

MAAC Five Year Strategic Plan - A Compass to Guide the Organization

Version 2.0 Amended Feb 2019

Review Date April 2019

Who we are and what we stand for															
Mission <i>Why we exist</i>	The Model Aeronautics Association of Canada is dedicated to serving all aspects of modeling through National leadership by encouraging individual, family and community participation, and promoting high standards of safety and personal fulfillment.														
Core Values <i>What we stand for and what's most important to us</i>	<i>Safety - Committed to promoting a strong culture of safety.</i> <i>Community - Engaged in all aspects of the hobby</i> <i>Communication - Timely and relevant</i> <i>Stewardship - Building a better and stronger organization</i>														
Where are we going															
Vision <i>What we inspire to achieve in the future</i>	Join Because You Want To!														
Priorities <i>High-level priority areas we are focusing on</i>	Members and Clubs				Governance				Safety			People			
Goals <i>The outcomes we want to achieve</i>	Members are proud to be part of the organization and we work to attract and retain members, clubs and facilities.				We are an effective, efficient and proactive organization with sound governance and business practices that support MAAC's long-term vision.				We share an organizational approach to safety that preserves our outstanding safety record.			MAAC staff, board and committees have a unified culture of collaboration and engagement focused on achieving our mission and vision through our strategic plan			
How we are moving forward															
Strategies <i>High-level courses of action for moving toward the goals</i>	M1 - Develop a responsive organization - that supports growth in membership, clubs and events .	M2 - Bring members together -to enhance enjoyment of the hobby.	M3 - Partner with members - to improve the long-term viability and sustainability of our facilities and clubs .	M4 - Be receptive to all sectors of the hobby - to attract new and retain current members.	G1 - Establish a structured policy framework - that instills sound business practices.	G2 - Manage a suite of governance documents - that are current, consistent with best practices and the legislation governing MAAC.	G3 - Develop a strong reporting structure - which provides timely and relevant information for decision making.	G4 - Employ a strategic planning process - focused on the long-term success of the organization.	S1 - Promote responsible and accountable activities - that support a strong safety record.	S2 - Engage in a strategic partnership with Transport Canada (TC) - to maintain MAAC's standing as an affiliate organization.	S3 - Manage member risk - through the provision of insurance.	P1 - Empower a high performance and engaged team - focused on the successful completion of the organization's key deliverables with the tools to be successful.	P2 - Cultivate an inspired and passionate board - focused on an open and collaborative approach to the success of the organization.	P3 - Foster strong and empowered committees - that manage broad and diverse portfolios of MAAC activities.	
Key Deliverables and Measures <i>Specific projects/initiatives that should be undertaken for each strategy, not a complete list or work plan, but the critical deliverables to execute the strategies</i>	M1.1 - Develop a communications plan aligned with the strategic plan - to guide communications with members and external stakeholders	M2.1 - Encourage events and fun fly's - and other activities that bring members together	M3.1 - Best practices for clubs - developed collaboratively to share information between all clubs	M4.1 - Encourage and foster the formation of committees - for emerging disciplines and provide advisors	G1.1 - Review existing policies - against policy framework	G2.1 - Annual review of corporate documents - with a view to staying current and flexible	G3.1 - Integrate reporting of board activities to the members - into the strategic communications plan	G4.1 - Review the strategic plan annually - and update based on environmental scan	S1.1 - The safety committee - reviews the MAAC safety codes regularly	S2.1 - The TC committee works proactively with TC - to lobby on behalf of MAAC interests	S3.1 - The insurance committee - is well positioned to manage insurance requirements with a complement of knowledgeable committee members	P1.1 - Develop a succession plan - that ensures staff continuity	P2.1 - Develop and employ a board orientation and mentorship process - for new board members	P3.1 - Review and update terms of reference - for each individual committee, advisory group and appointment	
	M1.2 - Evolve the website member interface - to allow easier access to information	M2.2 - Encourage competition - and celebrate success	M3.2 - Best practices for flying sites - developed collaboratively to share information between clubs	M4.2 - Examine sources and engagement strategies - for new members	G1.2 - Build a web based document library - with robust search tools	G2.2 - Review the Articles of Incorporation - as part of the strategic planning process	G3.2 - Develop regular financial reports - for the board, to assist in the decision making process	G4.2 - Use the strategic plan - to help build the annual business plan and supporting budget	S1.2 - Promote safety - through an active program with clubs and members	S2.2 - Issues of concern to Transport Canada - are understood and acted on by MAAC	S3.2 - Review insurance policies - annually for value and coverage	P1.2 - Ensure adequate HR and equipment resources - to undertake the annual work plans	P2.2 - Board performance evaluation - self assessed annually	P3.2 - Develop clear roles - so that committees and the board understand what to expect from each other	

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cont'd Key Deliverables and Measures <i>Specific projects/initiatives that should be undertaken for each strategy, not a complete list or work plan, but the critical deliverables to execute the strategies</i>	M1.3 - Build appropriate transparency - into the affairs of the association	M2.3 - Provide a forum - to share activities that bring people together	M3.3 - Provide best practices - for insuring and protecting club assets	M4.3 - Review relationships - with Aero Club Canada and FAI	G1.3 - Consider an audit and finance committee - of the board	G2.3 - Keep abreast of Corporations Canada legislation - governing not-for-profit corporations	G3.3 - Prepare a layman's report on the annual financials - to better inform members about the associations finances	G4.3 - Develop and maintain a long-term financial plan - that includes investments, reserves and infrastructure replacement program	S1.3 - Accidents are reviewed - to help improve the safety code	S2.3 - The TC Committee communicates relevant information - to Safety and other appropriate committees	S3.3 - Formalize a contingency plan - in the event traditional insurance becomes unobtainable	P1.3 - Review HR policies and procedures - to ensure they are current and appropriate	P2.3 - Develop a board code of conduct - that directors can hold each other accountable to	P3.3 - Connect committees - to members and functional area experts
	M1.4 - Consider a web group - to help guide and provide web content		M3.4 - Develop a welcoming package - for new members and new clubs		G1.4 - Continually improve the business platform - of the website		G3.4 - Institute a follow-up process - to ensure resolutions and recommendations approved at the AGM are followed up	G4.4 - Publish the Strategic Plan - on the web site	S1.4 - Develop an education strategy - to acquire or produce safety and educational pieces, for members, using best practices		S3.3 - Build a reserve to support an insurance contingency plan	P1.4 - Actively engage staff - in the planning processes	P2.4 - develop protocols for board succession - training for ZD's and DZD's in preparation for moving up	P3.4 - Empower committees - with appropriate decision making powers defined in their terms of reference
	M1.5 - Consider an Education Committee - to look at all aspects of suggested educational pieces		M3.5 - Provide guidance to Zone Directors - on resolutions, recommendations and committee nomination		G1.5 - Employ a document management system - to keep documents current and relevant			G4.5 - Develop ROI tools - to evaluate new programs				P1.5 - Staff are aware of organizational priorities - and what is expected of them	P2.5 - Employ a suite of board tools - for sharing ideas and communicating with each other and with members	
	M1.6 - Research and recommend - groups to target for new members		M3.6 - Poll members - on important matters		G1.6 - Institute a continuous improvement process - for MAAC documents			G4.6 - Develop a fees and charges policy - to guide membership fee decisions.				P1.6 - Develop an org chart - to clearly show structure of organization		
			M3.7 - Provide a feedback loop - for members					G4.7 - Review the governance framework - to determine the best model for MAAC moving forward						
			M3.8 - E-meetings - with club presidents											
			M3.9 - Create a forum - to recognize member contributions											