive Committee
3. Assemble provincial / territorial opinion on (above) B. C. and D activity rankings and promote the flow of support to targeted geographical areas where this activity is low but success is feasible and expand that success to other areas	Standing Committee on Advanced Training	All Advanced Training is conducted to the satisfaction of local and Branch executives
4. The Cadet voice on Training should be louder. The League assembles cadet and parent opinions in a more effective method and then presents these to senior leadership in a stronger manner. This is critical to retention issues	Standing Committee Executive Committee	The League improves its role as the voice of the non-military members of the Army Cadet Movement (Cadets, Parents, volunteers, Sponsors) and is perceived as the established champion of this voice
5. Promote vigorously involvement by CAF Sr. NCMs at all levels of the Cadet Program	Branches and National Office	All Cadet Corps in Canada have at least 1 NCM on strength



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Objective 3 – Overview

TO DEVELOP SUCCESSION PLANNING and VOLUNTEER RECRUITING/TRAINING

Working Group 3 submitted a report in March 2014. This included results from provincial/territorial Branch surveys and interviews, a review of the organization of the Air Cadet League of Canada, and evaluation of training programs in use by other civilian youth organizations. The full report is available on the ACLC Members Only web page. There was a sidebar comment in the report that there is some concern by parents with Promotion Boards causing some parents to withdraw their children from the Program. Needs further investigation. Following is an Executive Summary of the report:

1. The subject matter was extensive. The WG broke its work down into 4 smaller parts:

- Attracting Sufficient and Qualified Volunteers;
- Standardizing Training for Volunteers;
- Enhancing Succession Planning for Volunteers, and
- A study of the Air Cadet model.

What follows are the recommendations that resulted.

2. To attract sufficient and qualified volunteers, a strong connection needs to exist between Local Sponsoring Committees and Parents. There needs to be an update of information and guidance available for Sponsoring Committees on the National web page such as local By-Laws (Template), and the Roles and Responsibilities of Committee Members other than those currently available in the Policies. Regular Force / Reserve participation at the Cadet Corps level should be encouraged. A review needs to be undertaken of how Volunteers are employed with regard to assisting in the Supervision of Cadets. The Regulations in place for volunteers need to be audited to reduce their impact on cadet corps administration. Provincial Cadet Advisory Forums should be conducted to get direct Cadet feedback. Volunteers need to be challenged to get out from the narrow focus of the Cadet Corps and into the broader Branch environment.
3. Training for Volunteers should be standardized. There is no National standard or training program at the moment. Ontario, Alberta, Québec and British Columbia have programs in place and these should be combined to provide a National resource. The delivery must be left at the Branch level and Branches be able to “cherry pick” the subject matter they need from a National resource. There should be a National standard established to determine success. Translation costs may limit this objective.
4. Succession planning revolves around an old adage that *“If you fail to plan, you plan to fail”*. Most Branches are engaged in “survival hole-plugging” and somehow this has to be resolved. The issues that surfaced were parent burnout, Volunteer overload, inadequate training or job definition (lack of excellence), insufficient recognition, irrelevance, process fatigue and the constant lack of money and funding. The solutions need to be local and a reversal of the issues listed above need to be implemented. Leadership MUST remain positive and attentive to members’ needs. It was clear that local communities are willing to cooperate and follow policies, but they want to run their own show in their own time.
5. Screening of Volunteers is taking too long. In Toronto it is reported that a PRC/VSS may take up to 3 months. The process should be reviewed.



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TASKS - OBJECTIVE 3	LEAD	DESIRED END STATE (Strategic Goals)
Develop Succession Planning and Volunteer Recruiting and Training		
1. Establish a development guide for Volunteers to groom them for leadership positions by involving them in meaningful tasks and projects. Branch Executives brief Sponsors and Sponsoring Committees at least annually on Branch matters. Inform the local Cadet Corps level of National and Provincial news and events	Standing Committee	Communications are improved to permit the Branches to be better informed of National business all members feel informed and included. A Standing Committee system is established. The League continues to advocate for an expanded presence of Non-Commissioned Officers in the Cadet Program
2. Engagement of adult participation in Northern Cadet Corps needs to be promoted strongly.	Presidents of northern Branches in Committee and the Advisor to the EC on Northern Matters	Northern Cadet Corps have engaged and working Sponsoring Committees.
3. Amalgamate existing Branch training programs as a national resource. Set training goals for volunteer personal development.	Standing Committee	A web "Tool Box" is established on the National web site with generic material for local cadet corps committee members. Branches develop Instructional Technique seminars to improve overall skills.
4. A more robust Nominating Committee is recommended. The Committee should have the sole responsibility for receiving and screening nominations to the Board of Directors and to the National Council.	Nominating Committee and National Council	Nominating Committee enforces Board members commitment to serve on Standing Committees, qualifications to serve. Clear and realistic job descriptions expanding on the By-Law articles are established for each position on National Council.
5. Review and implement more effective and timely screening of Volunteers.	Standing Committee and National Office	Along with the other Leagues, an improved method is implemented to process volunteer applications and issue Volunteer ID Cards.



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Objective 4 – Overview

SUPPORT ARMY CADET RECRUITING and RETENTION

Working Group 4 studied the challenges regarding support to Recruiting and Retention. General consensus reconfirmed that there is not a recruiting issue so much as a retention problem. Comments on these two subjects by the WG are as follows:

1. **Recruiting** has several external factors at that must be considered:
 - a. The demography of Canada changes constantly as communities age and retract, while others with young families expand. The Program cannot easily react to relocate Cadet Corps to where the youth are residing.
 - b. The best Recruiting method is word of mouth by the Cadets themselves. This was supported by 90% of interviews in the NB/PEI Cadet Detachment. Cadets are our best ambassadors. Local issues can develop where there is no “greeting squad” (Duty Cadets) at the door when a prospective cadet shows up with their parents or the Recruits are ignored during the first few training nights when they feel unsure of themselves. First impressions are key and this element is very often ignored.
 - c. Schools do not always welcome recruiting events on their premises and brochures may only be left with an office either the Secretariat or a Counsellor. Schools as a recruiting point is no longer effective. Recruiting posters should be “Army specific” and customized to the individual town or community in which they are recruiting. The best way to become known in the community is to have the cadets take part in community events while wearing uniform or some other clothing that identifies them as Army Cadets. This needs to be part of an ongoing outreach effort.
2. **Retention** is an end result of “training activity”. Cadets vote between themselves after each training night whether they will return the following week. Positive experiences will ensure they do. Following were examples provided in interviews:
 - a. Cadets like a simple and efficient atmosphere. The adults need to know their game.
 - b. Individual cadets need attention as part of a Section/squad or platoon. Senior Cadets are essential in creating an atmosphere of trust and belonging. Senior cadets are not always correctly mentored in the duties of a Platoon Warrant or a Section Leader; CAF Senior Non-Commissioned Members (NCM), where available and willing should be enlisted. NCMs are a vital resource.
 - c. Good instructional techniques (IT) by the Cadet Instructors are vital to be able to prepare lessons and to deliver or supervise lectures by the cadets in this spirit of a “peer led youth movement”. “IT” is hit and miss across the country and needs attention at the local level not just at CSTC
 - d. Cadets are not always aware of what qualifications they need to get promoted which creates frustration. This needs to be strengthened.
 - e. In order to support reaching 70,000 cadets nationally the Army Cadet target is 27,000 by 2018. If each Cadet Corps retains 2 cadets more in each year following 2014 this target could be attained.



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TASKS - OBJECTIVE 4	LEAD	DESIRED END STATE (Strategic Goals)
Support Cadet Recruiting & Retention		
1. The ACLC Branches assist Cadet Corps in developing recruiting brochures, posters and (where possible) social media connections to attract recruits	Branch Executive / PR Committee / Committee on Recruiting and Retention	All levels of the League provide leadership and support to local Recruiting and Retention
2. The Branches actively reach out to local community service clubs and local events	Branch Executive / Local Sponsoring Committees	In partnership with the CAF each cadet corps has an efficient cadre of trained instructors with good oversight and management of the cadet corps
3. Local Sponsoring Committees ensure new cadets and parents are treated well on arrival and eased into the new environment. Contact and follow up with parents is essential and should be considered as normal	Local Sponsoring Committees Branch Executive	Local Sponsoring Committees are charged with ensuring that new cadets and their parents are welcomed at the cadet corps.
4. Where a cadet corps attendance is dropping there is a responsibility of the League Branch and the local Sponsoring Committee to develop solutions in partnership with CIC staff.	Branch / Local Sponsoring Committee Partnership	All Cadet Corps Sponsoring Committees are cooperating with the local CIC officers and getting the cadets involved in local community events
5. Fundraising as a priority and fundamental activity also provides the “fun” activities which are the glue that holds a cadet corps together and needs improvement.	Branch / Local Sponsoring Committee Partnership	Means to increase retention at individual cadet corps are searched out and also shared to Branch and National levels. Target is to retain 2 more cadets at each cadet corps over the next 5 years.