



CANADIAN INSTITUTE FOR
ENVIRONMENTAL LAW AND POLICY

L'INSTITUT CANADIEN DU
DROIT ET DE LA POLITIQUE
DE L'ENVIRONNEMENT

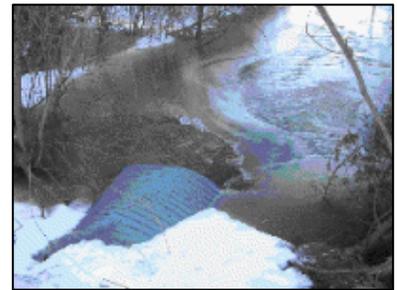
130 Spadina Avenue Suite 305
Toronto, Ontario M5V 2L4

Tel: (416)923-3529
Fax: (416)923-5949
www.cielap.org
cielap@cielap.org



CIELAP Strategic Statements and Strategic Plan for 2009 to 2014.

(As approved by the CIELAP Board of Directors on 17th December 2009.)





CANADIAN INSTITUTE FOR
ENVIRONMENTAL LAW AND POLICY

L'INSTITUT CANADIEN DU
DROIT ET DE LA POLITIQUE
DE L'ENVIRONNEMENT

130 Spadina Avenue Suite 305
Toronto, Ontario M5V 2L4

Tel: (416)923-3529
Fax: (416)923-5949
www.cielap.org
cielap@cielap.org

CIELAP Strategic Statements and Strategic Plan for 2009 to 2014.

(As approved by the CIELAP Board of Directors on 17th December 2009.)

CIELAP Values:

Collaboration.

Engage and integrate diverse perspectives.

Thoroughness.

Initiate comprehensive, objective, and credible research.

Connectivity.

Embrace the inherent overlap and inter-linkages among the environment, society and economy.

Community.

The primary focus of our work: the well-being of the community of life on Earth.

CIELAP Vision:

Governance structures at the national and provincial/territorial levels of government in Canada that provide a strong foundation to achieve Sustainability: the balancing of a resilient natural environment, social equity, and a supportive economy.

CIELAP Mission:

CIELAP informs legislative, policy and regulatory outcomes for Sustainability at the national and provincial/territorial levels of government in Canada.

We do so by engaging a broad diversity and balance of stakeholder perspectives in the development of evidence-based research, recommendations, frameworks, and models that inform Canadian governments and help them proactively build a strong foundation for Sustainable Development.

CIELAP strives to become Canada's leading voice and advisor on national and provincial/territorial governance matters related to Sustainability and Sustainable Development.

CIELAP's Understanding of Sustainable Development:

As an organization that was an early leader in the Canadian environmental movement, CIELAP today acknowledges that a thriving natural environment is supported by mutually reinforcing relationships and connectivity among the environmental, social and economic bases of sustainable development. CIELAP realises that taking a multi-disciplinary perspective and examining our society's systemic and structural challenges can help our organisation better develop comprehensive and meaningful solutions for environmental concerns.



While CIELAP understands that in North America there are many societal misimpressions about Sustainability, we are also aware that outside of our continent there seems to be a greater certainty about what Sustainable Development is in definition and even in practice. CIELAP believes that North American misimpressions about Sustainability can be addressed through public education and outreach. Alongside *Our Common Future*, the ground-breaking report by the *United Nations World Commission on Environment and Development*, CIELAP understands Sustainable Development and Sustainability:

- to be of the highest importance to human development;
- to be both a theory and practice that equitably entails environmental, social, and economic dimensions; and
- as being defined as: *development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*

CIELAP finds the Sustainability approach of importance because it provides an increasingly globally-accepted *framework* for understanding any given issue's many dimensions. Sustainable Development does so by providing an easy entry-point for connecting to other people's individual frames of reference, thereby opening up possibilities for conversation, understanding, and shared problem-solving. For instance, depending on the lens through which a person looks at our world, they may understand the value in ensuring clean and healthy water systems from a variety of different perspectives, such as from:

- The need to support healthy ecosystems and wildlife;
- The need for responsible stewardship of the earth (e.g. a faith perspective);
- That clean water contributes to agriculture, aquaculture, fishing, manufacturing, food production, and other economic activities;
- That healthy water bodies can be a source of play, competition, relaxation, and finding peace (i.e. for those who enjoy sport, cottage-going, or watching wildlife);
- That the abundance of clean water reduces the opportunity for conflict and ensures greater food and water security; and/or
- That clean water is crucial for human health and the health of our children.

The sustainability lens helps us connect our issues to the interests of others at a personal level. By doing so, it then helpfully provides the required space for finding synergistic approaches to mutual challenges and concerns.

CIELAP Strategic Statements and Strategic Plan for 2009 to 2014
(As approved by the CIELAP Board of Directors on 17th December 2009.)

While broad and meaningful participatory processes remain uncomfortable for many leaders from all sectors of society, CIELAP re-affirms and supports the benefits that these processes have for Sustainability as outlined in *Agenda 21* - a UN action plan for Sustainability - as now agreed to by over 180 national governments including Canada's. *Agenda 21* recognises that, to be realised, Sustainable Development needs to be practiced by the greatest number of people living in all human societies and so directly calls for the active engagement of humanity's diversity in the pursuit of Sustainability. CIELAP believes that finding effective ways to engage diverse perspectives, as well as building national strategic alliances and partnerships, will give us greater capacity to establish strong frameworks and models for the development of good public policy.

CIELAP Strategic Goals and Objectives:

Section A: CIELAP's Research Areas.

1. Use a Sustainability-approach as an *"Integrated thematic research methodology"*.

- 1.1 CIELAP understands that systemic change toward sustainability will require changes across all of society. The governance structures found at the national and provincial/territorial levels of government in Canada are key to this shift. To continue with its proud tradition of environmental trail-blazing, CIELAP will transition towards an organisation that fully incorporates a Sustainability approach in all of its research activities.
- 1.2 *Practically*, this evolution and re-focus of the CIELAP research lens means that we will examine environmental issues, which are increasingly of a global scope, through Sustainability's expanded multi-disciplinary perspective that interlinks environmental concerns with social and economic considerations.
- 1.3 CIELAP will use the multi-disciplinary Sustainability approach as an *integrated thematic research methodology*. That is, all research and policy development undertaken by CIELAP will be understood, examined and reported as entailing and incorporating environmental, social and economic inter-linkages and inter-connexions.

2. Connect CIELAP's Sustainability research with our earlier research, a governance lens, and global trends.

- 2.1 *Building on CIELAP's Past Research and Exploring Global Trends*: CIELAP will continue to build on its proven research expertise through an emphasis on examining those issues of *global importance* for Sustainable Development and governance.
- 2.2 *Research Lens - "Governance" as Over-Arching Umbrella*: CIELAP's research will examine governance issues related to Sustainability and develop evidence-based research, recommendations, frameworks, and models to help Canada's national and provincial/territorial governments integrate collective environmental, social and economic considerations to proactively build a strong governance foundation for Sustainable Development.

2.3 Research Areas:

Rooted in our past research activities, grounded in our new focus on *Governance for Sustainability*, and with an eye to budding global trends, CIELAP will actively branch out into research that will serve us in our goal to be a leading voice and advisor on Sustainability. With this fuller perspective in mind, CIELAP has identified the following specific *Research Areas* for our focussed attention:

- 2.3.1 Sustainability Strategies (Agenda 21s/Local Agenda 21s-LA21s);
- 2.3.2 Protecting our Water Resources in light of Climate Change;
- 2.3.3 Innovative Approaches to 'Extended Producer Responsibility'; and
- 2.3.4 Sustainable Solutions to Land Use Conflict.



Section B: Connecting CIELAP's Research.

3. Directly connect CIELAP's research with opinion leaders and research peers.

3.1 CIELAP understands that research which simply comes to sit-on-the-shelf to remain in relative obscurity has little value or benefit to humanity. In an effort to ensure that CIELAP's research has the greatest impact possible in society by directly reaching both research peers and opinion leaders, CIELAP will:

3.1.1 Establish a *Research Advisory Council*.

CIELAP will approach prominent academics and other experts in the environmental and sustainability fields to serve on a CIELAP *Research Advisory Council*. This Council will provide advice on research matters at CIELAP. It will also serve as a primary body to which CIELAP will turn for the peer-review of drafted CIELAP research.

3.1.2 Seek opportunities where CIELAP's research team can publicly share our Sustainability-related perspectives on federal or provincial/territorial legislation, regulations and policies.

3.1.3 Seek speaking opportunities at academic, governmental, industry association and trade conferences where the CIELAP research team can publicly share our research outcomes.

3.2 To enhance CIELAP's already strong research capacity, to better assist our organisation in understanding the natural physical science that underpins so much of environmental and Sustainability research, and to further directly connect our research to our research peers, CIELAP will engage a researcher with a recognised grounding in Climate Change issues. This position will require strong communications skills. As a means to expand CIELAP's national reach and profile, this new hire will be a resident of either Western Canada or British Columbia or Atlantic Canada.

4. Broaden the horizon of perspectives informing CIELAP research.

4.1 CIELAP has traditionally engaged a diversity of perspectives to inform our research and policy development. We are now formalising this approach as a strategic goal & objective for CIELAP.

4.2 CIELAP will experiment with more participatory approaches to research and policy development. CIELAP recognises that for the development of Sustainable societies all perspectives have value and so CIELAP will engage as many perspectives as possible to help inform balanced public legislation, policies and regulations.



4.2.1 All CIELAP research and policy development will *strive* to include – as is appropriate at the scale of each of our individual research and policy development projects - perspectives from each of:

- a) the appropriate level(s) and departments/ministries of the Canadian and provincial/territorial governments;
- b) The six (6) regions of Canada: *Atlantic Canada* (inclusive of each of the Provinces of New Brunswick, Nova Scotia, Prince Edward Island, and Newfoundland and Labrador), *Québec*, *Ontario*, *Western Canada* (inclusive of each of the Provinces of Manitoba, Saskatchewan and Alberta), *British Columbia*, and *the North* (inclusive of each of the Yukon, Northwest and Nunavut Territories);
- c) the international scientific community, specifically:
 - i) at least one perspective from the social sciences,
 - ii) at least one perspective from the environmental / ecological sciences,
 - iii) perspectives from any of the physical sciences that may have particular relevance to a given CIELAP project.
- d) civil-society stakeholders that CIELAP has identified as being directly impacted by an issue;
- e) industry / corporate stakeholders that CIELAP has identified as being directly impacted by an issue;
- f) Canadian First Nations and at least one of its recognised voices;
- g) the Canadian health / public health field and at least one of its recognised voices;
- h) Canada's youth (identified as being between the ages of 16 to 25) and at least one of its voices;
- i) the Canadian arts community and at least one of its recognised voices;
- j) the international development community and at least one of its recognised voices, to provide a perspective on related existing international developments and/or related potential international impacts; and
- k) at least one moral/ethical leader (i.e. a faith or inter-faith community representative and/or a leading philosopher).

5. Expand CIELAP research partnerships and collaborations.

- 5.1 To help CIELAP more effectively expand its reach across Canada, we will actively explore and pursue research partnerships with those entities identified above in section 4.2.1.
- 5.2 In what has become a more competitive national ENGO marketplace and a challenged global economic environment, CIELAP will explore closer collaboration and operational connectivity with like-minded and values-compatible ENGOs operating in the Canadian landscape.
- 5.3 Establish a *Corporate Advisory Council*.
CIELAP will approach prominent corporate leaders located from across Canada to serve on a *CIELAP Corporate Advisory Council*. This Council will be tasked with specifically providing assistance to CIELAP in fund development activities, including in connecting our organisation to donor prospects from the corporate, foundation and other spheres.

Section C: Programme Vehicles for CIELAP Research.

6. Strengthen CIELAP's "Signature Research Programme" and develop new "Research Support Programme" focusses.

Introduction:

CIELAP will strengthen its *Signature Research Programme* and develop five new *Research Support Programme* focusses, all to:

- continue CIELAP's history of research excellence;
- build on CIELAP's role as a mentor to university students interested in public policy and the environment;
- build on CIELAP's successful series of "Partnering for Sustainability" conferences;
- build on our expertise and successes related to "Environmental Governance";
- build on our successes in Sustainability in the international arena; and
- actively differentiate CIELAP from other ENGO and Sustainability organisations.

6.1 *CIELAP's Signature Research Programme.*

At its core *CIELAP* is about research. Over its history, CIELAP has prepared balanced, objective and thorough environmental research. Such research has been a vital foundation for the development of implementable recommendations for innovative laws and policies, and other government decisions. Under its new values of *Collaboration, Thoroughness, Connectivity* and *Community*, and with its new *Sustainability approach*, CIELAP's research will continue to be the *primary* focus of our organisation. CIELAP will focus on *Sustainability*-related research and we will engage in research projects and activities that flow from our *Governance for Sustainability* lens, which reflect global trends, and that fall within our identified *Research Areas*.

6.2 *CIELAP's Research Support Programmes.*

To support our primary *Signature Research Programme*, CIELAP will develop new programme focusses designed to increase our research capacity and feed additional help and expertise into CIELAP's research activities. CIELAP's five (5) new *Research Support Programmes* will be:

6.2.1 *Youth-engagement-in-policy:*

a) *University Clubs/Groups*

CIELAP will pilot the establishment of two (2) CIELAP university clubs/groups: one at York University and another at the University of Toronto. As part of an effort to build lasting relationships with budding professionals and to acquire Sustainability-related policy insights from younger Canadians, these clubs/groups will aim to connect CIELAP with law, political science, ecological sciences, and other policy-minded students *before* they formally enter work in their chosen professions. These clubs/groups will also further CIELAP's work in mentoring university students interested in advancing public policy, while also providing CIELAP with a potentially larger base of volunteers to draw upon for our research work.

b) *Youth Sustainability Advisory Council*

CIELAP will establish this *Council* to advise us on youth perspectives related to those matters of Sustainability that youth have themselves identified as being important.

6.2.2 *Annual Research Report Card*

CIELAP will develop a new *Annual Research Report Card* on an identified, globally-important, area of Sustainability that can be benchmarked and measured. This *Report Card* will become a recognised product of CIELAP, can become a "catch" for media, and might be seen as a potential product for corporate sponsorship.

6.2.3 *Annual Sustainability Solutions Forum*

CIELAP will pilot an annual *Sustainability Solutions Forum*, which will bring together both acknowledged public sphere leaders (i.e. "classic experts", such as governmental, corporate, labour, faith communities) and citizens in to a deliberative process to discuss ideas and solutions for Sustainable Development. The discussions arising from this annual forum would then help inform research at CIELAP, with related research outcomes later feeding-back to future forums.

6.2.4 *International Partnerships for Sustainability*

In keeping within Sustainable Development's call to understand macro-level inter-connexions and inter-linkages at the global level, in the interest of integrating related international thinking into CIELAP's research focuses, and in recognition of CIELAP's historical work in the international arena including related to Sustainability, CIELAP will continue to develop international partnerships and arrangements in Sustainable Development. Toward this end, CIELAP will actively explore and pursue Sustainability-related international partnerships and arrangements with:

- a) the appropriate departments of the Government of Canada (e.g. CIDA) and Canada's provincial governments;
- b) organisations and departments in the United Nations international system; and
- c) NGOs, universities and academics located in countries outside of Canada, especially those located in so-defined developing countries.

6.2.5 *Sustainability Strategies* (Local Agenda 21s or LA21s). CIELAP will offer expert advice, guidance, support and/or review in the development of Sustainability Strategies as created by:

- a) the Government of Canada and its various departments, Crown corporations, and agencies; and
- b) Provincial/territorial governments and their various ministries, Crown corporations, and agencies.

Section D: Organising CIELAP For Research, Dissemination and Communications.

7. Enhance CIELAP's organisational development.

7.1 Board Development.

As a nationally-respected organisation, CIELAP's Board of Directors will reflect the national, regional, officially bi-lingual, and multi-cultural diversity of Canada. Toward these ends, CIELAP will:

7.1.1 Grow the CIELAP Board of Directors to include:

- a) individuals whose skills closely match new CIELAP goals and objectives;
- b) people from across Canada's six (6) regions (see 4.2.1.b above for a listing of these six (6) regions);
- c) people whose faces are representative of Canada's multi-cultural fabric; and
- d) people who speak languages representative of Canada's officially bilingual landscape and of our country's multi-cultural reality.



7.1.2 Commit to the "Board Administrative Matters" as specifically identified in "Appendix A: Board Administrative Matters in CIELAP Strategic Plan".

7.2 CIELAP understands that a dynamic and competitive global economic environment requires the re-thinking of more traditional NGO operational styles and evolving them to models that are more financially sustainable. The Sustainability research focus adopted by CIELAP broadens the base of organisations and individuals our organisation can approach for financial partnerships and support. For CIELAP, this then means:

7.2.2 Developing a *CIELAP Donors Club*, which will strive to expand CIELAP's donor base from: within the legal profession, academics, and the business/corporate community; doing so by offering donor prospects with educational benefits related to Sustainability.

7.2.3 Developing stronger, strategic, multi-year relations with foundations.

7.2.4 More active use of the Internet and *e-giving* as a fundraising tool. This will include CIELAP more regularly directing donor prospects to its website as a place for making donations, and our organisation more actively using social marketing vehicles for fundraising (i.e. Facebook, Twitter, and text-messaging).

7.2.5 For 2010, CIELAP developing and holding a special 40th birthday anniversary celebration for CIELAP. This event will commemorate CIELAP's impressive history, emphasise our new future, and serve as a fundraising event for our organisation.

7.2.6 CIELAP will hire a full-time *Fundraising Assistant / Sales Co-ordinator*, who will lead revenue generation activities within CIELAP. Government of Canada-subsidised job

programmes will be explored as a means to offset start-up costs associated with this new hire.

- 7.3 As a means to ensure CIELAP volunteers feel the highest levels of appreciation in their contributions to CIELAP and also as a tool to attract additional volunteers, CIELAP will enhance its volunteer recognition opportunities to include our:
 - 7.3.1 Holding at least two (2) annual volunteer recognition events that will also be attended by Board members and staff.
 - 7.3.2 Exploring the establishment of a *CIELAP Volunteer of the Year Award*. This could be an annual trophy-like award engraved with names of recipients, which could be given by CIELAP to a single volunteer who has gone above and beyond any expected volunteer service to CIELAP in a given calendar year.
- 7.4 Realise hidden operational efficiencies.
 - 7.4.1 CIELAP will actively strive to: reduce its operational costs, re-design internal systems toward greater efficiency and cost savings, and plan on how to ensure that staff compensation is reflective of marketplace trends. Towards these ends, CIELAP will commit to the “Operational Efficiencies Administrative Matters” as specifically identified in “Appendix B: *Operational Efficiencies Administrative Matters in CIELAP Strategic Plan*”.

8. Actively disseminate CIELAP’s purpose and findings.

- 8.1 CIELAP has a history of being an environmental leader and is identified with research excellence. In an ever crowded marketplace of messages, CIELAP understands its need to more strategically disseminate its research findings to policy decision-makers, opinion-leaders and the general public, all so that we will continue as a leading voice and advisor in our areas of research focus and expertise. In the interest of advancing participatory processes, CIELAP’s dissemination and communications efforts will encourage stakeholder input and engagement to help inform our research and activities. Toward these ends, CIELAP:
 - 8.1.1 Commits that our research should continue to be made freely available, as well as be both easily and readily accessible to all interested parties, as we believe that broad dissemination of our research is key to strongly influencing public policy across Canada.
 - 8.1.2 Will develop and implement a new *CIELAP Research Dissemination and Communications Plan*, which will encourage two-way communications with our audiences and have a focus in *Educating for Sustainability* as a means to help people make Sustainability connexions. Towards this end, CIELAP will commit to the “Research Dissemination Administrative Matters” as specifically identified in “Appendix C: *Research Dissemination Administrative Matters in CIELAP Strategic Plan*”.

CIELAP Strategic Statements and Strategic Plan for 2009 to 2014
(As approved by the CIELAP Board of Directors on 17th December 2009.)

Benchmarks and Indicators:

This *Benchmarks and Indicators* section, which primarily entails a one (1)-year, rolling, general work-plan is to be developed.