

BRANDING AND COMMUNICATIONS

2026 Leadership Forum

Tom Sand, VP Plans



BRANDING IS A STRATEGIC ENABLER



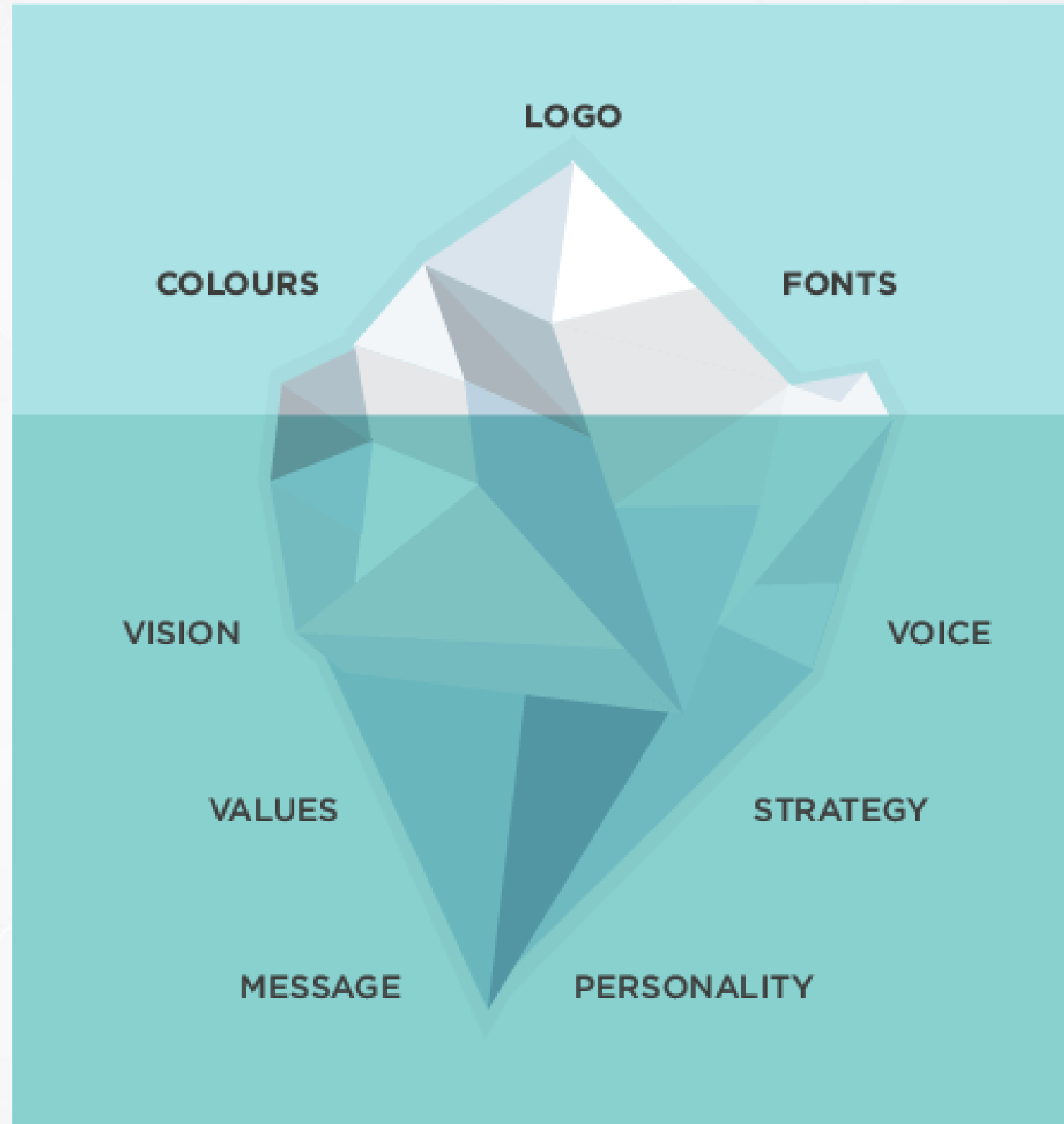
AGENDA

- What is “Branding”
- What Branding Is Not
- Why Branding Matters
- What Branding Means for ACL
- Why Branding Matters Now
- Brand, Vision, Mission, Values
- Branding and New ACL Programs
- Branding, Credibility, and Funding
- How Branding Supports Volunteers
- What We Ask of Volunteers
- Questions



What is “Branding”

- More than logos or colours
- Shared perceptions and experiences
- Consistency across all touchpoints



What Branding Is Not

- Branding Is Not “Marketing”
- You already support the brand when you:
 - Treat people with respect
 - Support youth
 - Act with integrity
 - Represent the League positively
- Volunteers don't just support the League's brand, you are the brand



Why Branding Matters

- Disproportionate affect
- Nonprofits hub
 - Trust / legitimacy / reputation
 - Volunteer network strength
 - Partner access
 - Funding
 - Operating
- Our hub is our long-standing reputation for solid service to Canada's youth and future leaders, trust that enables partners, volunteers, donors, and communities to support our mission.



What Branding Means for the ACL

- How people understand the Air Cadet League
- How they feel about us
- What they expect when they hear our name



Why Branding Matters Now

- ACL at a pivotal point
- Shift to a program-based national organization
- Working more closely with partners and communities
- Strengthening advocacy, funding, and governance
- Need for clarity, consistency, confidence

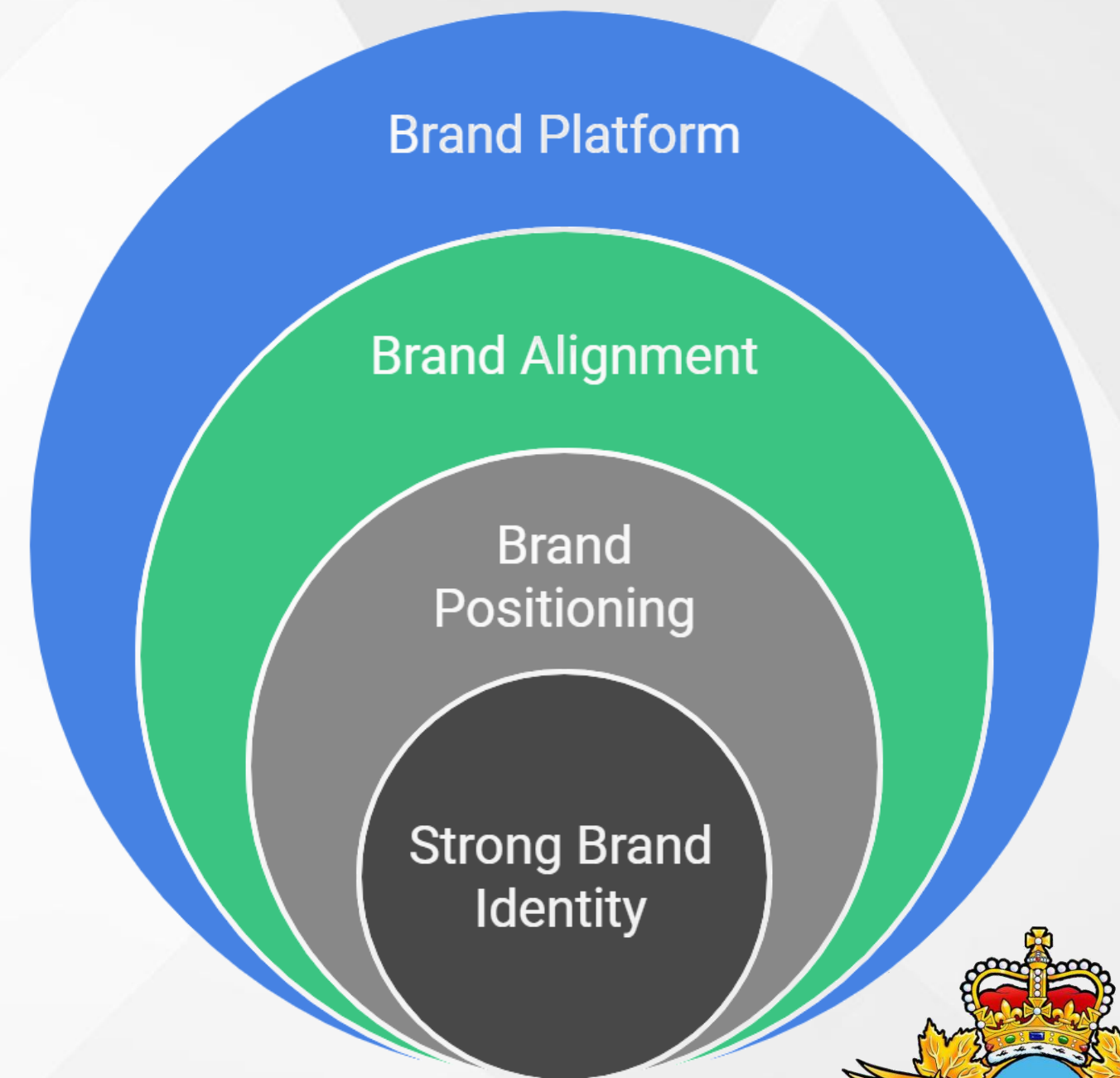
Building a Strong Brand Identity

Strategic foundation of the brand

Consistency in brand execution

Unique market placement of the brand

The ultimate perception of the brand



Brand, Vision, Mission, Values

- 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.
- Vision: An aviation focused organization preparing youth to be engaged citizens of Canada.
- Values: Integrity, Respect, Volunteerism, Dedication, Support



Branding and New ACL Programs

- As the League develops its own programs:
 - Each program represents the League's promise
 - Consistency builds credibility across Canada
 - Clear identity builds confidence in:
 - Safety
 - Governance
 - Professionalism
- For volunteers, this means:
 - Clear program purpose
 - Consistent messaging
 - Stronger national recognition



Branding, Credibility, and Funding

- Professionalism and trust
- Supports funding confidence
- Aligns with transparency and governance



How Branding Supports Volunteers

- Making it easier to explain what the League does
- Reducing confusion between:
 - The League
 - Squadrons
 - The Canadian Armed Forces
- Providing shared language during times of change
- Increasing trust with parents, partners, and the public



What We Ask of Volunteers

- Use shared language when you can
- Ask questions when things are unclear
- Offer feedback, especially from lived, local experience
- Remember: consistency builds trust



One Last Thought

- When we all tell the same story, people listen and believe.



Questions

