



BRITISH COLUMBIA AVIATION COUNCIL

Spring 2013

Five-Year
Strategic Plan
2013-2017

Vision

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



TABLE OF CONTENTS

Executive Summary	3
Vision.....	4
Mission	4
Five Strategic Priorities for BCAC.....	4
1. Increasing Visibility	4
2. Contributing to the Development of Aviation and Aerospace Policy	4
3. People: The Industry’s Future	4
4. Encouraging a Connected Community with a Strong Voice.....	4
5. Ensuring continued Organizational Sustainability and Financial Stability.....	5
BCAC 5 Year Strategic Outcomes - 2017	5

EXECUTIVE SUMMARY

It is our pleasure to introduce the BCAC Strategic Plan for 2013-2017. Aviation is critical to growing the BC economy and the aviation 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 sector. It is only by innovating and finding new ways to work together will we see a visible, connected, and thriving aviation and aerospace industry in BC.

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 plan highlights our focus on:

1. Increasing Visibility
2. Contributing to the Development of Aviation and Aerospace Policy
3. People: The Industry’s Future
4. Encouraging a Connected Community with a Strong Voice
5. Ensuring continued Organizational Sustainability and Financial Stability

This 2013-2017 Strategic Plan represents the focus of BCAC and the path we will follow in the years to come.

The annual business planning process will complement 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 will 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.

Recognizing that there are constraints including financial challenges, BCAC is committed to be efficient and effective in its operations. Continued organizational sustainability and financial stability is considered with every decision, action, initiative, program, and event and we will continue to strengthen and grow the organization’s financial position in order to realize the vision.

This Plan is the result of the contributions and insight of many; 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 an 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.

MISSION

To promote, stimulate and encourage the development, growth and advancement of aviation and aerospace in British Columbia.

FIVE STRATEGIC PRIORITIES FOR BCAC

1. Increasing Visibility

Aviation is critical to growing the BC economy and the aviation sector supports British Columbians in their everyday lives. Its importance must be made more visible by BCAC. From programs and initiatives to advocacy and collaboration with partners, the BCAC commits to working to increase the visibility of our industry and entire aviation and aerospace community.

The industry's history, size, scope, and impact become well-known to members, politicians, civil servants, educators, journalists and the public in BC and elsewhere.

2. Contributing to the Development of Aviation and Aerospace Policy

BCAC provides a clear and timely voice on policy and related issues that can influence a visible, connected, thriving aviation and aerospace community.

3. People: The Industry's Future

BCAC collaborates with educators, industry, government, partner associations, and others to promote a visible, connected, and thriving industry.

4. Encouraging a Connected Community with a Strong Voice

BCAC *brings people together* to represent a strong voice for the aviation and aerospace community in BC.

BCAC activities are designed to create space for the entire community to connect and engage on issues of importance to aviation and aerospace. Together, we are much stronger. Our members and the aviation and aerospace community have a stronger voice when we speak together.

5. Ensuring continued Organizational Sustainability and Financial Stability

In order to achieve the vision, continued organizational sustainability is considered with every BCAC decision, action, initiative, program, and event.

BCAC continues to strengthen and grow the organization's financial stability in order to realize the vision.

BCAC 5 YEAR STRATEGIC OUTCOMES - 2017

Increasing Visibility

- BCAC is incredibly connected and truly collaborating with other organizations and associations to increase the visibility of aviation and aerospace within BC and beyond nationally.
- BCAC tells the 'aviation in BC' story and conveys how important the industry is to the economy and fabric of British Columbia.
- BCAC fundamentally increases the visibility of aviation and aerospace and highlights emerging and community leaders with the scholarships and recognition awards.
- The industry's size, scope and impact is well-known to members, politicians, civil servants, educators, journalists and the public in BC and elsewhere.
- A study is public and widely distributed showing the economic impact of aviation and aerospace in BC.
- BCAC's 80 year history is celebrated and leveraged to raise the visibility of BCAC and aviation and aerospace in BC and beyond.
- BCAC as an organization is visible, trusted, credible, respected and connected.
- BCAC as an organization is the 'go to' for **anything** aviation and aerospace related in BC.
- BCAC is **THE** source of credible information on aviation and aerospace in BC.

Contributing to the Development of Aviation and Aerospace Policy

- BCAC is a catalyst for industry growth in BC from a global perspective. BCAC has collaborated with others on a tax structure adjusted to encourage Aviation and Aerospace head office locations in BC
- The Gateway program is updated to include all aviation sectors in BC and a Provincial investment plan and priorities have been established in support of Aviation.
- BCAC is actively promoting and representing the interests of the BC aviation industry to government and other stakeholders.
- BCAC functions as a catalyst and advocate for important issues and concerns affecting aviation and aerospace.
- BCAC is supporting the development of national air strategy and policy.
- BCAC is a champion of safety.

- BCAC is the go to organization for government leaders when creating change or solutions to issues related to aviation and aerospace.

People: The Industry's Future

- BCAC has an in-depth understanding the skilled labour needs of the industry in BC and is supporting industry with its needs.
- A Youth Engagement Strategy is fully implemented supporting the future of our industry.
- Aviation is represented on the Boards of major BC Educational institutions.
- BCAC encourages and supports the growth of aviation and aerospace in BC with training and skills development opportunities.

Encouraging a Connected Industry with a Strong Voice

- BCAC brings together business, labour, educators, associations and government to implement solutions to the specific skills needed in order to thrive.
- A Membership Program and Strategy is fully implemented and BCAC membership is strong, engaged, excited, and inspired. Bringing our members value is a constant consideration.
- BCAC represents members drawn from all sectors of the aviation community in BC.
- BCAC has created space for gathering and opportunities to connect, network, and build community.
- BCAC has affiliate agreements with all the aviation associations in Canada.
- BCAC is truly representative of all segments of the industry and all geographic areas of the Province.

Ensuring continued Organizational Sustainability and Financial Stability

- A BCAC Strategic Plan for 2018-2023 is complete.
- BCAC's accountability infrastructure is solidified and effective.
- BCAC is financially stable and sustainable.
- BCAC represents 200 corporate members, drawn from all sectors of the aviation community, including municipal and other governmental bodies.
- BCAC's committees are 80% drawn from its members and affiliates and are responsible for development of strategy and goals and as applicable positions on issues affecting their area or sector.
- BCAC has a staff of 4, and an engaged Governance Board that represents the geography and diversity of the province, the aviation and aerospace community and its people providing strategic vision and objectives and oversight.

www.bcaviationcouncil.org



British Columbia Aviation Council

PO Box 31040 RPO Thunderbird, Langley, BC V1M 0A9

Tel: 604-278-9330 | Fax: 604-278-8210

info@bcaviationcouncil.org

www.bcaviationcouncil.org