

STRATEGIC PLAN WORKBOOK

2026-2030

PILLAR ONE

We will be an active, well-trained and sustainable network of local, provincial and national **volunteers** supporting the greatest youth program in Canada (**engaged volunteers**)

Objective(s)	Action item(s)	Outputs/Key Performance Indicators	Committee	Timeline	Progress (red, yellow, green)
Design and develop a recruitment and onboarding /training plan for volunteers	<ul style="list-style-type: none"> Develop onboarding training plans (including pathways that describe how skills and knowledge can be acquired) Create/recommend an online collaboration process. Create a policy to empower training development and sharing of training materials across P/T's Define roles and responsibilities for key positions at each level of the organization Document the recommended skills for those key positions at all levels Document a checklist of desirable skills and characteristics for our volunteers 	<p>A sustainable onboarding/training program delivered to every volunteer.</p> <p>≥70% of active volunteers complete core training by end of Year 2</p> <p>Training satisfaction score >80%</p> <p>Knowledge library live in Year 1 with monthly active users tracked</p>	Members		<p>Green</p> <p>Green</p> <p>Green</p>

<p>Design and develop a recruitment and onboarding /training plan for volunteers</p>	<ul style="list-style-type: none"> • Create a knowledge library for all volunteers to access • Educate members on the need for funding in the ACL 				
<p>Improve the National honours and awards program</p>	<ul style="list-style-type: none"> • Conduct an environmental scan of other NFP's honours and awards programs • Develop a list of best practices for honours and awards programs • Recommend specific improvements to our current program. 	<p>A modern honours and awards program that recognizes performance, exceptional contribution and service milestones</p>	<p>Honours and Awards</p>		
<p>Improve Communications across all levels of the ACL</p>	<ul style="list-style-type: none"> • Review communications strategies to ensure maximum reach at all levels of the ACL • Develop communications guidelines for bottom-up communication • Develop a social media strategy to maximize exposure and awareness of the Air Cadet program • Identify communications and advertising templates that can be used for all levels of the ACL • Create those templates for all levels • Create messaging that will Inform parents of differences and relationship between CAF and ACL 	<p>A library of marketing materials</p>	<p>Communications</p>		

<p>Strengthen volunteer training and certification pathways</p>	<ul style="list-style-type: none"> • Implement leadership workshops, program management training, and first-aid certification modules • Define clear learning pathways with micro-credentials and recognition of prior learning • Integrate training into onboarding to ensure consistency across provinces/territories 	<p>More than 70% of active volunteers complete core modules by end of Year 2</p> <p>Training satisfaction greater than 80%</p> <p>Number of modules developed and delivered</p>	<p>Members</p>	<p>Year 1–2</p>	
<p>Establish a centralized knowledge library and collaboration hub</p>	<ul style="list-style-type: none"> • Build a shared repository for policies, templates, program resources, and best practices • Define governance (ownership, curation, version control) and access protocols • Provide short how-to guides and office hours to drive adoption 	<p>Library live with baseline taxonomy</p> <p>Monthly active users</p> <p>Number of resources uploaded/updated</p>	<p>Members</p>	<p>Year 1</p>	
<p>Improve Communications across all levels of the ACL</p>	<ul style="list-style-type: none"> • Deliver and/or distribute that messaging to PT's and SSC's • Develop messaging to allow stakeholders to identify 'value' for their involvement and support • Develop an annual marketing plan for recruiting volunteers 		<p>Communications</p>		

PILLAR TWO

We will be collaborative, innovative and idea-driven **partners** with CAF and our other supporters to deliver an air cadet program that benefits every air cadet (**valued partnerships**)

Objective(s)	Action item(s)	Outputs/Key Performance Indicators	Committee	Timeline	Progress(red, yellow, green)
Strengthen and enhance our current partnerships and relationships	<ul style="list-style-type: none"> List and rank current partnerships and the relationships connected to each relationship Identify relationship gaps in our current partnerships Assign National president to create new relationships where necessary 		LIP and National President	Year 2	
Strengthen and enhance our current partnerships and relationships	<ul style="list-style-type: none"> Formalize the relationship with Toastmasters and RCAF Establish and maintain lines of communication at leadership level 		Effective Speaking Advisory Council and National president	Year 2-3	
Develop new ways to engage current partners, future partners and	<ul style="list-style-type: none"> Develop new initiatives in order to better support the air cadet 		Ad Hoc Futures	Year 2-3	

<p>industries and associations.</p>	<p>program within a framework</p> <ul style="list-style-type: none"> • Consult senior leadership of the ACL for approval of initiatives • Provide a logical model for each initiative and implementation plan • Conduct environmental scans of other NFP's and who their partners are • List and rank potential partnerships and the known relationships connected to each potential partnership • Identify relationship gaps in these potential partnerships • Create solicitation action plans for top partnership opportunities • Assign National president to create new relationships where necessary • Create a bank of professional marketing materials to present to potential partners. • Obtain the necessary fundings for each initiative approved by 		<p>LIP; Communications and the National President</p>	<p>Year 2-3</p>	
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	the NEC for the support of the cadet program				
Create a more cooperative relationship with parents and guardians	<ul style="list-style-type: none"> • Create a communications plan specifically for parents that SSC's can use to deliver our message 		Communications	Year 2	
Meet our obligations under the current MOU	<ul style="list-style-type: none"> • Gliding contract renewal • Engage with and participate in the IMATS • Develop action plans to implement IMAT recommendations • Develop an assessment tool that will allow us to monitor and evaluate our roles and responsibilities within the MOU 		Aviation IMAT Coordinators IMAT Coordinators IMAT Coordinators	Year 2-4	
Develop and launch league-led programs aligned with mission (e.g., Exchange relaunch Effective Speaking enhancement)	<ul style="list-style-type: none"> • Engage youth in co-design; complete feasibility and delivery model selection (in-person/online/hybrid /partnerships) • Form partnerships with educational institutions, aviation organizations, and community groups • Develop risk & crisis management protocols; adopt program 	Approved program charters Number of pilots delivered Participant satisfaction	Ad Hoc Futures; LIP Communications	Year 1-3	

	templates and logic models				
Strengthen networking and collaboration across sectors	<ul style="list-style-type: none"> Identify and rank potential partners; map relationship gaps Create solicitation action plans; assign National President to open doors as needed 	<p>Number of new partnerships</p> <p>Number of MOUs signed</p> <p>Engagement cadence established</p>	LIP & National President	Year 1–3	
Advance advocacy at local, provincial, and national levels	<ul style="list-style-type: none"> Develop an advocacy plan and core messages highlighting youth, aviation, and community impact Coordinate meetings/briefings with officials and stakeholders 	# of advocacy engagements; endorsements/statements of support; policy references	Advisory Council & National President	Year 1–3	

PILLAR THREE

We will administer an efficient and effective **governance** model that will meet our obligations to the air cadet program and our stakeholders (**effective governance**)

Objective(s)	Action item(s)	Outputs/Key Performance Indicators	Committee	Timeline	Progress (red, yellow, green)
Recommend the level of support needed so that we have a support equation that can be scaled to each province/territory	<ul style="list-style-type: none"> • Create possible levels of support that may be provided 		ED/NEC		
Train board members on the ACL governance practices and ensure they understand their responsibilities as governors	<ul style="list-style-type: none"> • Create a training package • Develop a schedule to present training to the governors • Consult with ED to ensure package is complete 		Members		
Create a compliance binder	<ul style="list-style-type: none"> • Identify items to include • Gather information • Build the binder • Hire a consultant to assist 		ED/NEC		

Define and implement program governance and documentation	<ul style="list-style-type: none"> • Approve a Program Development Framework (design, develop, implement) • Standardize documentation (handbooks, policies, bylaws updates, program docs, contracts) • Establish reporting cadence and templates (what/when/how) 	<p>Framework approved</p> <p>Document set published</p> <p>Reporting calendar adopted by NEC</p>	ED/NEC	Year 1–2	
Manage organizational change to a program-based model	<ul style="list-style-type: none"> • Hold town halls and focus groups; conduct a "legacy reflection" to honour contributions • Build a cross-functional change team • Develop and execute a communications plan • Review policies/bylaws; obtain legal opinions and complete insurance review 	<p>Change plan and timeline approved</p> <p>Number of engagement sessions</p> <p>Updated bylaws/policies</p>	ED/NEC	Year 1	
Establish evaluation and feedback framework across programs	<ul style="list-style-type: none"> • Define KPIs, outcome indicators, and monitoring & evaluation tools • Publish an annual outcomes/results report and program dashboard 	<p>Evaluation framework approved</p> <p>First annual outcomes report published</p>	ED/NEC	Year 1–2	
Stand up the League Futures Committee (ad	<ul style="list-style-type: none"> • Approve TOR; appoint Chair and Vice-Chair; recruit members 	<p>Committee constituted</p> <p>TOR and workplan published</p>	NEC	Year 1	

hoc) with Terms of Reference	<ul style="list-style-type: none">• Publish a workplan with milestones and deliverables				
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PILLAR FOUR

We will be a **financially stable** organization that will enable us to deliver our vision, mission and shared responsibilities (**enduring financial stability**)

Objective(s)	Action item(s)	Outputs/Key Performance Indicators	Committee	Timeline	Progress (red, yellow, green)
Implement a financial assistance program that can be accessed when/if a province or territory needs financial assistance	<ul style="list-style-type: none"> • Create a scale of assistance that could be made available • Create a list of requirements to be met for assistance • Create an application • Secure a budget line for the program 		Finance	Year 2	
Identify a sustainable and renewable financial model that does not rely on assessments.	<ul style="list-style-type: none"> • Using SUMAC create a donor database with contact info, relationship history and giving levels • Develop a stewardship matrix to determine level of cultivation • Develop a sponsorship investment model 		National office staff	Year 2	
Identify a sustainable and renewable financial model that	<ul style="list-style-type: none"> • Conduct a risk analysis of current funding 		NEC; PTC Chairs and National office staff	Year 2-3	

<p>does not rely on assessments.</p>	<ul style="list-style-type: none"> • Implement a reduction plan of assessments at national and provincial levels • Conduct an asset inventory • Increase the gov't grant program for air cadet League for National and provincial levels • Identify gov't funding and grant programs • Complete applications for identified grants 				
<p>Develop a platform as a fundraising tool</p>	<ul style="list-style-type: none"> • Choose a platform in order to fundraise for ACL at the national level • Implement a fundraising platform • Solicitate donators with the platform • Evaluate the performance of our fundraising campaign • 		<p>Finance and National office staff</p>	<p>Year 2</p>	
<p>Develop a prospect pipeline to be used for donation solicitation</p>	<ul style="list-style-type: none"> • Compile a list of professional contacts • Compile a list of personal contacts • Conduct prospect identification meetings with BOG members • Identify suppliers 		<p>Finance and National office staff</p>	<p>Year 2</p>	

Develop a prospect pipeline to be used for donation solicitation	<ul style="list-style-type: none"> • Develop a solicitation plan • Assign BOG and advisory council members to begin solicitation plan 		Advisory Council and BOG members	Year 2-3	
Diversify funding for league-led programs	<ul style="list-style-type: none"> • Identify grants and public funding; develop a rolling grant calendar • Develop a national sponsorship prospectus leveraging League Industry Partners Track pipeline and conversion metrics 	<p>Number of submissions</p> <p>Success rate</p> <p>Amount of funding secured by source (grants/sponsorship/donations)</p>	Finance and National office staff	Year 1–3	
Implement program-based financial tracking and reporting	<ul style="list-style-type: none"> • Set up separate bank accounts/GLs for programs with distinct coding • Produce separate financial statements (P&L and cashflow) • Publish budget templates and cost models for programs 	<p>Monthly program P&L produced</p> <p>Successful audit</p> <p>Compliance with reporting standards</p>	Finance	Year 1–2	
Develop external sponsorships for key programs (e.g., IACE, Effective Speaking)	<ul style="list-style-type: none"> • Identify and engage target sponsors (aviation/education/industry) • Negotiate MOUs/agreements with multi-year commitments 	<p>Number of MOUs signed</p> <p>Number of multi-year funding commitments</p>	Finance and Program leads	Year 1–3	