



OUR COMPASS

SWR'S STRATEGIC PLAN

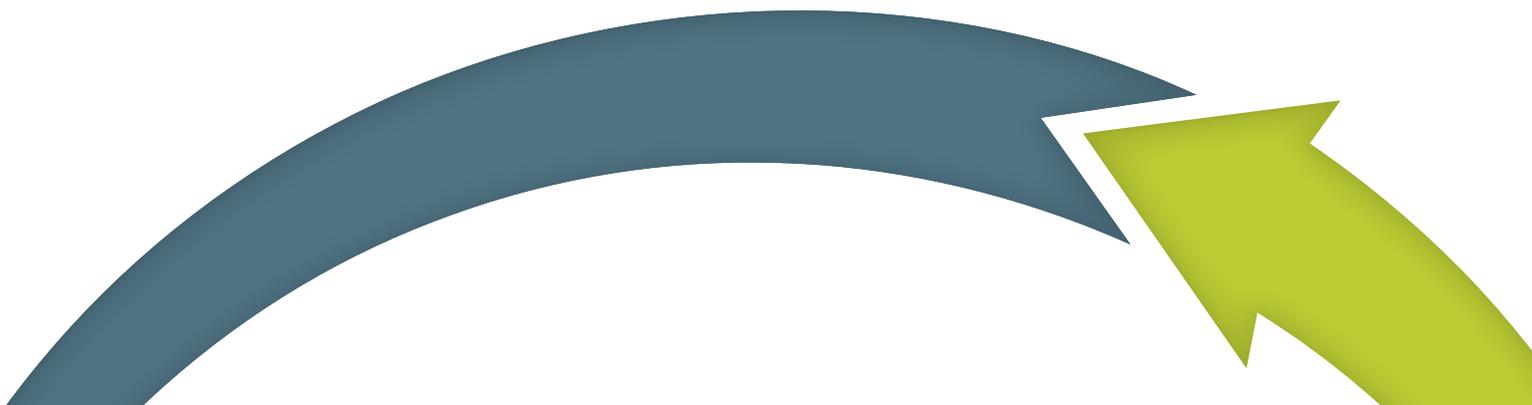
SUMMARY VERSION

WHAT WE DO

Sustainable Waterloo Region fosters collaborations that enable local organizations to convert their sustainability interest into action. These organizations participate in our programs to achieve environmental and economic benefits. By building networks, setting a common direction for results, and publicly reporting on progress, we are working to maximize both the individual and collective successes of organizations in Waterloo Region.

WHO WE ARE

We are a dedicated team, motivated by a shared passion for progress towards sustainability across Waterloo Region. Together we are working to realize our vision for an environmentally and economically resilient community that prioritizes the well-being of current and future generations.



Our Strategic Direction

Our strategic direction defines how we plan to achieve our mission and work toward our vision.

Our **VISION** is for an environmentally and economically resilient community that prioritizes the well-being of current and future generations.

Our **MISSION** is to foster collaborations that enable organizations to convert sustainability interest into action.

SWR can be the best in the world at converting organizations' local sustainability interest into action through a focus on:

NETWORK BUILDING that enables organizations to benefit from collaborations supporting individual and shared successes.

DIRECTION SETTING that simplifies organizations' progress towards common sustainability objectives.

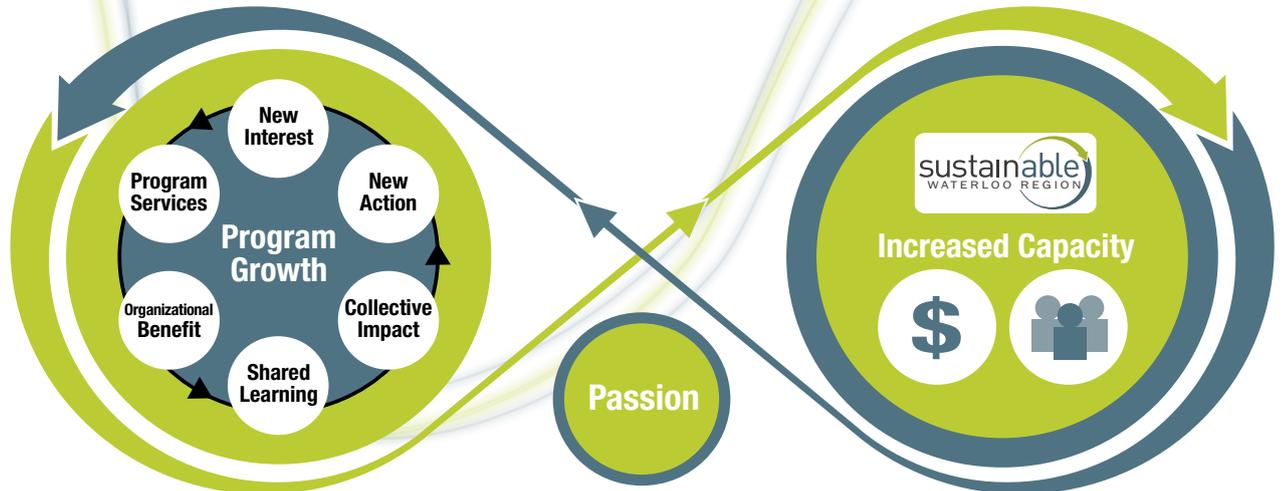
MEASURING PROGRESS and reporting on the results.

OUR FOCUS

By staying focused on what we're best at, we create cyclical growth through three mutually reinforcing elements:

1. Programs that convert sustainability interest into action lead to more resources.
2. Resources that enable further program development result in more participants and increased impact.
3. Impacts that fuel our passion inspire further program and organizational growth.

As this growth cycle continues, we intend for incremental improvements to lead to collective results that create wide-scale system changes in the program environmental impact area(s).



Program Development

Alongside existing program development, we plan to explore and launch new programs across a more diverse set of sustainability impact areas. To assist with new SWR program development, a list of program criteria and a description of program models are included below. The Program Criteria were developed to align new programs with our mission, while the Program Models section recognizes the need for a well-defined model before continuing with program development.

| SWR Mission Alignment | Criteria |
|---|---|
| Our role is to foster collaborations. | <ul style="list-style-type: none"> Does the program engage organizations in a collaborative network? Does the program avoid working exclusively with service providers, except where necessary to deliver core program services? Does the program operate as a social enterprise, meaning it includes a sustainable revenue model for SWR? |
| Our means is enabling organizations to convert sustainability interest into action. | <ul style="list-style-type: none"> Does the program enable participants to reduce their environmental impact and improve their economic performance? Does the program set a common direction for participants to work toward? Can SWR measure program participants' progress and report on collective environmental and economic impact? |
| Our impact creates wide-scale systems change. | <ul style="list-style-type: none"> Does the program have the potential to build momentum toward a wide-scale system change in the program's environmental impact area(s)? |

PROGRAM CRITERIA

Our program criteria extend from our mission and provide a guide for the SWR Board and team to assess future programs. For an initiative to qualify as an SWR program, all the criteria should be met.

PROGRAM MODELS

Currently all SWR programs are considered "Target Setting" programs. This includes the Regional Carbon Initiative and ClimateActionWR - we expect that future programs could be based on completely different models.



A Roadmap Toward Our Vision

As we begin scaling our impact through the growth cycles described in our strategic direction, this roadmap will help us identify and develop new programs, as well as measure our program and organizational success.



PROGRAM DEVELOPMENT PROCESS

With a list of potential programs as inspiration, our team worked to define a simple process for formalizing a new program. This Program Development Process follows a collaborative model that seeks feedback from our team and the community throughout.

MEASURING SUCCESS

We use organization-wide metrics to evaluate our overall success and use program-specific indicators to understand how well we're doing at converting sustainability interest into action.



What Does Success Look Like?

Looking ahead to the next five years, success will mean that SWR has a **proven track record** for leading collaborations that enable meaningful action in a wide cross-section of sustainability impact areas, and we are looked to as a **dependable, trusted, and results-focused catalyst** in Waterloo Region's efforts to shift toward a more environmentally and economically resilient community.

Making it Happen

We know that the SWR team dreams big, but we also know - from experience - we can make big ideas happen by working together toward a common vision. By following SWR's strategic direction and roadmap outlined above, we intend on developing programs that result in meaningful action across a variety of sustainability impact areas, leveraging the momentum building for sustainability across Waterloo Region today.

To learn more, read the full plan at www.sustainablewr.ca/strategic-plan

Contact Us | 519.603.2223 | info@sustainablewr.ca | 329B-121 Charles St. W. Kitchener, Ontario N2G 1H6

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