

STRATEGIC PLAN 2026 – 2030

2026 Leadership Forum

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AGENDA

- Strategic Plan Overview
- Core Values & Principles
- KPI Legend (Governance View)
- Four Pillars (Engaged Volunteers, Valued Partnerships, Effective Governance, Enduring Financial Stability)
- League Futures Committee
- Program-Based Operating Model
- Managing Change
- Strategic Timeline Summary
- Measuring Success (Dashboard View)
- Looking Ahead
- Questions

Strategic Plan Overview

Guides ACL evolution from **2026–2030**

Transition to a **program-based delivery model**

Focus on sustainability, governance, and impact

Built around **four strategic pillars**



Mission and Vision

- Mission
 - Promote and encourage youth interest in aviation, leadership, and citizenship
 - Delivered in partnership with CAF and community organizations
- Vision
 - An aviation-focused organization preparing youth to be engaged citizens of Canada



Core Values & Principles

- Core Values
 - Integrity • Respect • Volunteerism • Support • Dedication
- Guiding principles
 - Youth-centric decision-making
 - Inclusivity and accessibility
 - Accountability and transparency
 - Innovation while respecting heritage



KPI Legend (Governance View)

- Performance Status Definition (R/Y/G)

- GREEN = On Track / Assured
- YELLOW = At Risk / Management Attention Required
- RED = Off Track / Board Attention Required



Pillar One: Engaged Volunteers

- Focus
 - Recruitment, onboarding, training, and engagement
- Timeline
 - Year 1–2
- Key Initiatives
 - Standardized onboarding and training pathways
 - Improved communications and honours programs
- KPIs
 - $\geq 70\%$ of active volunteers complete core training by end of Year 2 = ●
 - Training satisfaction score $> 80\%$ = ●
 - Knowledge library live in Year 1 with monthly active users tracked = ●



Pillar Two: Valued Partnerships

- Focus
 - Strong partnerships supporting youth outcomes
- Timeline
 - Year 1–3
- Key Initiatives
 - Strengthen CAF, industry, and community partnerships
 - Launch league-led programs aligned with mission
 - Expand advocacy and stakeholder engagement
- KPIs
 - Number of new partnerships and agreements = ● (Standard TBD)
 - Number of League-led program pilots delivered = ● (Standard TBD)
 - Advocacy engagements at local, provincial, and national levels = ● (TBD)



Pillar Three: Effective Governance

- Focus
 - Strong, scalable, program-based governance
- Timeline
 - Year 1–2
- Key Initiatives
 - Program Development Framework implementation
 - Board and governor governance training
 - Change management and evaluation frameworks
- KPIs
 - Program Development Framework approved = ●
 - Governance training delivered to board members = ●
 - Annual outcomes & evaluation report published = ●



Pillar Four: Enduring Financial Stability

- Focus
 - Diversified, renewable, and transparent funding
- Timeline
 - Year 1–3
- Key Initiatives
 - Program-based financial tracking and reporting
 - Fundraising platforms and donor tracking
 - Sponsorship and grant development
- KPIs
 - Monthly program-level P&L and cashflow produced = ● (Standard TBD)
 - Number and value of grants, sponsorships, and donations secured = ●
 - Multi-year sponsorship agreements signed = ●



Pillar Four: Enduring Financial Stability

- The Committee is responsible for:
- Developing the program-based model
- Conducting environmental scans
- Leading program feasibility and design
- Supporting governance modernization
- Engaging government and partners
- Recommending the pathway to the future



Program-Based Operating Model

Nationally led programs with P/T support

Youth engagement in program design and evaluation

Clear governance, risk management, and reporting

Programs move through concept → pilot → scale → sustain



Managing Change

Understand

Understand (Year 1)

Create urgency, honour legacy, build buy-in

PILLAR ONE:

Plan

Plan (Year 1–2)

Define program vision, governance, funding models

Communicate consistently and train leaders

Implement &
Sustain

Implement & Sustain (Year 2–3)

Scale successful programs

Embed program-based culture and evaluation



Strategic Timeline Summary

- Year 1 (2026 – 2027)
 - Governance framework
 - Knowledge library launch
 - Pilot League-led programs
- Year 2 (2027 – 2028)
 - Volunteer training completion
 - Fundraising platforms operational
 - Partnership expansion
- Year 3 (2028 – 2029)
 - Scaled programs
 - Diversified funding streams
 - Sustained national delivery



Measuring Success (Dashboard View)

Volunteer training completion & engagement

Governance framework adoption

Program-level financial reporting

Funding secured by source

Partnerships and MOUs

Youth participation and satisfaction



Looking Ahead

Preserve

- Preserve ACL heritage while embracing innovation

Deliver

- Deliver consistent, high-impact programs nationally

Build

- Build a sustainable, future-ready organization

Position

- Position ACL for long-term youth impact



Appendices

- Appendix A — Logic Models
 - Content to be added
- Appendix B — Program Planning Template
 - Content to be added
- Appendix C — Governance Model Diagram
 - Content to be added



Questions

