



Strategic Plan 2020 – 2025

Executive Summary

The British Columbia Aviation Council (BCAC) has created a Strategic Plan for 2020-2025 to align with the opportunities that lie ahead.

Aviation and aerospace is critical to growing the BC economy, and the sector supports British Columbians in their everyday lives. It is the job of the BCAC, in partnership with members, stakeholders, and the community, to positively influence the well-being of British Columbia's aviation and aerospace sector. Only by innovating and finding new ways to work together will we see a visible, connected, and thriving aviation and aerospace industry in our province.

In this Strategic Plan, we have provided a high-level overview of how we will focus the efforts of BCAC over the next five years to achieve this vision. This 2020-2025 Strategic Plan represents the intentional focus of BCAC and the path we will follow.

The annual business planning process complements this five-year plan, focusing our efforts and enabling us to meet the needs of the community as priorities shift over time. Yearly business plans allow BCAC to stay at the forefront of issues and enable BCAC to serve the aviation and aerospace community no matter what new challenges and opportunities arise.

This Plan is the result of the contributions and consultation with many stakeholders of the industry; its success will be a result of the dedication, creativity and enthusiasm of our members, Board of Directors, and staff.

Every BCAC member is encouraged to review this plan and find a way to become involved in its implementation, whether as a student member, individual member, corporate member, committee member, committee chair, or Director on the Board.

Vision

An aviation and aerospace industry that is visible, connected, and thriving.

Purpose

Encourage and support the safe, sustainable development of aviation and aerospace in British Columbia.

Values

Collaboration | Listening & engaged, establishing relationships & partnerships, combining strength & resources, and working together

Innovation | Bringing new ideas, bravely disrupting and courageously challenging the status quo, inspiring continuous improvement, and creatively redesigning systems

Stewardship | With trustworthiness, accountability, and integrity – honouring the past, leading the present, and stewarding the future

6 Strategic Priorities:

Visibility & Voice

Safety & Strategy

People & Pathways

Connection & Community

Consciousness & Commitment

Sustainability & Strength



Visibility & Voice

BCAC recognizes the importance of the aviation and aerospace industry and the essential role it plays in the everyday lives of British Columbians.

BCAC is committed to increasing the visibility of the industry to the provincial community and beyond.

BCAC is seen and heard; we are increasing our own visibility and voice.

BCAC is amplifying the voice of our members.

5 Year Strategic Outcomes

- BCAC is connected and collaborating with other organizations and associations to increase the visibility & voice of aviation and aerospace within BC and beyond.
- BCAC tells the 'aviation in BC' story and conveys how vital the industry is to the economy and social fabric of British Columbia.
- BCAC highlights emerging and community leaders with scholarships and recognition awards.
- BCAC, as an organization, is the 'go-to' for anything aviation and aerospace related in BC and is *the* source of credible information on aviation and aerospace in BC.
- BCAC communicates effectively with our committees and members.



Safety & Strategy

BCAC is clear on the importance of safety to the aviation and aerospace industry. And, we are doing something about it. BCAC is a champion of safety.

BCAC provides a clear and timely voice on strategic opportunities and challenges.



5 Year Strategic Outcomes

- ➔ BCAC weighs-in on how regulatory and other change serves safety. We engage in current and emerging safety conversations with collaboration, innovation and stewardship.
- ➔ BCAC supports meaningful and equitable safety rulemaking, safety oversight and regulatory and air navigation service standards that promote a thriving industry.
- ➔ BCAC is actively promoting and representing the interests of the BC aviation and aerospace industry to all stakeholders. We serve as a catalyst and advocate in strategic change for good.
- ➔ BCAC is supporting the development of effective national air policies and strategies.



People & Pathways

BCAC knows that people are the future.

BCAC is taking responsibility for pathways to that future, by creating environments of belonging.

In these environments, we see stronger leadership, advanced critical thinking, and innovation. Organizations are thriving because of diverse thought, lived experiences, and ways of being.

5 Year Strategic Outcomes

- ➔ BCAC has an in-depth understanding of the diverse skilled labour needs of the industry in BC and is supporting industry with its needs.
- ➔ BCAC considers diversity, equity, reconciliation, and belonging in all our governance and program decisions and activities.
- ➔ Meaningful efforts are maintained on engaging youth and underrepresented peoples into, and within, the organization and industry. Initiatives that support this engagement are championed by BCAC.
- ➔ Young people have a strong sense of belonging at all levels of BCAC, including the Board – where perspectives and much-needed wisdoms are heard, valued and respected.
- ➔ BCAC takes a leadership role in the development of pathways to success for learners entering, or already in, the aviation and aerospace industry.



Connection & Community

BCAC brings people together.

BCAC activities are designed to create space for the entire community to connect and engage on issues and opportunities of importance to aviation and aerospace.

Together, we are much stronger.

5 Year Strategic Outcomes

- BCAC is clear on who we serve, what we offer, and what really matters.
- BCAC membership is strong, engaged, and inspired. BCAC represents members drawn from all sectors of the aviation and aerospace community in BC.
- BCAC brings together business, labour, educators, associations and government to co-create the conditions for the industry to thrive.
- BCAC creates space for gathering and opportunities to connect, network, and build community.



Consciousness & Commitment

This strategic priority is centred around environmental consciousness and commitment.

BCAC acknowledges the aviation industry's environmental impact.

BCAC is a conscious and committed leader in convening dialogue, amplifying knowledge, and working with others to inspire and support green initiatives.



5 Year Strategic Outcomes

- ➔ BCAC is contributing to a greener industry, and we convene conversations on how we can do better. We are a hub for industry innovation, and we have engaged the future generations - including underrepresented groups meaningfully in the conversation.
- ➔ BCAC uses its communication channels to promote innovative thinking and systems change to environmental efforts while supporting organizations that have committed to greener industry practices.



Sustainability & Strength

This strategic priority is centred around the sustainability and strength of BCAC as an organization.

BCAC is stable, sustainable, strategic, and strong.

BCAC organizational governance, leadership, and infrastructure is solid and effective.

5 Year Strategic Outcomes

- BCAC is fully living into the values of collaboration, innovation, and stewardship.
- BCAC is encouraging and support the safe, sustainable development of aviation and aerospace in British Columbia while realizing the vision of an aviation and aerospace industry that is visible, connected and thriving.
- BCAC Board and Committees are engaged, committed, accountable, and high performing.
- BCAC is a resilient nexus. We strengthen financial stability and foster growth. Organizational sustainability & strength is considered with every BCAC strategy, decision, initiative, action, program, and event.
- The annual business planning process complements this five-year Strategic Plan allowing BCAC to stay at the forefront of issues and enabling BCAC to serve the aviation and aerospace community no matter what new challenges and opportunities arise.

