



STRATEGIC PLAN

2020 - 2023



TO LEARN. TO SERVE. TO ADVANCE.



OUR CORE VALUES

INTEGRITY

An organization that is unified and consistent with its shared roles and responsibilities in support of the Air Cadet program.

DEDICATION

Members of the ACL are passionate in the performance of our roles and responsibilities and will continue to provide new and sustainable opportunities for Air Cadets.

VOLUNTEERISM

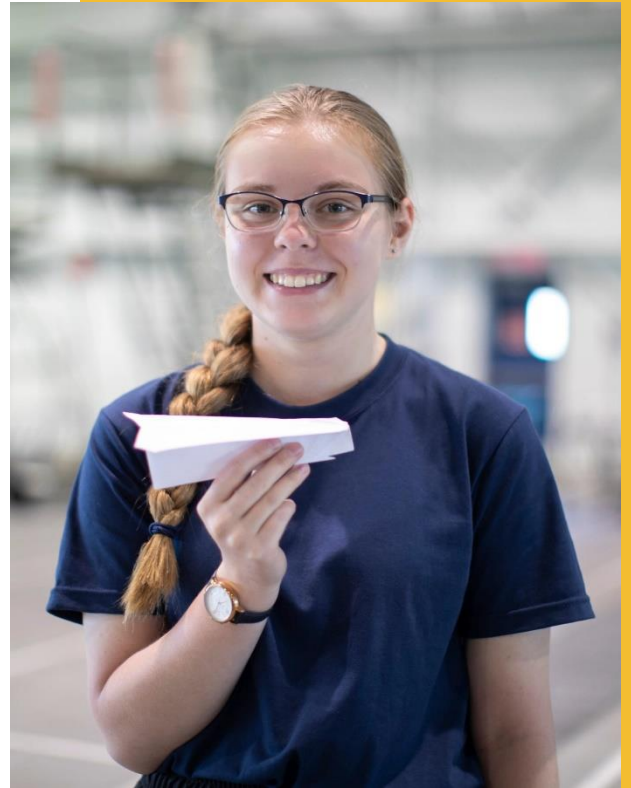
Our volunteers understand the importance of giving their time, skills and expertise in support of our youth and their future. The ACL is committed to growing its volunteer network.

RESPECT

We appreciate the importance of volunteers and stakeholders. This being a guiding value ensures all interactions builds trust and values our future youth.

SUPPORT

We will continue to support opportunities for youth to gain real life experiences, access to resources and support through our shared roles and responsibilities of the Air Cadet program.



PRESIDENT'S MESSAGE

As the Air Cadet Program evolves to meet today's new opportunities and challenges, so too must the Air Cadet League (ACL). Our youth are seeking out organizations that can help them realize their dreams, ambitions and future careers. The ACL wants Air Cadets to be our youth's number one choice. We want to ensure the Air Cadet Program can embrace change, ready ourselves for societal and environmental change and continue to meet our vision and mandate.

*" OUR VISION IS ABOUT RECOGNIZING YOUTH AS OUR FUTURE
AND OUR ABILITY TO OPEN NEW DOORS SO THAT THEY MAY
ACHIEVE THEIR GOALS, DEVELOP THEIR TALENTS AND PROVIDE
OPPORTUNITIES AS THEY DECIDE THEIR FUTURE. "*



The National Strategic Planning Committee was established to conduct a bottom up collaborative review of our organization. The committee engaged our local and provincial members and current stakeholders to provide their input into the future goals of the ACL. The methodology used throughout this process included the conduct of surveys, research and document reviews. This work allowed us to identify a new vision and mission statement to align with our identified goals and objectives. At the SAM 2019, the Board and PC Chairs reviewed and re-validated our goals and objectives and identified six goals that will strengthen and grow our organization and support to Air Cadets. Our strategic plan identifies all stakeholders and builds upon our foundation. It recognizes the importance of our volunteer cadre at all levels of the league, and the importance of collaboration.



1940

Minister of National Defence for Air, Charles G. Power, called for volunteer led group in partnership with RCAF

1941

April 9th, by way of Letters Patent, Secretary State of Canada authorized operation of charitable non-profit corporation

1972

Crown Assets Disposal Corporation enabled ACL to secure a L-19 aircraft released by Canadian Armed Forces

PRESENT

To date, close to one million young Canadians have participated in the Air Cadet Program!

1940

November 11th, Order-in-Council PC 6647 was passed authorizing the creation of the Air Cadet Corps

1960's

League's western members launched experimental gliding procurement program for Spring and Fall seasons

~28,000 youth are part of one of the 450 squadrons across Canada

IN THE DETAILS

HOW WE STARTED

In 1940, the Minister of National Defence for Air, Charles G. Power, who was very much aware of the need for Air Cadet training, called in a group of influential civilians and asked them to set up a country-wide voluntary organization to sponsor and develop this growing movement. The response was immediate, and a civilian organization was soon created to work on a partnership basis with the RCAF. As it later developed, this partnership was to be the main reason for the striking success of the Air Cadet Movement in Canada. On the 11th of November 1940, Order-in-Council PC 6647 was passed. This Order authorized the organization of Air Cadet Corps: Junior Air Cadet Corps for boys 12-14 and Seniors Corps for those 15-18. On April 9, 1941, the Secretary of State of Canada officially granted, by Letters Patent, a Charter establishing the Air Cadet League of Canada, authorizing it to operate as a charitable, non-profit corporation. It also authorized the League to provide for the establishment of branches of the Corporation in all parts of Canada."

This Charter was applied for by Air Marshall William (Billy) Bishop, George B. Foster and Hugh P. Illsley.

By the mid-1960's, it had become obvious that Air Cadets were no longer being provided with sufficient opportunities to experience the thrill of flight. Faced with the problem of maintaining Cadet interest, the Air Cadet League decided to "put the air back in Air Cadets". In the summer of 1965, the League's western members launched an experimental gliding program in conjunction with the Air Cadet Summer Camp at Penhold, Alberta. In 1967, a glider procurement program was launched by the Air Cadet League with the goal of building up our own fleet of gliders for use not only at Summer Camps, but during the spring and fall gliding seasons as well.

The Air Cadet flying and gliding program was given a terrific shot in the arm in late 1972 when the League was authorized to purchase at a nominal price, surplus L-19 aircraft being released by the Canadian Forces. These were obtained through Crown Assets Disposal Corporation and continue to play an effective role, along with the League's other aircraft, in what is the largest gliding program in the world.

The current insured value of Gliders and Tow Aircraft is nearly \$11M. The Gliding Program is a cooperative partnership effort between Canadian Armed Forces and the Air Cadet League and is conducted in accordance with the terms of a renewable five-year Memorandum of Agreement (MOA). Air cadets carry out an average of more than 50,000 glider flights each year.

Since the Air Cadet League of Canada came into being in April 1941, close to one million young Canadians have participated in the Air Cadet Program. Through the many industry partners, donors and efforts of thousands of volunteers that help run our operations, the Air Cadet League has built a supportive community that strives to keep the education and positive development of youth as our main priority.

It is estimated that in one way or another, 50,000 Canadians are involved in the Air Cadet Movement today.



OUR ORGANIZATION

The Air Cadet League is made up of National, Provincial and Local non-profit organizations that work together towards fulfilling our vision.

NATIONAL LEVEL

The League is governed by a Board of Governors comprised of up to sixteen Canadian Citizens. The Board is advised by a number of functional committees, and by an Advisory Council made up of the Past-Presidents of the League. The Board maintains a full-time administrative headquarters in Ottawa under the supervision of the Executive Director.

PROVINCIAL AND TERRITORIAL LEVEL

There are eleven Provincial/Territorial Committees. These committees are comprised of elected Directors, all local Sponsoring Committee Chairpersons, plus such other persons as may be elected. Provision is made for prominent and influential citizens to associate themselves with the Provincial and Territorial Committees as members of Advisory Councils or Honorary Members. Each Provincial and Territorial committee meet annually, elect a Provincial Chairperson, Vice-President and other officers and, in some cases, employ full-time paid staff. In the larger provinces there are also Regional Committees which come under the jurisdiction of the Provincial Committee. Provincial and Territorial Committees support and monitor the activities of all Air Cadet units in their respective areas and are financed by means of public subscription and the support of their member squadrons. Provincial Committees own all the gliders and tow aircraft that are provided to the CF for Air Cadet glider-pilot training and familiarization flying.

LOCAL LEVEL

The Air Cadet Movement throughout Canada depends for its success on thousands of volunteers, who give willingly of their time, money and material to promote and support Air Cadet Squadrons. The ACL recognizes that the Air Cadet Program is community based and, therefore, encourages the involvement of parents, service clubs, organizations, corporations and individuals who wish to support the "Canadian Cadet Movement". There are several ways that the community can become involved:

- By being a Squadron Sponsor and helping to form a new Air Cadet Squadron or becoming a member of an existing Sponsor, that is expected to provide financial assistance and material support on an ongoing basis;
- By becoming a member of an ACL approved Squadron Sponsoring Committee (SSC) that provides ongoing civilian management to ensure SSC responsibilities are carried out successfully; and
- By being a Squadron Supporter who may simply wish to provide personal time, financial and material support when circumstances permit.



OUR MANDATE

To help youth improve their knowledge of aerospace and aviation by supporting and providing access to educational programs and resources.

To help youth become better engaged citizens by providing opportunities to access educational programs and resources, including leadership, communication, volunteer opportunities, and awards and scholarships.

To collaborate and assist our CAF partners in our shared roles and responsibilities in support of the Royal Canadian Air Cadet program.

OUR VISION

An aviation focused organization preparing youth to be engaged citizens of Canada.

OUR MISSION

To promote and encourage the nation's youth to develop and maintain an interest in aviation, leadership and citizenship, in partnership with the Canadian Armed Forces and other organizations.

OUR RESPONSIBILITIES

The responsibilities of the ACL to the Air Cadet Program are as outlined in the June 2020 Memorandum of Understanding with the Canadian Armed Forces:

- Participate in a mutually concurred upon consultative framework;
- Recommend, supervise and assist local committees;
- Supervise and account for the provision of facilities, material, transportation, and financial support when not provided by the CAF;
- Engage with private industry, non-government organizations and provincial, territorial and municipal governments;
- Support communications activities;
- Support awards, recognition, bursaries and grants for Cadets and Cadet Corps and Squadrons; and
- Provide other support upon request when not provided by the CAF.





GOALS & OBJECTIVES

1 Financial Stability & Future Growth

2 Governance Model

3 Stakeholder Engagement

4 Aviation Industry Outreach

5 Volunteer Recruitment & Retention

6 Deliver on Responsibilities to CAF

As a recognized national charity, we want to have the financial means and capacity to provide the resources, systems and services to deliver on our goals and responsibilities across Canada.

GOAL

The ability to achieve financial stability and future growth.

OBJECTIVES

1. Development and establishment of a new National ACL funding model.
2. Ensure effective administrative management and support with the ACL.

The ACL must ensure a governing and managing structure that meets the legal, regulatory, and corporate objectives of the League. The ACL must be able to grow and expand its current services, supports and guidance to our members and stakeholders.

GOAL

The development of a Governance Model.

OBJECTIVES

1. Identify metrics and systems tracking to assess National level performance.
2. Development and establishment of a risk management program.
3. Conduct a review of national governance.

The ACL will endeavour to expand and increase its resources, partnerships, initiatives and relationships. The ACL is committed to offering greater opportunities for Air Cadets, volunteers and members. The ACL will set out to Identify ways and means to improve our business model, identify potential funding generation initiatives and seek ways towards improving its services and opportunities to youth.

GOAL

To improve and expand stakeholder engagement and support (stakeholders include: PCs, SSCs, sponsors, partners and donors).

OBJECTIVES

1. Development of an ACL communications plan and branding standards.
2. Engage and develop new opportunities with internal and external stakeholders.
3. Develop new opportunities to provide grants, awards and scholarships.
4. Advocate and encourage use of “youth voice”.

The ACL is committed to ensure our CAF, industry partners and private corporations continue to provide assistance, linkage, advocacy and resources to support various Cadet and League programs and initiatives. The ACL wants to establish new opportunities for individuals and companies to support League initiatives as Ambassadors, subject matter experts, and advocates. We seek initiatives that will build financial and funding solutions in support of ACL initiatives supporting the Cadet program, fleet renewal, workforce development, and bursaries/scholarships.

GOAL

To promote continued growth of the Air Cadet Program to include Canadian and Global aviation industries.

OBJECTIVES

1. Continue to identify and advocate for changes to the Air Cadet program with our CAF partner.
2. Explore and achieve opportunities that include engagement with private and public industry.

The ACL recognizes the need to recruit and retain qualified and motivated volunteers from communities throughout Canada in order to be able to sustain and support future growth. The League has a commitment to attract and retain volunteers for League roles at all levels of the organization; ensure that volunteers are properly registered, screened according to required regulatory guidelines and provided the required training to be an effective and safe volunteer at all levels.

GOAL

To achieve a sustainable and growing volunteer cadre within the ACL.

OBJECTIVE

1. Development of a recruitment and retention plan.

The ACL will continue to support and improve on its shared roles and responsibilities with the CAF. Our shared roles and responsibilities ensure the provision and support requirements needed to maintain the Air Cadet program.

GOAL

Continue to improve our ability to deliver on our responsibilities to the CAF.

OBJECTIVES

1. In partnership with the CAF, continuing development of the Air Cadet flying program.
2. Continue to support the cadet honours and awards program.
3. Monitor and report on identified responsibilities of the ACL.
4. Enhance programs supported by the ACL.
5. Contribute, as able, optional training approved by the CAF.
6. Continue to support/enhance the IACE program.