



**envirocentre**

# **STRATEGIC PLAN**

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**2023 - 2027**



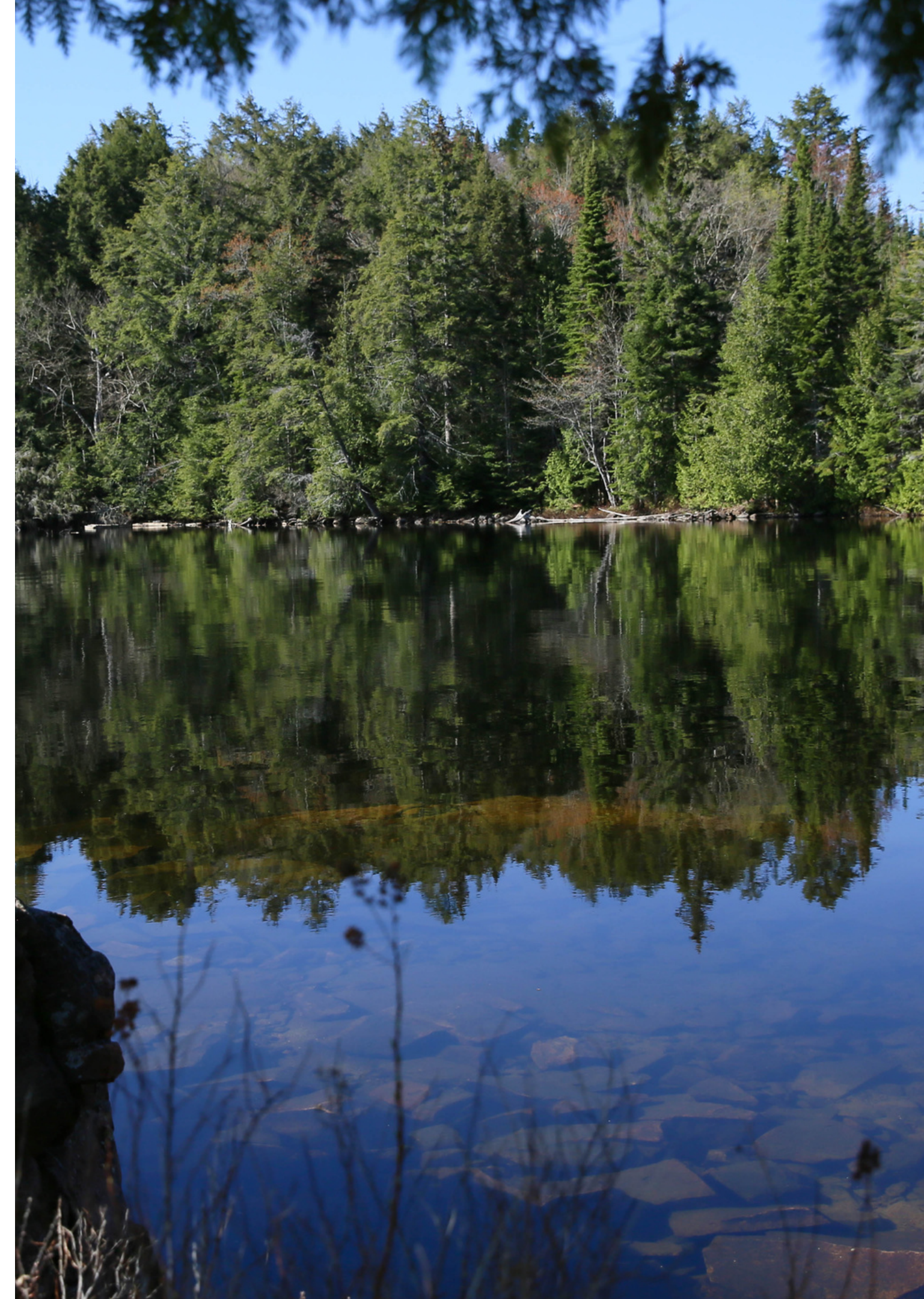
# ACKNOWLEDGING, HONOURING, ACTING

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EnviroCentre lives and works on the unceded traditional land of the Algonquin Anishnaabek people. We recognize the Algonquin Anishnaabe have lived on and cared for this land since time immemorial.

As the descendants of settlers, more recent immigrants, and indigenous ancestors, we recognize it is our responsibility to work for true reconciliation with the land's original people.

We are committed to moving toward a full understanding of the meaning of reconciliation, and to ensuring our work embodies the spirit and goals of reconciliation, and helps bring to reality genuine reconciliation in the Ottawa region and beyond.





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# INTRODUCTION

Ottawa's emissions reduction targets align with Canadian national and global targets: zero emissions by 2050. Models have shown that as a nation, we have the technologies, resources and economic strategies to reach our targets.

But the work to transition to clean energy and sustainable practices is not happening anywhere near fast enough.

We need urgent action to put knowledge into practice, advance applied knowledge, and build the systems through which individuals, communities, businesses and regions can rapidly move forward in the transition to clean energy and sustainable ways of living and thriving.

This is what EnviroCentre does. For more than 20 years we have developed and delivered effective programs that reduce emissions and catalyze positive climate impact in our communities

But we need to do better, and more, fast.

Over the next five years, EnviroCentre will work to accelerate practical climate action at the pace required to ensure a healthy, sustainable future for all. We will show the way, leading by example, and inspiring community engagement in the transition project; and then we'll make it happen on the ground through concrete, scalable actions.

Between 2023 and 2027, EnviroCentre will accelerate transformative practical climate action, support collaborative solutions, and strengthen our collective regional vision for the future.

To do this work well, we will ensure that we embody best-in-class practice for a not-for-profit environmental organization. We will focus on our core mission areas: Green Homes, Green Transportation, Green Business and Green Future. And we will do all this with an eye to our broader future vision for our region and beyond.

**Doug Michaelides**  
Board Chair

**Sharon Coward**  
Executive Director



# Our Mission

EnviroCentre scopes, designs, delivers and scales practical solutions to dramatically reduce climate emissions in our communities.

## Our Approach

### Inspire

We use positive, practical, vision-focused messaging, pointing to the good future.

### Catalyze

We collaborate, build capacity and share resources to support effective, impactful climate action, everywhere.

### Action

We make things happen.

### Scale

We keep the end-goal in sight and focus on projects that can grow to the level of impact we need to meet our climate targets.

### Vision

We champion forward-thinking approaches for our community, region and country.

### Listen

We listen to trends, friends, opponents, communities, cultures, partners, ecosystems, the land and the zeitgeist to find a good path.

## Our Vision

A sustainable net-zero future is achieved in Ottawa and beyond.







# OUR FUTURE:

Ottawa is a sustainable, low-carbon, resilient, equitable region, and a climate leader for Canada.

In today's Ottawa, 42% of emissions come from transportation, and 46% from buildings. EnviroCentre's work prioritizes reducing emissions in those areas, while supporting an integrated vision of a sustainable, resilient future Ottawa.

## KEY ACTION AREAS: In the future Ottawa ...

### GREEN HOMES

Ottawa homes are low-carbon, low-waste, low-impact, eco-friendly, resilient and affordable for all.

### GREEN TRANSPORTATION

Ottawa has a world-leading sustainable transportation system that integrates active transit and mass transit and reduces Ottawa's reliance on car-based travel.

### GREEN BUSINESS

Ottawa has a thriving, inclusive, and resilient green economy that has effectively transitioned to the low-carbon world.

### GREEN FUTURE

Ottawa has an informed and engaged public that effectively supports positive climate action and a strong and integrated community-building sector that scales action for the benefit of all residents.



# FRAMING OUR STRATEGY

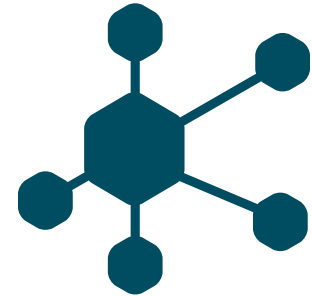
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# OUR IMPACT MODEL

Achieving lasting, equitable climate action through practical initiatives, collaborative regional action and strategic intervention.



We specialize in delivering programs on the ground that result in concrete climate action.

## Why do we do this?

Collectively, we have the tools and knowledge to radically reduce our climate impact, but still so little is achieved in terms of measurable emissions reductions. We desperately need to put knowledge into action and accelerate projects on the ground.

## How do we do this?

We build forward-thinking, collaborative regional projects based on the best research practices available, then test, scale and deliver them efficiently, effectively and transparently.



We contribute to regional planning to develop best-in-class collaborative projects that affect concrete climate action.

## Why do we do this?

Limited resources and sectoral silos are resulting in piecemeal action at a time when we need ambitious, forward-thinking, coordinated, scaled regional action on climate. We are ready and willing to invest our time and skills to support a sustainable future Ottawa.

## How do we do this?

We support high-quality applied research, synthesis and project development for practical regional climate action. We inform regional planning to push for best-in-class sustainability approaches and provide backbone support for regional collaborative planning.



# OUR LENSES

Climate action for a BETTER future. All our work is planned with an eye to regional equity outcomes and climate resilience.



**A sustainable future Ottawa is resilient to climate impacts.**

## resilience

### **Why do we do this?**

Climate change is already impacting local ecosystems and weather systems, and we can expect impacts to increase even with best mitigation efforts. As we plan for future zero-emissions Ottawa, we must keep an eye to resilience to ensure our low-emissions city is ready for the future world.

### **How do we do this?**

We consider resilience outcomes in the development of our strategic recommendations, our project planning and delivery, and our overall approach to emissions mitigation.



**Effective climate action can improve local equity, diversity and inclusion, and work toward reconciliation.**

## equity

### **Why do we do this?**

We recognize that effective, sustainable climate action can improve local equity, diversity and inclusion, and must be rooted in the principles of reconciliation. If effective, our work will impact future systems, which means our projects must be planned with a lens to future equity and reconciliation.

### **How do we do this?**

We consider equity outcomes in the development of our strategic recommendations, our project planning and delivery, and our overall approach to emissions mitigation. We align our regional vision with that of a reconciled, equitable future region.



# FRAMING OUR STRATEGIC GOALS

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**We aspire to an Ottawa region that leads the way to a sustainable future and shares our forward-thinking solutions to accelerate progress across the country.**

As an organization, we are committed to working toward a better future Ottawa region and beyond through collaborative practical action and strategic action to reduce our local climate impact.

Our work focuses on carbon emissions reductions, through the lenses of resilience and equity.

Our core competencies are effective program development and delivery, resilient social enterprise business development, backbone support for regional collaboration and regional visioning.

Our core program areas are Green Homes, Green Transportation, Green Business and Green Future.



# OUR STRATEGIC VISION: 2023-2027

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Lead by  
example



GOAL 4

Inspire  
community vision



GOAL 3

Make it  
happen



GOALS 1&2



# GOAL ONE



## ACCELERATE TRANSFORMATIVE PRACTICAL CLIMATE ACTION

EnviroCentre designs, adapts, catalyzes and puts into action practical projects that move Ottawa toward the broad-scale emission reductions required to meet our targets. We test solutions, enable collaborative partnerships and scale that which works best to achieve maximum impact.

## How we get there:

### INNOVATIVE PROJECT DESIGN

**EnviroCentre identifies and develops gap analysis, feasibility studies, proposals and business plans to fill gap areas in local and regional climate action.**

To achieve this by 2027, we will:

- Identify knowledge and action gap areas that are barriers to scaled climate action in our priority areas
- Complete feasibility studies and applied research to understand gaps and identify solutions
- Develop project business plans and proposals to support scalable practical action in gap areas

### CO-DESIGN & DELIVERY

**EnviroCentre supports regional stakeholders to realize their net-zero targets in a way that builds maximum future capacity.**

To achieve this by 2027, we will:

- Co-design high-impact projects that work toward the net-zero future
- Deliver high-impact or scalable practical climate action projects for regional partners and clients
- Inform and support the design of innovative and ambitious initiatives to meet net-zero targets

### PILOT INITIATIVES

**EnviroCentre coordinates and delivers pilot projects to test promising paths to scaled climate action.**

To achieve this by 2027, we will:

- Identify practical action areas with the most potential to scale for positive climate impact
- Develop pilot program models for practical, scalable climate action in our priority areas
- Pilot promising program models for practical, scalable climate action in our priority areas

### SCALING UP DELIVERY

**EnviroCentre scales projects for maximum impact.**

To achieve this by 2027, we will:

- Expand EnviroCentre's delivery capacity each year
- Focus our resources on high impact program delivery
- Design new high-impact programs to accelerate practical climate action efficiently and equitably



# GOAL TWO



## SUPPORT COLLABORATIVE PRACTICAL CLIMATE ACTION

EnviroCentre supports a regional acceleration of climate action by building capacity beyond our organization and leveraging our core competencies to bolster collaborative projects. We work to understand regional needs and capacity, identify need areas, coordinate planning for action and procure funding support.

## How we get there:

### JOIN & FACILITATE COLLABORATIVE GROUPS

**EnviroCentre leverages our in-depth knowledge of regional actors for climate, and our capacity to convene, to support the inception of collaborative projects for practical climate action.**

To achieve this by 2027, we will:

- Participate in regional collaborative networks and working groups
- Maintain comprehensive knowledge of regional climate action initiatives
- Establish knowledge-sharing stakeholder networks that support our priority areas

### PROCURE FUNDING

**Our procurement core competency supports the development of successful regional funding proposals for practical climate action.**

To achieve this by 2027, we will:

- Leverage our business development team to procure large-scale funding for regional climate action initiatives in our priority areas
- Support regional partners to procure large-scale funding for climate action initiatives adjacent to our priority areas

### PROVIDE BACKBONE SUPPORT

**Our administrative core competency supports regional collaborative projects in practical climate action.**

To achieve this by 2027, we will:

- Support collaborative identification of regional gap areas requiring cross-sectoral interventions
- Support cross-sectoral collaborative groups to design project models and proposals for climate action projects and services
- Provide administrative and program delivery support to cross-sectoral collaborative initiatives

### DESIGN INNOVATIVE PROJECT APPROACHES

**Our broad-spectrum knowledge of leading-edge climate action work supports strong, effective and innovative regional projects to further practical action on climate.**

To achieve this by 2027, we will:

- Propose project and service ideas to fill gap areas and accelerate progress toward climate targets
- Develop business plans and project proposals for innovative climate action solutions
- Share innovative project approaches with regional and national partners to accelerate climate action



# GOAL THREE



## STRENGTHEN OUR REGIONAL FUTURE VISION

EnviroCentre works to shape an inspiring future vision for a low-carbon Ottawa that is practical, ambitious, inclusive, forward-thinking and engaging. The vision is rooted in the principles of reconciliation and equity. EnviroCentre works to enliven and mobilize public support for the shared vision, while also informing practical regional approaches to bring it to life.

## How we get there:

### A RESPECTED VOICE

**EnviroCentre acts as a trusted voice on climate action in the local region. Our contributions and expertise are sought after by decision-makers, affecting policy change at all levels.**

To achieve this by 2027, we will:

- Provide expert opinions to media and partners
- Provide excellent public information in a variety of formats
- Comment on pertinent policy and current events

### EFFECTIVE OUTREACH

**EnviroCentre leverages high-impact messaging, events and outreach approaches to promote climate action.**

To achieve this by 2027, we will:

- Unify our work within one cohesive, inspiring action message
- Stay abreast of emerging trends in behaviour change and climate action
- Identify the highest impact outreach approaches to catalyze a movement
- Invest in three high-impact approaches to build engagement in climate action

### INFORM INNOVATIVE REGIONAL PLANNING

**EnviroCentre provides recommendations, feedback and proposals to the municipality and other key players to shape regional planning.**

To achieve this by 2027, we will:

- Develop an inspiring regional vision for the future Ottawa
- Provide feedback on major municipal documents and policies pertaining to our focus areas
- Propose innovative approaches to regional planning in our focus areas

### IMPACTFUL STORY-TELLING

**EnviroCentre uses engaging and inspiring story-telling to mobilize public and political support for forward-thinking climate action.**

To achieve this by 2027, we will:

- Work with cross-sectoral partners to develop an inspiring, unifying story of our regional future
- Develop the stories and visions for EnviroCentre's key impact areas within this larger, regional story
- Join with cross-sectoral partners to promote the vision



# GOAL FOUR



## DEMONSTRATE BEST-IN-CLASS STANDARDS FOR A NON-PROFIT ENVIRONMENTAL ORGANIZATION

EnviroCentre goes beyond best practices as an environmental not-for-profit organization, partner, and employer. We apply our future vision at home, as we work to see it embodied across the region.

## How we get there:

### EMBODY EQUITY AND INCLUSION GOALS

**Our commitment to equity, diversity and inclusion (EDI) is emphasized in our approach, structures, and interactions at all levels.**

To achieve this by 2027, we will:

- Engage our staff and board in the co-design of an EDI framework
- Review all organizational policies through an equity lens
- Refine our recruitment, hiring, and retention approaches to create a welcoming and inclusive environment
- Engage our staff and board in the co-design and delivery of a reconciliation strategy

### EXCEPTIONAL EMPLOYER

**Our staff are compensated fairly and have a work culture that embeds reconciliation practices, honours diversity, and allows for growth and joy.**

To achieve this by 2027, we will:

- Fairly compensate everyone who works with and supports us at living wage or better
- Maintain 50/30 diversity targets
- Invest in staff growth through professional development plans
- Continuously strengthen HR policies to ensure they provide clear guidance and reflect our organizational values
- Continuously explore emerging work approaches that promote balance, excellence, creativity and joy

### ENGAGED GOVERNANCE

**Our board, staff, partners and stakeholders contribute in accountable and collaborative ways to good governance.**

To achieve this by 2027, we will:

- Commit to achieving a diverse, representative board of directors
- Continuously improve board and stakeholder engagement by keeping abreast of emerging models and innovative approaches
- Ensure our core governance documents reflect EDI and reconciliation principles.
- Practice organizational transparency

### CAPACITY- BUILDING APPROACH

**Our organization is oriented to accelerate climate action through collective strategic investment, open knowledge sharing and shared vision.**

To achieve this by 2027, we will:

- Adopt principles of action that ensure our strategic choices support maximum collective progress
- Tailor our annual and project reporting approaches to knowledge-sharing outcomes, for our community and beyond
- Prioritize participation in cross-provincial and national networks to promote unified strategies and knowledge sharing
- Continuously review our niche and core competencies to ensure we contribute to building a vibrant environmental community of action beyond our doors





EnviroCentre's work is made possible by  
our committed board of directors, our staff  
team and all our many regional partners.

envirocentre