



Strategic Plan

2013 | 2016





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Adopted by the Board of Directors on December 5, 2012

Context

In the autumn of 2011, Equiterre initiated a strategic planning process. As part of this exercise, the executive director met individually with external partners, experts and Equiterre employees and noted the following observations:

- Equiterre has an excellent reputation and a high degree of public recognition, which constitute its most important assets.
- Equiterre's expertise on subjects such as climate change and agriculture is a key strength.
- Fair trade is one of Equiterre's main areas of focus and should be continuously promoted.
- With regard to Equiterre's thematic concerns, there are both pressing needs and numerous opportunities; the challenge is to ensure that we take full advantage of such opportunities in order to address these needs.

In February 2012, all of Equiterre's employees, together with the board of directors and key volunteers, came together to discuss these observations. It emerged from these discussions that there was a need to formulate a plan based on Equiterre's strengths and assets that would achieve measurable outcomes and impacts. In March 2012, the board adopted the following outline for the next Strategic Plan:

1. reducing greenhouse gas (GHG) emissions;
2. reducing the use of synthetic pesticides;
3. promoting fair trade (and reducing extreme poverty);
4. increasing the proceeds from individual donations.

In August 2012, the board tasked the executive director with developing a financial plan to raise individual donations in order to fund the 2013-2016 Strategic Plan. In December 2012, the board adopted the present document.



Mission

An organization's mission statement defines its fundamental purpose, namely what it does and on whose behalf. The mission guides the organization's decision-making and overall direction.

Équiterre's mission is as follows:

To help build a social movement by encouraging individuals, organizations and governments to make ecological and equitable choices in a spirit of solidarity.

Équiterre wants
Quebec to become a
**model society in terms of
sustainable development.**

Vision

An organization's vision statement reflects what it wishes to become and what it would like to accomplish in the future, including the impact of its activities on the community.

Équiterre's vision is as follows:

By 2020, Équiterre, through its local, regional, provincial, national, and international actions, will have contributed to:

- Making Quebec a model and exemplary society where:
 - o sustainable development and a socially just economy will have their place in society and where the state will play a major social and economic role;
 - o citizens and organizations will be agents of change committed to ecological and socially just actions.¹

- Ensuring that Quebec and Canada are nations where legislation and policies promote sustainable development and social justice and lead to positive and tangible impacts on the environment, society and the quality of life for citizens.
- Increasing, on an international level, the development of more just, equitable and eco-friendly economic and commercial exchanges, primarily with regard to agricultural products.
- Bringing together environmental, social and economic stakeholders in matters of ecology, sustainable development and a socially just economy.



¹ Organization here denotes any agency, business, institution or other structured human community (union, movement, association, etc.).



Left to right: Isabelle St-Germain, deputy executive director; Sidney Ribaux, executive director; Clément Guimond, chairman of the board; Steven Guilbeault, Senior director of Équiterre

Values

An organization's values are the principles, work approaches and behaviours that are fostered and rewarded within its midst.

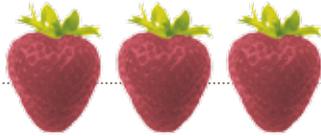
Values linked to the mission

Équiterre's values linked to the mission are as follows:

- **Defence of the environment:** preservation, protection and restoration of the vitality and diversity of the gene pool, species, balance and integrity of all natural terrestrial and aquatic ecosystems.

It relies in particular on the pre-evaluation of the impacts of individual and collective decisions (the precautionary principle).

- **Equity:** fair sharing of both the benefits and the drawbacks of economic activity for all of society and among nations.
- **Solidarity:** interdependence involving responsibility for mutual aid and cooperation among social groups.² Human solidarity is a social value that unites the fate of all human beings.³



- **Individual and collective accountability and citizen involvement:** awareness by individuals and communities of the impact of their actions, thus leading them to make meaningful choices and become actively and concretely involved in building a more ecological and equitable society in a spirit of solidarity.

Values linked to the activity areas

Equiterre's values linked to the activity areas are as follows:

- **Thoroughness and professionalism:** a constant concern for accuracy and clarity, an appreciation for work well done and an ability to assume full responsibility for decisions and actions.
- **Consistency:** a striving for coherence in policy statements and service offers.
- **Transparency:** a willingness to act openly and with integrity.
- **Partnership and consultation:** an approach based on consensus-building and a willingness to cooperate with other sector stakeholders toward common and unifying goals.
- **Creativity, originality and innovation:** a willingness to draw upon creative thinking in implementing projects and seeking out solutions to certain problems, and to look for original and innovative alternatives with respect to environmentally friendly and socially just choices.

Values linked to the organizational culture

Equiterre's values linked to the organizational culture are as follows:

- **Humanism and teamwork:** an approach that takes into account individuals and their development and a professional cooperative attitude that allows the administrators, employees and volunteers to support each other in creating a synergy to achieve the best results. A willingness also to adequately support, coach and recognize the human resources contributions of employees, volunteers and interns alike.
- **Critical thinking and constructive attitude:** an approach that questions the meaning and value of things, and fosters a positive attitude to making improvements.
- **Consultation and communication:** a willingness to mobilize and involve the entire team around organizational challenges and ensure effective vertical and horizontal communications.
- **Autonomy, accountability and empowerment:** In a spirit of efficiency, a willingness to grant members of the team the freedom to show initiative and make decisions.

Courses of action

Demonstration

Equiterre sets the example by implementing ecological and equitable pilot projects in a spirit of solidarity. Citizens and organizations can take part in these projects or draw inspiration from them.⁴

Social marketing

Equiterre calls upon citizens and organizations to take action while empowering them individually and collectively. It implements projects that, depending on the state of knowledge of the target audience, inform and raise awareness of citizens and organizations. The purpose of these actions is to alter perceptions, attitudes and behaviours and create a climate conducive to social change.

Consulting and accompaniment

Equiterre provides support to organizations by offering them consulting and accompaniment services for developing and implementing concrete and customized solutions from a sustainable development perspective.

Research

In order to support its actions and communications, Equiterre develops its expertise based on the most recent developments in its areas of focus. It initiates, conducts or takes part in research studies and projects.

Public actions:

Equiterre participates in various democratic and citizen-based processes in order to influence political and economic decision makers with an eye to the adoption of laws, regulations, policies and practices that are favourable to its cause.

Equiterre thus believes that social change is brought about through change at the individual, organizational and collective levels. However, the systemic change that we seek must happen, sooner or later, within organizations and, ultimately, communities such as cities, provinces and nations. All of our activities are therefore aimed at achieving this ultimate goal, as the diagram below illustrates.



For example, if an individual is made aware of the urgency of climate change and then decides to act on this awareness, e.g., by driving less often, we can say that an individual change has taken place. If enough people take such action, they will have an impact on the companies where they work, which will in turn have to modify their practices, e.g., by setting up employee carpooling services. Ultimately, the government will be persuaded by companies and citizens to support these carpool programs, for instance by adopting targets, establishing carpool lanes and offering tax benefits to participating companies. A systemic change will therefore have occurred, and society as a whole will have benefitted.

⁴ Organization here denotes any agency, business, institution or other structured human community (union, movement, association, etc.).



The goal of this Strategic Plan is to guide Equiterre's actions over the next four years toward clear and specific results. History has shown us that, without such a plan, it is very difficult to measure progress. History also teaches us that valuable opportunities regularly appear that should not be missed. For these reasons, this plan comprises seven strategic directions, broken down into three levels of importance.

The first three directions are our top priorities, and Equiterre's energies will be focused primarily on achieving objectives related to them. If we had to assess only three things in 2016, it would be these elements.

The fourth and fifth directions are just as important as the first three, but are, quite simply, less of a priority. Prior to implementing new projects or committing new resources involving these two directions,

we must ask ourselves whether doing so will detract from any of the first three. Should this be the case, we will have to act accordingly.

Needless to say, we will have plenty of opportunities to advance our work that falls within these five priorities.

Lastly, the sixth and seventh direction are of a financial and operational nature. Although indispensable to attaining our goals, they are of course subordinate to the first 5 directions. In other words, we will never carry out a project or take action related to one of these directions if it is to the detriment of any among the first 5.

DIRECTION 1

Reduce greenhouse gas (GHG) emissions

1.1 Objective

Call on the government of Quebec to adopt targets to reduce the province's dependence on oil (for energy purposes) by 30% below 2010 levels by 2020, 60% by 2030 and 100% by 2050.

	Activities	2013	2014	2015	2016
1.1.1	Publish and promote a series of studies on the advantages of reducing oil dependence and the strategies required to do so.
1.1.2	Participate in public consultations and debates related to this issue.

Reduce Quebec's dependence on oil
by 30% by 2020 and
60% by 2030.

1.2 Objective

Call on the government of Quebec to improve its GHG-reduction target of 25% by 2020, adopt new targets of 50% by 2030 and 95% by 2050 and implement a plan for the 2020 target.

	Activities	2013	2014	2015	2016
1.2.1	Publish studies and reports and promote them to various audiences (scientists, elected officials, public servants, decision makers, opinion leaders, etc.).
1.2.2	Work with other groups and within various networks and coalitions, such as the Climate Action Network.
1.2.2	Participate in public consultations and debates related to this issue.





Energy efficiency should play **a key role** in **reducing GHGs**.

1.3 Objective

Contribute to reducing GHG emissions and oil use in Quebec.

CIToyENS	Activities	2013	2014	2015	2016
1.3.1	Continue with our campaign to raise awareness about climate change.
1.3.2	Organize and promote the Sportif pour la planète campaign.
1.3.3	Display the bronze polar bear ice sculpture.
1.3.4	Organize and hold conferences on reducing GHG emissions and alternatives to oil use.
1.3.5	Manage the Centre d'interprétation sur le bâtiment durable and encourage organizations to construct more environmentally friendly buildings (LEED and other certification programs).



1.4 Objective

Advocate for environmentally friendly transport by promoting investment in public transit in Quebec and encouraging the electrification of different forms of transportation.

	Activities	2013	2014	2015	2016
1.4.1	Publish studies and reports and promote them to various audiences (scientists, elected officials, public servants, decision makers, opinion leaders, etc.).
1.4.2	Work with other groups and within various networks and coalitions, such as Transit.
1.4.3	Participate in public consultations and debates related to this issue.
1.4.4	Develop and launch a campaign to promote electric vehicles.
1.4.5	Continue the Transportation Cocktail campaign.



1.5 Objective

Call on all federal political parties to make ambitious GHG-reduction commitments.

	Activities	2013	2014	2015	2016
1.5.1	Organize meetings with political parties to discuss climate change science and the various mitigation and adaptation measures that experts have recommended.		.	.	

The electrification of transportation as a means of **reducing the carbon footprint** of both personal and public transportation.

Renewable energy
should replace oil.



1.6 Objective

Mobilize citizens against development projects in the oil sector.

	Activities	2013	2014	2015	2016
1.6.1	Conduct information campaigns to explain the oil industry's impact on the environment.
1.6.2	Work with other groups and within various networks and coalitions.
1.6.3	Participate in public consultations and debates related to this issue.

1.7 Objective

Mobilize citizens in favour of energy efficiency and renewable energy projects.

	Activities	2013	2014	2015	2016
1.7.1	Conduct information campaigns to raise awareness of energy efficiency and renewable energy.

DIRECTION 2

Reduce the use of synthetic pesticides

2.1 Objective

Call on the government of Quebec and various municipalities to introduce legislation aimed at ending the use of synthetic pesticides for cosmetic purposes.

	Activities	2013	2014	2015	2016
2.1.1	Publish studies and reports and promote them to various audiences (scientists, elected officials, public servants, decision makers, opinion leaders, etc.).
2.1.2	Work with other groups and within various networks and coalitions.	.			
2.1.3	Participate in public consultations and debates related to this issue.	.			

End the use of synthetic pesticides for cosmetic purposes in Quebec.

2.2 Objective

Contribute to reducing the use of synthetic pesticides for agricultural purposes in Canada and the concomitant risks.

	Activities	2013	2014	2015	2016
2.2.1	Produce a brief report summarizing current knowledge and the most promising avenues for future research.	.	.		
2.2.2	Circulate the results of new research on the impact of pesticides on human health.		.	.	.
2.2.3	Update the comparison between policies in Canada and those in other OECD countries.		.	.	
2.2.4	Participate in public consultations and debates related to this issue.		.	.	.





2.3 Objective

Persuade the federal government to remove the synthetic pesticides most harmful to human health and the environment from the list of approved pest control products.

	Activities	2013	2014	2015	2016
2.3.1	Continue exerting pressure on the federal government in partnership with Ecojustice and the David Suzuki Foundation.	.			
2.3.2	Persuade all federal political parties to remove the synthetic pesticides most harmful to human and environmental health from the list of approved pest control products.		.	.	

2.4 Objective

Raise public awareness regarding the risk and impact of pesticide use on human and environmental health.

	Activities	2013	2014	2015	2016
2.4.1	Organize activities to raise awareness of alternatives to pesticides.

Significantly reduce the use of synthetic pesticides in farming.



DIRECTION 3

Increase sales of fair trade products

3.1 Objective

Increase demand for certified fair trade products in Canada.

	Activities	2013	2014	2015	2016
3.1.1	Develop and conduct a social marketing campaign to stimulate demand for fair trade products.

3.2 Objective

Call on public and parapublic institutions in Quebec to increase procurement of certified fair trade products to 100% where fair trade products are available, and encourage organizations in the private sector to increase procurement of such products.

	Activities	2013	2014	2015	2016
3.2.1	Produce a best practices guide.		.		
3.2.2	Produce an information kit for managers in the food industry.		.		
3.2.3	Meet with elected officials and public and private decision makers to discuss the adoption of specific targets for purchasing certified fair trade products.
3.2.4	Circulate studies to various clients (researchers, elected officials, public servants, decision makers, opinion leaders, etc.).		.	.	.
3.2.5	Work with other groups and within various networks and coalitions.



Whenever possible, products purchased by the government will be **100% fair trade.**



Reduce the environmental impact of the agricultural and food industries

Significantly increase purchases of local and certified organic products.



4.1 Objective

Promote and increase purchases of local products.

	Activities	2013	2014	2015	2016
4.1.1	Continue to develop institutional local procurement initiatives (hospital networks, daycares, in the Montérégie, City of Laval).
4.1.2	Develop and launch “buy local” campaigns, particularly in schools.
4.1.3	Launch the Épluche ta ville project.	.			
4.1.4	Produce and circulate Equiterre’s “bulletin de veille sur les circuits courts” (which monitors developments concerning short food-supply chains).

4.2 Objective

Promote the consumption of organic products.

	Activities	2013	2014	2015	2016
4.2.1	Continue running the vegetable basket program offered through Equiterre’s community supported agriculture (CSA) network, promote it more heavily and reposition it as an important organic initiative.

DIRECTION 5

Promote sustainable development efforts

5.1 Objective

Improve air quality in Quebec.

	Activities	2013	2014	2015	2016
5.1.1	Continue with activities in the Feu vert program, which is aimed at encouraging Montreal Island residents to remove and/or replace their wood-burning stoves and fireplaces.
5.1.2	Extend the Feu vert program to Laval and Longueuil.
5.1.3	Develop an air quality awareness-raising campaign.

Call on organizations and companies
to reduce their
**environmental and
social impact.**

5.2 Objective

Call on organizations and companies to reduce their environmental and social impact.

	Activities	2013	2014	2015	2016
5.2.1	Help companies to reduce their environmental and social impact.



Increase Equiterre's financial independence

6.1 Objective

Increase annual proceeds from individual donations from \$750,000 to \$2,500,000.



	Activities	2013	2014	2015	2016
6.1.1	Develop and implement a communications campaign to increase individual donations.	.	.		
6.1.2	Conduct a series of fundraising campaigns using direct dialogue, telemarketing, email, social media and mail-outs.

6.2 Objective

Increase annual proceeds from major individual donations from \$0 to \$200,000.

	Activities	2013	2014	2015	2016
6.2.1	Put programs in place for legacy giving and insurance policy donations.

6.3 Objective

Increase net annual proceeds received through fundraising events from \$100,000 to \$200,000.

	Activities	2013	2014	2015	2016
6.3.1	Continue organizing fundraising events in Montreal and Quebec City.
6.3.2	Develop a new fundraising event.		.	.	.

6.4 Objective

Set up a reserve fund of \$1,000,000.

	Activities	2013	2014	2015	2016
6.4.1	Conduct a campaign to raise funds from companies and foundations.

6.5 Objective

Increase annual non-dedicated donations from organizations, companies and foundations from \$50,000 to \$300,000 (excluding the creation of the reserve fund).

	Activities	2013	2014	2015	2016
6.5.1	Create a system for soliciting non-dedicated donations from organizations.

6.6 Objective

Increase the amount of operational funding received from the government of Quebec.

	Activities	2013	2014	2015	2016
6.6.1	Call on the government of Quebec to increase the amount of annual operational funding it provides from \$70,000 to \$500,000.



Increase **individual donations** from \$750,000 to \$2,500,000.



Increase Equiterre's operational capacity

7.1 Objective

Maintain a team of between 40 and 50 employees.

	Activities	2013	2014	2015	2016
7.1.1	Improve and implement an employee-recognition system.
7.1.2	Perfect internal communication tools to allow for greater employee consultation.

7.2 Objective

Improve civic engagement and volunteering.

	Activities	2013	2014	2015	2016
7.2.1	Improve and implement procedures to hire, welcome, support, train and recognize volunteers.
7.2.2	Organize a networking activity, to be combined with a previously scheduled Equiterre event, which brings members and supporters of Equiterre in each region together with the regional action group in order to recruit new members.
7.2.3	Lead a network of roughly six action groups and establish another group in Montréal.



7.3 Objective

Improve Equiterre's management and communication systems (accounting, IT, etc.).

	Activities	2013	2014	2015	2016
7.3.1	Improve or change the accounting software.	.			

7.4 Objective

Increase the number of anglophone supporters from 1,000 to 25,000.

	Activities	2013	2014	2015	2016
7.4.1	Translate certain public awareness campaigns and conduct them in English.
7.4.2	Increase Equiterre's profile in Quebec's anglophone community.

Promote civic
engagement and
volunteering.



Direction 1

Reduce greenhouse gas (GHG) emissions

Direction 2

Reduce the use of synthetic pesticides

Direction 3

Increase sales of fair trade products

Direction 4

Reduce the environmental impact of the agricultural and food industries

Direction 5

Promote sustainable development efforts

Direction 6

Increase Equiterre's financial independence

Direction 7

Increase Equiterre's operational capacity

Change the world, **one step at a time.**



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