

Burnaby Association for Community Inclusion



STRATEGIC PLAN



Acknowledgements

We thank the following BACI stakeholders — people and families served, employees, BACI Board members and community partners — for their valuable contributions to the development of our 2022 - 2027 Strategic Plan:

Strategic Planning Steering Committee

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Strategic Planning Review Committee

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Burnaby Association
for Community Inclusion

BACI acknowledges that our work takes place on the traditional, ancestral and unceded lands of the Coast Salish peoples. This includes the territories of the kwikwəłəm (Kwkwetlem), x^wməθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and səilwətal (Tsleil-Waututh) Nations.

At BACI we know that relationships matter and we commit to building and deepening our connections with Indigenous peoples on whose land we live, work, and love.

The Story of Our Strategic Plan

Inclusion is in our name. We believe in inclusion. We value inclusion. We aim for inclusion in all we do. The story of our strategic planning is a story of inclusion.

As we prepared to start the journey of planning for our future, we included a review committee of our community partners, trusted friends, people and families served, and staff. At regular points along the way, we gathered this group to provide feedback and guidance. We also included a steering committee representing a diverse group of our staff members with varied experiences and perspectives. Both groups gave us guidance as we took steps forward toward our future.



Our planning began by getting Clear. We spent the first few months of our planning process by listening to people. We did this in three ways. We interviewed over 100 people who are connected with BACI. We had over 100 responses to a survey. And we gathered people together for four in-person, two-hour community dialogues. All of this provided us with an array of insights that helped us refresh our sense of who we are and what we need to be for the future.

The second phase of our plan was getting Focused. We took all of the input we received from the engagement of the first phase and worked with the board and senior staff to identify the directions we need to go in. We found six directions that were clear and compelling to us. You will see the directions in this plan, along with a description of what we would like to see in the future of each of these directions and the impact we would like to have in each of these directions.

Once we had the directions in front of us, we then developed a plan for getting Moving. Again, we included many people in designing the key strategies for each of the directions because we believe in the value of inclusion. For each direction, we identified a number of strategies for how to move in that direction. For each of the strategies, we identified core objectives (what we wanted to accomplish), actions (what we were going to do), resources and partners (how we were going to go forward), and impacts (what difference we want to make). These strategies will provide the map for our future – what, when, and how we will move toward a future of impact.

What you will see in this plan is some of the best ideas from our planning. As you read this, remember that these ideas represent the perspectives of so many that believe in the mission and cause of BACI. We are grateful for the contribution and care of so many who have made this plan possible. And we are looking toward our future with excitement and anticipation.



Introduction to Our Theory of Change

At the heart of who BACI is and what the organization aspires to achieve is our Theory of Change. The Strategic Plan is one of many parts of our 'work' in service to and purposed to creating good lives for the children, youth, adults and families we serve. It's important to note that our new Strategic Plan is NOT replacing other work we do related to our Theory of Change – i.e. Personal Planning, Mission, Vision, Quality Assurance Indicators, Accessibility & Diversity, Accreditation, Evaluation, Policy Development, Risk Assessment, or Outcomes Management. The Strategic Plan will elevate and strengthen all of the work and actions BACI has achieved (and has yet to achieve) in our Theory of Change.

BACI – Impact Statement and Theory of Change

IMPACT STATEMENT

A 'Good Life' for people of all abilities. BACI will increase belonging through advocacy, community development and service delivery.

OUR APPROACH

BACI's Theory of Change proposes that the impact we seek will be achieved through 'change action' in the areas of Advocacy, Community Development and Service Delivery framed within the interconnected 'change themes' of Being, Becoming and Belonging.

Change Themes

Being: Home, Health and Safety, Communication, Positive Social Atmosphere, Access to Services and Resources and Staff Support – helpful supports that look after our Emotional, Physical and Material well-being.

Becoming: Employment, Community, Personal Growth, Child Development and the Association – ways that support people *becoming* contributing, active citizens and visible and valuable members of society. A focus on Personal Development, Rights and Self-determination.

Belonging: The array of Interpersonal Relationships, Diversity, Accessibility and Social Inclusion that provide meaning and connection to others including family, friends and loved ones as well as meaningful opportunities for expressing and receiving love and affection – acknowledging our desire for reciprocal bonds that confirm we *belong*.

Change Action Areas

Advocacy: Includes personal, family, community, policy, solution focused.

Service Delivery: Includes person- and family-centred planning and delivery of Children's, Youth and Adult Services (IDP, Child Care, Community Inclusion, Employment, Outreach, Inclusive Housing, Life Sharing and Staff Supported Homes). Includes Strategic Plan and priorities, Outcomes Management, Business Improvement Plan, Quality Assurance Framework, Human Resources Management, Accessibility and Diversity Plan, Technology Plan, Financial Plan, Risk Management Plan, Succession Plan, Policy development and Governance, and internal and external monitoring/evaluation.

Community Development: Includes personal, institutional and associational focus on partnership, collaboration, social research and development, and innovation.



Who We Are

Our strategy for the next 5 years is grounded in the ideas that guide us. *Part 1 – Who We Are* holds the core ideas that we seek to exhibit in our identity, our people, and our work.

A. OUR ULTIMATE AIMS

We hold fundamental commitments to ourselves and others. Our ultimate aims provide us with

Value people

In all things, we hold people at the heart of what we do and why we do it.

Be respectful

In all things, we treat people with dignity and respect.

Believe in the potential of each person

In all things, we envision the best possibilities for people.



B. THE BELIEFS THAT GUIDE US

We are grounded in beliefs that hold us steady, keep us on our course, and help us focus on what is most important. Among the ideas that inspire us, these are the ideas to which we are dedicated for our strategic direction:

Relationships are foundational to a good life.

We believe people are fundamentally relational. Every person needs meaningful interaction and interconnectedness with others to live their best lives.

We are stronger together.

We believe people, agencies, and communities are strengthened when they interact and work with each other toward a shared vision.

Every person has inherent value.

We believe every person is worthy, regardless of ability or disability, race or ethnicity, background, gender, age, orientation, or aspiration. We believe all people should be treated with the highest of value.

Everyone has something to contribute.

We believe that every person has something valuable to enrich the lives of others. People, and communities of people, need the contribution of everyone in their community.

Everyone can learn and grow.

We believe growth and development is a characteristic of what it means to be human. Learning and growing are essential to the human experience.

We are stronger when we engage with people who have diverse perspectives.

We believe in the value of respectful dialogue and the exchange of ideas. Engaging with the perspectives of others provides opportunity for ideas to be challenged, developed, and refined.

All people are worthy of the opportunity to enjoy lives of health and wellness.

Every person deserves opportunity for wellness. Every person deserves to live on a healthy planet. Every person also responsibility for contributing to the health of people around them and the planet we inhabit.



C. THE IMPACT WE INTEND

Our intended impact is the difference we want to make. We are committed to having a positive impact in the lives of the people we serve and the communities we are in:

Part A: “A Good Life” for people of all abilities

1. People of all abilities lead a connected life

We aim for people we serve to have broad and resilient social and physical connectivity, to have circles of support, relationships of reciprocity, live interdependently, and to have meaningful friendships.

2. People of all abilities live a meaningful life

We aim for people we serve to realize their potential, to participate in activities that are meaningful for them, to play and learn, to grow and develop, to pursue education, to be employed, to be self-determined, and to find and pursue purpose in their lives.

3. People of all abilities live a stable home life

We aim for people we serve to enjoy secure and stable housing, to have a warm and welcoming home, and to be supported in a living context that meets their needs.

4. People of all abilities live healthy lives

We aim for people we serve to be supported through all the stages of their lives, to access adequate health supports, to experience financial security, to be able to engage in self-care, and to live healthier, safer, happier, and longer lives.

5. People of all abilities live a respected life

We aim for people we serve to be valued for who they are and the contributions they make, as they explore and pursue their talents and skills, have opportunities to contribute to their own prosperity through education, employment, and giving back to their community.

6. People with all abilities live a visible life

We aim for people we serve to exercise their voice, make their own decisions, have equitable access, actively participate, and live free of stigma.



Part B: Inclusion

We aim for people in our communities to be profoundly inclusive. We aim for people in the community to grow in inclusion, disability awareness and appreciation, and human rights. We aim for the community to be more aware of diversity, to involve people with disabilities, to practice welcoming and acceptance of others. We aim for the community to embrace the values of inclusion

D. THE APPROACH WE TAKE

Our work is guided by ideas about not only the *what* and the *why*, but also the *how*. The way we do our work is guided by key ideas about our approach:

Welcoming and inclusive

We are at our best when we are open, accessible, and hospitable towards all.

Deep commitment to be in relationship

We are at our best when we are committed to be with people and stay with people - in good and challenging times – through productive, reciprocal, and meaningful relationships.

Partnering with people

We are at our best when we are joining with individuals, families, friends, partners, and the community to support those we serve.

Collaborating with people we serve

We are at our best when we partner with people we serve and they are empowered to think, plan, and take initiative in their own lives.

Listening in a person-centered approach

We are at our best when we are centering people and being attentive and responsive to their lived experiences.

Learning, adaptable, responsive, innovating, evolving

We are at our best when we are moving forward in our learning and practice, refusing to stagnate and instead stretching ourselves to grow and develop.

Providing quality care

We are at our best when we are deeply committed to the highest quality of care, striving to provide the best services we can, continually learning and improving.

Transparency and integrity

We are at our best when we are open and honest in exploring opportunities, confronting challenges, and making decisions about what we can and cannot do.

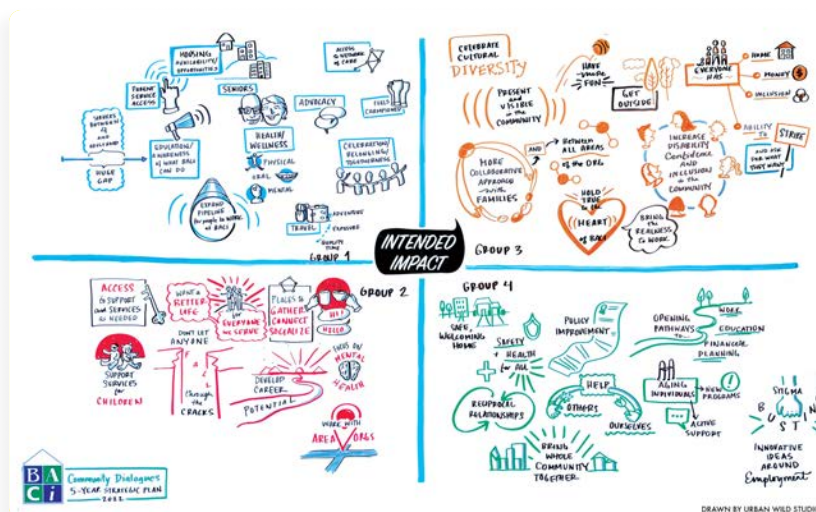
Directions

Grounded in our identity and recognizing the needs and opportunities before us, we have identified six directions that will focus our strategic efforts over the next five years. To have the impact we desire to have, we will grow in these directions:



1. Expand and strengthen relationships and partnerships to deepen our impact

We believe we are stronger together! We will focus on developing our relationships with the children and adults we serve, the families of those we serve, our employees, and the partners we have throughout the community. We will focus on strengthening the diversity of our relationships. We will seek to fortify the partnerships that we have and expand into new and productive partnerships into the future. Our impact will be not only in the people we serve directly, but through the relationships and partnerships we have cultivating throughout the community.



2. Take direction from the people we serve to provide and sustain the highest quality of service and care

We will prioritize listening and learning from those we serve including children, adults, and their families to be even more human-centered, person-focused, family-centred, and need-responsive. We believe in “nothing about us without us.” This means that we will focus on increasing the quality of our service and care as informed by the voices of those we serve and their families.



3. Foster a sense of belonging in the community through visibility

We aim to create a sense of belonging among people in our community. This means that we will seek to increase our influence within the communities we serve, bring visibility to the work that we do, and provide the kinds of physical and virtual spaces that will foster connection and belonging among people.



4. Advance our advocacy and be leaders for inclusion, disability culture, and rights

We will develop our ability to be inclusive of all. This means that we will celebrate and advance the diversity of the people we support, our employees, our families, our partners, and our community. We will identify those who might be overlooked, marginalized, or disengaged and support their increased involvement and inclusion. We will mobilize the caring capacity that exists in the community to increase the inclusion and belonging of people with disabilities. We will increase our advocacy and support for those with disabilities who have been marginalized to have a stronger voice.



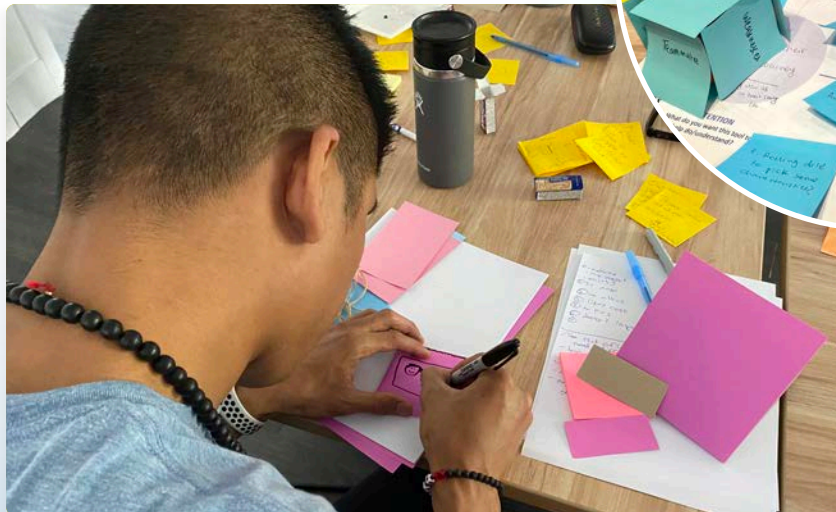
5. Support and develop people who care for people

In the next five years, we will focus on developing our ability to care for our employees. This means that we will provide opportunities for employees to give voice to perspectives that are important to hear, space and time for genuine participation, and pathways to meaningful and fulfilling contribution. We will focus on creating a vibrant organizational culture for our employees and teams to increase retention and help them thrive in their work at BACI. We will also build on our support for families, caregivers, and friends of people with disabilities to bring them the kind of encouragement, resources, and partnership that will sustain and fortify them.



6. Pursue innovations intentionally, strategically, and thoroughly

We are committed to growing and developing our ability to plan for and respond to the evolving needs of those we serve and the people that care for them. This will require us to improve our current services and continue to develop new, fresh, and effective ways to provide services to children, people with disabilities, and their families. We will listen carefully to the needs of people. We will think creatively and act courageously in response to what we hear. We will develop ways of discerning the best approaches among options and alternatives. This means we will not only build our capacity to innovate but also to develop our ability to make wise decisions about the kind of projects we agree to and those we decide not to do.





Each of our directions is accompanied by a set of strategies that will provide us with pathways to walk in the directions we aim to pursue. Our strategies will be clear and operational. But they also will be responsive to the unfolding dynamics of the experiences of the people we serve, their changing contexts, and our growing capacity to serve them well. These strategies are works in progress as we continue prioritizing and developing our operational plans.

Direction 1 Expand and strengthen relationships and partnerships to deepen our impact

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| <p>1.1 Develop inter-department collaborations</p> | <p>We will improve our ability to work together as a team, to maximize the diverse expertise of our staff, volunteers, and participants, to develop our ability to develop solutions together, learn together, provide highest quality services together, and work together.</p> | <p>Core Activities:</p> <ul style="list-style-type: none"> • Increase inter-department convenings • Create inter-department change-management team • Foster cross-department collaborations <p>Core Outcomes:</p> <ul style="list-style-type: none"> • Increased shared understanding and cooperation • Streamlined work, system, processes • Increased effectiveness in programs for persons served |
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1.2

Create more opportunities for dialogue with families and persons served

We will further develop our ability to engage people served and their families in genuine dialogue to understand their perspectives, learn from their experiences, join together in planning for improving supports and services.

Core Activities:

- Create more opportunities for dialogues with persons served
- Develop ways to have ongoing conversations of feedback and response

Core Outcomes:

- Persons served and families are valued and genuinely heard
- Persons served and families are actively participating in their supports and future
- Programs and supports are more effective

1.3

Develop pathways to continue relationships and support after programs

We will develop our ability to create and advocate for continued long-term relationships with both paid professionals and unpaid communities of support.

Core Activities:

- Pursue collaborations with agencies that offer inclusion supports for daycare and preschool
- Advocate for transparency and accountability for families to reduce long waitlists for vital programs
- Apply insights from evidenced-based practices to fortify long-term supports

Core Outcomes:

- Reduced wait times for the services needed
- Greater inclusion for young children
- Persons served and their families are better able to navigate life-transitions throughout the lifespan.



1.4

Develop means to do cooperative planning and co-creation with agencies and institutions

We will work with like-minded organization to share vision, create more opportunities, and develop new approaches to strengthen current partnerships and develop new collaborations.

Core Activities:

- Identify partners in critical and target areas to focus
- Take steps for outreach to identify and develop new partnerships
- Develop means to review, evaluate, and adjust partnerships

Core Outcomes:

- Strengthened and more productive partnerships
- Supports for persons served more integrated throughout the community
- Increased reciprocity with other agencies
- Improved quality of life for the people we support

Direction 2 Take direction from the people we serve to provide and sustain the highest quality of service and care

2.1

Provide more opportunities for people we support to be involved in leadership roles

We will create new roles and expanded opportunities for persons served to participate in decision-making, provide their knowledge and expertise, and guide the work going forward.

Core Activities:

- Examine and assess our current quality assurance
- Develop new possibilities and roles within the organization
- Provide support for engagement and contribution from persons served
- Involve persons served in evaluation and quality assurance role

Core Outcomes:

- Persons served contribute confidently in the leadership and evaluation of services
- Staff rely on, seek out, and value the contribution of persons served
- Improved services are better for everyone's support

2.2

Develop monitoring strategies for needs and responsiveness

We will create, test, and implement approaches to evaluation to be more adaptive and response to the ever-changing needs, goals, dreams of people supported.

Core Activities:

- Provide adequate resources and training to increase quality of services
- Increase effectiveness of quality improvement processes
- Support and sustain learning-loops for improvement

Core Outcomes:

- Increasingly better, more effective, more impactful services
- Improved outcomes in persons served
- Greater personal growth



2.3

Develop ways to elevate the voices of persons served

We will elevate the voices through storytelling, celebrating, and elevating the stories, perspectives, and experiences of persons served.

Core Activities:

- Identify and create platforms and opportunities for people to voice their stories, opinions, goals and dreams (e.g., podcasts, newsletters, interviews, etc.)
- Increase capacity of communications department
- Provide continued evaluation and evolution of communications strategies

Core Outcomes:

- Increased participation of people and families served
- Increased inclusion
- Greater inspiration, resilience, and power of people served and their families

Direction 3 Foster belonging in the community through visibility

3.1

Create inclusive experiences throughout the community

We will support people to become contributing, active citizens that are visible and valuable members of society, pushing back against stigma and increasing independence, reciprocal relationships, self-determination, and personal development.

Core Activities:

- Strengthen our partners to have similar visions and capacities
- Convening events and opportunities to involve people more significantly
- Strengthen staff capacity for R&D around inclusion

Core Outcomes:

- People served have informal support networks
- Increased community presence and partnerships
- There is a collective responsibility to create an inclusive community

3.2

Improve visibility of BACI brand in the community to serve the community

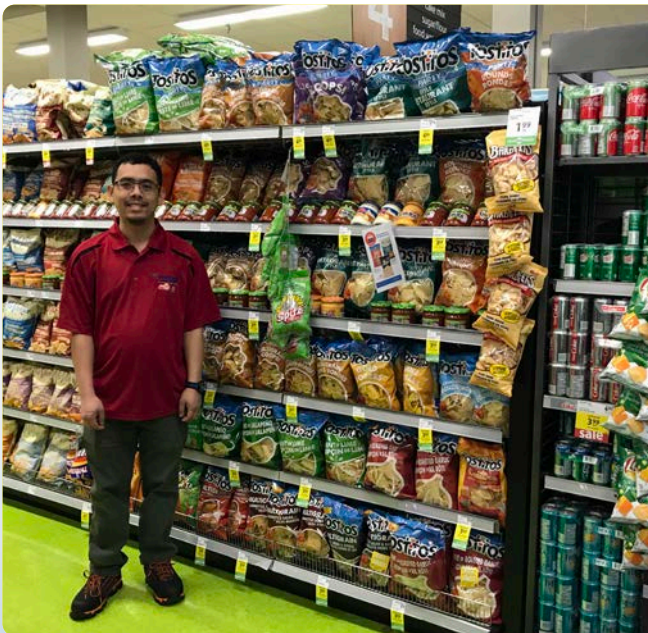
We will bring visibility to the work we do, increase opportunities for community partnerships, grow collaborations.

Core Activities:

- Clarify vision, intent, and plan
- Develop communications and marketing strategies
- Evaluate and iterate on learning from progress toward objectives

Core Outcomes:

- Increased brand exposure
- Increased funding development
- Increased recruitment and retention



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| <p>3.3 Maximize technology and virtual spaces</p> | <p>We will bring greater connection to the people we support and their families through various opportunities and spaces.</p> | <p>Core Activities:</p> <ul style="list-style-type: none"> • Explore options with vendors • Develop prototypes of virtual community platforms • Implement and iterate to improve effectiveness <p>Core Outcomes:</p> <ul style="list-style-type: none"> • Greater engagement of people throughout the community • Strengthened resilience in the community |
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| <p>3.4 Maximize physical spaces to foster community inclusion</p> | <p>We will create physical spaces that provide invitation and opportunities for people to experience involvement, recognition, interaction, and engagement.</p> | <p>Core Activities:</p> <ul style="list-style-type: none"> • Design physical spaces • Gain feedback and respond to the experience people have of belonging • Create and implement plans to address areas of need <p>Core Outcomes:</p> <ul style="list-style-type: none"> • BACI's physical spaces become hubs of inclusion • The community seeks out BACI as opportunities to gather • All citizens are welcomed and safe |
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Direction 4 Advance our advocacy and be leaders for inclusion, disability culture and rights

4.1 Develop children and youth services (including those with disabilities)

We will improve the quality and quantity of offerings for families of children and youth to come together, share their perspective and feedback to improve services for future families. We will also increase collaboration with community partners who also serve BACI families.

Core Activities:

- Senior Management and Executive Director engage, lead, inspire and advocate in Burnaby CYSN Community Partners meetings
- Create a sub-group of currently served and formerly served IDP families to give feedback on current programming and ways to improve the services and transitions for children of all ages in community
- Increase BACI’s capacity to serve more children and youth – i.e., childcare, works with schools, age related training, leveraging our community spaces more etc
- Explore youth mentorship and connections

Core Outcomes:

- The community at large is more aware of BACI’s offering for infants and children
- Families involved with children’s program at BACI feel they have an impact on the experience of future families
- BACI staff feel well connected to community partners, thus feeling families’ needs are being met
- Youth served by BACI, and their families are better connected and well equipped for the transition to adulthood
- BACI provides more services and supports to children and youthy



4.2

Provide more training and development opportunities for people with disabilities and self-advocates

We will increase the engagement of the people BACI serves in the Provincial/National self-advocacy movement.

Core Activities:

- Create a working sub-group as an Advocacy Committee, including BACI staff and persons served
- Identify and implement strategic steps to take
- Evaluate and respond to challenges and progress

Core Outcomes:

- People served by BACI are proud to have identities and self-advocates
- BACI staff and enthusiastic and active allies of the self-advocacy movement
- Self-advocacy movement is more effective and impactful locally, regionally, and nationally



4.3

Leverage connections and partnerships to advance and influence for equity

We will gather people and partners throughout the community in a shared effort to advance the principles and priorities of equity, justice, and inclusion for all.

Core Activities:

- Review and assess how BACI is currently “showing up” as a partner for equity
- Develop our ability to communicate, train, and equip others on equity principles and issues
- Design and practice new strategies to pursue equity with people and partners

Core Outcomes:

- Increased learning and prioritizing of equity throughout the community
- More community will and capacity to advance equity
- Greater influence of BACI throughout the community in areas of equity and inclusion

4.4

Develop approaches to activate communities toward inclusion

We will exercise leadership in advocating for the rights of all people and build allies throughout the community to bring inclusion and belonging to all people.

Core Activities:

- Identify focus areas for BACI impact (e.g., housing, food justice, poverty, education, mental health, etc.)
- Develop strategic partnerships throughout the community
- Strengthen internal capacity to advocate

Core Outcomes:

- Increase in community action toward inclusion
- Reduction of stigma



Direction 5 Support and develop people who care for people

5.1

Develop wellness programs for staff care

We will recognize that our employees and Life Sharing caregivers are our most valuable resource and improve our ability to support, develop, provide, and care for the well-being of our people.

Core Activities:

- Evaluate and assess the needs of employees and LS caregivers
- Develop a wellness plan
- Provide training for managers to implement wellness strategies and practices within workplace

Core Outcomes:

- Greater staff sense of thriving
- Improved employee morale, engagement and loyalty
- Improved relationships in the workplace and healthy work dynamics

5.2

Create an inclusive culture

We will develop a means to engage the diversity of our staff, honoring diverse perspectives and exploring dynamics that inhibit the possibility of staff to bring their full selves to the work.

Core Activities:

- Identify and explore the organizational dynamics affecting inclusion within BACI
- Develop principles and practices to increase inclusion
- Evaluate and celebrate people and progress toward inclusion

Core Outcomes:

- BACI staff work together better with more appreciation, honoring, and celebrating diversity
- Diversity is reflected and represented across the organization at all levels
- Staff feel heard, recognized, respected, and able to contribute

5.3

5.3 Build development leadership and professional development

We will invest in the growth and development of our staff at all levels, building into their professional competencies and capacities and building out their leadership capability.

Core Activities:

- Continue developmental leadership training
- Build framework/plan for onboarding
- Develop internal team to lead and implement ongoing need for mentorship, onboarding, training
- Bring the org and cultural identity (“who we are”) into all staff experience

Core Outcomes:

- Improved leadership throughout BACI
- Re-invigorated culture and energy of growth and development
- Increase in the quantity and quality of engagement throughout the team

5.4

Increase our capacity to support families, loved ones, and friends of people with disabilities

By connecting families and friends to each other and available resources, and by securing resources ourselves, BACI will expand our capacity to support families and friends of those we serve.

Core Activities:

- Families and friends of those we serve will be connected to:
 - BACI’s existing new advocacy strategies both internal and external to BACI
 - Resources such as the Family Support Institute, PLAN, The Disability Alliance, Inclusion BC and CLBC’s Community Councils.
- BACI will research other organization’s dedicated family and friend support programs to inform our:
 - Program development
 - Funding mechanisms.
- BACI will endeavor to secure and dedicate funding for a Family and Friends Support Program through:
 - Government Funding opportunities, including Gaming dollars
 - Private Foundation Funding
 - BACI Fundraising initiatives
- BACI will continue to support Families and Friends of those we serve within our existing service, advocacy and community development approaches, such as:
 - Advocacy Committee
 - Housing Initiatives
 - Involvement in Personal Planning and Service Evaluation.

Core Outcomes:

- Families and Friends of those we serve will experience increased support from BACI through connection with others and meaningful resources.
- A sustainable program/strategy set within BACI fortifies the families and friends of those we serve, known and new. Staff feel heard, recognized, respected, and able to contribute



Direction 6 Pursue innovations intentionally, strategically, and thoroughly

6.1

Develop capacity of staff, persons served, and families for innovation

We will invest in the innovate spirit and actions of families of people with disabilities, their supporters, and BACI staff and partners to develop and release their capacity for innovation.

Core Activities:

- Review existing systems and culture of innovation within BACI
- Provide training and support to increase capacity for innovation

Core Outcomes:

- People we serve and their families embrace innovation as a strategy not only to advocate for themselves by to be central to creating the solution or change they seek.
- Staff will embrace innovation as a strategy to strengthen their effectiveness
- Families and staff share their concerns, problems and potential solutions and then work with us to achieve the change they seek.

6.2

Develop processes and procedures for assessing, evaluating, and decision-making new ideas

Will be a place where ideas are generated, welcomed, evaluated, and if pursued, evaluated (again and again), and celebrated as they advance our aims or discontinued if they don't.

Core Activities:

- Develop an approach and framework for evaluating the strategic potential of prospective activity
- Build capacity in a team to implement and make decisions about the efficacy of projects
- Evaluate and iterate the decision-making process

Core Outcomes:

- More robust and disciplined decision-making processes
- Greater transparency and learning from decision-making processes
- Better decisions about the deployment of staff, energy, attention, and resources

6.3

Develop a social research and development change space

We will gather a dedicated group of change-makers to leverage curiosity, inspiration, and expertise to sharpen, focus, and elevate our efforts toward driving social change.

Core Activities:

- Work with partners to build our capability
- Create capacity to invest in and hold space for innovation and incubation
- Create and implement plans for innovation (e.g., create a 3-year innovation plan with partners)
- Establish creative and effective service agreements with innovation partners

Core Outcomes:

- A movement of change-makers who share our vision and call us to move beyond it
- Stronger ecosystem of partners who are co-creating new approaches to supporting people
- Greater, more meaningful, more durable impact



Monitoring Progress and Evaluating Impact

As we put BACI's Strategic Plan into action, our desire is to be accountable to those we serve, our partners, our board and ourselves. To help us stay the course, we will develop a framework for monitoring and evaluation. A Monitoring Plan will help provide data on the benchmarks of our progress, and an Evaluation Plan will help us gather and respond to data on our impact.

These two plans will be developed during the first few months of 2023 and will include key metrics and indicators (both quantitative and qualitative) of the things we will do (our "outputs") and what will result from the things we do (our "outcomes"). This will support the implementation of our Strategic Plan by holding us to our 6 Strategic Directions and helping us see and respond to the impact of our Plan.