

2020-
2022

STRATEGIC PLAN



**THE COUNCIL
OF CANADIANS**

PEOPLE.
PLANET.
DEMOCRACY.



2020-2022 STRATEGIC PLAN

INTRODUCTION AND CONTEXT

This 2020-2022 **Strategic Plan** reflects feedback from staff, the Board, Chapter activists and donors gathered in strategic reflection and discussion. It is a living document, subject to regular review and adjustment as we learn from the results of our choices. It sets our direction for the next three years and provides the foundation and rationale for annual operational plans and budgets.

In this way, we draw on collective knowledge and concerns across the organization, engage in a shared conversation around major trends impacting our society, and build a political analysis considering the full geography of our work. By paying close attention to these shifting trends we deepen our understanding of what it takes to build an organization that can nurture a movement to realize a more just world.

We considered:

- Climate, environment and the imperative of a just transition
- Increases in new movements
- Increased inequality and precarity
- The rise of the far-right

As the COVID-19 pandemic came to Canada, we adjusted our political goals to include the social and economic issues laid bare by the pandemic. This includes a Just Recovery that reflects a Green New Deal and reinvests in public services, addressing the crisis in long-term care homes and ensuring that governments are accountable to people and not corporations.



OUR ASPIRATIONS

We aspire to build on our history. We will expose critical social issues, propose more just possibilities, organize our base of members, and mobilize communities of activists and concerned individuals. We will engage in the politics of the public square, in Canada and internationally. We support struggles for social justice and environmental protection. We bring our values of non-partisan cooperation to defend the commons and our communities.

We aspire to continue building an organization that:

- Is able to learn from its experience
- Is able to respond with flexibility and innovation to changing circumstances
- Has a strategic outlook that enables it to act decisively to impact and change its circumstances and value in society
- Motivates, inspires and develops its members and supporters
- Is sustainable – organized for the long haul, rather than to perform a particular task at a specific time.

THE COUNCIL'S THREE PILLARS

The Council's Three Pillars are principles that we have adopted for the period of the 2020-2022 Strategic Plan. These pillars guide the Council as we create and implement our annual operational plans.

1. WHO WE ARE: VIE ASSOCIATIVE, WAY OF BEING

The Council is building the organizational processes and culture that will allow us to meet our goals. This building process is rooted in a clear understanding of our social value and of how we must organize our work to fulfill that value. The strategic plan makes explicit some of the initial steps we need to take and indicates what work needs to be done through 2022, including the implementation of the Good Governance Task Force recommendations, revisiting equity and anti-racist policies, renewing our story and brand and identifying opportunities for professional development.

2. WHAT WE DO: POLITICAL STRATEGY AND ACTION

Our strategy has identifiable campaign objectives that fit cohesively within a larger vision and mission. This focus allows us to achieve our goals and develop plans that will move the Council forward. Specifically, goals have been identified around campaigning for a Green New Deal, COVID-19 and a Just Recovery, health care, trade and democracy, Indigenous solidarity and deepening our relationship with grassroots movements.

3. SUSTAINING OUR ORGANIZATION: FINANCES AND ADMINISTRATION

We are in a challenging and competitive fundraising environment and rely on financial support from individuals who do not receive charitable receipts. The Council sustains our organization through fundraising and careful financial administration. Over the Strategic Plan period, we will work to better understand the downward trend in donations, establish a staff working group with clear terms of reference, study industry trends, and establish best practices to acquire new donors and deepen our relationship with current donors.



THEORY OF CHANGE

The Council of Canadians is part of a global civil society movement working for transformative change and building communities founded in peace and justice. We defend human rights and the planet, and work to reclaim our communities, societies and governments from the capture of corporate interests.

We hold governments to account, challenge and dismantle the undue influence and impunity of corporations, and protect the common good — including democracy, water, public health care, fair trade, self-determination for Indigenous Peoples and action on the climate crisis.

We sound the alarm on injustices, and we produce and share information that supports people in building community power.

Corporate-led globalization of market capitalism, dispossession and resource extraction are dividing humanity into enriched and impoverished, and threatening our shared future. Communities are losing the capacity to steward and access the commons: our public services, our natural resources and our democracies.

Together, our work lays the foundation for the world we desire. We learn, organize and act together, developing power and capacity to bring about change. It is people who make history, and by working together we can build

societies that meet the needs of people and the planet. A healthy future depends on bold aspirations and actions, taken while nurturing relationships of mutual support and common cause.

Our work is grounded in a deep respect for the diversity of human experience and knowledge, in particular those who persist in struggles for justice in the face of historical and enduring violations of their rights and dignity. We are committed to working with humility, not entitlement; stewardship, not exploitation; and solidarity, not competition.

We are supported by tens of thousands of individuals across the country who share these goals. We believe it is essential for our collective work to remain free of government and corporate funding in order to retain our political independence and public-interest voice. We honour and thank the volunteer activist members and supporters who demonstrate every day that a better world is possible. Together we can build a better future.

EVALUATION

The Council is making evaluation an intrinsic part of our organizational culture and norms. Members of the Strategic Planning Working Committee have developed evaluation tools for the strategic plan and will perform consistent evaluations aligned with project timelines and a larger evaluation of the full strategic plan at its midpoint.