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the plan

ABOUT THIS PLAN

Work on this strategic plan began with a board retreat in January 2016. Shortly afterward, reThink Green was presented with an opportunity to work with students in the Masters of Design in Strategic Foresight and Innovation at OCAD University. As part of their curriculum students in this program study Business Model Innovation by working with an organization to understand its present position and suggest a strategic innovation. reThink Green was selected to be part of this project and to work with Tom Kasanda, Kimberly Peter and Michael Schaus. More about these designers is found in Appendix 2.

Over the course of several months, the OCAD University team worked closely with the Executive Director, culminating in an in person work session in Toronto. The results of this project were presented to the Board of Director and then at the 2016 Annual General Meeting. This work informed the work of the Board of Directors and staff to develop the strategic plan.

reThink Green was presented with an opportunity to work with students in the Masters of Design in Strategic Foresight and Innovation at OCAD University





VISION

reThink Green’s vision for a Greater Sudbury is that it be a community continuously striving towards sustainability¹ – in which the well-being of the global and local environment, the health and happiness of the residents and a prosperous economy are properly balanced and in harmony.

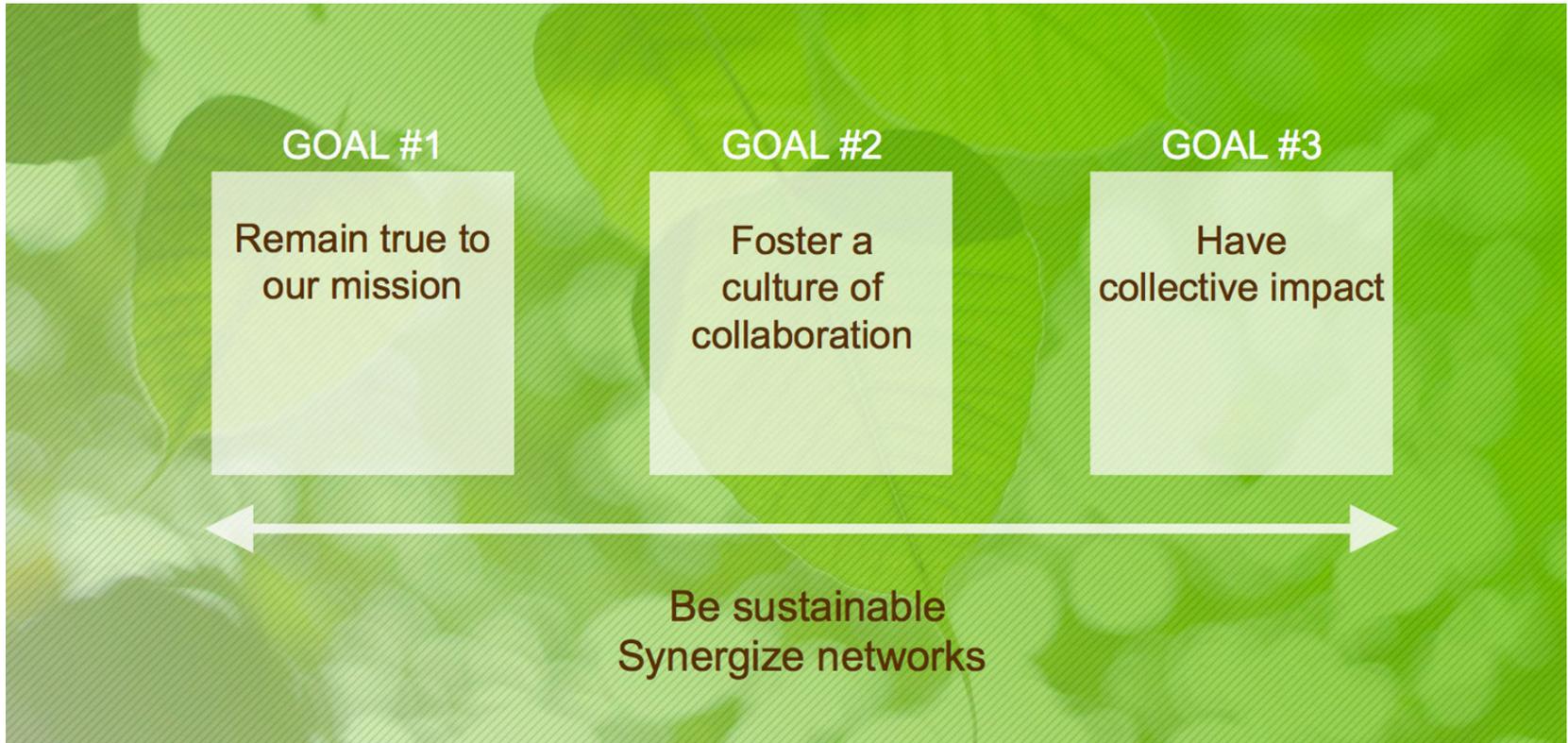
MISSION

reThink Green brings together ideas, partners and resources to build a more sustainable community.

MANDATE

To empower members through capacity building events, resources and knowledge sharing, collaboration, and community education opportunities.

¹ reThink Green defines sustainability based of the principals of The Natural Step. See Appendix 1.



Goals

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community position



Community Position

This diagram illustrates how reThink Green brings together ideas, resources and partners in a network to build a sustainable community. Resources come primarily from grants, although some corporate sponsorship is also received. Ideas come primarily from programs and organizations operating provincially, nationally or internationally. Partners are other environmental organizations working in Sudbury and beyond.



internal environment

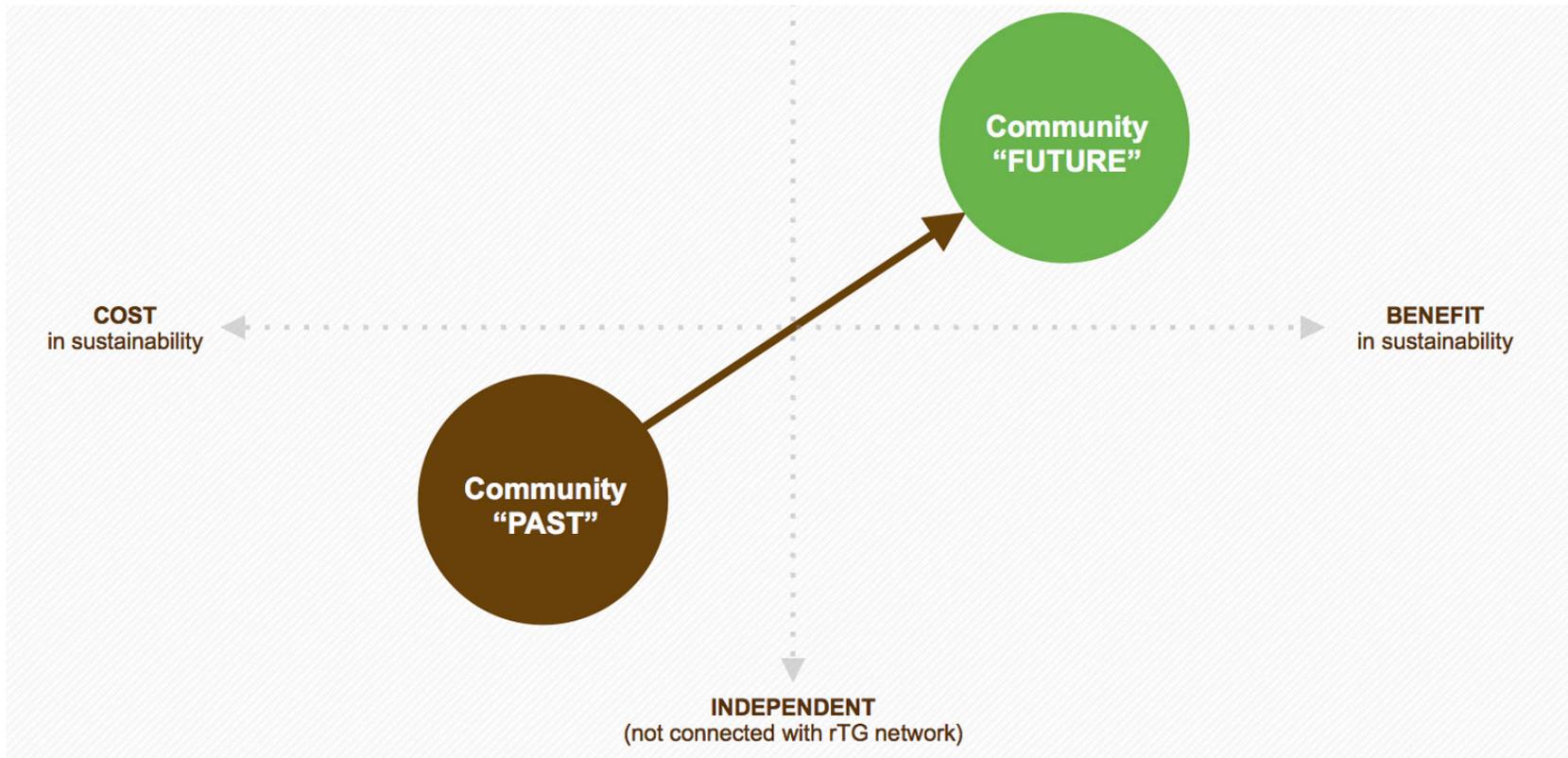


Internal Environment – Prioritization Map

This diagram illustrates the financial and strategic impact of reThink Green’s activities. High financial impact means the rewards for success (or the losses from failure) are high. Low financial impact means that success or failure has a small influence on our finances. The scale (\$10 - \$100,000) approximates the impact of the activity on reThink Green’s finances. Similarly activities with high strategic impact contribute to fulfilling reThink Green’s mission. Activities with low strategic impact do not contribute significantly to reThink Green’s mission. The scale (1 week – 5 years) approximates how long decisions regarding the activity will matter to reThink Green. Decisions about activities with high strategic impact will matter longer than decisions about activities with low strategic impact. The colour of the bubble represents how frequently staff currently engage in the activity: a few times a day, a few times a week, a few times a month, or a few times a year. This diagram will inform reThink Green’s choices about where to invest time, energy and resources for both new and current activities.



external environment



External Environment – Moving toward Sustainability and Connectedness

This diagram is based on a social, technological, economic, ecological, political, and values analysis of with environment in which reThink Green operates. In the past, the community saw sustainability as a cost and advantages in operating independently. Through our programs, reThink Green is working towards a future where sustainability and connectedness are seen as benefits.

Mapping where an organization lies on this diagram will help reThink Green determine the suitability of that organization to work with us. Organizations in the upper right quadrant that are networked and see sustainability as a benefit are good candidates to become our members, partners and/or customers. reThink Green seeks to demonstrate the value of connection and/or sustainability to move more organizations into this target quadrant.



customers & partners

CATEGORY	MEMBER SERVICES Member	SHARED SERVICES Member / Customer	SHARED PLATFORM PROJECT Member / Partner	COLLABORATIVE PROJECT Partner	COLLECTIVE IMPACT PROJECT Partner
CHANGE	Acknowledge "Freemium" relationship (subsidized). Reduce services to free and minimal cost offerings. Change mental model to "members as partners"	Expand "fee for use" for members and ensure slight revenue positive relationship	New "growth" product category. Build cost effective shared platform to respond to market need. Built on existing expertise and resources, enabling access to funding to other organizations	New partnership model. Increases ability to acquire funding and implement mandate-driven sustainability projects. "All projects are delivered with / through partners"	New partnership model. Increases ability to acquire funding and implement mandate-driven sustainability projects. "All projects are delivered with / through partners"
OFFERING	Access to network Green communication Green gatherings Mailing address Member profile on website Access to library resources Off-peak use of Green Room Discounts on other services including Earth Day Voting rights	Logistical support (e.g. printing, office space, bookkeeping, staff time)	Cost effective administrative platform including legal home for a project	Partnership Expertise Implementation Project management (to suit)	Partnership Expertise Implementation Project management (to suit) Potential leadership when in hub role
REVENUE	\$50 / \$100 (non-profit / business)	Pay-per-use (cost plus low margin)	Fee for Service (cost plus fair margin)	Shared Revenue (self funding + contribution to overhead)	Shared Revenue (self funding + contribution to overhead)

External Environment – Moving toward Sustainability and Connectedness

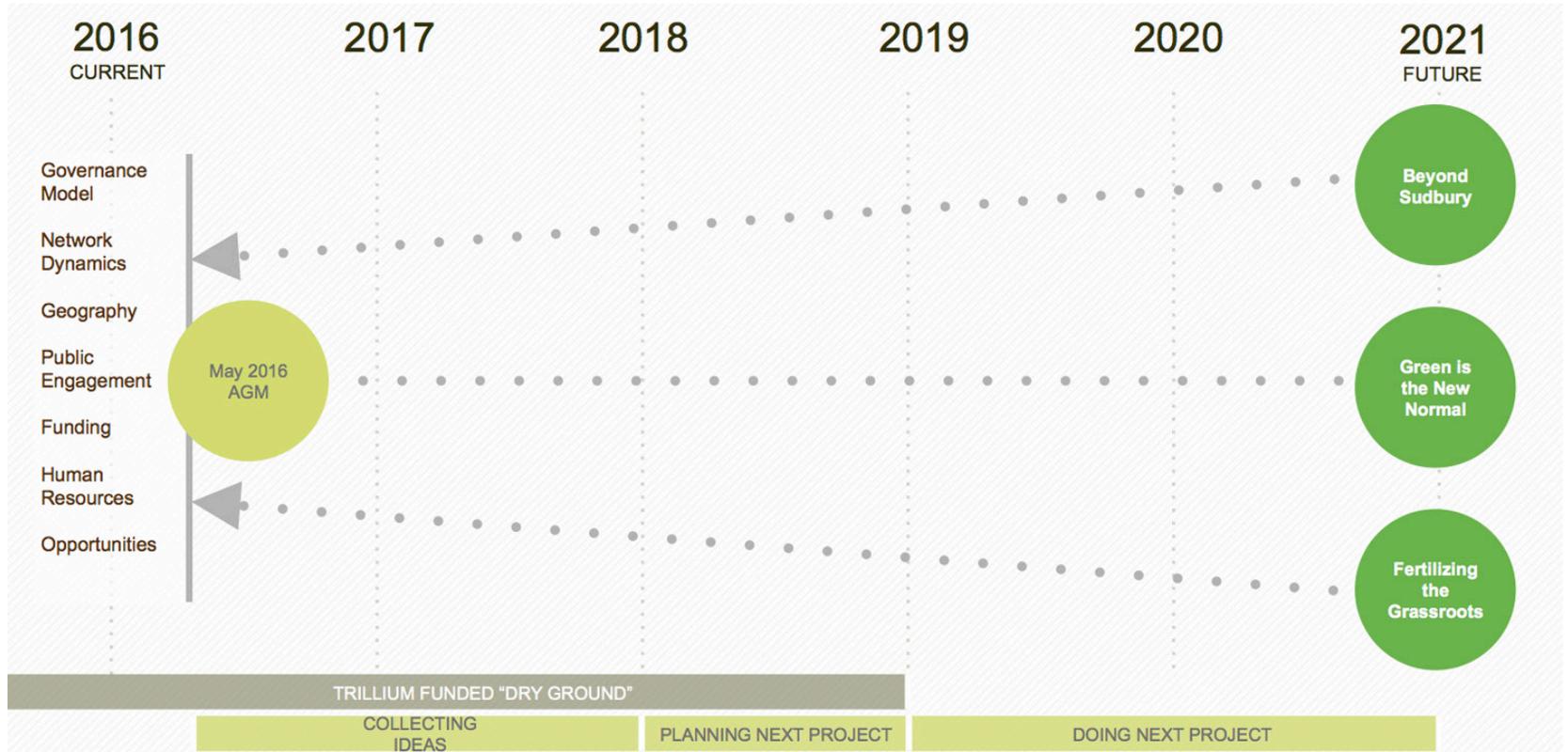
reThink Green will prioritize pursuing and maintaining member relationships and projects with financial and/or strategic advantages. We view our members as on a continuum from customers to partners. Customer members pay for a service that reThink Green provides. Partner members work together with reThink Green to advance its mission. Many members are both customers and partners depending on the circumstances.

Member Services and Shared Platform are primarily customer based systems – the member pays fees which cover the costs of reThink Green's support. Collaborative Projects and Collective Impact Projects are partner based systems, with one or more other organizations sharing responsibility for funding and delivering the project. Member Support uses a "Freemium" model. Because staff and overhead are funded by other projects, reThink Green can offer these service to members at very low cost.

reThink Green is responsible for communicating to its members available services and opportunities. The member is responsible for taking initiative and engaging with reThink Green as a customer, a partner or both.



backcasting



Present Questions

In 2016 there are some fundamental decisions to be made that will affect reThink Green's future.

1. Governance Model – Who are our members? Who gets to vote at the AGM?
What qualifications are needed on the board?
2. Network Dynamics – What is the best way to engage our members and build synergy between our networks?
3. Geography – Do we want to go beyond Sudbury? If so, where, when and why?
4. Public Engagement – Do we want to engage more directly with the public? Should we do direct fundraising?
5. Funding – What drives our resource engine? Is it sustainable?
6. Human Resources – How do we build the best team of staff, board members, volunteers and contractors?
7. Opportunities – What opportunities do we have? How do we evaluate them?



the future

Future Possibilities

In the next 5 years, we want to work towards 3 primary outcomes:

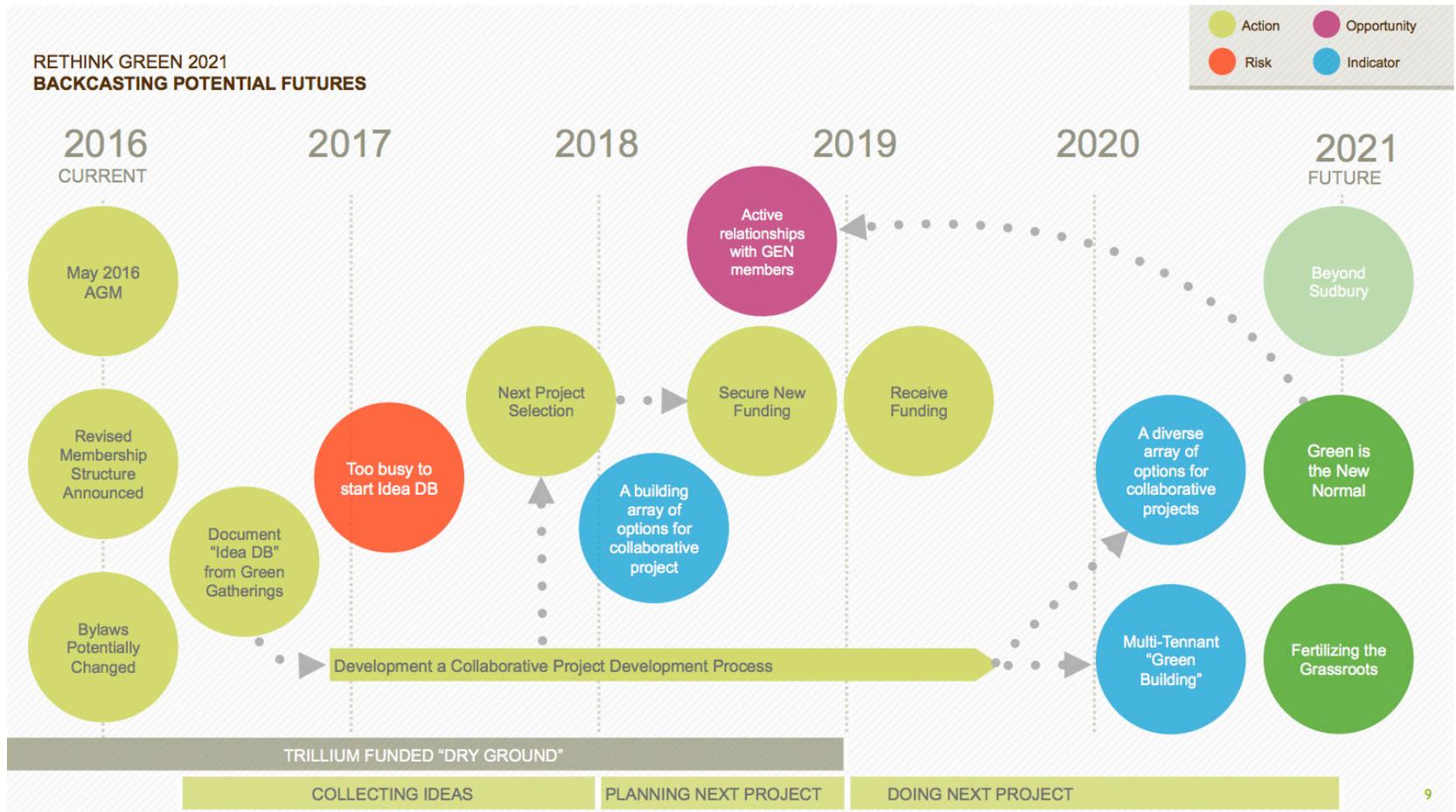
1. Beyond Sudbury – This could mean bringing our programs to other communities in Northeastern Ontario or collaborating with others to deliver a province-wide or nation-wide program in Greater Sudbury.
2. Green is the New Normal – It has become normal for businesses and organizations in Greater Sudbury to set and achieve sustainability goals.
3. Fertilizing the Grassroots – Grassroots groups are working independently and collaboratively with reThink Green to undertake projects that make Sudbury more sustainable.

1. Beyond Sudbury
2. Green is the New Normal
3. Fertilizing the Grassroots



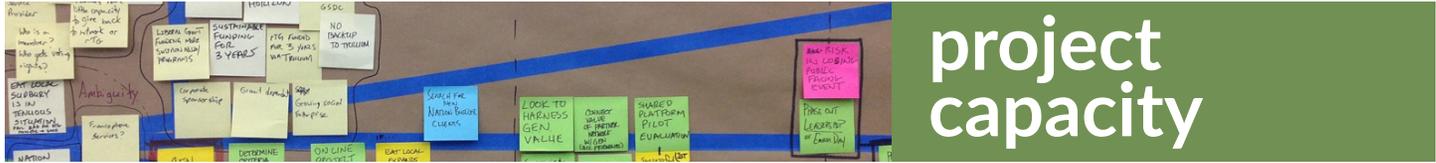


collaborative process



Collaborative Project Development Process

To achieve its goals, reThink Green must develop a process to initiate the next collaborative project. Currently the most important task is to communicate with members and collect ideas for the potential next project; the risk is that we are too busy delivering current projects to think about the next one. By the end of 2017 we will have selected the next major project or projects. In 2018 we will plan and secure funding for the project, so that by 2019 we will have received funding and will be doing the next project. This coincides with the end of the Trillium Funded "Dry Ground". After this time we need additional funding to continue operations. The growing network of businesses in Green Economy North present an opportunity for the next project. By 2020 we should have a diverse array of potential projects to choose from, one of which could be a multi-tenant green building. As our capacity and database of projects grow, we can take on more ambitious and collaborative projects in Greater Sudbury and beyond.



Short Term

Deliver services that are part of currently funded projects, self-sustaining and/or make use of current assets.

Member Support

Member Services

Shared Platform

Long Term

Deliver services that are part of currently funded projects, self-sustaining and/or make use of current assets.

Solo Projects

Collaborative Projects

Collective Impact Projects

Appendix 1 – Defining Sustainability

reThink Green defines sustainability based on the principles of the Natural Step.

In a sustainable society, nature is not subject to systematically increasing...

-  ...concentrations of substances extracted from the Earth's crust,
-  ...concentrations of substances produced by society,
-  ...degradation by physical means,

and, in that society...

-  ...people are not subject to conditions that systematically undermine their capacity to meet their needs.

Source: www.naturalstep.ca/four-system-conditions



OCAD team

Appendix 2 – The OCAD University Team



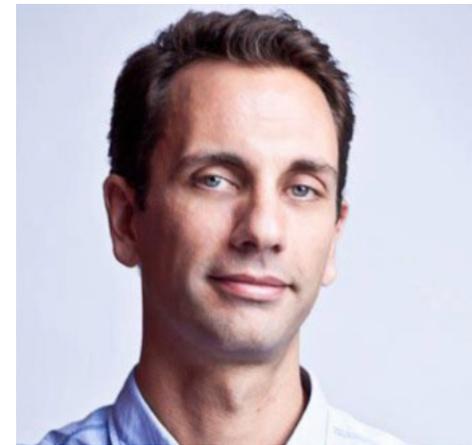
Tom Kasanda

Tom Kasanda is an Designer and Project Manager at the Ontario Science Centre. Tom uses design tools, methodologies and user-centered thinking in leading multidisciplinary teams in the development of interactive science exhibitions and museum projects for the global market. With skills in museum planning, exhibition design, traveling exhibitions, architectural planning, CAD, project management and manufacturing planning and control, he applies this range of experience to provide clients with cost effective design and science communication solutions. Tom has also enjoyed sessional lecturing at Carleton University, from where he received his Bachelor of Industrial Design.



Kimberley Peter

Kimberley Peter is an experience designer, researcher and strategist at IBM. She helps teams clarify their strategy and intent using methods to understand where they are going, how they can get there and how they can adapt to change along the way. She helps organizations work effectively across disciplines and geographies, and builds design talent and teams that are oriented toward collaborative practices, design thinking, and openness to experimentation. Kimberley has a Bachelor of Fine Arts in Visual Arts from the University of Lethbridge and a Master of Science in Biomedical Communications from the University of Toronto.



Michael Schaus

Michael Schaus is a digital media producer, creator, and consultant based in Toronto, Ontario. He is a graduate of the Canadian Film Centre's Interactive Media Lab and has extensive experience and applicable hard skills in managing creative teams, stakeholders, and the business affairs of screen based media projects. Michael is passionate about story, with a working knowledge of how to apply the powerful elements of a great story to both the media product and the collaborative process itself.