



# Strategic Management Plan

## Administration

### Approved By:

The Board of Directors

### Purpose:

This strategic management plan defines the Mission, Vision and Values of the BC Freedom of Information and Privacy Association with specific goals and objectives in the areas of financial, stakeholder and internal considerations as well as its learning and growth as an organization.

### Scope:

This policy applies to the governance, management, and operations of the Association.

### Revision Schedule

This policy will be reviewed every three (3) years.

### Revision Summary

Date	Summary of Changes / Amendment
2020.06.09	Initial version approved.
2027	Next scheduled review.
Review Log	Reviewed 20240406

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## Mission:

- Short Version: Improve Privacy and Transparency
- Long Version: Improve and defend privacy and transparency as vital components of a free and democratic society.

## Vision:

- People in control of their privacy.
- Public agencies transparent in action and decision.
- Privacy and transparency in law and policy.

## Values:

- People focused.
  - The public interest is paramount.
- Progressive advocacy.
  - The status quo is not yet an option.
- Respect for civil liberties.
  - Committed to democracy and inclusivity through our actions and alliances.
- Current and relevant.
  - Advocacy that reflects current and emerging circumstances and is informed by legal research.
- Full disclosure and transparency.
  - In communication with stakeholders and what we seek from others.
- Respectful of privacy.
  - In what we do and what we strive for.

## Financial

### Our key financial goals.

We will continue to develop and deliver effective and efficient programs and projects that deliver results aligned to our vision, mission, and values.

We will know we are being successful when we have a mix of members, donors, and funders to sustain and expand operations making measurable impact.

### Objectives

1. Build from strength.
  - Maintain our relationships and continue to deliver quality programs.
2. Diversify FIPA contributors.
  - Increase donors, members and funders supporting FIPAs mandate.
3. Expand our borders.
  - Act on opportunities to engage in projects and advocacy beyond BC.
4. Exhibit value for dollar.
  - Improve our financial management.



## Our Stakeholders

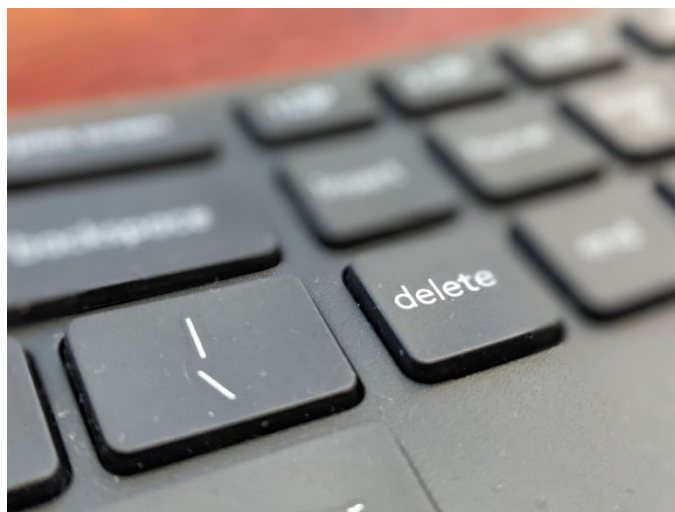
### How we want others to be able to describe FIPA.

We will continue to engage with and strengthen ties with stakeholders and networks in civil society. At times we will lead, at times we will follow, but we will always maintain an open dialogue providing for mutual respect contributing what we can. FIPA started in BC and will always advocate that the province be a leader in privacy and access to information.

We will know we are being successful when, through our action and support of others, we are sought out to contribute in our areas of expertise.

### Objectives

1. Advocates for privacy.
  - Empowering the exercise of agency in relation to privacy.
  - Advocate for privacy as a collective good.
2. Advocates for access to information.
  - Empowering people to gain access to information.
3. Advocates for transparency and Information management.
  - Hold organizations responsible for creating, maintaining, retaining, and providing access to records.
4. Delivering value with resources.
  - Deliver results that show value and make meaningful impact from every contribution.



## Internal Considerations

### Processes that are critical to our success.

We will continue to take actions that deliver programs and projects that achieve results.

We will know we are being successful when we can measure our efficiency and effectiveness, taking deliberate action to improve these measurements.

### Objectives

1. Making current and relevant recommendations.
  - Deliver recommendations that reflect current scenarios and the latest research.
2. Developing repeatable and defined processes.
  - FIPA will mature to undertake operations, programs, projects, and activities effectively and efficiently.
3. Deliver measurable results.
  - FIPA will strive to measure what they manage and improve key indicators.
4. Walk the talk.
  - Reflect our recommendations in our operations.



## Learning & Growth

### How we grow to be more effective.

We will continue to value the hard work of staff and the dedication of all contributors to deliver our current results.

We will know we are being successful when we spend more time working smarter and spend less time to achieve the same or better results.

### Objectives

1. Support contributors' efforts.
  - Maintain up-to-date technology infrastructure.
  - Simplify the tools contributors need to effectively meet objectives.
2. Support a progressive workplace.
  - A diverse workforce that connects despite being separate.
  - Provide fair compensation for work.
3. Support professional development.
  - Support training that improves program and project delivery.
4. Engage our contributors.
  - Improve volunteer leadership capabilities.
  - Improve our contract management.
  - Enhance involvement of Board and Advisors.

