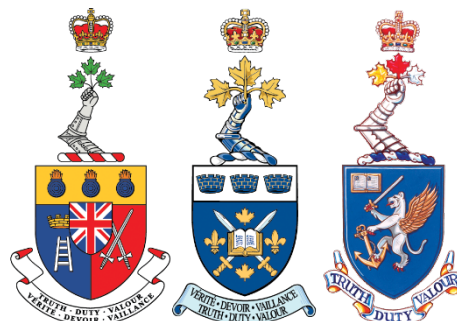




CONNECT FOR:

TRUST DIALOGUE VISION

The Royal Military Colleges
of Canada Alumni Association
STRATEGIC PLAN 2023-2026



MESSAGE FROM THE OUTGOING CHAIR

Connect for: Trust, Dialogue, Vision

The Royal Military College Club and the RMC Foundation merged as the new **Royal Military Colleges of Canada Alumni Association Inc.** in the fall of 2021.

As a merged organization, the RMC Alumni Association can now take steps to more effectively deliver both existing services to Alumni and Colleges, as well as implement new coordinated projects aimed at building camaraderie and fundraising.

To achieve this, we require **trust** – trust that we are acting in a way that proudly carries forward the mission and values of both the RMC Club and the RMC Foundation, and trust that we have our members' and the Colleges' best interests at heart.

We also require **dialogue** – ongoing conversations, both internally and externally, where the voices and views of those who are invested in the organization's success are heard, acknowledged, and respected.

Finally, we need a **vision** – one that keeps us focused, guides our actions, and challenges us to do more and better.

It was with these goals in mind that we embarked on a Strategic Planning Session in May 2022. Our intent was to develop a comprehensive Strategic Plan to help launch the organization forward in its new role.

The result is this document, *Connect for: Trust, Dialogue, Vision – The Royal Military Colleges of Canada Alumni Association Strategic Plan, 2023-2026*, a realistic, actionable roadmap for future action and measurable accomplishments based on trust, built through dialogue and created with a vision.

I am proud to have helped see the RMC Alumni Association through the merger and transition, and to have contributed to setting the organization up for future success with this plan.

I would also like to take this opportunity to thank my fellow Board members and RMC Alumni Association staff for their support throughout my tenure as President and Chair, and to wish the best of luck to George as he leads the organization on this exciting new path forward.

Truth, Duty, Valour
15946 Jill Carleton
Chair
Class of 1987



MESSAGE FROM THE INCOMING CHAIR

Transition and the Way Ahead

Change is never easy.

Change on the scale of merging two organizations – each with a long, rich history – could be seen as anywhere from daunting to overwhelming.

Yet thanks to the involvement, commitment, enthusiasm, and expertise of so many, the merger of the RMC Club and the RMC Foundation into the new Royal Military Colleges of Canada Alumni Association Inc. was a success. The transition of two boards, two sets of staff, and two different ways of functioning into one is all the more admirable as it took place virtually, during the COVID-19 pandemic.

What hasn't changed?

Our mission to bring together our Alumni and other members; to advance education; to support and promote training and leadership programs; to establish, preserve, protect and commemorate monuments and significant heritage sites at the Canadian Military Colleges; to enhance, preserve and promote the experience, history, traditions and culture of the Canadian Military Colleges; and to promote and advocate for the foregoing.

The overarching strategic vision for the organization for the next three years is therefore the following:

Promoting and advocating for Canadian Military Colleges by serving our members, protecting our heritage, and contributing to the development of Canada's future leaders.

Connect for: Trust, Dialogue, Vision – The Royal Military Colleges of Canada Alumni Association Strategic Plan, 2023-2026, will help us to achieve this vision and so much more.

As we embark on this multi-year roadmap, I would like to take this opportunity to extend a special thank-you to Jill for her leadership and dedication to the RMC Alumni Association.

As the incoming President and Chair, I will endeavour to help the organization remain focused yet flexible in the implementation of this plan to ensure that challenges are addressed, opportunities are seized, planning is refined, and adjustments are made where necessary to enable the RMC Alumni Association to continue to pursue its mission, embody its vision, and achieve its strategic goals on the road ahead.

Truth, Duty, Valour
17203 George Lundy
Vice-Chair
Class of 1990

*“This has been,
by far, the most
productive strategic
planning session I’ve
ever experienced.”*

EXECUTIVE SUMMARY

Our Role

The Royal Military Colleges of Canada Alumni Association Inc. came to be through the merger of the RMC Club and the RMC Foundation. Bringing together the Club and the Foundation into a single, united entity was the result of a great deal of time and effort on the part of those invested in the organization's success.

The newly merged organization will proudly carry forward the mission and values of both the RMC Club and the RMC Foundation. The RMC Alumni Association can now take steps to more effectively deliver both existing services to Alumni and Colleges, as well as implement new coordinated projects aimed at building camaraderie and fundraising.

Our Current Challenges

Since the merger in late 2021, the newly created RMC Alumni Association Inc. has undergone a period of transformation and transition. In this short period of time, the RMC Alumni Association has made great progress towards unifying the two organizations into a cohesive whole. There is, however, more transitioning to do.

In addition, the organization is facing a number of challenges, from ensuring Board cohesion and a sustainable staffing structure through waning membership, a complex advocacy role, working to advance cultural and systemic change, and the ongoing COVID pandemic.

Fortunately, there are a variety of both current and potential opportunities that the organization can capitalize on, with the merger presenting the perfect opportunity to offer new perspectives, entertain fresh ideas, and consider doing things differently.

Highlights of this plan include:

- Strategic Goals
- Strategic Actions
- Challenges and Opportunities
- Implementation Roadmap
- Communications Strategy
- Financials
- Key Performance Indicators



Our Way Forward

Connect For: Trust, Dialogue, Vision

In May 2022, the RMC Alumni Association embarked on a Strategic Planning Session with the intention of developing a comprehensive Strategic Plan to help launch the organization forward in its new role as a merged organization.

It engaged participants to work together to highlight areas of focus and outline topics for consideration and inclusion in a realistic, actionable roadmap for future action and measurable accomplishments.

Strategic Goals

Ultimately, four common themes emerged as a result of the Strategic Planning Session:

- membership
- outreach and engagement
- communications
- corporate services

Keeping in mind that the organization's mission is at the heart of all that it does, these four themes – combined with that mission – form the basis for the RMC Alumni Association's strategic goals and its overarching strategic vision for the next three years:

*Promoting and advocating for
Canadian Military Colleges
by serving our members,
protecting our heritage, and
contributing to the development
of Canada's future leaders.*

Our Plan

Strategic Actions

To achieve our strategic goals and ensure our desired outcomes, this Strategic Plan details the targeted actions we will undertake.

These strategic actions will ensure that the RMC Alumni Association continues to:

- Inspire new members to join, and keep current members involved, excited, and invested in the organization.
- Support a coordinated system of outreach and engagement to share with, assist, influence and inform current and potential members, the Colleges, the Branches, and other stakeholders.
- Define, develop and employ informative and creative methods of communicating internally with Board and staff members and externally with officer cadets (OCdts) and naval cadets (NCdts), Alumni, partners and the public that focus on outreach, encourage feedback and further the mission of the organization.
- Develop, implement, and maintain high-quality corporate services to effectively and efficiently function as an organization, and successfully deliver on our mission.

Communications Strategy

Since all four strategic goals require at least some level of communication, this Strategic Plan outlines a Communications Strategy that will enable us to:

- Reach our intended target audience(s)
- Select and employ the appropriate media for each task
- Convey clear, informative and deliberate messaging



PHASE II
New
Beginnings

PHASE I
Ongoing
Transition

Three-Phased Approach

The timeline for the implementation of this Strategic Plan is three years, beginning in January 2023. This plan is divided into the three phases, roughly corresponding to – but not tied to – the Association’s fiscal year. This will allow for flexibility to expand or compress the phases as needed; for example, due to the ongoing COVID pandemic or shifting priorities.

- **Phase I:** Ongoing Transition
- **Phase II:** New Beginnings
- **Phase III:** The Way Ahead

Successfully implementing *Connect for: Trust, Dialogue, Vision, the Royal Military Colleges of Canada Alumni Association Strategic Plan, 2023-26*, means embarking on a multi-year roadmap.

For each of our specific strategic actions, we have identified the team members involved, target completion dates, as well as key performance indicators.

Remaining focused yet flexible will ensure that...

- Challenges are addressed
- Opportunities are seized
- Planning is refined
- Progress is tracked, evaluated and reported
- Resources are aligned with priorities

..and adjustments are made where necessary to ensure that the RMC Alumni Association continues to pursue its mission, embody its vision, and achieve its strategic goals.

“This has been an unconventional process for some very structured people. It’s amazing how it all came together.”

PHASE III
The Way Ahead