



# Strategic Plan

2020 to 2025



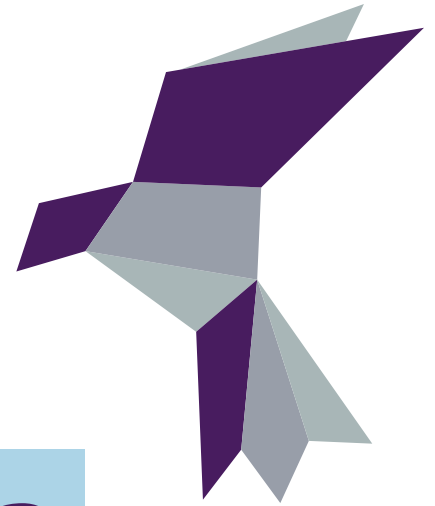
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# Who We Are

BCCLA promotes, defends, sustains, and extends civil liberties and human rights. We recognize that such rights are inalienable and necessary for the flourishing of individuals and human society.

BCCLA is committed to the protection of inherent human dignity. BCCLA recognizes that liberty, dignity and equality are mutually-reinforcing, and strives to achieve a society in which people benefit from meaningful and substantively equal enjoyment of the freedom to choose how they wish to live their lives.

BCCLA focuses on the relationship between people and the state, and the ways in which the state can limit or advance rights and liberties. We also recognize that other powerful

institutional actors can have a significant impact on rights and liberties, with varying degrees of interaction with the state. We are committed to giving particular attention to, and where appropriate will seek to work with, those who are the most susceptible to state regulation and violations of their civil liberties and human rights, especially vulnerable, marginalized and poor people and members of equity-seeking groups.

Based in British Columbia, BCCLA is a national leader on civil liberties and human rights. Our work includes issues within municipal, provincial, and federal jurisdiction that have implications in BC and across Canada.

BCCLA is a non-partisan organization that takes concrete, sustained and effective action to create change through:

- litigation to challenge unjust laws and state action, and to advance civil liberties and human rights;
- law reform efforts to promote legislation and policies that advance civil liberties and human rights, and to resist or change laws that do not;
- community-based legal advocacy and providing legal resources to support individuals in defending their rights; and
- engaging and educating supporters, members and the public on the issues on which we work.

BCCLA recognizes that, despite the inherent and inalienable rights of Indigenous peoples, and the recognition of those rights within the Canadian Constitution, the legal system in which we work continues to deprive Indigenous peoples of their

lands, freedoms, rights, autonomy and dignity. We affirm that Indigenous law and the inalienable right to self-determination continue despite the Crown's attempts to suppress them. BCCLA is committed to the full realization of the rights of Indigenous peoples, and to the pursuit of a just, equitable and durable reconciliation between Indigenous Nations and Canada. BCCLA is committed to upholding its promise to the Truth and Reconciliation Commission of Canada.<sup>1</sup>

BCCLA is committed to ensuring equity, diversity and inclusion are significant considerations in our decision-making, in our internal work and in our work in the world. This is critical in order for BCCLA to act on our values and to achieve our fundamental mandate to uphold and advance civil liberties and human rights.

BCCLA values our staff and seeks to promote their well-being, consistent with our values and to ensure the sustainability of our work.

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<sup>1</sup> BCCLA statement to Truth and Reconciliation Commission of Canada, available at <https://bccla.org/2013/09/the-journey-of-reconciliation-issuing-our-statement-of-reconciliation-at-canadas-trc/>

# Strategic Directions 2020 – 2025



## Overarching Strategic Directions During 2020 - 2025

BCCLA will continue to work on policing and criminal justice, especially as they impact Indigenous and marginalized communities; privacy and national security; democratic rights and fundamental freedoms; prisoners' rights; patients' rights; and advancing equality rights in BC and across Canada. We will maintain our flexibility to respond in an agile way to important civil liberties and human rights issues that arise.

BCCLA will enhance and deepen the following areas of our work:

- BCCLA will seek opportunities to expand our work on strengthening democratic rights, supporting democratic inclusion and resisting authoritarianism.

- BCCLA will dedicate time and resources to increase our expertise about technological change and its implications for civil liberties, human rights and democracy. We will develop and advance law reform and policy proposals to address these challenges, aimed at the state and other powerful institutional actors. In this work, we will pay attention to the particular impact of technological change on marginalized, vulnerable and equity-seeking groups.

# Goals

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**BCCLA aims to be the leading civil society organization promoting civil liberties and human rights in Canada, working to advance our strategic directions in the following ways:**

- We will continue to expand our litigation, law reform and community law capacity, and our associated operational support capacity. We aim to grow by 3-5 staff positions by 2025, as funding and financial strategy permits
- We will continue to develop our unique national leadership position, through high-impact test case litigation and interventions, and intend to initiate between 3 and 5 new test cases, depending on the scale of the cases and the availability of resources.
- We will expand our ability to engage proactively in law reform, and position BCCLA as a trusted and credible expert to decision-makers and allies in advancing civil liberties and human rights in law and policy. We will allocate capacity to specifically address the strategic directions outlined above.
- We will continue to deepen our work standing with communities who experience the most acute deprivations of their rights by the state, including Indigenous communities, through our community law program, in litigation and law reform. We will seek to be a more effective advocate for civil liberties and human rights through dialogue with people who directly experience rights violations, in order to gain a better understanding of the root causes of injustice, the human impact of state rights-infringing action and how to counter it.
- We will work to enhance our presence on the national stage, and to strengthen our relationships of collaboration and support with other organizations to make our work more effective. In doing so, we will maintain our non-partisanship and independence.
- We will remain an essential resource for media, decision makers and the public for analysis of and education about civil liberties and human rights issues in Canada.

**BCCLA will strengthen our position as a leading civil liberties and human rights non-partisan charity, with secure, consistent, reliable and diverse funding sources, and a growing member and supporter network, where Board and staff are engaged in outreach and fundraising. To ensure financial sustainability and the enduring effectiveness of our work:**

- We will invest in fundraising capacity and work to secure access to new and reliable funding, including major, transformational and legacy gifts.
- We will effectively engage with our supporter network in order to deepen support for BCCLA and our objectives over time. We will strengthen our systems and capacity to communicate with our members and supporters, and build our network through engagement with communities that are currently under-represented among our supporters.
- We will steward our resources in a manner which balances additional expenditures that strengthen the organization and our current work with building a financial reserve to foster the long-term security of BCCLA and our work.

**We will invest resources and time to continuously improve our operational and human resources structures and organizational culture to ensure that our workplace remains healthy and able to sustain our work.**

**Consistent with our commitment to equity, diversity and inclusion:**

- We will develop tools to ensure that we give these values significant consideration in our decision-making, in our internal work and in our work in the world.
- We will continue to work to ensure that our staff and board are more representative of the communities in which we work, in order to deepen our expertise, to ground our understanding of the civil liberties and human rights violations that people experience, and to be able to better respond to their needs.
- We will measure and report internally on our progress towards fulfilling our commitments, advancing our strategic directions and achieving these goals.