



SUPPORTING AIR CADETS IN ALBERTA

# Royal Canadian Air Cadets - Alberta Provincial Committee

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Strategic Directions

**2016 - 2021**

# **Alberta Provincial Committee Strategic Plan**

**2016 - 2021**

## **Vision**

We envision the Alberta Provincial Committee (APC) of the Air Cadet League (ACL) of Canada will be a world - class partner supporting DND in the delivery of the Royal Canadian Air Cadets as a premier youth development organization in Alberta.

## **Mission**

We promote and support a good relationship through mutual respect and understanding of the roles of each partner in the Royal Canadian Air Cadet program throughout Alberta.

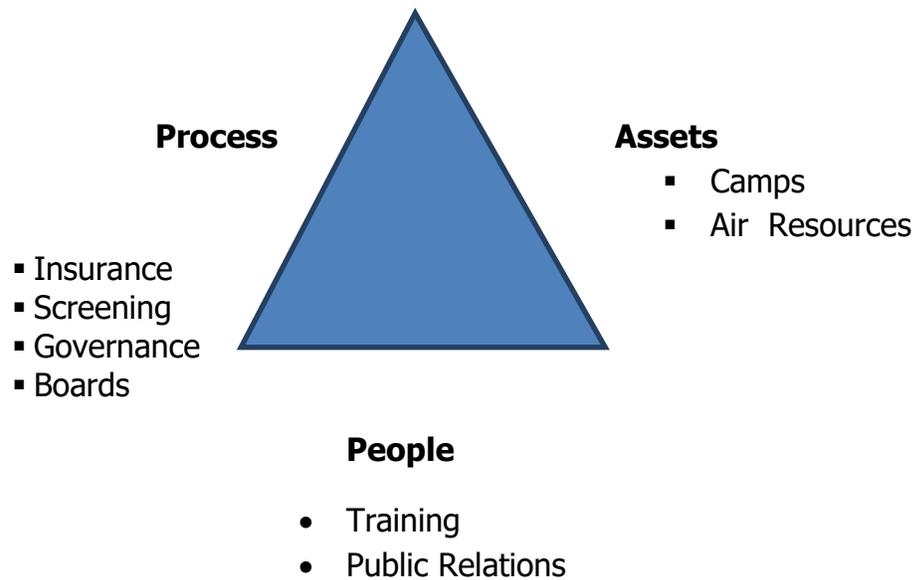
- Support the ACL of Canada in implementing their strategic plan and fulfilling their responsibilities to DND;
- Support DND in the implementation of their strategic plans and fulfilling their training objectives;
- Attract youth and adults to the cadet movement;
- Develop and support local Squadron Sponsoring Committees so they can fulfill their responsibilities to the local cadet squadron;
- Provide resources and support for cadet training and optional activities; and
- Stimulate and support cadets to develop an interest in aerospace and aviation.

## **Values**

Our guide to decision making and behavior-

- Cadet Centered- Safe, fun and challenging learning environment for youth.
- Innovative- Leading edge support through new approaches and experiencing new ideas.
- Respect- Treat each other with respect in all our interactions.
- Integrity – Committed to making the right decisions for the right reasons.
- Teamwork – Individual’s opinion are respected, while working together towards a common goal.
- Quality of Service- High level of excellence and strive for continuous improvement.
- Leadership – Others are inspired to achieve their goals and lead by example.

## Strategic Directions



### Goals:

- 1. Governance**
- 2. Support Services**
- 3. Recruiting**
- 4. Accommodations**

### Outcomes:

When we achieve these goals, the following will result:

- Improved connectivity with the National body and the local level squadron;
- A safe, viable, and sustainable program for Air Cadets in Alberta;
- A collaborative network of military, league, communities and cadets who are aligned and connected;
- A greater broad-based awareness of the program, the leagues assets, and the importance of this program in Alberta

## **1. Strategic Direction on Governance - Investment in our governance model.**

Review and refresh the governance of the APC to ensure it is fit for purpose and aligns with the bylaw changes from ACL and update policy, procedures and related documents.

### **1.1 Review and refresh, policy manual and related documents.**

- Updated to ensure they are current, relevant and accurately reflects the organization and how we conduct business.
- Needs to be accessible – i.e. Website

### **1.2 Legal issues surrounding alignment of APC with National, SSC and Sponsors**

- Understand and endorse legal opinion
- Ensure and support unified bylaws/contracts consistent with legal advice and National direction.
- Establish clarity around command and control – terms of reference, assets, jurisdiction and the interaction of the APC, SSC and sponsors
- Review impact of recent CRA decisions

*National is currently reviewing legal issues raised by our legal opinion and the APC review is suspended pending National direction. The members of the APC will attend the SAM at the National level in Nov. 2016. At that meeting there should be some clarity regarding the plans for alignment from the National perspective. This will be reviewed and our lawyer consulted with in order to develop a plan for the province.*

### **1.3 Board structure**

- Develop a Subcommittee and working group model to increase involvement of the general membership and to steward initiatives to completion
- Ensure the proper function of registered charity
- Ensure greater transparency in reporting to members, e.g. AGM/ budgets
- Review Risk management. Manage risk of reputation and legal liability
- Review structure in light of Renewal (the new J-staff structure and zone-training groups of RCSU- i.e. how many wing directors, who comes to meetings, etc.)

- How do we align with the new RCSU (NW) staff structure? Who do we liaise with? OIC, J3 training officers?
- Governance vs. operational
  - For oversight, consider the value of having an Executive Director

*Many members of the Board and the SSC attended the north or south CO conferences in October. At those conferences there was some clarity on the role descriptions and organization of the military for the cadet program. The development of Community Consultation Committees will be new to the program and the way in which cadets, SSC and Board members are invited and have input will be seen in the future. A new structure with new reporting structures will be a work in progress to determine how the league interfaces with the military system*

#### **1.4 Insurance**

- Review insurance coverage – assets, board insurance, event and liability insurance
- Identify liabilities for APC Committee
- Liability for SSC/Parent boards

*The APC has purchased Board liability insurance to cover all members of the APC. We were able to determine that National's coverage is not sufficient for our activities.*

*Currently we are reviewing options to offer/suggest to the SSC to make sure they have coverage as well. There is value in as many as possible going together to lower costs. But we need to figure out what we need in the first place.*

#### **1.5 Volunteer Screening**

- Increase understanding of screening processes
- Help members to understand VSS process

*Screening of members is being reviewed at the national level. They are potentially hiring a company to do consistent screening across the country. Screening will include pictures of the individuals on their cards. Details are being finalized and we should have more information by end of year 2016.*

#### **1.6 New positions**

- Determine the need and viability of these types of positions on the Board of Directors including but not limited to

- IT director
- Training director
- Marketing director
- Executive director

*\*\*we must make decisions in these areas and mitigate the risk in order to proceed \*\*\**

## **2. Strategic Direction on Services Support, Investment in our people and our future by:**

### **2.1 Strengthening training to support SSC**

- Develop handbook for Conflict Resolution ( perhaps adopting the Positive Social Relations for Youth ( PRSY) program)
- Strengthen mentorship of SSCs through SSC reps
  - SSC Advisors responsible for MOU, roles and responsibilities
- Offer effective speaking workshop training
- Develop common training and support Wing, Advisor, SSC
- Clarify roles and responsibilities down to Squad level- terms of reference
  - Develop training materials including videos for each membership role
- Increase support to COs from their SCCs

*Terms of reference are already being distributed and signed. Each Wing has unique training. There could be efforts to review that training and standardize parts or all of it.*

### **2.2 Selection Boards**

- Review possibilities of holding same day in multiple locations- opens opportunities to more cadets
- Develop remote options to reduce travel/weather issues and increase safety
- Decrease number of courses boarded (review and discuss)

*The role of the National Course Selection Board process is to rank the candidates amongst their peers. The Selection Board has the responsibility to determine the most deserving candidates based on commitment and those cadets most likely to succeed. This is done through an application review and interviews. The Air Cadet candidate is responsible for submitting all required documentation within the given timelines for a successful application. All details and requirements for the selection process can be found in CATO 51-01 Annex B. The process is described in the annual directive from the National Cadet and Junior Canadian Ranger Support Group Headquarters.*

## *Progress to Date*

*The National Course Selection Board Review Sub-Committee is an Ad Hoc committee established by the Alberta Provincial Committee (APC) in March 2016 to examine the National Course Selection Board process and provide recommendations to the APC for implementation. In particular, the Sub-Committee will perform the following tasks:*

- 1. Develop the Selection Board strategy for the APC;*
- 2. Optimize the APC National Course Selection Board process; and*
- 3. Create process to monitor and evaluate the Selection Board strategy and process once it is adopted.*

*The overarching goal is to define a National Course Selection Board process that maintains or improves the quality, minimizes or optimizes cost and is simple and easy to conduct.*

*Committee has held one meeting (March 29<sup>th</sup>, 2016) to date via teleconference to discuss methodology.*

*The project methodology used is as follows:*

- 1. Define the system (define customer and their requirements and the project goals, specifically).*
- 2. Measure key aspects of the current process and collect relevant data; calculate the 'as-is' Process Capability.*
- 3. Analyze the data to investigate and verify cause-and-effect relationships. Determine what the relationships are, and attempt to ensure that all factors have been considered. Seek out root cause of the defect under investigation.*
- 4. Improve or optimize the current process based upon data analysis and standard work to create a new, future state process. Set up pilot runs to establish process capability.*
- 5. Control the future state process to ensure that any deviations from the target are corrected before they result in defects. Implement control systems and continuously monitor the process.*

*The committee has gathered information from other Provincial Committees to compare how their processes are conducted in comparison to that of the APC.*

*The various Provincial Committee processes were discussed and compared at the National AGM Selection Board Committee. The intent is to have these discussions biannually for identification of best practices.*

*As part of the investigations and discussions mentioned above the APC process was examined in the context and through the analysis of the results from 2012 to 2016.*

*A survey/questionnaire was created and sent to Squadrons to get feedback on the current process and identify areas for change/improvement.*

*Next step is analysis of the feedback and make recommendations for the 2018 Selection Boards and beyond based on the feedback.*

### **2.3 Marketing/Public Relations (PR)**

- Develop a clear communication plan
- Update/develop new website and other forms of social media
- Undertake marketing/PR in advance and post event
- Focus PR more on community services
- Focus on increasing awareness in small communities
- Promote, collaborate, and coordinate PR with local squadrons
- Raise profile of cadets in communities
- Develop a crisis communications plan

### **2.4 Camps – Wright and Worthington**

- Assess usage/appropriateness of camps including but not limited to
  - The percentage of Air Cadet Squadrons using the camps
  - Camps meeting DND needs for training
  - Survey squadrons to determine why or why not use camps
  - Cost/ benefit of our two camps/focus funding elsewhere
  - The consideration of Camp Assets and Inventory based around insurance documents should be review and the recording of Assets outside of Capital Assets.
  - Strategic Summaries should be submitted for each facility.
- Clarify future environmental requirements and lease requirements

## ***Camp Wright –***

*Camp Wright is currently evaluating the impacts and roles on the camp it has been in existence from 1968 and has seen many focuses. With recent changes in Directors this is an opportunity to review what APC has and what we want.*

*Strategically planning to ensure to fulfill requirements of DND for the Cadet Movement and Training Responsibilities and provide opportunities to optional / alternative activities. Unique and safe environment is what we have. We want to position our selves to be a partner and a premier facility to the cadet, military and Albertans alike.*

*We are currently developing a 5 year strategic plan for the camp.*

- *Review of Capital Assets and Site Condition Completed. And strategies being implemented.*
- *Plans are be developed to look at capital renewal as we as asset protection*
- *Looking funding strategies to support our direction.*
- *2018 Camp Wright will celebrate 50 years would like to do something similar to 75 years of flight. And have some legacy for another 75 years.*
- *Reviewing site equipment and asset for camp maintenance*

## ***Camp Worthington –***

*Currently there is a proposal to build an RV park right next to the camp. We have been approached and will be discussing the relevance of the camp to the community and how we can work together to ensure that property is well managed by both the private operator and our program.*

### **2.5 Netook**

- Review requirements for Netook
- Build mower shed
- Determine if the Netook site is best left as a charitable asset or should it be converted into another type of entity

*A new mower shed has been approved by the APC. Grants have been sought and activities have begun to have the shed built by the end of 2016.*

### **2.6 Flying operations**

- Keeping AIR in Air Cadets – gaining a clear understanding of the program, what the expectations are, and how Renewal will/does impact the aviation program
- Investigate alternative activities/methodologies to keep the AIR in Air Cadets
- Ensure ruts are reduced at Josephburg
- Discuss with EIA the viability of the program at Villeneuve
- Ongoing pursue of training space that can be taken to and developed at Vulcan
- Flying assets need to rationalize Northern airstrips and vehicle costs
  - Cost/benefit analysis of operating flying/gliding operation
  - Percentage of cadets and squadrons that get into the air
- Develop an inventory and asset management system to life cycle vehicles. This will include future fundraising for more vehicles

*As part of Renewal we have been able to determine that gliding and flying will remain part of the program into the future. The gliding program will remain as is for now. In Alberta we have 5 gliding sites. Netook is owned by the APC and is used as the base for all equipment when the sites are not flying. This last year we were able to move the Vulcan site from the town airport to the Vulcan Flying site – at the former Vulcan Air Force Base. This site is owned by a private company and they are interested in supporting aviation and cadets in the area as best they can. Activities are under way to meet with officials regarding Josephburg and Villeneuve. Both of these sites are challenged by having less than satisfactory flying conditions. We do need to look to the future and see if we can find an alternative for one or both of these sites.*

### **3. Strategic Direction on Recruiting:**

Develop a program to recruit, attract, and retain cadets, staff, and volunteers.

#### **3.1 Provincial Recruitment Strategy**

- Identify relevant HR processes
- Provide necessary training
- Review recruiting literature
- Develop a recruiting strategy
- Succession planning for SSC, APC – including developing a Committee and subcommittees structure to gain more involvement of personnel

### **4. Strategic Direction on Accommodation:**

Explore partnerships at the provincial and local levels to advocate for the provision of adequate, sustainable, affordable accommodation.

#### **4.1 Centres of Excellence**

- Develop a business case to see if Centres of excellence are viable
- Support SSCs provision of accommodation
- Determine benefit of cadet armory space to determine what are needs and how to provide support
  - Look for scalable, 'canned' designs

#### **4.2 Advocacy around school space usage for A/C and Squadrons**

- Meet with Education Minister and other local politicians for endorsement on using schools
- Encourage and support strengthening relationships with local school boards