CANADIAN INSTITUTE FOR ENVIRONMENTAL LAW AND POLICY

STRATEGIC PLAN 2002-2005

Prepared by the CIELAP Planning Committee

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1. INTRODUCTION 1

2. CIELAP'S VISION AND MISSION 1

3. CONTEXTUAL ANALYSIS 2

3.1 PUBLIC VIEWS ON THE ENVIRONMENT 2
3.2 CURRENT ENVIRONMENTAL POLICY AND GOVERNANCE 2

4. PLANNING FOR 2002-2005 3

4.1 PROGRAM DEVELOPMENT 3
4.1.1 Sustainable Policy Solutions Program (SPSP) 4
4.1.2 Governance for Sustainability Program (GSP) 6
4.1.3 Public and Community Engagement Program (PCEP) 7
4.1.4 Youth Leadership Program (YLP) 8
4.2 COMMUNICATIONS AND MARKETING PLAN 9
4.2.1 Web site Development 9
4.2.2 Marketing and Distributing Publications 9

5. INTERNAL CONSIDERATIONS FOR IMPLEMENTATION 9

5.1 STAFFING AND RECRUITMENT PLAN 10
5.2 FINANCING THE 3-YEAR PLAN 10
5.2.1 Revenue Profile for the years 2001 and 2005 10

6. CONCLUSION 10

1. INTRODUCTION

As CIELAP's last 5-year plan comes to an end, the Board of Directors appointed members of a Strategic Planning Committee to prepare the next Strategic Plan for the Institute. The Board instructed the Committee to prepare a 3-year plan, as a shorter planning horizon was considered more useful and reliable. The Board further instructed the Committee to make it a 'rolling' plan, which should be reviewed annually and modified according to emerging circumstances.

This strategic planning document provides a 3-year plan with a series of specific recommendations to the CIELAP Board of Directors. The strategic directions outlined in this strategic plan are based on a number of intensive strategic planning workshops involving members of the CIELAP Planning Committee, and other CIELAP Board members and staff. This abridged version of the strategic plan is prepared for external use to share with CIELAP stakeholders, particularly funders.

2. CIELAP'S VISION AND MISSION

At the beginning of the planning process, it was agreed that CIELAP's future will be based on consolidating the Institute's position as one of the foremost environmental policy research organizations in the country. CIELAP has a strong history of providing critical, constructive research and analysis of provincial and federal environmental policy. This strategic plan is building on the strong foundations that CIELAP has built since its inception in 1970.

The Strategic Planning Committee feels that the strategic directions being proposed in this document fit well with the existing CIELAP vision and mission.

CIELAP's *vision* is a world in which basic human rights include a safe and healthy environment, achieved through respect for, and preservation of nature's integrity and diversity.

CIELAP's *mission* is to provide leadership in the research and development of environmental law and policy that promotes the public interest and sustainability.

3. CONTEXTUAL ANALYSIS

3.1 Public Views on the Environment

As part of the strategic planning process, the Committee explored current polling data on public opinion concerning the environment. This information served not only to identify the issues of greatest concern to Canadians, but perhaps more importantly, how Canadians view their role in promoting environmental protection and sustainability, at the local level and nation-wide.

Polling data show that the integrity of the environment is a persistent leading concern, although not always an urgent concern, to Canadians. The public is most concerned with environmental integrity as it relates to (1) human health and (2) the legacy left to future generations. These are important indicators of how Canadians may be made to be more aware of and motivated to become actively engaged in environmental issues. In terms of relevance to CIELAP, this information should be used to question how our research and outreach work can be used to answer the public's most basic question: How do environmental issues affect me, my family, and my children's children?

3.2 Current Environmental Policy and Governance

An important dimension to planning future directions for an organization such as CIELAP is to understand how the Institute's work fits into the broader environmental policy and governance context.

The 1990s saw a prolonged period of retrenchment in the public sector at all levels, and the emergence of a political agenda that promoted deregulation, and the adoption of international trade rules that, in some cases, diminished the scope of domestic environmental rules. This was coincident with the globalization of corporate capital and the emergence of a neo-liberal ideology which promotes individualism and relies heavily on market forces.

CIELAP has always taken the position that a combination of public policy and regulation, along with voluntary initiatives involving the private sector, the appropriate balance of the two dependent on each particular circumstance and issue, is necessary to ensure progress towards sustainability. The protection of the public good, which cannot be left to market forces alone, is crucial if we are to achieve progress towards sustainability.

The tragic water contamination episode in Walkerton, Ontario, in May 2000, and the subsequent public inquiry, have put the spotlight back on the importance of cohesive, consistent environmental governance, particularly at the provincial level. In the aftermath of Walkerton, there has been a flurry of new regulatory measures, and a comprehensive review of the functions of the Ontario Ministry of the Environment. CIELAP is well positioned to engage in and contribute to renewed debate on environmental governance, given its solid track-record in documenting and critiquing environmental governance in Ontario, particularly through its series of Common Sense Revolution reports.

Another significant development over the last 10 years has been the emergence of the Internet and the electronic revolution more generally. This clearly has had a very positive impact on the accessibility of environmental information to the public and non-governmental organizations. It also holds great promise in fostering greater interaction and engagement between and amongst public interest organizations and the public. CIELAP is already taking advantage of this new medium, as a partner in the establishment of the Web-based environmental information database, Pollutionwatch.org, an interactive Web site that allows residents across Canada to identify significant toxic releases in the vicinity of their neighbourhood. How better to engage a geographically-dispersed public concerned with health-related and legacy-related environmental issues?

While local circumstances are vitally important when considering environmental issues, the importance of the international dimension—trade agreements, international environmental agreements, North-South equity issues—must not be ignored. Again, CIELAP is well positioned. With its ongoing partnership and joint activities with the Costa Rican environmental law institute, Fundacion Ambio, and its established relationship with the Canadian International Development Agency, CIELAP is already ahead of many environment groups in engaging in the international dimension of environmental protection and sustainability.

4. PLANNING FOR 2002-2005

4.1 Program Development

Traditionally, CIELAP strategic plans, and those of like-minded research organizations, have focused on identifying specific environmental issues or groups of issues that form the core of their research and policy work.

CIELAP's 2002-2005 Plan represents a departure from this traditional approach to strategic planning. The shift in direction proposed in this Strategic Plan puts 'progress towards sustainability' front and centre. This shift, from only issue or project specific planning, towards program planning and development, represents a 'watershed' in CIELAP's evolution. It is an acknowledgement that working towards sustainability requires a more sophisticated approach than responding to individual environmental issues. It will also have the effect of reorienting CIELAP's research work to make it more accessible, more interactive and more engaging. The cumulative result will be a more dynamic and engaging process of research and policy development.

The strategic directions for the next three years and beyond will be guided by four program areas. While research will remain CIELAP's core function, other important functions, including community outreach, development of overarching sustainability models, and youth leadership, will be developed into programs in and of themselves. Together, these program areas will work as mutually–reinforcing strategies and activities to promote a sustainable future.

The building blocks for the four program areas identified in this Plan are already in place. However, a significant amount of work and resources will be directed at putting systems and staff in place to formalize and build these program areas.

The four program areas are:

(1) Sustainable Policy Solutions Program (SPSP)
(2) Governance for Sustainability Program (GSP)
(3) Public and Community Engagement Program (PCEP)
(4) Youth Leadership Program (YLP)

CIELAP will also adopt a mix of approaches and strategies to make its research and studies more accessible and meaningful. Through active engagement with stakeholders and the public, CIELAP's research process will become more interactive, soliciting more input as well as reaching out to share our views with opinion leaders, grassroots organizations, individuals, and decision-makers. CIELAP will build on the knowledge of others, and build popular support for its proposed ideas and solutions at the same time.

The other key process change in CIELAP's evolution to putting 'progress towards sustainability front and centre' is to ensure that the outputs from our four program areas are compatible with or incorporate the other two components of sustainability – economic and social equity. To this end we will seek input from or work in partnership with individuals and organizations with expertise in the economic and social equity components of sustainability.[1]

Performance indicators will be developed for each of the four program areas, and CIELAP will develop a process to monitor, evaluate, and report on progress in each area.

It is anticipated that this new approach will generate new outcomes. By offering issue-specific policy solutions, developing sustainability governance models, making public information and awareness tools accessible, and investing in young environmental leaders, CIELAP is assuming a more comprehensive, more pro-active role in promoting sustainability in Canada, and expects to have a more profound impact as a result.

4.1.1 Sustainable Policy Solutions Program (SPSP)

The Sustainable Policy Solutions Program will be an issue-based research program which focuses on researching and developing sustainable policy solutions on pressing environmental challenges. This research program will build on CIELAP's historical record in this area and continue to make up much of CIELAP's core work.

CIELAP understands that even single-issue research areas are often very complex, given that they involve natural, dynamic systems such as the trans-media movement of contaminants. Solutions to environmental problems must often address changes needed in the human-environment dynamic that has brought about the environmental

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[1] **"Sustainability is an approach to decision-making that incorporates the interconnections and impacts of economic, social, and environmental factors on the quality of life of today's and future generations. It is a dynamic and evolving notion, and as a process it strives to be participatory, transparent, equitable, informed, and accountable." From *Defining Sustainability, Sustainable Development and Sustainable Communities: A Working Paper for the Sustainable Toronto Project,* Unpublished, January 2002.**

problem in the first place. In researching and advocating sustainable policy solutions, CIELAP recognizes the complexity of these problems.

Primary Research Areas

Over time, the research areas that CIELAP engages in through its Sustainable Policy Solutions Program may change. Over the next three year period, the primary research areas will include:

(i) Atmospheric issues, including climate change and urban air quality;

(ii) Food health and safety, including the use of biotechnology and genetically-modified agricultural production;

(iii) Biodiversity;

(iv) Industrial and Hazardous Waste Management and Movement;

(v) Groundwater and surface water quality with reference to the Great Lakes.

Approach

CIELAP will continue to conduct its own in-depth research, and develop sustainable policy solutions in the above areas, and on other emerging issues. To complement and inform its own research capability, CIELAP will actively solicit advice through consultation with relevant stakeholders and experts in the field. This will strengthen the knowledge base that CIELAP can draw from, as well as promote wider dialogue amongst experts in the community, non-governmental organizations, governments and the private sector. This interactive research and policy process will also serve to promote and build support for CIELAP's policy solutions.

To this end, CIELAP will actively build alliances and networks with the academic and consulting fields, local community organizations, federal, provincial and local governments, relevant private sector interests in agriculture and industry, and aboriginal and faith communities. Through appropriate advice and partnerships CIELAP will develop environmental policy solutions that incorporate or are compatible with the economic and social equity components of sustainability.

This consultation and network building will take the shape of focused workshops and conferences, Internet-based discussion groups, one-on one meetings, and more formal consultation processes.

CIELAP will communicate the results of these convening workshops to its stakeholders through its Web site, the media, and face to face meetings with Members of Parliament, editorial boards, key national groups, and other partners.

CIELAP's conference, "Partnering for Sustainability", will be convened in cooperation with the Strategy Institute, a professional conference organizer, in April 2002. CIELAP

plans to convene similar conferences at least every two years to help develop its research agenda.

4.1.2 Governance for Sustainability Program (GSP)

The Governance for Sustainability Program will involve research on governance models and frameworks. Although complementary, it is distinct from the Sustainable Policy Solutions Program in that it is not focused on a particular environmental issue. It is focused on developing processes to govern for sustainability.

Arguably, without fundamental change in the governance of our environment, at all levels from local to global, be it through government regulation, private sector initiative, or public mobilization, we will not secure a sustainable future. How are decisions made? How are impacts measured? Who is involved in decision-making? How is public participation encouraged? These are questions that must be answered.

For its 30 years of history, CIELAP has provided leadership in the development of environmental governance models. Two of the most progressive environmental governance models that have been adopted in recent years, the Environmental Bill of Rights and the establishment of Environmental Commissioners at the Federal and Ontario level, were pioneered by CIELAP.

In more recent years, CIELAP has become a leading source of analysis and critique on environmental governance. Since 1995, CIELAP has produced a series of annual reports on the Ontario government's environmental performance record. At the Federal level, CIELAP is also making its mark on issues of environmental governance, with its recently released Sustainable Development in Canada: A New Federal Plan.

Approach

CIELAP will develop a program of work around questions of environmental governance at the international, national, provincial and local levels. We must examine the interrelationship amongst these levels of governance in order to identify where gaps have developed and where new governance models may be established that will best serve Canadians and the Canadian environment.

CIELAP will enhance its government relations program and work with federal, provincial and municipal politicians to develop a public sector sustainability agenda. It will continue to work with Federal Government representatives in developing ideas contained in CIELAP's Federal Sustainability Agenda. It will continue to research and publish its annual reports on Ontario's environment and engage in the public policy dialogue as the province seeks to reorganize its environmental protection priorities and programs.

CIELAP will also work with non-government sector stakeholders. For example, CIELAP is a member of the New Directions Group (NDG) made up of representatives of industry and non-government organizations. As well as seeking support for a strong regulatory framework, CIELAP will work with the NDG on governance issues such as memoranda of understanding, voluntary non-regulatory initiatives, and government challenge programs. CIELAP will also seek input from or partnerships with the economic and

social equity sectors as it develops governance options for sustainable development. CIELAP will also research best practices in other jurisdictions.

CIELAP will continue to participate on other stakeholder committees, including the Canadian Biotechnology Advisory Committee; the Vinyl Council; the Canadian and Ontario Environmental Networks; and the Canadian Council of Churches.

4.1.3 Public and Community Engagement Program (PCEP)

The Public and Community Engagement Program is aimed at giving CIELAP research 'legs', by making its research accessible and relevant to members of the public and community groups who are engaged in environmental issues, as well as economic and social equity issues related to sustainability.

Throughout its history, CIELAP has placed a strong emphasis on informing the public about complex environmental issues and the public policy solutions to address them. Beginning in the early 1970's with publications such as the *Canadian Environmental Law Reports*, and *Environment on Trial*: A *Citizen's Guide to Ontario's Environmental Law*, CIELAP has been able to make environmental legislation understandable to the lay person.

CIELAP has built on this tradition of public education and awareness with the production of *Citizen's Guides* on biotechnology, pollution prevention and the National Pollutant Release Inventory (NPRI) data collected by Environment Canada. It has also produced two Canadian poster maps that geographically represent the Federal Government's (NPRI) data; a poster map illustrating how Pollutant Release and Transfer data can be used as an educational tool; and a poster map on agricultural biotechnology experimentation in Canada. Most recently, CIELAP became a founding partner in the Web-based toxics release database, *Pollutionwatch.org*, which provides the public access to information on toxic releases in communities across the country.

These resources have been well received by high schools, community colleges, libraries, faith groups, non-government organizations, some industries, governments and internationally.

Approach

CIELAP recognizes that every community has its environmental and sustainability challenges, and most of these communities have individuals or citizens' groups that are actively trying to resolve a particular environmental problem, or are working together to secure a more sustainable future. These individual and community groups have a right to know about the state of their environment and activities of government and industry that affect the quality of their environment.

CIELAP will build on its established reputation of providing information to the public on environmental policy research, and it will be more proactive in developing awareness and education tools to use with this information in specific circumstances. CIELAP will continue to develop its Citizens' Guide series on select topics, it will work with educators to develop and distribute educational tools such as poster maps, and it will strengthen its Internet presence by providing Web-based information that is more interactive and

welcoming to individuals from young adults to seniors of various backgrounds. As well, CIELAP will continue its annual report series on Ontario's environment and develop a 4th edition of Environment on Trial.

CIELAP will work with networks and educators, for example, York University's Sustainable Development Institutes program, to disseminate information and promote useful tools, and to solicit feedback on what type of research and tools are most needed.

CIELAP will work with professional communicators and Internet providers to optimize the use of the World Wide Web and Internet resources as its primary communications vehicle for its research and its educational tools. CIELAP will profile appropriate environmental campaigns of other organizations on its Web site and through its email lists.

This combination of educational tools will be provided to leaders in communities, industries, work places, organizations and governments, enabling individuals and groups to take appropriate action to help change direction towards a more sustainable future. These actions will include individual choice and lifestyle changes through increased knowledge, institutional change through policy decisions, and policy change at the level of governments through a re-engaging in the political process.

4.1.4 Youth Leadership Program (YLP)

The Youth Leadership Program is an important part of CIELAP's overall philosophy of securing a more sustainable future. By working with, and mentoring young leaders, CIELAP is investing in future decision-makers, thereby strengthening the human dimension of sustainability.

CIELAP has a proud history of working with young people who are interested and motivated to work in this field. These young people can now be found in diverse fields and decision-making roles throughout the country.

CIELAP's Internship Program, which currently involves eight students from three universities, is integrated into the core of the Institute's work. Interns provide direct, hands-on assistance on research projects and community outreach. Students learn skills from staff, are exposed to policy debates, and meet decision-makers. The experience and networks that they develop at CIELAP provide an excellent foundation for their future success.

CIELAP also benefits from six volunteers who generously offer their assistance towards research, database and information management, and computer trouble shooting

Approach

CIELAP will continue to seek funding to expand its existing Internship program, and will continue to recruit volunteers to assist with its outreach work. Directors on CIELAP's Board who work in academic institutions will assist CIELAP in promoting the Youth

Leadership Program, and in identifying promising young environmental leaders to participate in the program.

4.2 Communications and Marketing Plan

A key to communications and marketing activities is to find opportunities for 'convergence'—where the distribution of publications can serve to promote financial contributions, or vice-versa; where the 'branding' of the organization can help to promote name recognition, and serve as a sign of quality and integrity; where an enhanced Web site can promote the distribution of materials; where the distribution of publications can promote CIELAP's policy solutions and therefore its credibility and reputation as a cutting-edge policy research institute.

This convergence is at the heart of CIELAP's proposed communications and marketing plan. The plan consists of two principal elements.

1. Building CIELAP's Web-based presence

2. Marketing and distributing CIELAP documents

4.2.1 Web site Development

CIELAP will optimize its Internet-based presence by investing in the development of an enhanced and multi-use Web site, in order to make it the Institute's principle communications and marketing vehicle. By investing in CIELAP's Web-based presence, policy solutions will be more widely communicated and more people will have access to research and to educational tools through the Web site.

4.2.2 Marketing and Distributing Publications

CIELAP will invest in systematic marketing and distribution of its publications, primarily through the Internet. The publications are concrete evidence of the quality of CIELAP's policy and research work. This change in CIELAP's marketing and distribution strategy towards Internet distribution is a response to changing technologies and subsequent changes in public expectations regarding the free distribution of documents over the Internet. While this trend has had the result of reducing revenues from the sale of hard-copy publications, it also holds great promise of much more widespread dissemination of CIELAP's work. Intellectual property rights of all CIELAP publications will be protected through copyright and will be distributed electronically in PDF (personal document format) only.

5. INTERNAL CONSIDERATIONS FOR IMPLEMENTATION

Implementation of this plan, with the development of the four program areas, enhanced Internet presence, a new communications strategy, and publications marketing and distribution strategy, will require more staff and increased revenues.

5.1 Staffing and Recruitment Plan

CIELAP's current staffing level is four—an executive director, a senior legal and policy analyst, a researcher and an office administrator. CIELAP augments its staffing complement with research associates (four), interns (six), and volunteers (eight). To carry out this three-year strategic plan, we need additional staffing resources in programming and administration areas, as well as communications and fundraising.

5.2 Financing the 3-year plan

In order to implement the 3-year plan, CIELAP will have to increase its current revenue level by 100% over three years. This is based on projected costs of four additional staff, increased costs of the communications plan, including enhancement and maintenance of the Web site.

There will also be a shift in the type of funding that CIELAP will be seeking. The shift from project-specific work to program-based work will require an increase in longer-term funding. Changes in the types of funding will also be required to ensure a robust mix of funding sources. In particular, CIELAP must invest in a process to generate non-project specific funding.

See Budget attached as Appendix 1.

5.2.1 Revenue Profile for the years 2001 and 2005

CIELAP's annual revenue for 2000/01 was $647,000 and expenditures were $595,000. CIELAP's current core operational costs, which include four staff, rent and utilities, leasing of computers, and administrative costs, amounts to approximately $300,000 a year. The remainder includes $300,000 for research projects.

Approximately 75% of CIELAP's funding is project related, primarily from governments (50%) and foundations (26%). The remainder comes from corporate and individual donations, and sales of publications. (See Pie Chart in Appendix 2).

The strength in CIELAP's funding base is that it is fairly diverse. However, it continues to rely heavily on funding from one agency, (Environment Canada), which currently accounts for nearly 16% of total revenues.

6. CONCLUSION

Moving towards sustainability, accessibility, and outreach requires a shift in direction and activities.

CIELAP's strategic directions for the next three years and beyond will be guided by four program areas:

1. Sustainable Policy Solutions Program (SPSP)
2. Governance for Sustainability Program (GSP)
3. Public and Community Engagement Program (PCEP)
4. Youth Leadership Program (YLP)

The shift in direction proposed in CIELAP's 2002-2005 Strategic Plan puts 'progress towards sustainability' front and centre. While research will remain CIELAP's core function, this will be complemented by other important functions, including community outreach, development of overarching sustainability models, and the mentoring of young environmentalists. It will have the effect of reorienting CIELAP's research work to make it more accessible, more interactive and more engaging.

Implementation of the plan will require an increase in staffing and an expansion and diversification of CIELAP's financial base. Changes will also be made to CIELAP's communications strategy to best reflect this change in orientation.

The cumulative result will be a more dynamic and engaging process of research, policy development and education, as well as broader, more effective public outreach, and influence on the sustainability agenda and the youth who will champion it.

CIELAP WORKPLAN
MARCH 2003

Program	Status	Activities/ Who?	Budget	Results	Next Steps/Who?
Partnering for Sustainability	Dates - June 5 and 6; Strategy Institute promo Draft agenda - postpone to Sept 8 and 9	Review agenda – brd Letters to potential sponsors and speakers - SI	$243,000 - $26,000 to CIELAP $5,000 from Dow;		Get back in touch with speakers; need to have program in place by end of April
Research on partnerships	Innis students doing research;	Review discussion paper and benchmarks for partnerships; evaluate some of partnerships signed by Canada		Proposal in to the Donner Canadian Foundation	
SD strategy in Canada	EC taking the lead with other gov depts.; CEN hosting consultation on March 21	Review discussion paper; and other initiatives; SH/AM develop proposal re Canada's sustainability challenge; AM/SH/PR	$50,000 $5,000 from Dow to continue discussions $10,000 from EC?		Met with EC; followup discussion with ADM Policy and Com – letter sent in; letters also in to DFAIT;
SD and trade issues	Proposal has been submitted to the John Holmes Foundation at DFAIT	To prepare a SIA on the FTAA – Innis Students/CE	$20,000	2 Innis students doing research on public consultation and trade agreements	See if proposal is accepted; Possibility of additional funds from IDRC in April;
Increasing CIELAP's capacity	New strategic plan;	Set up meetings with potential partners: EC; WSSD; foundations secretariat; AM and board	$50,000 from 5 potential partners: ?? Laidlaw; McConnell; Gordon; EC; DFAIT; Joyce; Tides Canada; Metcalf; Trillium; Skoll	Research Associates willing to work with us: SD – Susan Holtz; HW – Joe Castrilli; Biotech – Rod MacRea; Trade – CE; Water – CE; Science – JR; NPRI/wst – John Jackson; Additional interest in biotech – Tracey	Meeting with WSSD sec and EC – Jan 22 and followup telephone conv Letter gone to EC; DFAIT; McConnell; Gordon – Jan 30; meeting set up with Ivey – Feb 11; meeting with Laidlaw Fndtn Feb 13; Joyce Fnd – staff in Toronto

				McCowan; Sabrina Hasham – biot Anne Bell – biodiversity; economics – Kent Charters Need to develop a comp list with bios	– mid-April; work with 'blue group' – letter of intent to Joyce Fndtn – mid March; Letter of intent to Metcalf for May 2; contact made with Tides Canada; Skoll Fund – letter of intent in Feb 28

OTHER INITIATIVES

SPS – HW	Open for Toxics II – draft being finalized	Draft finalized; being desktopped; send for review; develop media release -	$10,000		Release - March
SPS – Wind Power	TAF proposal – re Guide to Wind Power development in Ontario	Prepare Guide	$15,000	CE time extended to March 14 to get TAF guide finished	
Public Education - biodiesel	CCAF-PEO proposal	Bio-diesel proposal	$300,000 plus	EC ack receiving proposal; decision March	Wait for decision
SPS – Governance - Biotech	CIDA/Uganda Decision re proposal on hold until audit is complete; RB attended Organic Agric conference in Guelph, Jan 22-23; AM at CBAC mtg Jan 22/23	Biotech issues with ACODE in Uganda	$100,000	Max Bell Foundation – declined; CIDA audit - waiting	Mar 7 workshop organized by Christina Wong – inten. Next steps – develop a proposal for the laidlaw foundation for mid-April
Governance – City of Toronto – Clean Water	Approached to help with a "Blue Flag" initiative to promote clean water; they need an NGO partner	Met with the City again on Feb 12; provided them with a letter indicating our willingness to take this on.	Potentially $50,000 budget required for 1 yr	City has offered us the coordinating role in the Blue Flag campaign – 1 day/week for 52 weeks Declined.	Works Committee – Mid-March for final approval

EC – CA's and Municipalities	EC contract to do an inventory of programs by CAs and Municipalities re GL	Work commenced Jan 16 – to be completed March 31	$9,500	Niagara College intern on this file	Letters out Jan 23; responses back by Feb 20; draft report by March 31
SPS – Water Effluence - Manitoba	To prepare background materials	Submitted end of February	$20,000 declined	CE and JR	
SPS/Governance Environmental Agenda for Ontario c OEN	To update the EAO published in 1999; 3 funders have declined!	Proposal submitted to MacLean Foundation; OEN to submit to EJLB Foundation	$80,000 – about $40,000 for CIELAP	Proposal submitted to EJLB – declined	Election rumoured for May/June;
EC – Public Engagement - NPRI	Distribute new NPRI maps and teaching guides		$60,000	Jolante Rastienene – on this file	Get completed maps and distribute with teaching guides
Public Engagement - PW	Site being rebuilt	Proposal submitted to EJLB; set up meeting with Laidlaw & IC	$100,000 req - $50,000 rec to complete the site and launch	Jolanta on this file	Media strategy to launch new site – national story – waste water treatment plants
Fund Development	Ad hoc committee set up	Next meeting – March 13		Carol Lynn and Janet Sharbonowski on this	Shortterm goals - $50,000 – and develop longterm funding strategy
Web Site	Current site being redesigned	Green Living	$7,500	Funding proposals out	Launch Mar
IT	Small grant from Sus Network to organize IT/computers	Set up shared network; organize electronic files	$6,000	Atilla Fust and Jolanta; Anicia	Work to be completed by March 31. – AF; JR; AB