CANADIAN INSTITUTE FOR
ENVIRONMENTAL LAW AND POLICY

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Draft: CIELAP Strategic Statements and Strategic Plan for 2009 to 2012.

(Approved as a draft by the CIELAP Board of Directors on: 21st September 2009.)

DRAFT Values:
Collaborative. Thorough. About ideas and solutions.

DRAFT Vision:
A sustainable world, both for current and future generations, that supports a resilient natural environment, social cohesion, and a just economy as realized through the collaboration of diverse stakeholders.

DRAFT Mission:
CIELAP facilitates and informs the development of public policies, laws and decisions that foster sustainability, and a supportive and resilient natural environment.

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 inter-linkages between each of the environmental, social and economic bases of sustainable development. CIELAP realizes it can develop comprehensive and meaningful solutions for environmental concerns by exploring and addressing the systemic and structural challenges that have led to unsustainable patterns and lifestyles.

DRAFT Strategic Goals and Objectives:

1. **Re-focus the CIELAP research lens and broaden the horizon of potential CIELAP research partners.**

    1.1 CIELAP understands that systemic change toward sustainable living will require changes across all of society and via often counter-intuitive access points. To continue with its proud tradition of environmental trail-blazing, CIELAP will now strategically evolve into an organization that fully incorporates a Sustainability-approach in all of its research activities. Practically, this means that CIELAP will examine environmental issues, which are increasingly of a global scope, through Sustainability's expanded lens that interlinks environmental concerns with social and economic considerations. In doing so, CIELAP will strive to become Canada's leading voice and advisor on Sustainability and Sustainable Development.

    1.2 CIELAP traditionally engages a diversity of voices in its research and policy development. We will continue to do so, while also experimenting with more

1.3 participatory approaches to research and policy development. CIELAP recognises that for the development of Sustainable societies, all voices have value and so as many voices as possible will be sought to help inform public policies, laws and their decisions.

1.4 CIELAP will actively solidify and expand its research partnerships, to include: academics, corporations, youth, health NGOs, national and regional ENGOs, faith groups, unions / labour groups, indigenous communities, social justice groups, and international partners.

2. **Connect CIELAP's research with global trends and its own organisational health.**

2.1 CIELAP will build on its proven research expertise and strengthen its operational financial sustainability by continuing to research emerging and neglected issues, while also examining only those issues that connect to areas where there is increasing global awareness. CIELAP's fields of research will be refined to:

   2.1.1 Climate Change Adaptation in water and agriculture;
   2.1.2 Food Sustainability;
   2.1.3 Water Conservation;
   2.1.4 Sustainable Land Use;
   2.1.5 EPR (Extended Producer Responsibility);
   2.1.6 Governance for Sustainability; and
   2.1.7 Sustainability Strategies,
   (Agenda 21s and Local Agenda 21s).

2.2 To enhance CIELAP's already strong research capacity and to better assist our organization in understanding the natural physical science that underpins so much of environmental and Sustainability research, CIELAP will hire a Ph.D. holder with a recognised grounding in Climate Change issues. Dependent on funding, this position may be initially hired as a part-time research position. Additionally and importantly, as a means to expand CIELAP's national reach and profile, the intent will be for this new hire to be a resident of either Western Canada or Eastern Canada, and that they will work out of a home office in their region; to thereby enable CIELAP to demonstrate a physical presence outside of Ontario.

3. **Develop *Signature Programmes*.**

3.1 CIELAP understands the need to establish multi-dimensional feed-back loops between its research and outcomes. Toward this end, CIELAP will develop three identifiable signature programmes that will: build on CIELAP's unique and successful work as a mentor of university students interested in public policy and the environment, build on CIELAP's successful series of "Partnering for Sustainability" conferences, and actively differentiate CIELAP from other ENGO and Sustainability organisations:

   3.1.1 *University Clubs*
   Pilot the establishment of two (2) CIELAP university clubs: one at York University and another at the University of Toronto. As part of an effort to build lasting relationships with budding professionals, these clubs will aim to connect CIELAP with law, political science, ecological sciences,

and other policy-minded students before they enter their professions. These clubs will further CIELAP's work in mentoring youth interested in public policy, while also providing CIELAP with a potentially larger base of volunteers to draw upon for our research work.

3.1.2   *Annual Research Report Card*
Develop a new *Annual Research Report Card* on an identified, globally-important, area of Sustainability around which feed-back loops can be developed (i.e. population growth and connexions to unsustainability). 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.

3.1.3   *Annual Sustainability Solutions Forum*
Pilot an annual *Sustainability Solutions Forum*, which would apply leading-edge "deliberative processes" for convening (bringing together) both acknowledged public sphere leaders (i.e. "classic experts", such as governmental, corporate, labour, faith communities) AND average citizens, 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.

4.   Enhance CIELAP's organisational sustainability and development.

4.1   CIELAP understands that a dynamic and competitive global economic environment requires the re-thinking of older 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 partnerships and financial support. For CIELAP, this means:

     4.1.1   Strategically developing an earned revenue model and related marketing materials, all with a focus on CIELAP offering:

         4.1.1.1   Consulting services in research, including *Research Retainers*, sold to:
            a) Professional / Industry Associations;
            b) the Government of Canada;
            c) Provincial governments across Canada;
            d) Municipal governments in Ontario; and
            e) Province-wide ENGOs across Canada.

         4.1.1.2   Consulting services in Sustainability Strategies (Local Agenda 21s aka LA21s) sold to:
            a) the Government of Canada; and
            b) Municipal governments in Ontario

     4.1.2   Developing a CIELAP Membership Club (NOT to be confused with membership in the legal entity known as CIELAP), which will offer donor benefits and market itself to the legal profession, academics, and the business/corporate community. A special printed piece outlining club benefits will be developed by CIELAP staff. This club will assist CIELAP in expanding its donor base.

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

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

4.1.5   Create a *Youth Engagement-in-policy* programme, to support CIELAP's work with youth and university interns, and which CIELAP would seek financial support for through private and corporate donations.

4.1.6   For 2010, develop and hold a special 40th anniversary celebration for CIELAP. This event will be to both commemorate CIELAP's impressive history and serve as a fundraising event for our organization.

4.1.7   Hire a full-time *Fundraising Assistant / Sales Co-ordinator*, who will lead revenue generation activities within CIELAP. Government of Canada-subsidised job programmes (i.e. TWS or JCP), will be applied for as a means to offset start-up costs associated with this new hire.

4.2 Board development.
4.2.1   Growing the CIELAP Board to include individuals whose skills closely match new CIELAP goals and objectives, and faces which are representative of Canada's multi-cultural fabric.
4.2.2   Ensure the Board meets four (4) times per year at a minimum and that the Management/Executive Committee (ExComm) meets on a monthly basis in-between the months of Board meetings.
4.2.3   Establish formalised *Board Governance Policies and Statements*, which clearly outline roles, responsibilities and expectations of individual and collective CIELAP board members.
4.2.4   Hold an annual CIELAP Board retreat, for the purposes of fostering stronger relations and cohesion amongst Board members, and also for annual strategic planning.
4.2.5   Foster the CIELAP Board to raise $20,000.00 per year as a collective board, with active fund-raising support provided by CIELAP staff.

4.3 Establish a *Research Advisory Council*.
CIELAP will approach prominent academic and other experts in the environmental and sustainability fields to volunteer to serve on a CIELAP *Research Advisory Council*. This Council will provide as-requested 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. As a side benefit, listing the names of these prominent experts on the CIELAP letterhead and within the CIELAP web-site can help our organisation in its fund-development activities.

4.4 Establish a *Corporate Advisory Council*.
CIELAP will approach prominent business leaders to volunteer to serve on a CIELAP *Corporate Advisory Council*. This Council will provide assistance to CIELAP in fund-raising, including in connecting our organization to donor prospects. The names of these prominent business leaders will also be placed on the CIELAP letterhead and within the CIELAP web-site.

4.5   Enhance CIELAP volunteer recognition opportunities.
    4.5.1   Hold at least two (2) annual volunteer recognition events at the CIELAP office or other location, which would also be attended by Board members and staff.
    4.5.2   Explore 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 calendar year.

4.6   Realise hidden operational efficiencies.
As a long-standing organisation, CIELAP has an older physical infrastructure whose general replacement is urgently required to maintain and then increase organisational productivity. CIELAP also has a highly dedicated, hard-working, heavily multi-tasking staff whose own productivity goes beyond being impressive and which might be enhanced through compensation inducements reflective of their professional self-worth. Additionally, the office space requirements of CIELAP have changed, thereby opening the door to our realising cost savings by moving to a smaller office space. Finally, some identified internal systems can be re-designed toward greater efficiency and cost savings. Toward these ends, CIELAP will:

    4.6.1   Reduce administrative costs by merging accounting and book-keeping services in to a one-stop accounting shop that specialises in working alongside NGOs, and will also move in-house some of the work conducted on financial statements.
    4.6.2   Move payroll services (including monthly CRA remittance processing) to Ceridian, with its related productivity and cost savings, while also offering staff the added benefit of a direct deposited payroll.
    4.6.3   Review the effectiveness of the per diem costing model used by CIELAP, explore other models used in the NGO sector, and finally determine what model(s) might work best and be most cost-effective for CIELAP.
    4.6.4   At the encouragement of our tech-consultant, immediately replace the CIELAP server with a new primary server device. CIELAP's current 4-year old server is our domain-controller and also holds all our e-mails and files. The average life span of a server is said to be 4 years.
    4.6.5   Replace CIELAP's aged telephone system.
    4.6.6   Replace CIELAP's aged and well-worn laser-printer.
    4.6.7   Replace four (4) of CIELAP's seven (7) pre-owned, approximately 5-year old, desk-top computers.
    4.6.8   Finalise review of comparable staff salaries at other ENGOs and/or environmental consultancies, and ensure that long-time CIELAP staff are paid a salary reflective of those paid in the broader marketplace and also reflective of their professional worth.
    4.6.9   At if not before the May 31, 2012 termination date of CIELAP's current office lease, move in to a smaller office space so as to further reduce CIELAP operational costs. Some staff, such as research staff, may eventually be able to go semi-virtual in their work for CIELAP.

5.   Actively communicate CIELAP's purpose and findings.

5.1   CIELAP has a history of being an environmental leader and is identified with research excellence. The organisation now has room to improve the dissemination of its research findings. CIELAP will engage to *actively* communicate our purpose and findings to policy decision-makers and the general public, so that we will continue as a leading voice and advisor in our areas of research focus and expertise. Our research should continue to be 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. To this end, CIELAP will:

5.1.1   Develop new marketing messages and graphics related to our organisation, its new strategic directions, and CIELAP's ongoing research, all of which will clearly define and explain Sustainability / Sustainable Development as understood by CIELAP.

5.1.2   Re-design the look of and re-craft the text for our corporate web-site, including to reflect CIELAP's latest strategic directions and also to better encourage online fund-raising.

5.1.3   More actively use social marketing vehicles such as Facebook, Twitter, Linkedn, and text-messaging.

5.1.4   Develop a new corporate brochure reflective of CIELAP's newest strategic directions.

5.1.5   Ensure that there is a standardised and identifiable look to CIELAP research products.

5.1.6   Contact all university and college libraries across Canada, to both advise them of and direct them to CIELAP's on-line data-base of research and reports. These libraries will be invited to make a financial contribution to CIELAP for this free service we offer.

5.1.7   Regularly submit Op-ed pieces to Canada's major daily newspapers.

5.1.8   Identify industry association and trade journals and magazines to which CIELAP can submit articles, and then begin the process of writing submissions.

5.1.9   Pro-actively seek-out speaking engagements at governmental, industry association and trade conferences.

5.1.10   Regularly circulate media releases on all of CIELAP's research; and

5.1.11   On an issue-by-issue basis, engage with federal parliamentarians, provincial legislators and civil servants at both the federal and provincial levels, to advise them of CIELAP's latest research and reports.

Benchmarks and Indicators:

This *Benchmarks and Indicators* section, which primarily entails a general work-plan, will be fully developed after this Draft Strategic Plan has been critiqued by CIELAP stakeholders and then revised accordingly for CIELAP Board consideration and approval.