



Alberta

Provincial Committee



Supporting Air Cadets In Alberta

**Air Cadet League of Canada:
Alberta Provincial Committee**

Strategic Plan

2021 – 2026

April 24, 2021

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SECTION 1: Introduction

The volunteers of the Alberta Provincial Committee (APC) of the Air Cadet League (ACL) of Canada work in conjunction with local, national, and international organizations and are committed to supporting the long-standing ALC and the Air Cadet program.

As part of their strategic planning process, facilitated by AndersonDraper Consulting Inc., Directors came together to review the former strategic directions document (2016-2021) and plan for the next five years. Directors recognized a significant amount of work has been accomplished as part of the previous strategic plan yet acknowledged there remains more to be done. Participants shared the importance of all stakeholders working towards the same goals, keeping the focus on enhancing benefits of the program for cadet participants at the forefront of everything being done, with a commitment to open communication, transparency, and adaptability.

This document identifies the vision, mission, the role of board members, values, and priorities of APC for the next five years. Each priority has measurable outcomes associated with it to enable APC to evaluate the extent to which the outcomes are being achieved throughout the implementation of this strategic plan. A separate operational plan document provides the tasks to achieve the priorities.

Vision

We envision the Alberta Provincial Committee (APC) of the Air Cadet League (ACL) of Canada will be a world - class partner supporting Canadian Armed Forces (CAF) 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 CAF.
- Support CAF in fulfilling their training objectives.
- Attract youth and adults to the cadet movement.
- Develop and support local Squadron Sponsoring Committees (SSCs) so they can fulfill their responsibilities to the local cadet squadron.
- Provide resources and support for cadet training and optional activities.
- Stimulate and support cadets to develop an interest in aerospace and aviation.

SECTION 2: Role of Board Members & Values

As part of the discussion informing the strategic plan, the role of an APC Board Member was outlined, and values re-affirmed.

2.1 Role of APC Members

- Be professional in all representation of APC.
- Adhere to APC's vision or mission, expectations, roles, and responsibilities.
- Work together as a Board to support all areas what is in the best interest of the cadet movement in Alberta.
- Make the decisions in the best interest of the collective good of the program in the whole province.
- Represent the APC and support the decisions made by the majority once made.
- Be available and committed to getting the work done.
- Be a conscientious board member and leader.
- Be responsible stewards for funds and assets.
- Support program and SSCs at local levels.
- Work collaboratively with partners and stakeholders.

2.2 Values

The values that guide our decision-making and behaviour are:

- **Cadet Centered**- Safe, fun and challenging learning environment for youth.
- **Innovative**- Leading edge support through new approaches and experiencing new ideas.
- **Respect**- Model respect, inclusivity, and civility in all our interactions.
- **Integrity** – Committed to making the right decisions for the right reasons.
- **Teamwork** – Individual's opinions 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.

SECTION 3: Strategic Priorities

Identified as part of a pre-survey and interviews conducted prior to the strategic planning session, and then affirmed at strategic planning meetings with Directors in February and April 2021, the following strategic priorities¹ serve as the focus of this 5-year strategic plan.

- **Governance**
- **Communication**
- **Volunteer Recruitment, Training and Development**
- **Financial Sustainability and Asset Management**

The following provides the desired outcomes, and components of each priority.

3.1 GOVERNANCE

Desired Outcome:

- *APC is recognized as a high-functioning board distinguished by a climate of respect, support and mutual accountability.*

Under the Governance priority, the focus is on board structure, bylaws, and policies.

Board Structure:

- Review the overall governance model and structure of APC for effectiveness on a yearly basis. Specifically:
 - Develop a Communication's director role.
 - Develop a Recruitment, Training and Development director role.
 - Develop an Asset/Accommodations director role.
 - Review the Wing Structure.

Bylaws & Policies:

- Review, and refresh as required, policy manuals, bylaws, and related documents on a yearly basis. Including:
 - Develop a crisis communication plan.
 - Develop a handbook and processes for conflict resolution in all aspects of the APC's work, specifically when working together, with partners, providing support to SSCs and training.
 - Develop expectations and code conduct for APC Members.

¹ It is important to note these priorities are not mutually exclusive and should be approached in a holistic manner as there are interdependencies.

3.2 COMMUNICATION

Desired Outcomes:

- *APC demonstrates effective communication strategies, by collecting, clarifying, and sharing consistent and accurate messaging with stakeholders.*
- *APC increases the awareness of the value of the Cadet program throughout Alberta with targeted public relations activities.*

Under the communication priority, the focus is on fostering effective communication in all of APC's work.

Effective Communication:

- Gain a clear understanding from National and CAF about program expectations and changes that will impact the program.
 - Enhance communication with National.
 - Enhance communication with CAF.
- Communicate effectively amongst APC and SSCs.
 - Foster improved communication to the SSC when sharing information that comes from National².
- Publicize the awards program as a recognition tool to help draw attention to the program.
- Update and/or develop website and other forms of social media.
- Raise profile of cadets in communities by developing a public relations plan.
 - Increase awareness of program in small communities.
 - Include a focus in the public relations plan to highlight service to the community and benefits of the program.
 - Promote, collaborate, and coordinate public relations activities with local squadrons.

² It was noted that Wing Directors help with that. Continue with monthly Wing meetings.

3.3 VOLUNTEER RECRUITMENT, TRAINING AND DEVELOPMENT

Desired Outcomes:

- *APC fosters strong and sustainable SSCs that understand their roles.*
 - *APC collaborates with stakeholders to create and implement a program to recruit, attract, and retain adult volunteers.*
 - *APC supports high-quality training with the integration of the knowledge and skills needed to be successful in respective roles.*

Volunteer Recruitment, Training and Development Strategy

- Create an encompassing strategy to recruit, attract, train, and retain volunteers.
- Develop and leverage alumni connections.

3.4 FINANCIAL SUSTAINABILITY / ASSET MANAGEMENT

Desired Outcomes:

- *Budget and Reporting duties are maintained and completed adhering to the standards, rules and regulations.*
- *APC manages resources appropriately to support and sustain valued assets.*

Legal and Administrative Issues:

- Consider legal issues surrounding of APC with National, SSC and Sponsor.
- Practice risk management.
- Develop and implement HR policies and practices addressing discrimination, harassment, and conflict resolution.

Fundraising:

- Develop a fundraising plan to assist APC and SSC.

Aviation

- Identify strategies to ensure a viable flying program.

Assets

- Establish and implement a strategy for effective lifecycle management of assets.
- Ensure effective financial management.

Accommodations:

- Assign a formal responsibility for accommodations.