

# Addressing Priorities and Sustaining ACLN Effectiveness

*Report to Members*  
2016 SAM



# SAM Plenary Session

Review of the 3 Key Areas for ACLN  
moving forward!

- Renewal/WG Update
- Strategic Plan
- Current Priorities



# Renewal: The 'integrated' Framework

DND Responsibilities

Joint/Complimentary  
Obligations

League Responsibilities

DND  
*Renewal &  
Directions*

*Renewal  
Actions,  
Impacts &  
Relations*

ACLN  
Directions &  
Operations



- Comprehensive changes & revisions to Cadet program – *Renewal*
- *Financing, Programs, Governance, Staffing, Technology, Marketing, Communication, Risk Management, Growth, Sustainability*

- ACLN Tasks & Responsibilities
- Various types and levels of interaction, administration, operations resulting from Renewal – *and ongoing partnership*

- KEY activities, actions, responsibilities to ensure ACLN effectiveness
- *League Governance, MOU, CRA, Screening, Risk Management, Strategic Plan, Funding/fundraising, 6 Key Thrusts, Insurance, Member Training, Finance & Compliance*

## 6 Key Thrusts to Ensure League Effectiveness

1. Address/Respond to the 5-year Renewal implementation and Action Plans.
2. Negotiate and implement a new ***MOU***.
3. Develop the ACLN Capacity, Business Plans and Resources – *across Canada!*
4. Support and Enhance the Capacity of PC's to address Renewal in their jurisdiction.
5. Build/strengthen our political and government advocacy and relations.
6. Build/strengthen our private and industry advocacy and relations.



## WG Status

- **7** initial WG's that ACLN has been involved, **4** just starting. MOU still to come.
- To date, **300** recommendations going through review; = many new directions, plans and initiatives forthcoming
- Additional recommendations will come via new WG's and consolidation.
- **5 DND-only** Working Groups also addressing various subjects and will have recommendations



## WG Status

Working Group	Status
Program Outreach	Recommendations advanced, outreach plans and actions identified
Program Costing	Recommendations reviewed, ACLN input
Program Administration	Recommendations reviewed, ACLN input
Program Flexibility	Recommendations reviewed, ACLN input
Risk Matrix	Final Debrief, ACLN Input, awaiting final recommendations
Internal Communications	Final Debrief, ACLN Input, awaiting final recommendations





## WG Status

Working Group	Status
<b>Recognition &amp; Awards</b>	WG completed, ACLN input and awaiting recommendations
<b>Program Sustainability</b>	1 <sup>st</sup> WG meeting just occurred
<b>Uniform Modernization</b>	1 <sup>st</sup> WG meeting just occurred
<b>CAF Familiarization</b>	1 <sup>st</sup> WG meeting just occurred
<b>Cyclical Program Guidance</b>	On hold; early 2017 expected





# Program Costing Summary

1. Potential reduction of CFTC's; ACLN understands same # of Cadets to be trained
2. ACLN does not support removal of gliding program for all-power program

3. ACLN supports enhanced funds for 'struggling' units – definition & criteria needed
4. ACLN supports 'excess' funds due to Squadron efficiency be maintained at local unit

# Program Costing Summary

5. ACLN awaiting details on funding formula for all elements; we identified a \$7million shortfall for Air if funding is based on '*Cadet population ratio*' (approximate)

6. Numerous recommendations related to Cadet program:
- More RDA's and NDA's
  - Increase load size (CTC)
  - Shorter durations (CTC)
7. **ACLN recommends a music instructors course**

# Program Costing Summary

8. ACLN noted numerous activities need to be in collaboration with SSC/League

- Purchase of training aids
- Local recruitment/promo
- Training of officers on League role/MOU

9. ACLN needs clarification on funding and budget allocation for Cadets in International Exchange

10. ACL strongly recommending a senior leadership course

# Program Flexibility Summary

## 1. New concept of Locally Directed Activities to be introduced:

- Goal is more flexibility by Sqn on choices within mandatory/optional programs
- Still requires clarification on overall regulations
- ACLN input is to ensure SSC are fully integrated and their role confirmed
- May require SSC funds directed at LDA; LSA funds may qualify

# Program Flexibility Summary

2. Increase in Regionally Directed Activities as seen as way to increase Cadet participation in activities

- ACLN not supportive of any 'purpling' that would emanate from increasing RDA's or 'zone' activities

3. Late Joiner package to be considered

4. **Electronic Handbook for Cadets to be considered**

5. Reduction in importance of 'attendance' as criteria

# Program Flexibility Summary

6. Goal is to offer Cadets option of demonstration/challenge to display skills and be evaluated

7. Funds for CIC training to be 'separate' from any budget for Sqn operations

8. Greater focus on 'performance' to establish advancements in rank, CTC, awards

9. CO to approve 'low risk' activities, no approval from RCSU

# Program Administration Summary

1. Reduced admin at local level; more authority by CO over local plans/activities
2. Annual Training Plan to be created and posted prior to training year
3. ACLN reinforced that SSCs must be integrated in all planning – budgets, fundraising schedules, optional, trips, community
4. ACLN stressed that officers become trained in element course: need to re-badge by 6 months if switching



# Program Administration Summary

- 5. ACLN recommending a 'sign-off' formality be established to confirm awareness and submission of LSA funding
- 6. Online registration of Cadets being considered

- 7. ACLN reinforced that consultation & formal protocol be established for input on CO selection
- 8. Greater focus and use of staff from Affiliated Units to support local Sqn

# Internal Communications/Rewards & Recognition

1. Main recommendation for *Communication* is building a new, comprehensive portal for CCO (*My Cadets*).
2. ACLN and Leagues should seek and secure full involvement in the development.
3. *Rewards* is reviewing all Cadet awards, medals, pins, commendations and associated criteria throughout DND and all Leagues
4. Goal is consistency, new options to recognize achievements, removal of ineffective ones.

# Program Outreach – *Ready for Action!*

1. Following WG (2015), a detailed '*Action Plan*' was put forward for Program Outreach thru BGen Woiden.
2. The 3 Leagues are identified as LEADING or Co-LEADING numerous initiatives.

3. Six Outreach areas were identified with various actions associated:
  - *Identify new partners*
  - *Enhance existing relationships*
  - *Build relations with Youth Influencers*
  - *Partner with Private Industry*
  - *Partner with others to assist Program Delivery*
  - *Enhance Outreach Capabilities*

# Memorandum of Understanding

1. We are still negotiating the method of negotiation!
2. **Key position of ACLN is separate MOU, ore separate addendums, for each League to reflect needs, unique program, governance, resources.**

***MOU negotiations will need to centre on:***

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• <i>Fleet management</i></li><li>• <i>Funding &amp; fundraising</i></li><li>• <i>Insurance</i></li><li>• <i>Screening</i></li><li>• <i>Supervision</i></li></ul> | <ul style="list-style-type: none"><li>• <i>Marketing</i></li><li>• <i>Conflict resolution</i></li><li>• <i>Information sharing</i></li><li>• <i>Cadet-related programs &amp; services</i></li></ul> |
|---|---|

# STRATEGIC PLAN



# ACLN Strategic Plan

*Planning & Development  
Timeline*

*Committee Work*

*November 2016 – March 2017*

*New plan effective 2017/18  
Fiscal Year*



# Key Elements





# Process & Methodologies

## Scott assigned to assist all Committees

- Committees and members to conduct planning and development process and meetings
- Determine methodologies – survey, research needed



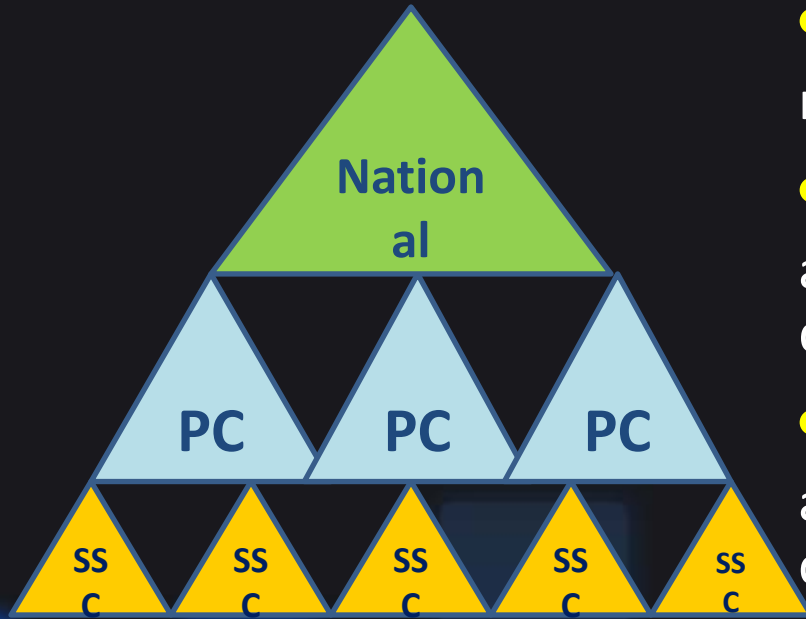
- Any consultations needed within or external to ACLN structure
- Complete Form A: reviewed by Strategic Planning Cttee. & Executive
- Begin preparation and thinking for Form B

# CURRENT PRIORITIES

- Screening
- Supervision
- Financial Compliance
- Finance Management
- Risk Management

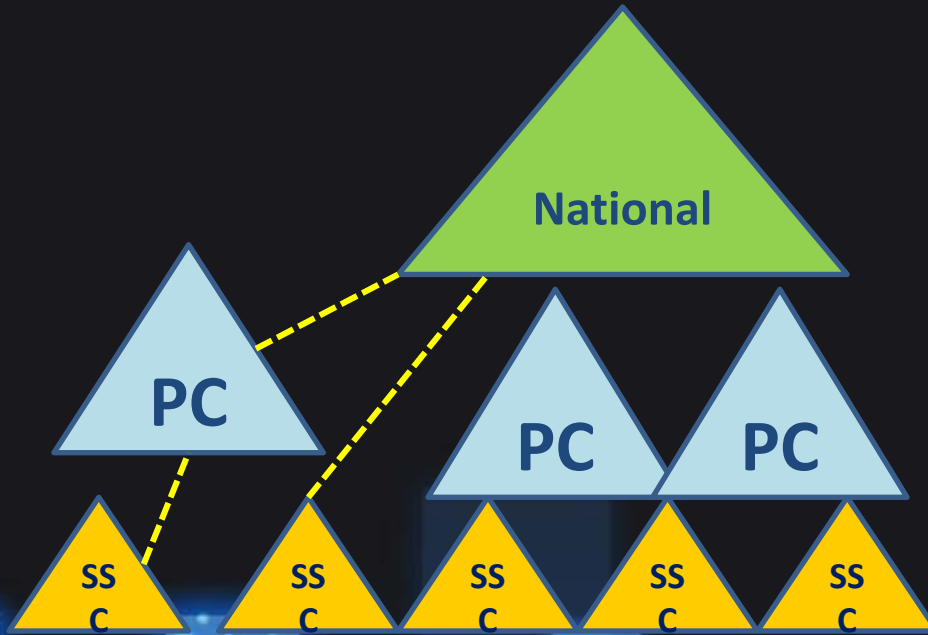


# Corporate Governance - *Effective*



- **Legal** — ensures protection of all resources, assets, property, rights, people
- **Structural** — ensures proper alignment of responsibility, authority, division of duties under Nat'l umbrella
- **Operational** — provides relations and roles within and amongst levels, committees, assigned structures

# Corporate Governance - *Existing*



At present, there are some aspects of our LEGAL, STRUCTURAL and OPERATIONAL elements that are not effectively aligned and can create challenges to proper management, controls, accountability and corporate mission.

# Screening Issue #1

## Situation

All volunteers need to be screened and registered to the required standards - legal liabilities, insurance protection, and Cadet safety all stem from proper screening to meet policy and safety levels.

# Screening Issue #1

## Issues

1. Some municipalities/jurisdictions not providing VSS and/or the cost is becoming prohibitive.
2. There are different registration systems and processes being used across the League that aren't consistent or meet policy and legal requirements.

# Screening Issue #1

## Proposed Direction

1. National systems being put in place to manage and administer screening across all PC's.
2. Forms, photo ID cards, and actual PRC check managed through National office.
3. Third party contractor being reviewed as one option to process all PRC and enhanced record check.



# Screening Issue #2

## Situation

- NOTE: Presently, screening is a 'fluid' issue being discussed amongst Leagues and DND.
- DND requires that all CV's must have a VSS completed.
- DND requesting that ACL screen CV's and CI's to the VSS standard.

# Screening Issue #2

## Issues

1. ACL volunteers do not require VSS if they are not in supervisory capacity.
2. If ACL is to register and screen CV's/CI's we may need alternate screening options to secure VSS.
3. Screening CV/CI's may impact ACL - higher risk, costs, insurance.

# Screening Issue #2

## Proposed Direction

Options being explored:

- a) to negotiate an indemnity agreement with DND for all legal matters related to CV/CI screening.
- b) ACL volunteers become *solely* responsible for their own VSS and provide to ACL.
- c) ACL to set up 2 'levels' of volunteers: those who work with Cadets as CV/CI and those who won't.

# SUPERVISION

## Situation

ACLN needs to determine a clear direction on Cadet Supervision and address any matters pertaining to screening, liability and policy.

# D. SUPERVISION

## Issues

1. This issue is also fluid at this point as DND is looking at options on this topic.
2. There is a shortage of Officers in some areas and CV/CI's play an important role supporting the local Sqn – fundraising, optional, community events.
3. There is a difference between Cadet supervision UNDER direction of officer vs. independent supervision by screened League members (circa 2006)

# SUPERVISION

## Proposed Direction

1. ACLN has put forward recommendation to have a joint committee review full supervision issue in full and report on best options to support program and Cadets.
2. Depending on resolution of CV/CI screening (noted earlier), ACLN will be able to determine next steps for these types of supervisory roles.



# Financial Compliance & CRA Direction

## Situation

- CRA requires that ACLN address its internal structure related to charitable designations, status, and conformity to regulations as registered charities
- National and Provinces s need to ensure that all SSC finances are accurate and monitored. Provinces will become legally responsible due to CRA requirements

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# Financial Compliance & CRA Direction

## Issues

1. Provincial Committee needs to report their revenue/expenses to CRA every year which will now include those under their alignment:
  - a) SSCs that **ARE NOT** incorporated will fall under PC charity designation; can issue tax receipts under PC #.
  - b) SSCs that **ARE** incorporated need to be aligned under the Provincial structure. If registered as charities, will have to submit their own T3010.

# Financial Compliance & CRA Direction

## Proposed Direction

1. ACLN reviewing an 'Affiliation Agreement' with each Province to ensure they are legal, corporate bodies within ACL.
2. PCs will review using similar agreement with SSCs who are INCORPORATED; may want similar for all SSCs.
3. PCs to determine appropriate method to direct/address incorporated SSCs: assets, accountability, controls, policies.

# Financial Management

## Situation

PC needs to ensure all SSC finances are accurate for purposes of charity reporting, internal reporting and financial accountability. Financial compliance at all levels is top priority.

# Financial Management

## Issues

1. ACC9 has limitations at present for managing tax receipts across Provincial level.
2. ACC9 is not automated to support single entry bookkeeping or core reconciliations under one Provincial level.
3. ACLN and Provinces will also require regular reports and access to financial information.

# Financial Management

## Proposed Direction

1. Exploring automated systems (e.g. Quickbooks) that will support and integrate SSC finance records into one Provincial and National system
2. Need to automate and integrate ability of Provinces to approve ongoing charitable tax receipting.

This issue is high priority with linkage to CRA developments.

# Risk Management

## Situation

Throughout all levels of ACL we experience numerous types and significance of risk. Ensuring that we understand, manage, and mitigate the risks we assume needs to become top priority. Issues such as screening, supervision, volunteer training, health and safety are involved.



# Risk Management

## Issues

1. DND is establishing a Risk Management system that will cover program elements and Leagues must determine IF and HOW integrate and proceed in partnership.
2. ACLN has just received a consultants report that focused on a number of risks related to our key situation linked to insurance coverage.

# Risk Management

## Proposed Direction

1. ACLN will need to establish a mechanism to begin to build and implement a Risk Management system at National level - then work with DND and internally to all of our levels.
2. We need to finalize key issues from consulting report to help direct our activities in key areas such as screening, insurance coverage, supervision.