

STRATEGIC PLAN

2022-2027



Squamish CAN

Climate Action Network

Decolonizing Climate Action

Squamish CAN is located on and operates within the unceded lands of the Sk̓wx̓wú7mesh Úxwumixw (Squamish Nation).

We recognize:

- Climate change is rooted in colonial structures and practices;
- The negative impacts of climate change are borne disproportionately by Indigenous communities; and
- Our organization is influenced by colonial practices.

We are committed to integrating Indigenous wisdom and traditions to enhance our efforts in climate action, and will continue to work towards a decolonized approach to climate stewardship that is inclusive and respectful of Indigenous perspectives and approaches.



Diversity, Equity & Inclusion

The Squamish Climate Action Network is committed to strengthening and contributing to an inclusive community. This requires that we address the structural conditions that underlie unequal access to resources and engage multiple ways of knowing and being. Indigenous persons, women, people of colour, all genders, LGBT2Q+ and persons with disabilities are encouraged to participate in our climate action in ways that matter most to them. We aim to design our programs, services and recruitment processes through the lens of diversity, equity and inclusion for all.



Introduction

In the fall of 2021, the Squamish Climate Action Network (CAN) embarked on an update of its strategic plan. The last strategic plan was completed in 2018, and since that time, there has been significant shifts in the internal and external context of the organization. Internally, the organization has undergone a transition in staff and board members, and grown to the point where it now employs an Executive Director and over seven program delivery staff. Externally, the world was in the midst of a global pandemic with COVID-19 and there was a dramatic shift in the local, regional, and global context of climate change. With an increase in extreme weather events around the world and little tangible progress made on the reduction of global greenhouse gas emissions, climate change has emerged as one of the most dominant issues of our time. What was previously referred to as ‘climate change’ is now considered a climate emergency, and like many scientists and climate justice advocates around the world, Squamish CAN recognizes that it will take extreme and persistent action to curb the threat of the climate emergency that looms before us.

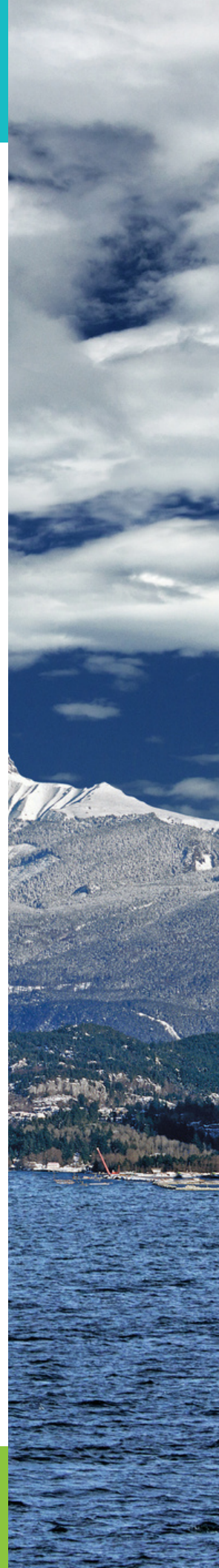
The need to update the organization’s strategic plan was further highlighted by the internal observation that certain strategic directions of the previous strategic plan (Sustainable Food Systems) have grown and expanded, while others (Energy + Transportation and Zero Waste) have seen little growth and limited impact. With the renewed commitment of an energized staff and board of directors, an increase in resources available to the organization, and the sense of urgency surrounding the climate emergency, it was an opportune time to evaluate the organization’s progress to date and re-establish its strategic impact for the future.

Methodology

An external facilitator was brought in to conduct strategic planning meetings; various staff and board members participated over the course of four meetings. The purpose of the process was to collectively harness the knowledge, experience and expertise of Squamish CAN stakeholders into a strategic plan that clearly articulates the organization's mission, vision, values and strategies. When implemented, this strategic plan will lead to maximum mission impact and financial sustainability for the organization over the next five years and support Squamish CAN's application for charity status with Canada Revenue Agency (CRA).

It was during these meetings that Squamish CAN conducted a situation analysis; drafted a new mission statement, vision statement, and values; evaluated strategic priorities; set new strategic priorities; and drafted goals, objectives and action plans with measured outcomes using a logic model template. The logic model templates are intended to be updated annually to reflect new action plans that will help sustain Squamish CAN's goals for each strategic priority. In drafting the new mission statement, special attention was given to the criteria for purpose statements required for obtaining charitable status with CRA.

Minutes from these meetings have been provided as supplemental references.



Situation Analysis



To inform the process, Squamish CAN conducted primary and secondary research regarding the issue of climate change. Sources of research included:

- Squamish CAN Strategic Plan Survey: a survey of Squamish CAN stakeholders, to which there were 45 respondents;
- The District of Squamish Climate Action Plan;
- Publications from the Intergovernmental Panel on Climate Change (IPCC), the World Resource Institute (WRI), and National Aeronautics and Space Administration (NASA).

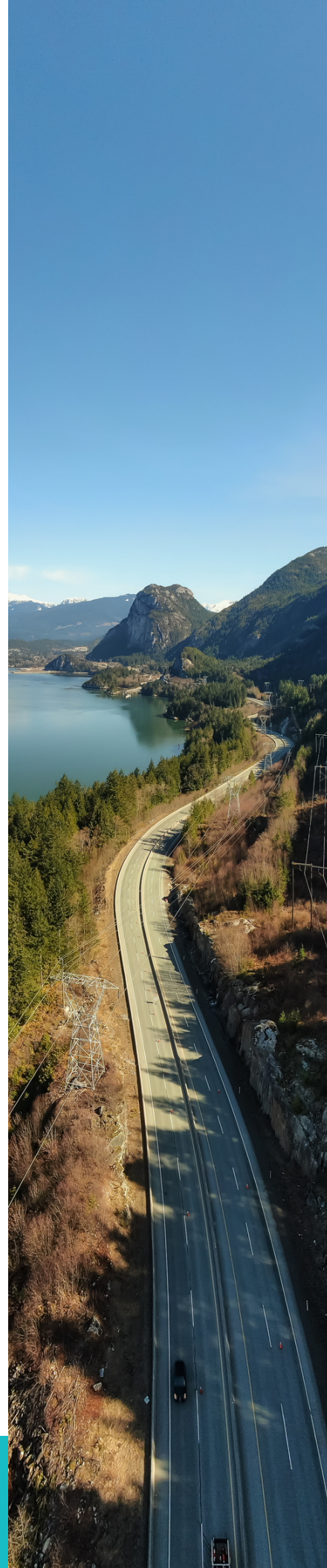
Insights garnered from the stakeholder survey include:

- The importance for Squamish CAN to act on consumption;
- Part of Squamish CAN's role can be to influence and empower different consumer decisions;
- When respondents were asked about the role Squamish CAN plays in the community, education and advocacy came up frequently;
- More education and communication is needed to help stakeholders understand the connection between sustainable food systems and climate change;
- There is an opportunity to develop a more sustainable transportation system that supports local jobs and a localized economy;
- There are conflicting needs between social justice issues (housing, homelessness, transportation) and climate justice. This puts strong demand on government resources;
- There is a strong need to influence change in political systems that enable pollution;
- Climate change is significantly impacting more and more people in many different parts of the world.

Highlights from the secondary research include:

- Human activities (primarily the burning of fossil fuels) have fundamentally increased the concentration of greenhouse gases in Earth's atmosphere, warming the planet.¹
- To avoid catastrophic consequences, we must keep global warming well below 2°C and pursue efforts to limit it to 1.5°C above pre-industrial levels (this is referred to by the international community as 1.5°C emission pathways).²
- Human-induced global warming is currently increasing at a rate of 0.2°C per decade.³
- At this rate, the earth's surface temperature will have risen 1.7°C over pre-industrial rates by 2051.⁴
- Limiting warming to 1.5°C implies reaching net zero carbon dioxide emissions globally by 2050 and concurrent deep reductions in emissions on non-carbon dioxide forces, particularly methane.⁵
- Carbon dioxide is the main cause of human-induced climate change. The dominant product of fossil fuel combustion is carbon dioxide. The other sources of greenhouse gas emissions include methane, nitrous oxide, and fluorinated gases.⁶
- IPCC asserts the current impediments to achieving the 1.5°C emission pathways include lack of global cooperation, lack of governance of the required energy and land transformation, and increases in resource-intensive consumption.⁷
- Though climate change affects everyone in some way, it's indisputable that its most negative impacts are borne disproportionately by certain groups: women, children, people of colour, Indigenous communities, and the economically marginalized.⁸

Climate is a human rights issue.



Assessing Mission Impact + Financial Sustainability

Squamish CAN must maintain financial sustainability of the organization to continue to strategically respond to climate change. The Executive Director conducted an assessment of mission impact and financial sustainability of current Squamish CAN programs for the fiscal year ending December 31, 2020.

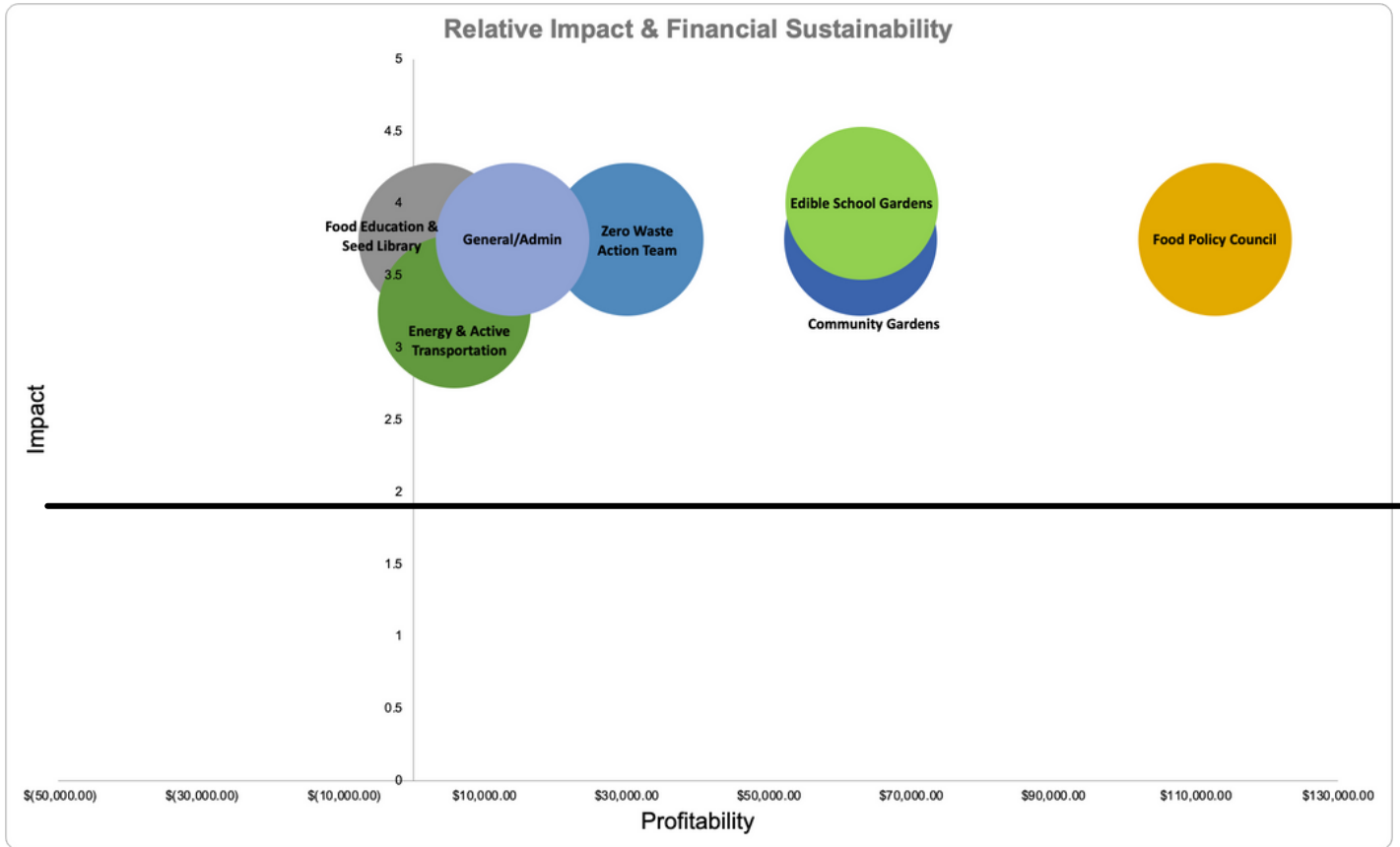
First, Squamish CAN used the following criteria to measure relative impact of programs and services:

1. Excellence in execution: To what degree does this activity reflect the best work we do? Do we execute this program competently?
2. Scale or volume: Does the program reach a large number of people?
3. Depth: Does the program have a high impact on the people involved?
4. Filling an important gap: To what extent is this activity important? Is it the only one of its kind available in the community?

The resulting relative impact for each program is then measured with program profitability and mapped out on the following Matrix Map as a tool to demonstrate programmatic impact and financial viability. It is important to note that this model is intended to measure *profitability* - the degree to which programs are self sufficient and also generate surplus funds to support organizational capacity-building and and/or other under-funded programs. In the case of Squamish CAN, funds are invested directly into programs, resulting in zero profitability; therefore, this matrix reflects gross revenue for each program rather than profitability. Efforts should be made to enhance profitability of programs that are most viable, and apply the strategic imperative model of 'keep and contain costs' or 'stop/give away' for those programs where profitability can not be achieved.



Assessing Mission Impact + Financial Sustainability



Investment in our food policy programs is our primary focus, as it provides the highest relative impact and profitability. Edible school gardens and community gardens are a secondary profitability focus. We will continue to manage and promote all other programs as funding and resources allow.

\$ Business Model Statement

The mission impact and financial sustainability assessment led to the development of a Business Model Statement, which helps remind stakeholders what the economic drivers are for the organization. The business model statement describes the strategy of financial sustainability, focusing on the key strategy and how it is linked to impact.

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Squamish CAN is dedicated to advancing climate action in Squamish and throughout the Sea to Sky Corridor. We provide a variety of services that are supported by government contracts, membership fees, profits from farm sales, grants, and individual and corporate donors.

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Upstream Thinking + Systems Change

In developing the strategic priorities, goals and action plans for the organization, Squamish CAN considered not just how to reduce greenhouse gas emissions and waste as by-products of energy consumption, but to address the behaviours, policies and systems that contribute to unfettered energy consumption in the first place. How can these be addressed at the community level, and what role does Squamish CAN play in driving education, policy development and systems change to make it happen? Limiting global warming to 1.5°C to avoid a climate catastrophe cannot be achieved simply by replacing carbon-based energy sources with renewable energy sources; it will require a dramatic reduction the amount of energy we use as waste we produce in our everyday lives.

Tackling this is the challenge *and* opportunity for Squamish CAN in the years to come.





Mission

To empower our community with just and actionable solutions to the climate crisis through education, policy development and systems change.





Vision

We envision a place-based community that has achieved a just transition to a circular economy and thriving living systems.



Values

Community

We believe in the power and potential of community to come together to make change happen.

Inclusivity

All members of the community feel safe, welcome and respected. Everyone can have a positive impact on climate change.

Action

Our focus is on action-oriented localized efforts to address the climate crisis.

Education

Climate change is a complex issue. We will foster climate champions by providing them with the information they need to make the most impact.

Integrity

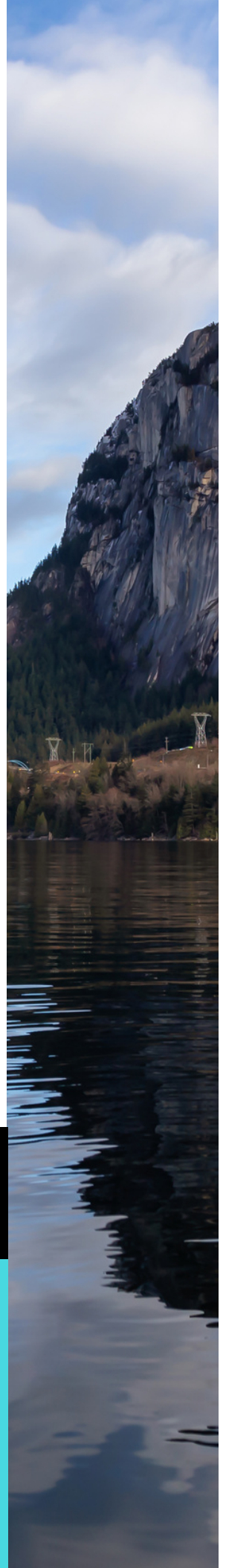
We act with honesty and strong moral principles.



education + policy development + systems change

“ What you do makes a difference, and you have to decide what kind of difference you want to make.

- Jane Goodall



Strategic Priorities



01 **Develop Sustainable + Inclusive Food Systems**

Advance sustainable food systems through a thriving local food culture, diverse food assets, and accessible and abundant foodlands.

02 **Achieve Zero Waste**

Foster a circular economy through community adoption of the 5 R hierarchy (Reduce, Reuse, Recycle, Recovery, Residual Management) and collaborative zero waste initiatives.

03 **Energy + Transportation**

Empower community members with information and tools regarding low carbon transportation, energy consumption, and carbon footprints.

04 **Grow Organizational Capacity**

Fulfill our mission through sound management, the pursuit of financial sustainability, strong board governance and a commitment to the education and professional development of our staff.





DEVELOP SUSTAINABLE + INCLUSIVE FOOD SYSTEMS

Goal:

Advance sustainable food systems through a thriving local food culture, diverse food assets, and accessible and abundant foodlands.

Objectives:

- 1) Develop and sustain new and existing Community Gardens in Squamish / Area D.
- 2) Expand School Gardens to all schools in Squamish.
- 3) Launch School Farm at Howe Sound Secondary School.
- 4) Food Policy Council (?)
- 5) Contribute to a varied, resilient & locally-adapted seed stock through the Squamish Seed Library, Seedy Sundays and seed saving education.
- 6) Provide locally and organically grown starters to community members.
- 7) Farm Hub (?)
- 8) Good Food Program (?)



ACHIEVE ZERO WASTE

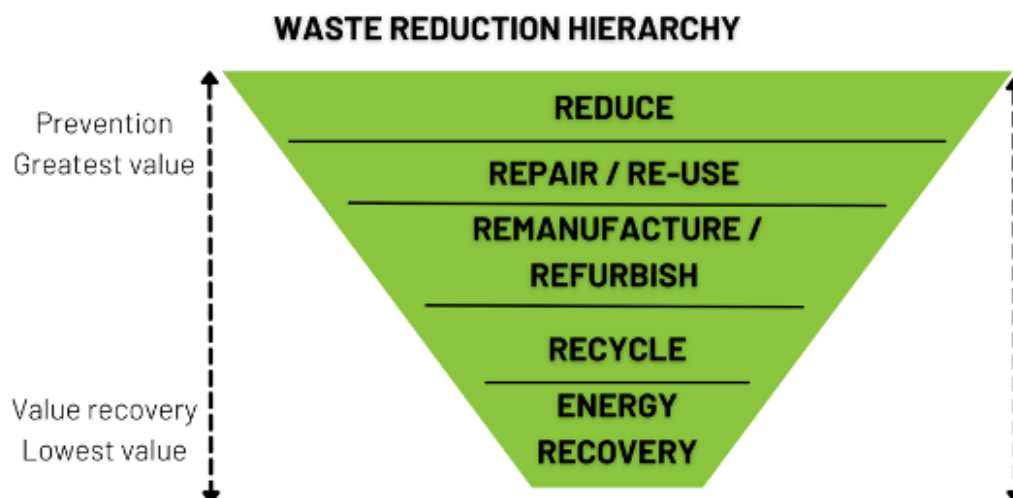


Goal:

Foster a circular economy through community adoption of the 5 R hierarchy (Reduce, Reuse, Recycle, Recovery, Residual Management) and collaborative zero waste initiatives.

Objectives:

- 1) To engage 25% of the Squamish community (3,902) in adoption of zero waste principles/strategies by 2027 through workshops, online resources, waste audits, and presentations from experts. (or By 2027, 100% of Squamish CAN members adopt zero-waste protocols/principles.)
- 2) By 2027, 50% of Squamish businesses are enrolled in the Zero Waste Business designation program and report a 25% reduction in waste.
- 3) By 2027, 50% of local tourism agencies and governments promote reduce and reuse strategies to visitors through signage, education and leading by example.
- 4) Increase waste audit program by 50% by 2027. (or Expand waste audit program to x households by 2027.)
- 5) Advance policy and systems change within local, regional and provincial government.



Adapted from the documentary: 'Creatures of Convenience'



ENERGY & TRANSPORTATION

Goal:

Empower community members with information and tools regarding low carbon transportation, energy consumption, and carbon footprints.

Objectives:

- 1) Build, educate, inform and support a culture of commuter cycling and bike advocacy in Squamish.
- 2) Showcase excellence in climate action in homes in Squamish through zero-energy houses workshops.
- 3) Help the community of Squamish measure and improve their personal climate impact.
- 4) Build awareness of modern energy efficient vehicles.





GROW ORGANIZATIONAL CAPACITY

Goal:

Fulfill our mission through sound management, the pursuit of financial sustainability, strong board governance and a commitment to the education and professional development of our staff.

Objectives:

- 1) Build out plans to explore establishing a social enterprise in Squamish.
- 2) Provide learning opportunities for board and staff to learn about system change and other leadership skills (i.e. facilitation).
- 3) Grow employee benefits: extended health, RRSP contribution and cost of living increases.
- 4) Onboard board members with non-profit and HR experience.





ENDNOTES

(1) NASA. (n.d.). *Overview: weather, global warming and climate change*.
<https://climate.nasa.gov/resources/global-warming-vs-climate-change/>

(2), (3), (4), (5), (7) The Intergovernmental Panel on Climate Change (IPCC). (n.d.) *Special report: global warming of 1.5°C*. <https://www.ipcc.ch/sr15/>

(6) United States Environmental Protection Agency. (n.d.) *Global greenhouse gas emissions data*.
<https://www.epa.gov/ghgemissions/global-greenhouse-gas-emissions-data>

(8) World Economic Forum. (2021, January 19) *The global risks report 2021*.
<https://www.weforum.org/reports/the-global-risks-report-2021>