

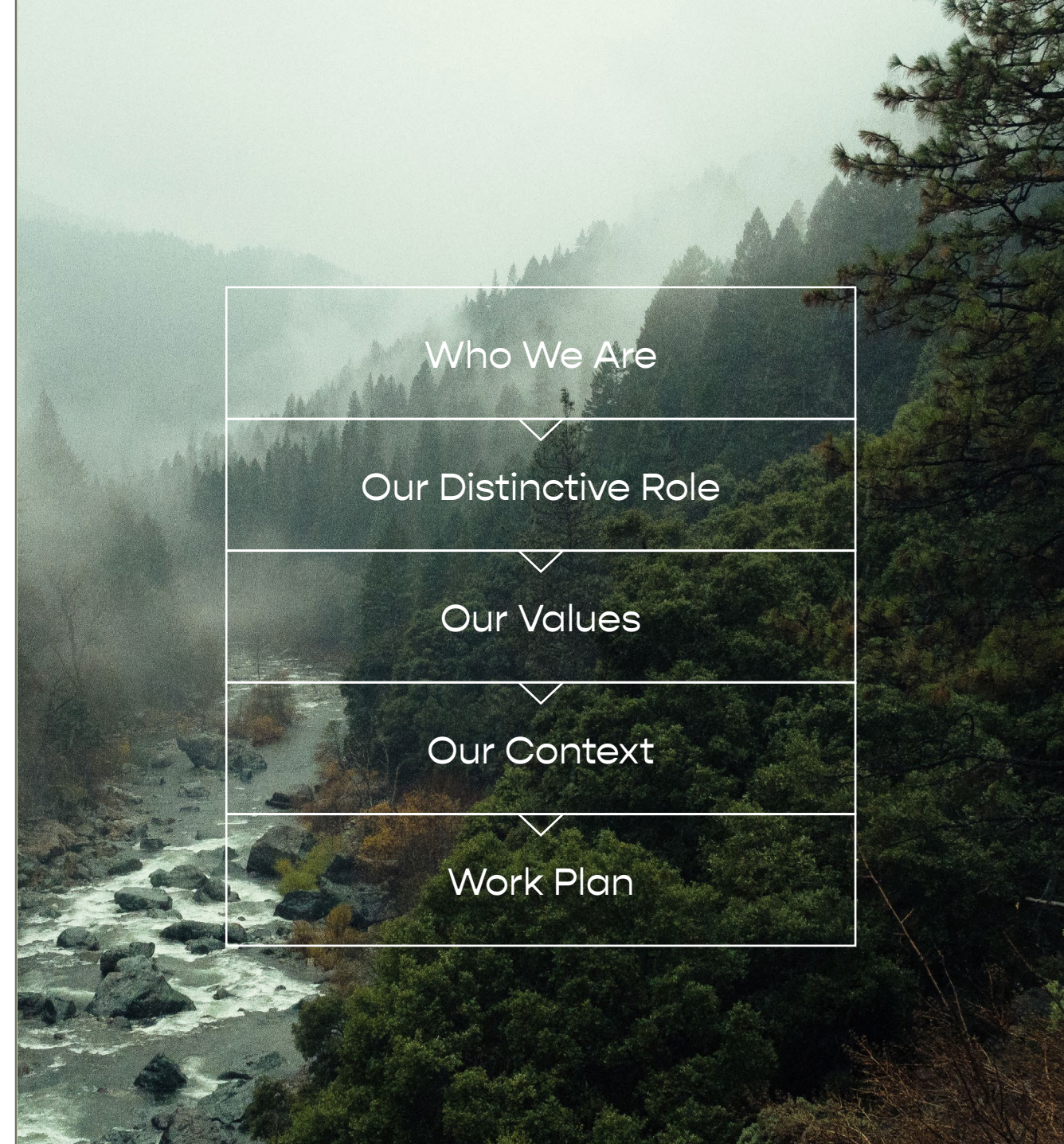
BCCI Strategic Plan

2023

About this Plan

The British Columbia Coalition Institute (BCCI) came into being as an informal network in 2017. While many successful events and impactful meetings have taken place through BCCI, there is an underlying need for an explicit strategic plan. In July 2022, at a workshop in Vancouver, facilitated by Verena Rossa-Roccor, the BCCI team began the planning process. The development of this strategic plan included discussions with learning hub leaders, a review of Verena's report and further discussions and workshops facilitated Dr. Katrina Plamondon.

As the new year began, BCCI assembled a core team to draft this strategic plan, to be shared with our learning hubs and the Community of Practice network. Although the plan addresses a three-year perspective, we are recommending a planning framework that will steer our goals and actions on an annual basis. The strategic plan recognizes that the world is uncertain and complex, and that the realities within which we live in our various communities are constantly changing. To address the challenges we face, we need to be flexible in our responses.



Who We Are

THE BRITISH COLUMBIA COALITION INSTITUTE (BCCI) began in 2017 with an inaugural provincial gathering of individuals involved in global health research through the Canadian Coalition for Global Health Research (CCGHR). The gathering was held in Kelowna, BC, sparking a long-standing partnership between members working in universities, health authorities, community organizations, and research networks across the province who shared an interest in equity.



The networks and relationships struck at that event led to remarkable provincial collaborations, including the establishment of a cross-institution graduate level global health practice course that continues to welcome students from across the province in trans-disciplinary and applied, equity-centred collaborative learning. In 2019, with support from a small grant from the Pacific Institute for Climate Solutions (PICS), BCCI held a second event in Victoria, BC, focused on [Planetary Health: Local and Global](#). Collaboration continued after that event, leading organically to a Community of Practice (CoP).

Over the course of the pandemic, this dynamic and broadly representative community of practice focused on the climate crisis as an inherently global health and equity issue, continued to evolve. The pandemic prompted us to shift to an online collaborative learning community, with the convergence of two crises giving rise to the theme for the 2021 virtual workshop: [Climate Justice: Learning from the Pandemic](#). Over the last two years, our efforts continue to evolve and respond to emerging evidence and initiatives; however, as we have grown, so has the need for greater structure and direction for

our efforts. The need for a strategic plan was identified in two virtual synergy mapping workshops with over 30 participants in February and March 2022. Efforts to identify synergies repeatedly endorsed the need for collaborations across institutions. Members' reflections focused on the far-reaching, broad, and universally critical importance of harnessing collective capacity, ingenuity, and energy for evidence-informed and equity-responsive solutions.

In the strategic planning event of July 2022, we were able to host our first in person event since 2020. This event harnessed pandemic-time efforts to build and maintain momentum within the community of practice. Guided by a professional facilitator, we are now refining our three-year strategic plan, with annual work plans.

We recognize the interconnectedness of people and multi-species around the world, and to the Earth. We also see ourselves as a nimble, adaptive, and creative community that can respond to some of the problems we create.

Ecoforestry Institute Society Retreat on March 25 2023

Our Distinctive Role

OUR VISION

Based in the Pacific Northwest, we are a courageous Community of Practice that boldly advances health equity through local action on global issues.

OUR MISSION

We aim to cultivate a strong network and support system, grounded in learning together and embracing our collective agency to act locally while thinking globally, toward more equitable and sustainable futures.

Four Pillars



CONNECTING

Regular & effective communication

Build local networks through strategic partnerships and collaborations

Host events



LEARNING

Support each other in teaching & learning (i.e., courses, curriculum, and resources)

Deliver training on equity & climate

Sharing resources

Adapting, learning from doing, and responding with nimbleness



KNOWLEDGE SHARING

Mobilize around emerging issues

Promote equity-centered research to action

Maintain a resource library



ADVOCATING & ACTING

Integrated scholar activism on annual challenges

Support learning hubs working on local challenges

Connecting

OUR COMMUNITY OF PRACTICE IS DEDICATED TO FOSTERING CONNECTIONS AS THE CORNERSTONE OF OUR STRATEGIC PLAN.

Our goal is to facilitate meaningful relationships and partnerships among and outside of our membership including those engaged in global health, planetary health, one health, and others, harnessing a range of diverse perspectives (i.e., practice, research, training, etc.). Current examples of our community connections include those with the [Rural Health Services Research Network of BC](#) as well as the [Shawnigan Basin Society](#). Our goal is to enhance communication and collaboration, and promote the sharing of ideas, knowledge, and experiences. By leveraging the power of connections, we strive to create a dynamic and inclusive environment.



The key activities that guide this pillar are:

- **COMMUNICATE REGULARLY AND EFFECTIVELY** through a variety of channels, including our website, the BCCI blog, a dedicated Slack channel, and newsletters. The communication channels will serve as platforms for sharing updates, promoting events, and disseminating resources to members, enabling us to maintain a strong, connected, and informed group.
- **BUILD COMMUNITY NETWORK** through strategic partnerships and collaborations. The core team will seek out and establish relationships with organizations, institutions, and individuals who share our values and mission and who can contribute and benefit from our work. These partnerships and collaborations will provide us with access to new resources, expertise, and networks, enabling us to expand our reach and impact and promote equity-centered approaches.
- **HOST EVENTS.** We will prioritize regular events and meetings that facilitate knowledge sharing among our community. These may include meetings centered around Indigenous perspectives on forestry and webinars with our local learning hubs. Additionally, we will continue to host our bi-annual workshop to reconnect in-person, discuss and reflect on our strategy and progress, and also introduce new members who support our overall vision.

Learning

WE VIEW LEARNING AS A CRUCIAL COMPONENT OF OUR STRATEGIC PLAN, AND OUR GOAL IS TO CREATE A SUPPORTIVE ENVIRONMENT FOR MEMBERS TO GROW, REFLECT, AND ADAPT.

By supporting each other in teaching and learning, sharing resources, and continuously adapting through our shared experiences, we aim to foster a culture of continuous and reflective learning.

The key activities that guide this pillar are:

- **TEACHING AND LEARNING FROM ONE ANOTHER** is essential to creating a culture of continuous supportive learning. To facilitate this, we will provide opportunities for members to share their knowledge and expertise through courses, curriculum development, and resource sharing.
- **DELIVER TRAINING ACROSS BC RELATED TO EQUITY AND CLIMATE.** To achieve climate justice, we must prioritize equity and inclusivity in our work. To this end, we will deliver training across the province on climate topics with an equity-centered approach. This training will be designed to help our members understand the intersections of climate change, social justice, and the importance of building inclusive and equitable communities.
- **SHARE RESOURCES.** Access to information and resources is key to creating meaningful change. To support our members in their learning, we will compile and share relevant resources on climate justice, equity, and other related topics. This will include articles, reports, videos, and other materials that can help members deepen their understanding and knowledge.
- **ADAPT.** We understand that learning is not only about acquiring knowledge, but also about using that knowledge to inform action. We will encourage members to act and learn from their experiences. We will foster a culture of nimbleness and adaptability, where members feel comfortable in experimenting with new approaches, learning from their successes and failures, and continuously improve.



Knowledge Sharing

OUR GOAL IS TO ENCOURAGE THE SHARING OF IDEAS AND KNOWLEDGE AMONG MEMBERS AND ENSURING RESOURCES ARE ACCESSIBLE TO ALL.

By fostering a culture of continuous learning and collaboration, we aim to bridge the gap between research and action, advance equitable solutions, and contribute to a more just and sustainable future.



The key activities that guide this pillar are:

- **MOBILIZE AROUND EMERGING ISSUES.** Our CoP will focus on identifying and responding to the emerging trends and challenges. This involves staying up-to-date on the latest research and identifying the relevant issues that require attention. We aim to engage members, partners, and stakeholders in discussions that address these issues (i.e., forestry, equity, youth, and climate change) and actions that address them.
- **PROMOTE EQUITY-CENTERED RESEARCH TO ACTION.** Promoting equity-centered research to action implies that our actions are guided by principles of equity and inclusion. This means prioritizing the perspectives and experiences of marginalized communities and ensuring that research and work is conducted in a culturally responsive way. It also means focusing on equitable outcomes and ensuring that promotes social justice and reduces disparities.
- **CURATE RESOURCE LIBRARY.** This focuses on growing our digital repository of materials organized into seven core modules. Each module includes a title, guide, and selected resources such as readings, articles, presentations, videos, and recommended websites. The materials are periodically updated by community of practice colleagues who serve as module editors to ensure they remain accurate and relevant. Users are encouraged to provide feedback and suggestions for additional resources to be added to the library. The resource library is a valuable tool for members and stakeholders, providing access to a wealth of information and resources related to our mission and core themes.

Advocating & Acting

OUR COMMUNITY RECOGNIZES THAT ADVOCATING & ACTING IS A CRUCIAL COMPONENT OF WHAT OUR MEMBERSHIP WAS SEEKING.

We aim to break out of the traditional academic confines and support membership advocacy and action. This is not simply another community of practice where members learn and share among themselves, but one that mobilizes for meaningful change as all other pillars of our strategic plan lead to this one. Our community is committed to engaging in scholar activism by selecting and focusing on relevant topics each year, working on community issues, and taking action in response to emerging issues. By leveraging our collective knowledge, expertise, and networks, we strive to create a more just and equitable world through meaningful advocacy and action.



The key activities that guide this pillar are:

- **SCHOLAR ACTIVISM ON SELECTED TOPIC EACH YEAR.** To achieve our goal of driving local impact, we focus on a different topic each year and engage in scholar activism to advance meaningful change in that area. For example, in 2023, our community will focus on forestry-related issues, while in 2024, we will focus on youth engagement. By selecting and focusing on a specific topic each year, we can better leverage our collective knowledge, expertise, and networks to drive meaningful action and advocacy in that area.
- **LEARNING HUBS ADDRESSING LOCAL ISSUES.** These hubs are made up of members who are passionate about a particular issue in their community and want to take action to address it. We provide support and resources to these hubs, helping them to develop effective strategies and initiatives to address the issue they are working on. By supporting local hubs, we can help to drive impact at the grassroots level, while also creating opportunities for members to engage in meaningful advocacy and action on issues that matter to them.

Our Values

Our efforts purposefully include building a diverse, future-ready community, committed to the stated values.

KNOWLEDGE TO ACTION

Our commitment to this involves the co-production and translation of knowledge. We believe collaboration between researchers, practitioners, and community members is essential for meaningful change. This ensures our work is grounded in the needs and experiences of those most affected by the issues we address. We value respectful and equitable collaboration and aim to make the knowledge we produce accessible and relevant to those who need it most.

LEARNING WITH HOST NATIONS

Our community members are guests and settlers who live and work on the traditional, ancestral and unceded territories of several Nations. As we strive for climate justice, we recognize that protecting human and non-human rights is an integral aspect of environmental protection and sustainability. We recognize our responsibility to learn from and build relationships with our host Nations. We will continue to strengthen our partnerships with these Nations through mutual respect and reciprocity.

EQUITY

Our community of practice embraces a set of six equity-centred principles for practice, engagement and research in global health: partner authenticity, practice inclusion, shared benefits, commitment to the present and next generations, act on causes of inequities, and practice humility (Plamondon & Bisung, 2019)¹.

¹Plamondon KM, Bisung E. The CCGHR Principles for Global Health Research: Centering equity in research, knowledge translation, and practice. Soc Sci Med. 2019;239:5 pages. <https://www.sciencedirect.com/science/article/abs/pii/S0277953619305246>

ACCOUNTABILITY

As we do our work to fulfill our mission, we are accountable to ourselves, to assess all aspects of our achievements—as individuals, hubs and as an organization. We will do this informally as an integral aspect of our activities. As an organization we will conduct a systematic annual review of our goal achievements and resources, identifying lessons learned to guide our future work.

PARTNERSHIP AND COLLABORATION

Recognizing the climate crisis as the most pressing global health issue facing our planet today, our community of practice brings a diversity of health-focused disciplines from across the entire spectrum of career trajectory, from youth to senior advisors—together in a creative learning response to this existential crisis. We also see the potential in strengthening relationships between universities and the communities in which they are situated.

Our Context

As our strategic plan has evolved in the early weeks of 2023, we are aware of, and informed by a range of contextual issues; some of these are summarized here.

- **CANADA AND CLIMATE CHANGE.** Canada is one of the greatest contributors to climate change, and therefore carrying great responsibility to mitigate the harms our country poses to humanity, multi-species, and the Earth.
- **THE CANADIAN ASSOCIATION FOR GLOBAL HEALTH (CAGH).** When the BCCI began in 2017, it was a product of the Canadian Coalition for Global Health Research (CCGHR). In the past year, the CCGHR amalgamated with the Canadian Society for Global Health, to become the CAGH. Very recently, the CAGH appointed its first Executive Director, Dr. Nafissatou Diop, and its board has begun work on a CAGH strategic plan. As contributions from the earlier CCGHR, there is an active University Advisory Council (UAC), and a Working Group on Climate Change and Health (WGCCH). Members of the BCCI are also CAGH members, and active in these two groups.
- **BC POLITICS.** Within the last few months, Premier Hon. David Eby was appointed. Although there are encouraging signals of new and progressive policies (for example the recent announcement about an eight-point plan to protect old-growth forests), there is considerable skepticism about whether actions will follow the words. In relation to this, a Declaration “United we Stand for Old Growth Forests”, was signed by about 215 organizations (the BCCI is one) and was followed by a march and super-rally on February 25, 2023.
- **TOWARD A PACIFIC NORTHWEST EXPLORATION.** Over the past year, the BCCI has created links with a group at the University of Fairbanks in Alaska: the Center for One Health Research (COHR). Given that the One Health approach is stronger in centering non-human dimensions of health, and the BCCI in centering the equity dimensions, a collaboration is being explored of practitioner-scholars in the Pacific Northwest. There are other reasons to explore this collaboration, such as shared geographies, and colonial and extractive industries. As this collaboration evolves, it raises some interesting challenges for the BCCI, such as: should we change our name (which in any case reflects something of a past history).
- **GLOBAL HEALTH RESEARCH AND CANADA.** The global health research in Canada continues to evolve with the publication of new strategic plans for both the IDRC and the CIHR (the latter publishing a Framework for Action on Global Health Research strategy (2021-2026). More recently, an independent group of Canadian scholars has begun advocating for a CIHR Institute for Planetary and Environmental Health.

Work Plan

In 2023, we will:

01	Collaborate with and support hubs who are engaged with Advocating and Acting projects
02	Participate in other Advocating and Acting initiatives
03	Complete the first phase of the 2023 focus on Changing Forestry Practices in BC (as an example of Knowledge Sharing)
04	Develop and test a funding and resources model
05	Plan and conduct a BCCI-4 event (as an example of Learning)
06	In Q4, review our 2023 performance and develop an operational plan for 2024
07	Conduct a deliberative dialogue about a possible name change in early 2023

Note: This assumption is that there would be quarterly plans with details. For 2023 these would be: Q2 (April to June), Q3 (July to September), and Q4 (October to December).

Conclusion

As a community of practice committed to climate justice, we recognize that power dynamics play a critical role in shaping the way we work and the impact we have. We acknowledge that the work we do requires a deep understanding of power and privilege, and a willingness to challenge and dismantle systems of oppression.

We understand that we cannot achieve our goals alone, and that the work we do requires collaboration, learning, and collective action. By coming together as a community of practice, we have the power to effect real change and advance climate justice.

We believe that by working together, we can leverage our collective power to create lasting change in our communities and beyond. We recognize that the work ahead will not be easy, and that setbacks and challenges are inevitable. However, we are committed to staying the course, learning from our experiences, and adapting as needed to ensure that we make progress towards our goals.

We are grateful to our members, partners, and allies for their support and commitment to our mission. Together, we will continue to work towards a more just and sustainable future for all, where power is distributed equitably, and all voices are heard.

Thank you for being part of our community of practice and for your commitment to climate justice.

Stay connected with the community and email us bcci.community@gmail.com.

Appendix A: Organizational Model

ROLE	WHAT	WHO (AS OF APRIL 2023)
LEADERSHIP	<ul style="list-style-type: none"> • Provides strategic leadership and direction • Represents the BCCI to external partners • Provides fiduciary and financial oversight • Builds strategic capacity • Coordinates initiatives 	<ul style="list-style-type: none"> • Vic Neufeld • Katrina Plamondon
SECRETARIAT	<ul style="list-style-type: none"> • Provides administrative support • Coordinates and plans events • Seeks funding opportunities 	<ul style="list-style-type: none"> • Tasha-Aliya Kara • Leigh Borrett
LEARNING HUBS	<ul style="list-style-type: none"> • Core units through which the CoP takes action • Organize around specific initiatives, particularly within the activism lens, both within the hub and engaging the CoP 	<ul style="list-style-type: none"> • Universities: UBC, UBC Okanagan, UVIC, SFU, TWU, TRU, UNBC, University of Alaska Fairbanks Centre for One Health Research • Community partners: RHSRNbc, Shawnigan Basin Society
STUDENT	<ul style="list-style-type: none"> • Student representatives • Graduate students 	<ul style="list-style-type: none"> • Shaheer Khan