

STRATEGIC DIRECTIONS AND GOALS 2024 – 2029



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Green Action Centre's 2024 - 2029 Strategic Directions and Goals

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OUR VISION

All Manitobans living green, living well.

OUR MISSION

We promote greener and better living by sharing practical solutions and advocating for change.

OUR VALUES

WE ACT ON FACTS: We rely on research, evidence and best practices to create meaningful change.

WE MAKE CHANGE HAPPEN: We respond to issues and encourage others to take action.

WE ARE PASSIONATE ABOUT WHAT WE DO: We love our work; we walk the talk and lead by example.

WE DO WHAT WE SAY: We are dependable and responsible; you can count on us to get the job done.

WE INVITE EVERYONE: We collaborate with others and welcome all Manitobans to join the conversation about positive green solutions.

WE BREAK DOWN BARRIERS: We work together to help people overcome challenges. We recognize that change isn't easy, but we will help you get there.

WE ARE HOPEFUL: We are optimistic that with a positive message and by working together, humans can live in harmony with the Earth.

LAND AND WATER ACKNOWLEDGEMENT

Green Action Centre would like to acknowledge that we are located on the ancestral lands of the Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene Peoples, and the homeland of the Red River Métis Nation. The water we drink comes from Shoal Lake 40 First Nation on Treaty 3 Territory.

We respect the Treaties that were signed and recognize that harms and mistakes have been made. We know reconciliation is a journey that requires dialogue and action, and we are focusing on learning how to practice reconciliation in our everyday work. We are committed to collaborating with First Nations and Indigenous Peoples, with the intent to establish respectful relationships, protect the environment, and support healthy, sustainable communities.

A MESSAGE FROM OUR BOARD OF DIRECTORS AND EXECUTIVE DIRECTOR

For almost 40 years, Green Action Centre has been promoting greener living through environmental education and encouraging practical green solutions for households, workplaces, schools and communities.

Green Action Centre understands that our world is experiencing a time of significant change at all levels. And while we are faced with daunting environmental challenges, Green Action Centre remains hopeful that our collective efforts in individual action, advocacy, and technology will bring about positive and creative solutions. In response to this changing world, we have developed the following Strategic Directions to support our collective work over the coming five years – work that will be done with increased impact, enhanced focus on diversity and inclusion, and strengthened financial and operational processes.

These Green Action Centre 2024 – 2029 Strategic Directions are infused with hope and intent that Green Action Centre can provide green leadership, ideas and inspiration for everyone who resides in Manitoba and the treaty territories. We want to continue to

provide the hopeful rallying message, and the tangible tools and strategies that will result in all Manitobans living green and living well.

Thank you to the Green Action Centre staff, members, partners, supporters, and everyone who contributed their time, expertise, and wisdom in helping create the path forward for our organization. Your efforts have shown that the Green Action Centre is more than an organization; it is a dynamic and supportive network for change.



Introduction

In fall of 2024, Green Action Centre’s board of directors and staff began the organization’s next 5-year strategic plan process. Internally, the board and staff worked together through interviews and two strategic planning sessions. Externally, we sought input from our members, partners, and our broader community through one-on-one interviews, sector focus groups, and a public survey. Nearly 250 people shared their experienced and diverse perspectives, each contributing towards the shaping of this new strategic plan. In May of 2024, the Board of Directors approved the following four strategic directions that will make up the 2024 to 2029 Green Action Centre Strategic Plan.





Strategic Direction 1: **INCREASED IMPACT**

Evaluate and refine our programs and policy efforts to ensure collective green impact.

Over the next five years, we will:

- GOAL 1** | Review the relevancy of our programs towards bold and impactful action
- GOAL 2** | Develop an impact assessment framework based on Green Action Centre's definition of success
- GOAL 3** | Promote action towards systemic and institutional change through education and advocacy

Green Action Centre wants to continue their important role as an organization that engages individuals in practical green solutions. But as the response to climate challenges grows more urgent, we recognize the continual need for the ENGO sector to evolve. We will continue to expand our programs and advocacy efforts, both to move Manitobans along the continuum of change towards increased action, and enhance the creation of collaborative solutions which respectfully challenge policy leaders and businesses to do better.

We will perform a comprehensive audit of our programs and services to ensure that within our collective green impact:

- There is space for new and diverse change-makers to play a role in green action
- There are opportunities for existing members and supporters to step up their action and advocacy
- There is increased of engagement with decision-maker

We will continually measure and re-evaluate our programs and progress based on impact and inclusion. Employing a newly developed impact assessment framework with clear targets and timelines towards success, and external collective impact techniques with our valued partners, we are committed to increasing our overall organizational impact.





Strategic Direction 2: **PURPOSEFUL EDIIA**

Purposefully cultivate equity, diversity, inclusion, Indigenization, and accessibility (EDIIA) across all levels of the organization.

Over the next five years, we will:

- GOAL 1** | Work with diverse communities to learn how best to respectfully incorporate reciprocal EDIIA policies and practices
- GOAL 2** | Expand programming to work with underserved communities in Manitoba and reduce barriers to participation in green living
- GOAL 3** | Enhance EDIIA training for staff and board to ensure trust, relational accountability, and reciprocity
- GOAL 4** | Implement and follow Green Action Centre's organizational EDIIA Plan

Green Action Centre acknowledges that the ENGO community has not always been a place where all can equally be part of the green change movement. Racism and colonialism are a real part of our societal journey, and we must be prepared to name and address the past and current barriers to inclusion in our sector and organization. Moving forward, Green Action Centre board and staff will be increasingly intentional about the creation, implementation and regular review of equity, diversity, inclusion and Indigenization (EDII) practices. We will foster an organizational culture that honours, welcomes and accommodates diverse approaches and ways of knowing.

Green Action Centre will seek the input and advice of Indigenous voices to shape a reconciliation and Indigenization approach that ensures we are doing our work in a good way. As well, we will grow our networks to intentionally engage and include the 2SLGBTQ+ community, persons with cognitive and physical challenges, newcomers, and racialized communities into our green action work.

We are committed to listening to and learning from diverse ethnic, cultural and gender communities around Manitoba and the treaty territories. Using the lessons learned, we will continually adapt all our programs and practices so that EDIIA is integrated into all governance, hiring, and programmatic aspects of the organization.



Strategic Direction 3:

SUSTAINED OPERATIONAL GROWTH

Enhance organizational capacity and stability within the staff and volunteer team.

Over the next five years, we will:

GOAL 1 | Review and grow the core staff needed at Green Action Centre and Compost Winnipeg to better support the program staff and enhance our effectiveness

GOAL 2 | Build a volunteer program to support Green Action Centre's increasing capacity

GOAL 3 | Review and revise our board roles to complement Green Action Centre's evolving structure

GOAL 4 | Implement new and alternate policies to attract, recruit, and retain staff to ensure a positive and healthy work environment

Green Action Centre has a strong history as a positive, supportive workplace, and has succeeded over the past several years in strengthening its governance functions. This strategic planning process has uncovered further action we can take to sustain our operational growth.

By enhancing our core support staff to proactively strengthen our outreach and development efforts, we will free our program staff to focus more of their efforts on program and policy impact.

We have recognized that volunteers will play a crucial role in the ongoing success of our outreach and are an underused resource. We will create a robust volunteer program that engages more of our community members. Our recruitment process and roles for the board and volunteers will be continually re-evaluated to ensure that Green Action Centre's governance and volunteer efforts fully support the mission, EDIIA efforts, and staff team of Green Action Centre.

The ENGO sector has long been a place where young professionals can begin their career, creating a place for growth and learning. However, the sector norm of lower wages has created an unsustainable and inequitable situation. Green Action Centre is committed to working intentionally to increase the wages and benefits of its employees, encourage and foster internal promotion, and ensure all staff have the supports they need to maintain a health work/life balance.





Strategic Direction 4:

RESPONSIBLE FINANCIAL DIVERSIFICATION

Strengthen financial sustainability through reliable and consistent funding sources.

Over the next five years, we will:

GOAL 1 | Expand the corporate and individual donor programs to enhance fundraising potential

GOAL 2 | Explore viable fee-for-service programs to support the broader Manitoba community

GOAL 3 | Continue to build and support relationships with leaders to stabilize financial partnerships and arrangements

Green Action Centre has been traditionally reliant on grants, and while we have been grateful for this support, we recognize the importance of seeking stable, diverse funding sources. In addition to its strong grant funding, Green Action Centre will intentionally pursue new sources of dedicated and long-term funding including, but not limited to, viable fee-for-service programs, individual and corporate donors, revised membership models, and fundraisers.

As we grow these existing and new collaborative relationships with individuals, business, governments and foundations, we will continue to engage with all our partners using a transparent and respectful approach that seeks to meet our common goals towards collective green action.



THANK YOU

