



DRAFT 3 Year Strategic Plan 2016-2019

Community Vision	Mission
Lethbridge is a sustainable community and all residents are actively engaged in contributing to its sustainability.	Environment Lethbridge inspires and equips people to create widespread community action and engagement towards sustainability.

Impact #1: Environment Lethbridge achieves long-term sustainability.			
INPUTS (resources we need)	ACTIVITIES (what we do to create change)	OUTPUTS (deliverables that create change)	OUTCOMES (changes resulting from this activity)
Staff time, Executive Committee time, meeting venues, community partners' time, funding	Raise a minimum budget of \$140,000 per year. <ul style="list-style-type: none"> ● Satisfy requirements for City of Lethbridge fee for service agreement ● Apply for charitable status ● Apply for grants to support program activities ● Seek sponsorships for events and other activities ● Secure donations from individuals, including 100% board giving ● Develop a stream of earned revenue through product and service delivery 	Annual Fundraising Plan Case for Support Grant applications Sponsorship packages Annual report Earned revenue development plan	EL is able to continue to do good work in the community.
	Increase the number of community and business partners each year <ul style="list-style-type: none"> ● Send annual renewal letters to existing partners ● Send letters of inquiry to possible new community partners ● Deliver presentations to new and existing 	Annual renewal letter List of potential partners Membership letter for new partners Presentation in a box	EL represents a broad cross-section of businesses and organizations who are interested in sustainability.

	community partners		
	Increase the number of active volunteers <ul style="list-style-type: none"> • Create role descriptions for volunteer roles • Establish a Membership and Volunteer Committee and create Terms of Reference. • Develop Volunteer Recruitment Plan 	Volunteer Orientation package Volunteer role descriptions Terms of reference for Membership and Volunteer Committee Volunteer Recruitment Plan	EL provides high value volunteer experiences. Volunteers support EL's work and increase our capacity.
	Facilitate opportunities for collaboration with community partners <ul style="list-style-type: none"> • Host two meetings each year with our community partners to get feedback and develop joint action items 	Two partner meetings per year Meeting notes and action items	EL is responsive to the priorities of its partners EL acts as a voice for its community partners
	Develop internal processes and policies that demonstrate best practices and professionalism. <ul style="list-style-type: none"> • Identify and develop policies that support the work of the Executive Committee and staff and that enhance the reputation of the organization • Conduct an annual review of the strategic plan 	Policies and procedures Annual strategic plan review	EL operates with integrity and is trusted by the community. EL establishes a clear direction for its work in the community.

Impact #2: The community has an understanding of Lethbridge's environmental health.			
INPUTS (resources we need)	ACTIVITIES (what we do to create change)	OUTPUTS (deliverables that create change)	OUTCOMES (changes resulting from this activity)
Staff time, Support from City, graphic design expertise, social media channels, website, funding	Research and compile environmental indicator data <ul style="list-style-type: none"> • Partner with City Planning to develop report in conjunction with SSRP Compliance Initiative • Compile data on Lethbridge's waste, water, energy, air quality, biodiversity and climate change • Complete the State of the Environment Report and update the Report on a 5 year cycle • In partnership with the City, undertake research projects to fill the data gaps identified in the State of the Environment Report 	State of the Environment Report	City decision makers, citizens and local organizations have an increased understanding of Lethbridge's environmental strengths and weaknesses

	<p>Develop communications tools to share baseline indicators with the community.</p> <ul style="list-style-type: none"> ● Print and distribute hard copies of completed report to local leaders and libraries ● Distribute electronic copies of the report to community organizations, businesses, University of Lethbridge, Lethbridge College, Chamber of Commerce, Economic Development Lethbridge, City staff, news media ● Develop infographics-style fact sheets for each topic area. Distribute fact-sheets via channels such as coffee shops, library, etc ● Develop web-based content for both the full report and the factsheets and promote the report findings through social media and on the EL website ● Partner with the Community Foundation of Southwestern Alberta to achieve greater distribution of key indicators 	<p>Infographics Web content</p>	
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Impact #3: Residents are inspired to learn and take action to increase the sustainability of their homes and businesses.			
INPUTS (resources we need)	ACTIVITIES (what we do to create change)	OUTPUTS (deliverables that create change)	OUTCOMES (changes resulting from this activity)
<p>Staff time, website, volunteer support, funding, films and workshop presenters, Waste and Recycling Committee, Renewable Energy Committee, funding, provincial government support</p>	<p>Provide opportunities for residents to learn about sustainability.</p> <p>Expand the information and resources available to residents and businesses related to renewable energy, waste and recycling, water conservation, climate change, transportation and local food.</p> <ul style="list-style-type: none"> ● Establish an online resource library ● Develop sustainability guides/toolkits for residents and businesses ● Develop educational materials resources such as brochures, fact sheets, videos, 	<p>EL website Wasteless website Summer and winter event schedules for The Hub Environment Week Communications tools – newsletter, social media, annual report</p>	<p>Residents have access to credible information about sustainability are better informed about their personal impacts</p>

	<p>testimonials, checklists, Wasteless website and other resources</p> <ul style="list-style-type: none"> • Host summer and winter events (film screenings, workshops, presentations) at the Hub that promote sustainability • Coordinate and host Environment Week activities 		
	<p>Promote positive examples of sustainable action in Lethbridge.</p> <ul style="list-style-type: none"> • Continue to host the Green Superhero project to celebrate sustainable contributions • Develop a business champions program to recognize and engage with local businesses 	Green Superhero list and event Business Champions Program	The community is aware of individuals and businesses who are taking action to be sustainable. Local champions are recognized for their positive actions and inspire others.
	<p>Create opportunities for residents to take action to become more sustainable.</p> <ul style="list-style-type: none"> • Continue to host Reuse Rendezvous to promote waste reduction • Explore the possibility of developing an energy efficiency pilot program with provincial government support 	Reuse Rendezvous event Energy Efficiency Pilot Program	Residents have opportunities to take action to become more sustainable.

Impact #4: City Council receives scientific and community input on sustainability issues and policies.			
INPUTS (resources we need)	ACTIVITIES (what we do to create change)	OUTPUTS (deliverables that create change)	OUTCOMES (changes resulting from this activity)
Staff time	Attend all City Council Environment Committee meetings and relevant City Council/CIC meetings	None.	EL is recognized by City Council as an authority on sustainability in Lethbridge.
	Prepare briefings and research as required.	To be determined as required.	