

# Strategic Plan Executive Summary

## OVERVIEW

The Burnham Center for Community Advancement is a think-and-do tank that helps make the San Diego binational region a better place to live, work and play for all. We serve as a nexus point where community stakeholders and multi-sector partners come together to identify regional needs, find innovative solutions, and tackle some of our most pressing issues.

As a community, we have big aspirational ideas. We face exciting opportunities, and we wrestle with vexing, persistent challenges. Through collaboration, we can narrow our divisions, heal disaffection, accelerate progress and live into and up to our full potential as a region. BCCA encourages and supports our community leaders to come together and act upon our shared needs, values, and aspirations.

## METHODOLOGY

BCCA engaged Vianova, a San Diego-based strategic planning facilitation firm, to guide our leaders through developing a three-year strategic plan. The first phase of the planning process focused on gathering and synthesizing key internal and external data defining BCCA's current environment. The data gathering activities included conducting 27 key stakeholder interviews, a community stakeholder survey, research on local issues and

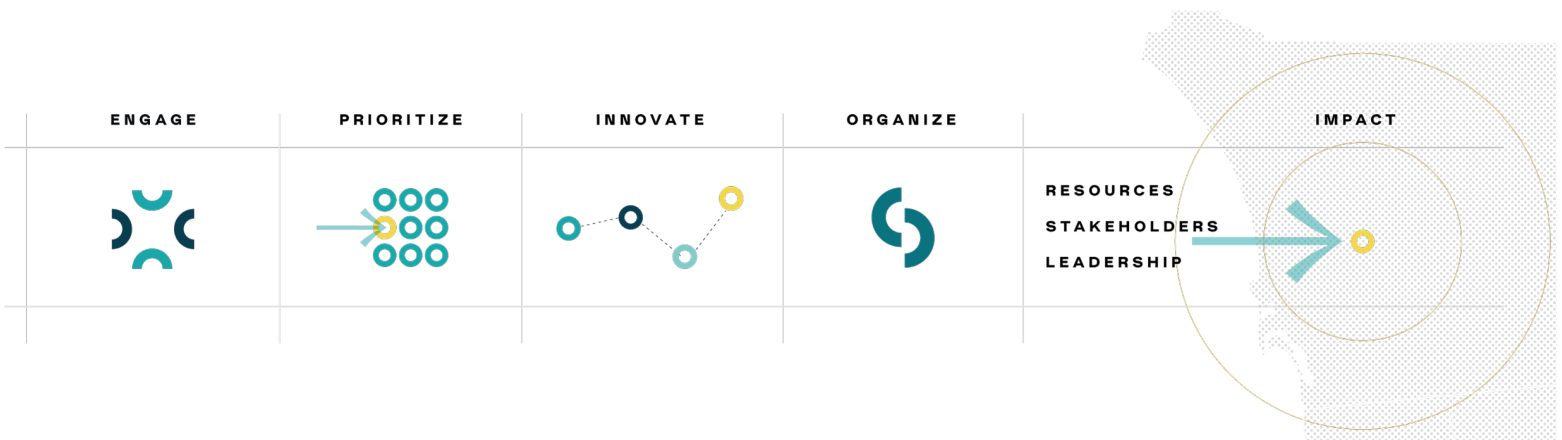
trends, and BCCA board and staff interviews. The second phase of work consisted of the strategic planning team participating in a series of five in-person and virtual planning sessions to define our long-term goals, measurable objectives, and strategies to achieve our goals.

## MISSION & MODEL

**Mission:** We provide a virtual and physical platform for community stakeholders and multi-sector partners to collaborate, leverage, and catalyze our diverse communities to solve problems and build a region that opens doors, provides opportunity, and helps the people of the San Diego binational region thrive and prosper.

**Model:** BCCA has developed an organizational model to help achieve the greatest impact. The model is centered around five essential steps, with the first being—engage. We aim to engage the community and partners in all we do as an inclusive organization. We look for opportunities for BCCA to catalyze

issues, initiatives, and solutions. The second step in our model is to prioritize, recognizing that we can't do it all. BCCA will be strategic about how and where we invest time and resources. The following steps in our process are to innovate and to organize. BCCA wants to bring together issue-based working groups to gather experts, data, and research to develop creative and innovative ideas. These working groups also play a key role in organizing the community around creative strategies and solutions. The last step is impact because, above all else, we aim to get good work done. We will build a pathway towards action and impact by marshaling resources, driving solutions, and monitoring progress forward.



2022 - 2024 PRIORITIES & GOALS

In line with our mission, vision and organizational model, over the next three years, BCCA will focus on the four key goals:

1. **Financial Resources:** Optimize financial resources for long-term stability and sustainability.
2. **Community Impact:** Be a premier platform for community collaboration and civic innovation that brings big ideas to life, strengthens our community fabric, and helps the diverse people of our region thrive and prosper.
3. **Operational Excellence:** Ensure operational excellence in all areas of our organization.
4. **People & Culture:** Foster an inclusive and engaging culture that attracts and retains a high-quality, mission-focused board, staff, and volunteers that reflect the communities in which we serve.

IMPLEMENTATION

BCCA's implementation plan includes strategies and tactics for each goal. The implementation plan indicates a targeted implementation year for each strategy alongside critical benchmarks. While the priorities and goals will continue to guide us, BCCA recognizes that this plan will evolve as we implement

our strategies and tactics. We will review our status regularly, adjust as necessary, and report our progress to the Board of Directors to continually improve and work toward achieving our plans.

