

CCEPA Strategic Directions 2015-2018

- 1. Sustain and develop provocative, challenging and compelling programming to generate positive evaluations, stimulate audience growth and enhance profile locally and nationally.**
- 2. Leverage partnerships with other organizations and founding institutions to extend geographic reach and audience diversity for CCEPA initiatives.**
- 3. Expand our service offerings as a source of guidance and support to organizations looking to incorporate ethics and values more explicitly into plans, strategies and operations.**
- 4. Promote CCEPA's research contribution through the advancement of public scholarship and work to stimulate, generate and disseminate research on ethical dimensions of public issues.**
- 5. Focus on broadening sources of support to ensure financial sustainability.**

Strategy 1: Sustain and develop provocative, challenging and compelling programming to generate positive evaluations, stimulate audience growth and enhance profile locally and nationally.

Objectives:

1. Maintain and enhance CCEPA’s reputation for programming excellence.
2. Maintain and develop topical programming that examines current issues through an ethical lens.
3. Extend awareness of CCEPA programming and increase the audience geographically and demographically.

No.	Initiative	2015-2016	2016-2017	2017-2018
1.1	Develop some larger scale public lectures, which could include a CCEPA Annual Lecture .	Create presentations that can be live-steamed in Fall/ Winter/Spring. Work to secure anchor lecture event. Host one program outside of Halifax.	Create presentations that can be live-steamed in Fall/ Winter/Spring. Work to secure anchor lecture event. Host a program outside of Nova Scotia.	Create presentations that can be live-steamed in Fall/ Winter/Spring. Work to secure anchor lecture event. Host a program outside of Nova Scotia.
1.2	Maintain Everyday Ethics and Ethics in the Evening program formats.	Host at least 4 EE and 4 EinE programs. Host one program at another venue. Increase diversity of presenters and topics.	Host at least 4 EE and 4 EinE programs. Host one event outside Halifax. Increase diversity of presenters.	Host at least 4 EE and 4 EinE programs. Host one event outside Nova Scotia. Increase diversity of presenters.
1.3	Partner with SMU for the Rowland Marshall Annual Lecture in Public Philosophy and other founding institution collaborations as they emerge.	Present Rowland Marshall Annual Lecture, partner with AST for at least one program.	Present Rowland Marshall Annual Lecture, partner with AST for at least one program.	Present Rowland Marshall Annual Lecture, partner with AST for at least one program.
1.4	Pursue other program possibilities.	Pursue Ethics in Art competition with SMU. Develop Compassion Week anchored program with Segelberg Trust. Seize arising opportunities to deliver compelling programs in collaboration.	Host Art Competition. Co-host Compassion Week anchored program with Segelberg Trust. Seize arising opportunities to deliver compelling programs in collaboration.	Co-host Compassion Week anchored program with Segelberg Trust. Seize arising opportunities to deliver compelling programs in collaboration.
1.5	Offer paid internship to enhance CCEPA profile.	Seek marketing or communications student to do \$500.00 profile project.	Gain sponsorship for internship program.	Seek student to do project suiting identified need.
1.6	Enhance CCEPA brand	Use newly created anchor line How We Live Matters as often as possible. Use joint initiative logo on all appropriate materials. Rework new branding language into website.	Use How We Live Matters as often as possible. Use joint initiative logo on all appropriate materials.	Use How We Live Matters as often as possible. Use joint initiative logo on all appropriate materials.

Strategy 2: Leverage partnerships with other organizations and founding institutions to extend geographic reach and audience diversity for CCEPA initiatives.

Objectives:

1. Reinforce CCEPA’s mission as the **Canadian** Centre for Ethics in Public Affairs through the presentation of programs throughout Atlantic Canada and across the country.
2. Generate partnerships with new and existing groups, with increased focus on founding institutions, to enhance exposure, generate new program ideas, increase the network of possible speakers, and cost share in events.
3. Broaden diversity of speakers and encourage involvement of participants from a variety of demographics.
4. Utilize new media including live stream broadcasts, Facebook and other social media to expand exposure and connect with a more diverse audience.

No.	Initiative	2015-2016	2016-2017	2017-2018
2.1	Ensure collaboration in program development to enhance themes, access to speakers, offset costs and broaden audience.	Maintain existing and seek new programming partners, locally, regionally & nationally.	Maintain existing and seek programming partners, locally, regionally & nationally.	Maintain existing and seek programming partners, locally, regionally & nationally.
2.2	Extend the reach of programs by seeking partnering opportunities for regional and national exposure.	Deliver programs outside Halifax, and Nova Scotia. Create focused programs in tandem with stated aims of AST and SMU.	Deliver programs outside Halifax, and Nova Scotia. Create focused programs in tandem with stated aims of AST and SMU.	Deliver programs outside Halifax, and Nova Scotia. Create focused programs in tandem with stated aims of AST and SMU.
2.3	Utilize new media to broaden appeal to a diverse audience, enhance access and attract interest	Use social media, live-streaming and other options to extend reach.	Use social media, live-streaming and other options to extend reach.	Use social media, live-streaming and other options to extend reach.
2.4	Broaden participation in programs to demonstrate a commitment to diversity in program presenters and topics.	Increase gender and age balance and number of racially diverse presenters and topics.	Continue commitment to strengthening diversity profile.	Increase commitment to strengthening diversity profile.

Strategy 3: Expand our service offerings as a source of guidance and support to organizations looking to incorporate ethics and values more explicitly into plans, strategies and operations.

Objectives:

1. To assist organizations to develop a stronger ethical profile.
2. To promote our experience and expertise as a resource in dealing with ethical challenges.

No.	Initiative	2015-2016	2016-2017	2017-2018
3.1	Assist organizations in developing or strengthening ethics profiles.	Promote Advisor-in-Residence services. Respond to requests for help with ethics policies.	Promote Advisor-in-Residence services. Respond to requests for help with ethics policies.	Promote Advisor-in-Residence services. Respond to requests for help with ethics policies.
3.2	Assist individuals and organizations to understand, develop and implement ethics-based components in the workplace.	Work in collaboration with Better Business Bureau in a re-shaped Annual Ethics Awards for business. Develop professional development unit on ethics for individuals, organizations.	Collaborate with Better Business Bureau on Annual Ethics Awards. Roll out a Professional Development model on ethics.	Co-host Better Business Bureau Annual Ethics Awards. Increase subscription to the Professional Development on ethics.
3.3	Assist individuals and organizations in the consideration of ethics in the navigation of processes and issues.	Develop new program offering for senior level clients to consider and reflect on issues through ethical lens.	Enhance, market and increase subscribers to new program offering.	Enhance, market and increase subscribers to new program offering.

Strategy 4: Promote CCEPA’s research contribution through the advancement of public scholarship and work to stimulate, generate and disseminate research on ethical dimensions of public issues.

Objective:

1. Act as an agent of transmission and translation of research findings in applied ethics to a broader audience which can potentially utilize these findings for individual and organizational benefit.
2. Bridge the gap between research and public audiences.

No.	Initiative	2015-2016	2016-2017	2017-2018
4.1	Introduce programming that highlights results of applied ethics research.	Host at least one program, workshop or seminar generated by CCEPA Scholar in Residence.	Host at least one program, workshop or seminar generated by CCEPA Scholar in Residence.	Host at least one program, workshop or seminar generated by CCEPA Scholar in Residence.
4.2	Disseminate findings of research on applied ethics.	Explore vehicles for dissemination via web-based, print and other media. Promote research on CCEPA webpage through Facebook and other social media.	Employ various vehicles for dissemination via web-based, print and other media. Promote research on CCEPA webpage through Facebook and other social media.	Expand vehicles for dissemination via web-based, print and other media. Promote research on CCEPA webpage through Facebook and other social media.
4.3	Research Fellowships program.	Seek funding opportunities to offer one Research Fellowship.	Re-introduce Research Fellowship program if warranted and funds allow.	Advertize and potentially recruit one Research Fellowship application.
4.4	Scholar-in-Residence program.	Attract new scholar. Undertake review of methods for attracting Scholars. Document outcomes including exposure and intellectual capacity for CCEPA.	Attract new scholar.	Continue and enhance Scholar-in-Residence program.
4.5	Explore other research opportunities.	Review options for engagement in research with potential partners.	Review options for engagement in research with potential partners.	Review options for engagement in research with potential.
4.6	Public Scholar Initiative	Install Public Scholar at CCEPA. Create a network of Public Scholars at Universities and Centres across Canada. Establish home for Ethics column – web or newspaper.	Attract or renew Public Scholar. Solidify network of Canadian Public Scholars. Promote and increase participation in Ethics column.	Attract or renew Public Scholar. Solidify network of Canadian Public Scholars. Promote and increase participation in Ethics column.

Strategy 5: Focus on broadening sources of support to ensure financial sustainability.

Objective:

1. Enhance fundraising activity to build sufficient momentum for continued existence.
2. Secure funding from foundations and granting agencies.

No.	Initiative	2015-2016	2016-2017	2017-2018
5.1	Enhance fundraising activities for continued and additional support through donations and sponsorship.	Seek renewal of funding commitment from donor pledges expiring. Seek additional corporate and individual sponsors, locally, regionally and nationally. Use branding material to clarify value in giving. Create giving page on website. Add donate here links on all web sources. Design Annual Report for use as fundraising document.	Seek renewal of funding commitment from donor pledges expiring. Seek renewal of contributions. Further broaden sources of support. Use branding material to clarify value in giving.	Seek renewal of funding commitment from donor pledges expiring. Seek renewal of contributions. Further broaden sources of support. Use branding material to clarify value in giving.
5.2	Broaden sources of support through revenue diversification.	Continue to offer revenue generating services and partner contributions.	Continue to offer revenue generating services and partner contributions.	Continue to offer revenue generating services and partner contributions.
5.3	Ensure annual funding of minimally \$130,000.	Seek support, minimum \$80,000 additionally to SMU and Provincial support.	Seek support, minimum \$85,000 in addition to current commitments.	Seek support, minimum \$100,000 in addition to current commitments.
5.4	Enhance stewardship program with founding institutions and donors.	Meet with representatives of AST and SMU and all other donors to present personalized Annual Report, and at least one other time throughout the year. Nominate an AST Board Member to sit on the Fundraising Committee. Seek strong philanthropic Board candidate for current vacancy. Capitalize on blended fund raising opportunities with founding institutions. Use newly created joint initiative logo on all materials	Meet with representatives of AST and SMU and all other donors to present personalized Annual Report, and at least one other time throughout the year. Ensure Founding Institution representation on Fundraising Committee. Capitalize on blended fund raising opportunities with founding institutions. Continue joint logo usage.	Meet with representatives of AST and SMU and all other donors to present personalized Annual Report, and at least one other time throughout the year. Ensure Founding Institution representation on Fundraising Committee. Capitalize on blended fund raising opportunities with founding institutions. Continue joint logo usage.
5.5	Seek funding from foundations and granting agencies.	Identify and apply for funding from foundations and granting agencies.	Identify and apply for funding from foundations and granting agencies.	Identify and apply for funding from foundations and granting agencies.
5.6	Ensure operational model sustains CCEPA ambitions.	Maintain current staff level: Executive Director: 100% Program Coordinator 100%	Maintain current staff level. Potentially add contract employees for funded project work.	Maintain current staff level. Potentially add contract employees for funded project work.



Canadian Centre for
Ethics in Public Affairs

CCEPA Business Plan

(April 1, 2012 – March 31, 2015)

Approved March 9, 2012

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Executive Summary

The Canadian Centre for Ethics in Public Affairs (CCEPA) provides an arena for critical thinking, public discussion and research into current ethical challenges in our society.

The platform is a collaborative one. CCEPA focuses on building connections across disciplines and communities as well as partnering with the major shapers of public life - government, business, NGOs and public service agencies. The Centre builds bridges among constituencies (public-private, individual-organizational, academic-community), reducing isolation, translating and transferring knowledge and promoting public debate.

CCEPA does not play an advocacy role nor does it take positions on issues. The Centre's role is to explore all sides of an issue and facilitate the exchange of information and ideas. CCEPA creates opportunities to engage the broader community in considering, through an ethical lens, the critical issues that confront society which supports more informed decision making.

CCEPA advances ethical practices in public affairs through five program areas:

Education	Identify, assess and address ethical issues
Public Awareness	Inform the discussion to promote informed choices
Resource Access	Facility access, reference and referral
Research	Identify and analyze the issues, disseminate results
Consultation	Help organizations integrate ethics into practices and policies

CCEPA was established as a joint initiative by the Atlantic School of Theology (AST) and Saint Mary's University (SMU) in June 2002. In 2005 an Executive Director was appointed. The period between 2005 and 2006 saw a number of advances including the establishment of the Centre's operations, refinement of its governance, successful programming, stakeholder relationship building, and development of a multi-level funding approach.

During this time a clear demand for what CCEPA offers was identified. The foundation was set for rapid progress. The period 2006-2009 saw the establishment of a strong programming base focusing on education, public awareness and debate. The next three years, 2009-12, saw program expansion across Canada and an increasing number and diversity of partnerships for program delivery. Other achievements include the introduction of Research Fellowships and Scholar-in-Residence programs, continued assistance to non-profit, industry and cultural groups, a broadening of the revenue base and a comprehensive review of the Centre's governance structure and revisions to its Constitution to reflect best practices. Additional information is available on our website at www.ccepa.ca.

In the next three years, from 2012-15, CCEPA will build on past accomplishments by pursuing five strategic directions:

1. Sustain and develop exciting, provocative, challenging and appealing programs generating positive evaluations, repeat attendance, and audience growth.
2. Leverage partnerships with other organizations to extend the geographic reach and audience diversity for public programs.
3. Strengthen CCEPA's profile with organizations locally and further afield as a source of guidance and support to those wishing to incorporate ethics more explicitly into plans, strategies and operations.

4. Promote CCEPA's research contribution through dissemination of research on the ethical dimensions of public issues conducted by our Research Fellows and others.
5. Maintain the Centre's focus on broadening sources of support to ensure CCEPA's financial sustainability and continued existence.

The Action Plan sets out the principal initiatives needed to address each strategic direction.

To advance these strategic directions CCEPA will need to retain the support of its founding institutions, maintain and enhance its fundraising efforts and continue to develop new revenue streams.

The financial forecast shows balanced budgets for all three years as CCEPA will neither anticipate nor incur a deficit. The table below summarizes major revenues and expenses. Under revenues, pledged support identifies funding currently committed. Required support identifies the funds that must be raised to maintain the desired level of expenditures. The planned expenditures would allow for a similar level of programming to continue for the next three years, but the Research Fellowships program would be placed on hiatus and an assessment of its value undertaken with a view to renewing or discontinuing it. The Centre currently has a positive cash balance which would be drawn down in each of the three years.

	2012-13	2013-14	2014-15
REVENUES			
Founding partners	27,500	27,500	27,500
Province of NS	0	0	0
Pledged support	30,000	25,000	10,000
Required support*	71,000	76,650	97,500
CBERN	5,000	10,500	10,500
Fees for service	5,000	5,000	5,000
Partner contributions	5,000	5,000	5,000
Cost recovery events	3,000	3,000	3,000
TOTAL	147,500	152,650	158,500
EXPENDITURES			
Compensation	110,000	115,000	120,000
Operating expenses	6,200	6,600	7,000
Facilities	4,800	5,300	5,500
Speakers	10,000	10,000	10,000
Productions	6,500	6,750	7,000
Promotion	4,000	4,000	4,000
Research	2,000	2,000	2,000
Cost recovery events	3,000	3,000	3,000
TOTAL	146,500	152,650	158,500

*To be raised through a combination of additional fund-raising and draw down of accumulated surplus.

1. Introduction

From its base in Atlantic Canada, the Canadian Centre for Ethics in Public Affairs (CCEPA) provides an arena for critical thinking, public discussion and research into current ethical challenges in our society.

Our platform is a collaborative one. CCEPA focuses on building connections across disciplines and communities as well as partnering with the major shapers of public life - government, business, NGOs and public service agencies. The Centre builds bridges among constituencies (public-private, individual-organizational, academic-community), reducing isolation, translating and transferring knowledge and promoting public debate.

CCEPA does not play an advocacy role nor does it take positions on issues. The Centre's role is to explore all sides of an issue and facilitate the exchange of information and ideas. CCEPA creates opportunities to engage the broader community in considering, through an ethical lens, the critical issues that confront society, which supports more informed decision making

The Centre also joins the expertise of academics with the experience of community leaders and policy-makers to assist its partners as they seek to integrate ethics into their public practices and policies.

This document sets out a three-year strategic and business plan for CCEPA, covering the period April 2012-March 2015.

1.1 Background

CCEPA was established as a joint initiative by the Atlantic School of Theology (AST) and Saint Mary's University (SMU) in June 2002. Initially known as the Atlantic Centre for Ethics and Public Affairs (ACEPA), it was renamed and formally trademarked as the Canadian Centre for Ethics in Public Affairs in 2006. Although not a separate legal entity, the Centre has its own By-Laws and an 18 member policy-oriented Board of Directors operating with a high degree of autonomy.

CCEPA's offices are located on the Atlantic School of Theology campus at 630 Francklyn Street in the south end of Halifax. The facility has a large boardroom for meetings and events on the main floor and several offices on the upper level. The lower level of the facility houses the John Paul II Media Institute. The premises are also used by AST faculty and staff and may be available for public rental by groups and organizations, where the not-for-profit purpose has some alignment with that of CCEPA, for workshops, seminars and conferences.

The Centre's work is currently undertaken by three people. The Executive Director provides overall leadership to the organization, represents CCEPA in the community, offers workshops and advice to groups wishing to enhance their ethical and governance profile and oversees operations. The General Manager manages operations and takes particular responsibility for generating and implementing the Centre's programs and events. A part-time Program Assistant provides additional administrative support.

In the early years, from 2002-2005, several events were held and a fundraising campaign secured enough support to allow for retaining the services of the first Executive Director in September 2005. Funds were provided not only by the two founding partners but by a number of individual and corporate donors, notably the Estate of Patrick Power, Aliant, RBC Financial Group as well as an anonymous donor.

The period 2005-06 saw a number of advances including the establishment of the Centre's operations, refinement of its governance, successful programming, stakeholder relationship building, and development of a multi-level funding approach. CCEPA developed an approach to advancing ethical practices in public affairs through five program areas which have been maintained to the present day. These are:

AREA	FOCUS	EXAMPLES
Education	Identify, assess and address ethical issues	<ul style="list-style-type: none"> ◆ Public Programming: Trust In , Ethics in Business, Just in Time, CCEPA Annual Lecture, and The Annual lecture in Public Philosophy ◆ Website, Blog
Public Awareness	Inform the discussion to promote informed choices	<ul style="list-style-type: none"> ◆ Brand recognition efforts ◆ Community of interest growth ◆ Media exposure, development, web, internet, TV, radio, live-streaming, social media, Blog ◆ Alignment with CBERN ◆ Forging partnerships, cross promoting ◆ Program evaluation and feedback ◆ Bridging public and academic audiences
Resource Access	Facility access, reference and referral	<ul style="list-style-type: none"> ◆ Facility rental ◆ Website ◆ Network reach for referral
Research	Identify, analyze and disseminate research results on the issues	<ul style="list-style-type: none"> ◆ Research fellowships ◆ Scholar-in-Residence program ◆ Public dissemination of research
Consultation	Help organizations integrate ethics into public practices and policies	<ul style="list-style-type: none"> ◆ Development and implementation of codes of ethics and ethics policies ◆ Workshops on ethics, good governance and related topics

During this time a clear demand for what CCEPA offers was identified and the foundation was set for rapid progress. The first three-year business plan for the organization was adopted, covering the period 2006-09 which saw the establishment of a strong programming base focusing on education, public awareness and debate. In those years the Centre established an impressive list of well-

attended and positively received public presentations, all held in Halifax. The content was disseminated through archiving on the website, DVD production, television, radio and print news media. As well, the Centre forged strong links to the community through a valuable network of local contacts which helped to identify trends and topics of interest and responded to requests for resource material, advice and assistance.

1.2 Achievements 2009-12

The second three-year Business Plan 2009-2012 identified four strategic directions. They are outlined below with achievements advancing those directions noted.

1. Sustain and develop exciting, provocative, challenging and appealing programming generate positive evaluations, repeat attendance and audience growth.

In each of the past three years the Centre has offered 12 to 16 programs and, starting in 2010, expanded its reach to deliver programs across Canada. Partnerships with a number of organizations have facilitated this coast to coast exposure and proved to be of mutual benefit. In the past two years the total annual audience attending CCEPA events exceeded 1500 and evaluations remain steadily positive. Access to programs has been enhanced through the introduction of live-stream broadcasts and DVD production has been replaced with permanent storage of archived programming available on the website.

2. Broaden the appeal to an increasingly diverse audience including youth and senior citizenry.

As programs increased in number and variety, so too has the composition of the audiences. Depending on the topic, speaker and venue, some programs attracted a more mature audience while others appealed to youth, including secondary and post-secondary students. Attempts were made to reach out to high school students, through a high school debate, which yielded a high quality program but did not attract an audience. Other initiatives, such as the opening event of the Science and its Publics series, attracted 350 people from a variety of demographics.

3. Strengthen the research program and boost capacity.

A program of Research Fellowships was introduced in 2009. Applications are adjudicated by the Research Committee and, to date, six fellows have been selected. Research is ongoing and includes work on social media usage, ethical education in business, and business decision-making. In each of the last three years CCEPA has also enjoyed a Scholar-in-Residence who all have engaged in the work of the Centre while pursuing their own research and citing CCEPA's support for that work.

4. Accelerate the creation of a sustainable business model to support CCEPA's continued existence.

The Centre has broadened its funding sources considerably through fund-raising, partnerships and modest fees for service. The founding partners continue to provide a base level of support, which has dropped as a percentage of total funding as sources of support have been diversified. A major four-year donation from Bell Aliant allowed the Centre to expand its activities both geographically and in programming. With that donation now completed, budgets in the next three-years must allow for replacement of those funds or a reduction in activities.

1.3 Context of the Plan

The current Plan must be set in the context of the environment within which CCEPA operates, with consideration given to its strengths and weaknesses, as well as the opportunities and challenges it faces.

Strengths

1. A strong programming base has been established with positive evaluations, increasing brand recognition, a committed audience and an extensive archive of past programs. There is a growing community of interested individuals, who attend public events, are keenly engaged and want access to the work of the Centre.
2. The Centre is known for offering balanced, varied perspectives on issues and has developed considerable experience in presenting programs examining topics through an ethical lens, providing a wide range of perspectives on topical issues with excellent speakers and engaging discussion in an effort to inform the public conversation
3. CCEPA is supported by a growing network of individuals, groups, organizations and universities across the country, keen and willing to contribute ideas, contacts and financial resources to present events designed to inform the public consciousness about the ethical dimensions of public affairs.
4. Strong efforts have been made toward creating a national profile with programs offered outside Halifax in 2009, 2010 and 2011.
5. New technologies, including live stream broadcasts of programs, access to archived programs on the website, social media and the CCEPA Blogs have all extended audience participation options.
6. There is a committed, well-connected and engaged Board of Directors which extends the Centre's reach into many different communities and has taken a progressively stronger strategic focus.
7. There is an experienced motivated and resourceful staff providing leadership in the conduct of the Centre..
8. The Centre has developed a strong and recognizable brand with a positive and credible image among program partners, participants, audience and sponsors, enabling and enhancing important collaborations.
9. The Centre occupies attractive space providing opportunities for presentations to smaller audiences to be held on site and for external groups to access a facility conducive to reflective discussion.
10. Good progress has been made to achieve financial sustainability by broadening sources of financial support with the proportion of support from founding partners reduced from over 30% to less than 20%. The ability to leverage funding dedicated to specific programs has also increased steadily.
11. Governance policies and practices have been thoroughly reviewed, revised in accordance with best practices and well documented.

Weaknesses

1. The Centre's financial situation remains uncertain with no assured source of long term funding.
2. The Centre relies on a small staff of three, none currently full-time, to deliver programs and services, capacities can be limited as a result, and potential risks could exist with unexpected turnover.
3. While progress has been made in establishing the research profile, projects funded have taken longer than anticipated to come to fruition and outcomes have yet to be broadly disseminated.

Opportunities

1. Past successes offer a healthy springboard for continued development of program and service offerings.
2. CCEPA has successfully partnered with a number of organizations in the development and offering of programs. Opportunities abound for exploring additional and continued partnerships to co-present dynamic programs, cost share and achieve other mutual benefits.
3. CCEPA's growing national profile affords opportunities to extend the Centre's geographical reach in Canada, through formal partnerships and collaborations with other organizations.
4. The use of emerging new media provides further opportunities to disseminate program outcomes and reach an increasingly diverse and widespread audience.
5. Increasing attention to ethics, values and good governance in many organizations, in considerable part owing to the distrust resulting from recent corporate failures and scandals, and, closer to home, concerns about issues like MLA expenses and municipal decision-making. Accordingly, a number of organizations are seeking ethical guidance and this provides opportunities for the Centre to develop alignments and linkages, strengthen connections and offer advice, guidance and referrals.

Challenges

1. Securing stable financial support remains a challenge as a number of multi-year funding commitments will be concluded during the plan period, necessitating further fundraising efforts by the Board
2. The Centre must continue to offer compelling, provocative, and creative programs to continue to draw and grow the audience at a time when people can feel overburdened by commitments.
3. CCEPA must maintain a balance between its offerings and its resources, guarding against over-extending while remaining vitally active.
4. CCEPA must maintain focus on Board succession to ensure a steady turnover of fully committed, connected and engaged individuals who share the commitment to advance the Centre's mandate.

The Board of Directors held a Retreat in May 2011, with the objective of assessing achievements against plans and targets. As well, at its December 2011 meeting, the Board again focused on thinking ahead with an in depth discussion of strategic directions. The outcomes of these discussions are incorporated into the current plan, contextualized by the analysis above.

2. Mission, Vision and Values

This section sets out CCEPA's **Mission**: why we exist and what we do, the **Vision**: what we hope to achieve, and the **Values**: the principles and beliefs that guide CCEPA's conduct. This triad shapes both the approach, or the key characteristics by which the Centre will operate and grow, and the program, defining how the mission and vision will be achieved.

2.1 Mission

CCEPA provides an arena for critical thinking, public discussion and research into current ethical challenges in society.

2.2 Vision

CCEPA's vision is to be nationally recognized for its programs, to be known for the results of its efforts, to be known for its truly collaborative approach, and to be financially self-sustaining.

2.3 Values

CCEPA promotes the public good through cultivating and disseminating knowledge about ethical issues to help generate new insights, provide greater awareness and heal misunderstandings. It is guided in this work by commitment to the values of:

- promoting open and respectful debate on contemporary public issues
- enhancing the capacity of organizations to address ethical challenges
- conducting activities in a transparent and self-critical manner.

3. Strategic Directions

To achieve its mission and advance towards the longer-term vision, CCEPA will pursue five strategic directions. These directions reaffirm and extend those which have been pursued over the past three years, reflecting experience, successes and aspirations. CCEPA will:

1. Sustain and develop new, exciting, provocative, challenging and compelling programming to generate positive evaluations, repeat attendance, and stimulate audience growth.

Building on successes to date, the Centre will continue to develop a wide range of programming examining topical issues through an ethical lens.

2. Leverage partnerships with other organizations to extend geographic reach and audience diversity for CCEPA programs.

Building on existing linkages, CCEPA will pursue new alliances to strengthen the Centre's regional and national presence, as well as encouraging the involvement of participants from a wider range of demographic and social spectra.

3. Strengthen our profile with organizations locally and further afield as a source of guidance and support to organizations and groups looking to incorporate ethics more explicitly into plans, strategies and operations.

CCEPA will draw on its expertise to assist organizations looking to establish stronger ethical profiles and enhance governance.

4. Promote CCEPA's research contribution through the dissemination of research conducted by CCEPA Research Fellows and others, on ethical dimensions of public issues.

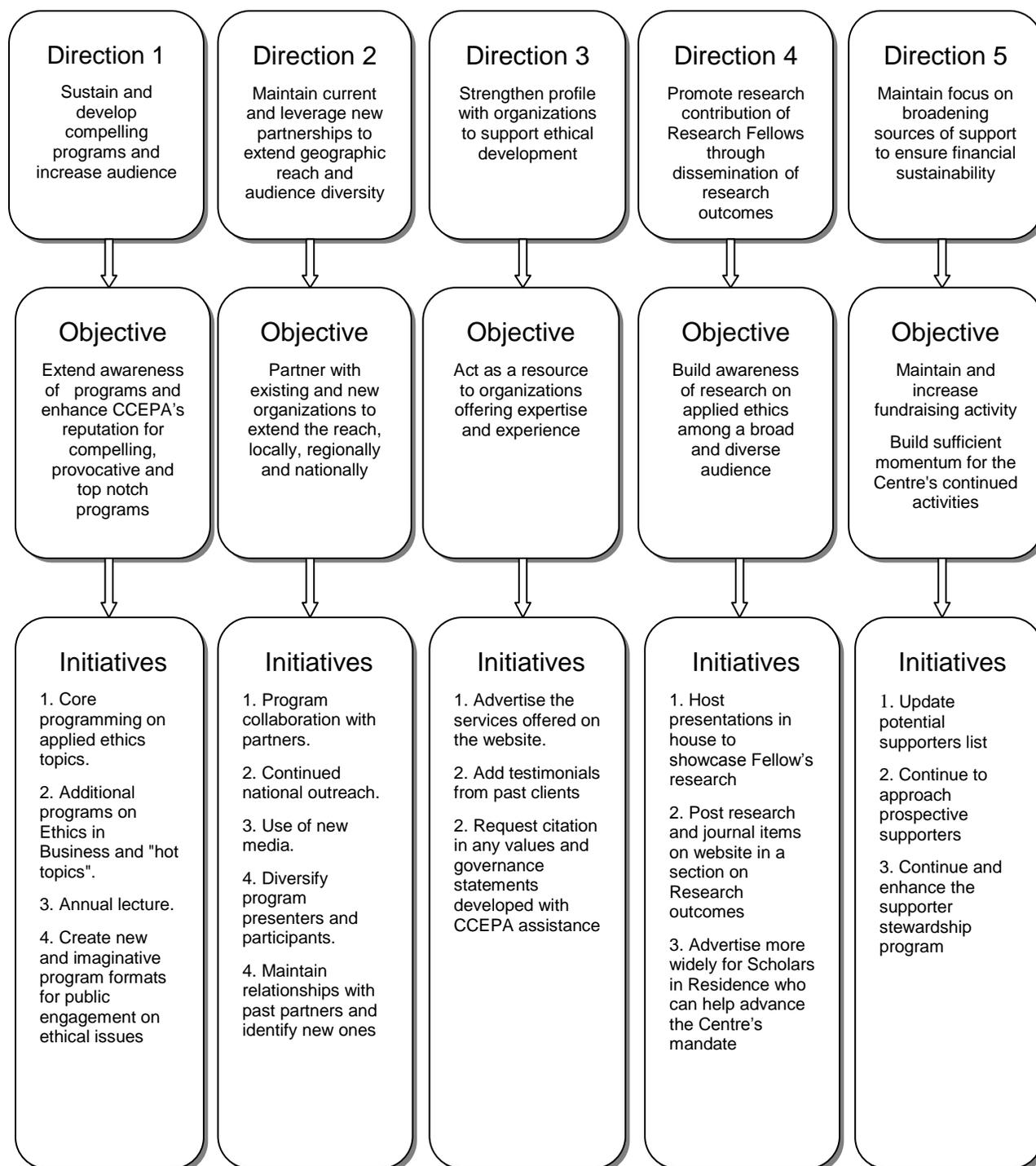
CCEPA will provide opportunities to promote sharing of research outcomes.

5. Maintain and strengthen a focus on broadening sources of support to ensure financial sustainability and continued existence of CCEPA.

CCEPA will place continued emphasis on fundraising, identification of co-funding opportunities and development of alternative revenue streams, including offering CCEPA's resources of space, products and expertise to outside agencies, particularly in the not-for-profit sector

4. Action Plan

The Action Plan depicted below, sets out the Strategic Directions, objectives and principal initiatives needed to pursue them. Subsequent parts of this Chapter set out targets for each initiative in each of the three years of the Plan.



4.1 Strategy 1: Sustain and develop new, exciting, provocative, challenging and compelling programming to generate positive evaluations, repeat attendance and stimulate audience growth

Objectives:

1. Maintain and enhance CCEPA's reputation for programming excellence.
2. Maintain and develop new, exciting and topical programming that examines current issues through an ethical lens.
3. Extend awareness of CCEPA programming and increase the audience geographically and demographically.

No.	Initiative	2012-2013	2013-2014	2014-2015
1.1	Develop one main program series in each year as the backbone of Centre programming.	Implement one 3-5 part series in Fall and Winter/Spring.	Implement one 3-5 part series in Fall and Winter/Spring.	Implement one 3-5 part series in Fall and Winter/Spring.
1.2	Complement core series with the SMU Annual Lecture in Public Philosophy, Ethics in Business, and other topical presentations	Present SMU Annual Lecture, other topical presentations as they emerge and at least one EIB presentation per year.	Present SMU Annual Lecture, other topical presentations as they emerge and at least one EIB presentation per year.	Present SMU Annual Lecture, other topical presentations as they emerge and at least one EIB presentation per year.
1.3	Attract prominent Canadian to deliver CCEPA Annual Lecture	Host CCEPA Annual Lecture.	Host CCEPA Annual Lecture.	Host CCEPA Annual Lecture.
1.4	Pursue other program possibilities, including Research Fellow luncheon presentations.	Seize arising opportunities to deliver compelling programs solo or in collaboration.	Seize arising opportunities to deliver compelling programs solo or in collaboration.	Seize arising opportunities to deliver compelling programs solo or in collaboration.

4.2 Strategy 2: Leverage partnerships with other organizations to extend geographic reach and audience diversity for CCEPA programs.

Objectives:

1. Reinforce CCEPA's mission as the **Canadian** Centre for Ethics in Public Affairs through the presentation of programs throughout Atlantic Canada and across the country.
2. Generate partnerships with new and existing groups to enhance exposure, generate new program ideas, increase the network of possible speakers, and cost share in events.
3. Broaden diversity of speakers and encourage involvement of participants from a variety of demographics.
4. Utilize new media including live stream broadcasts, Facebook and Twitter to expand exposure and connect with a more diverse audience.

No.	Initiative	2012-13	2013-14	2014-15
2.1	Ensure collaboration in program development to enhance themes, access to speakers, offset costs and broaden audience.	Maintain existing and seek new programming partners, locally, regionally & nationally.	Maintain existing and seek programming partners, locally, regionally & nationally.	Maintain existing and seek programming partners, locally, regionally & nationally.
2.2	Extend the reach of programs by seeking partnering opportunities for national and regional exposure.	Deliver selected programs in other provinces in Atlantic Canada and beyond.	Deliver selected programs in other provinces in Atlantic Canada and beyond.	Deliver selected programs in other provinces in Atlantic Canada and beyond.
2.3	Utilize new media to broaden appeal to a diverse audience, enhance access and attract interest	Use social media, live-streaming and other options to extend reach.	Use social media, live-streaming and other options to extend reach.	Use social media, live-streaming and other options to extend reach.
2.4	Broaden participation in programs to demonstrate that ethics includes a commitment to diversity in both program presenters and participants.	Broaden diversity of presenters and panelists.	Continue commitment to strengthening diversity profile.	Continue commitment to strengthening diversity profile.

4.3 Strategy 3: Strengthen our profile locally and further afield as a source of guidance and support to organizations looking to incorporate ethics and values more explicitly into plans, strategies and operations.

Objectives:

1. To assist organizations to develop a stronger ethical profile.
2. To promote our experience and expertise as a resource in dealing with ethical challenges.

No.	Initiative	2012-2013	2013-2014	2014-2015
2.1	Assist organizations in developing or strengthening ethics profiles	Respond to requests for assistance in the development of ethics policies and codes of conduct.	Respond to requests for assistance in the development of ethics policies and codes of conduct.	Respond to requests for assistance in the development of ethics policies and codes of conduct.
2.2	Assist organizations to develop and implement best practices in governance	Continue to offer workshops on relevant topics to non-profit organizations and industry associations	Continue to offer workshops on relevant topics to non-profit organizations and industry associations	Continue to offer workshops on relevant topics to non-profit organizations and industry associations
2.3	Assist organizations with questions about ethics and governance matters	Respond to questions in a balanced and constructive manner. Offer referrals to other sources which may be helpful.	Respond to questions in a balanced and constructive manner. Offer referrals to other sources which may be helpful.	Respond to questions in a balanced and constructive manner. Offer referrals to other sources which may be helpful.

4.4 Strategy 4: Promote CCEPA's research contribution through the dissemination of research conducted by CCEPA Research Fellows and others, on ethical dimensions of public issues.

Objective: Act as an agent of transmission and translation of research findings in applied ethics to a broader audience which can potentially utilize these findings for individual and organizational benefit.

No.	Initiative	2012-2013	2013-2014	2014-2015
4.1	Introduce programming that highlights results of applied ethics research	Initiate periodic lunchtime presentations on research findings.	Continue presentations.	Continue presentations.
4.2	Disseminate findings of research on applied ethics.	Explore possible vehicles for dissemination via web-based, print and other media. Promote research on CCEPA webpage through Facebook and Twitter	Explore possible vehicles for dissemination via web-based, print and other media. Promote research on CCEPA webpage through Facebook and Twitter	Explore possible vehicles for dissemination via web-based, print and other media. Promote research on CCEPA webpage through Facebook and Twitter
4.2	Evaluate the impact of the Research Fellowships program and renew if indicated.	Undertake review of Research Fellowships program documenting methods for attracting Fellows, resulting publications, presentations and other outcomes, including exposure	Use information gathered in review to determine future of the Research Fellowships program.	Re-introduce Research Fellowships program if warranted and funds allow.
4.3	Evaluate the impact of the Scholar-in-Residence program. Attract New Scholar for Scholar in Residence Program	Attract new scholar. Undertake review of the Scholar-in-Residence program and methods for attracting Scholars. Document outcomes including exposure and intellectual capacity for CCEPA.	Attract new scholar. Use information gathered in review to determine future of Scholar-in-Residence program.	Continue and enhance Scholar-in-Residence program if warranted and space allows.
4.4	Explore other research opportunities.	Review options for engagement in research with potential partners.	Review options for engagement in research with potential partners.	Review options for engagement in research with potential partner.

4.5 Strategy 5: Focus on broadening sources of support to ensure financial sustainability

Objective: Continue and enhance fundraising activity and build sufficient momentum for continued existence.

No.	Initiative	2012-2013	2013-2014	2014-2015
4.1	Maintain and enhance fundraising activities for continued and additional support through donations and sponsorship.	Seek renewal of funding commitment from donor pledges expiring. Seek additional corporate and individual sponsors, locally, regionally and nationally.	Seek renewal of funding commitment from donor pledges expiring. Seek renewal of contributions. Further broaden sources of support.	Seek renewal of funding commitment from donor pledges expiring. Seek renewal of contributions. Further broaden sources of support.
4.2	Broaden sources of support through revenue diversification	Continue to offer revenue generating services and partner contributions.	Continue to offer revenue generating services and partner contributions.	Continue to offer revenue generating services and partner contributions.
4.2	Ensure annual funding of \$150,000	Seek support, minimum \$71,000 , in addition to current commitments	Seek support , minimum \$76,650 , in addition to current commitments	Seek support, minimum \$97,500 , in addition to current commitments
4.3	Implement stewardship program with founding partners and donors.	Meet with each partner and donor to present personalized report at least once a year.	Meet with each partner and donor to present personalized report at least once a year.	Meet with each partner donor to present personalized report at least once a year.
4.5	Explore feasibility of a membership model	Collect relevant information and develop recommendation re membership model.	Implement membership model if deemed suitable.	Continue to promote the benefits of membership in the Centre to attract and retain members.
4.6	Ensure operational model sustains CCEPA ambitions	Maintain current staff level: Executive Director: 40-75% General Manager: at 80-100% Program Assistant 40%	Maintain current staff level: Executive Director: 40-75% General Manager: at 80-100% Program Assistant 40%	Maintain current staff level: Executive Director: 40-75% General Manager: at 80-100% Program Assistant 40%

5. Financial Analysis

5.1 Revenues

5.1.1 Founding partners

CCEPA derives its revenues from several sources. The founding partners, AST and SMU, have supported CCEPA from its establishment with both cash and in-kind contributions. In the first year these cash contributions covered all Centre costs. Since then, all but one year has seen funds raised from other sources to support the work of CCEPA. Direct financial support from the partner institutions has been reduced as a proportion of the total operating costs. The two institutions' vision for the Centre was that it would, eventually, become financially self-sustaining. It is likely unrealistic to expect that the Centre can be fully self-sustaining, but the goal of reducing the proportion of funding from the founders is being actively pursued. The goal in the 2009-12 plan was to reduce that contribution to 30% or less and to maintain that trend in the second and third years of the plan and this was achieved. In 2011-12 the proportion was 15% compared to 39% in 2008-09.

The goal in the current plan is to raise sufficient funds to maintain the proportion of funding from the founding partners at 20% or less.

5.1.2 Fundraising

Achievement of that goal will require fundraising targets to increase over currently pledged levels by an additional \$71,000, \$76,650 and \$97,500 in each of the three years of the Plan, respectively. These targets may be reduced by drawing down our accumulated surplus. CCEPA must be successful in achieving pledge renewals, identifying new sources of support and continuing to present a compelling case to potential supporters in the corporate and public sectors that supporting CCEPA is worthwhile. The case for support will be made on the following basis:

To support the Canadian Centre for Ethics in Public Affairs (CCEPA) is to support a worthwhile, effective and successful organization that:

1. Challenges and assists organizations in the private and public sectors to integrate values and ethics more explicitly into plans and operations and to strengthen governance practices.
2. Heightens awareness and understanding among individuals and organizations, public and private, of the contribution an investment in ethics makes to positive organizational outcomes and the consequences and costs of poor ethical choices.
3. Demonstrates best practices in governance, values-based decision-making and ethical conduct, modelling them for others.
4. Helps keep individuals and organizations up-to-date with emerging ethical issues through a focus on topical and emerging issues and new frontiers in ethics.
5. Supports research in Applied Ethics, thereby increasing research capacity, and sharing findings for others to incorporate.
6. Provides a forum for discussion of ethical issues and challenges.

Fundraising will be led by a Fundraising Working Group, assisted by staff, and its efforts will be supported by a stewardship program with past and current donors. Contributors are recognised on our website, in our Annual Report and at all public events.

5.1.3 Other revenues

The Centre has the opportunity to generate revenues from other sources, notably by cost sharing with partners in the delivery of programs. To date these contributions have amounted to just under 10% of total revenues.

The Centre can also generate revenue by offering its resources to other individuals and organizations on a fee for service basis. The Centre has two resources it can offer: space and expertise. The main floor meeting room is currently rented to groups whose purpose is not incongruent with CCEPA for workshops, seminars and conferences. Rental fees are modest. CCEPA could proactively market its facilities to a variety of groups, using a higher but sliding fee scale, to generate additional revenue. The Executive Director can also continue to act as a resource to other groups seeking to enhance ethics and values frameworks, governance practices, and inculcate a greater sense of shared trust in organizations and to incorporate values more explicitly into plans and operations. This source of revenue has increased over the past two years and in 2010-11 contributed 8% of the total revenues. We expect to receive continued CBERN funding until the CBERN grant is concluded but this will require further confirmation in discussion with CBERN.

Occasionally, the Centre holds events where admission is charged. The Centre must ensure that revenues generated cover costs for these events. Both revenues and expenditures are shown in the budget for monitoring purposes.

5.2 Expenditures

Core expenditures are those which are needed to operate the organization.

Personnel Expenditures

The principal core costs are for a minimum 2.0 FTE staff, without which the Centre cannot maintain operations and pursue its strategic directions. The plan anticipates that:

- the General Manager's position will increase from the current level of 80% to full-time, as funds permit
- the Executive Director will work 40-75%
- a Program Assistant will work for approximately 15 hours per week

These forecasts reflect the expected workload and resources. They can be adjusted if circumstances warrant.

Operating Expenditures

Costs of operating the Centre also contribute to core costs. The main types of operating expenditures are facilities, telecommunications, courier/postage charges and office supplies. These are budgeted at \$6,200 in year one, with inflationary increases in years two and three.

Occupancy charges for the facilities are the incremental charges to AST for providing the 630 Francklyn Street facility to CCEPA. They reflect custodial services, incremental insurance costs and

utilities. These have been budgeted at \$4,800 in year one, with inflationary increases in years two and three.

Program Expenditures

The development and delivery of challenging and topical programming is a major part of CCEPA activities and a Board priority.

Costs associated with programming fall into three major categories: speaker costs, event costs and costs of producing materials for further dissemination. These costs reflect CCEPA's commitment to mount events which are of public interest and for which there is no inherent or appropriate sponsor. Such events are part of CCEPA's public discussion mandate. Most events will be mounted on a cost recovery basis.

Speaker costs have been budgeted at \$10,000 and include travel (\$4,000), accommodation (\$2,000) and honoraria (\$4,000). Travel and accommodation costs reflect current experience. Many speakers to date have generously donated their time. Some speakers have received modest honoraria.

Event costs have been budgeted at \$10,500, including costs of production (\$6,500 in year one with inflationary increases in years two and three) and promotion \$4,000 per year.

Research

The action plan calls for a hiatus of at least one year on the research fellowships program. CCEPA will allow time for the six Fellows to date to complete their work, for the Centre to evaluate the program and consider its role in disseminating research findings. A modest budget is proposed for each of the three years to assist with research dissemination. If it is determined to continue the research program, budget adjustments and/or further fund-raising can be undertaken.

5.3 Summary

The three-year budget reflects the above provisions and shows balanced budgets for all three years as CCEPA will neither plan for nor incur a deficit.

	2012-13	2013-14	2014-15
REVENUES			
Founding partners	27,500	27,500	27,500
Province of NS	0	0	0
Pledged support	30,000	25,000	10,000
Required support*	71,000	76,650	97,500
CBERN	5,000	10,500	10,500
Fees for service	5,000	5,000	5,000
Partner contributions	5,000	5,000	5,000
Cost recovery events	3,000	3,000	3,000
TOTAL	147,500	152,650	158,500
EXPENDITURES			
Compensation	110,000	115,000	120,000
Operating expenses	6,200	6,600	7,000
Facilities	4,800	5,300	5,500
Speakers	10,000	10,000	10,000
Productions	6,500	6,750	7,000
Promotion	4,000	4,000	4,000
Research	2,000	2,000	2,000
Cost recovery events	3,000	3,000	3,000
TOTAL	146,500	152,650	158,500

*To be raised through a combination of additional fund-raising and draw down of accumulated surplus.