

## 2 Building Awareness and Capacity

### About the Framework

Greg Mayne, Environment Canada

Ted Briggs, Ontario Ministry of Environment and Climate Change

Plenary Session - Day 1

### Managing Lake Huron

Planning initiatives on the Great Lakes, such as the development of Biodiversity Conservation Strategies and Lakewide Action and Management Plans (LAMPS) are driven by commitments made under the amended Great Lakes Water Quality Agreement (GLWQA). The Lake Huron Binational Partnership formed to meet the commitments of the GLWQA and to set priorities and coordinate binational environmental protection and restoration activities. The Lake Huron-Georgian Bay Watershed Canadian Framework for Community Action is a Canadian effort to support the Lake Huron Binational Partnership.

The binational partnership coordinates lake wide activities through its federal, state and provincial members and engages organizations, academia, scientists, and water quality experts to focus on priority lake wide issues such as contaminants, loss of fish and wildlife habitat and biodiversity and ecosystem change.

Some anticipated short term binational activities on Lake Huron include:

- A Lakewide Action and Management Plan for Lake Huron - otherwise known as a LAMP document will be completed in 2016 for Lake Huron.
- Lake Ecosystem Objectives for Lake Huron - these lake ecosystem objectives will act as a benchmark against which to assess status and trends in water quality and ecosystem health – and hopefully inspire more action and give further guidance and justification to community-based programs when you set your priorities and submit funding applications.
- An Integrated Nearshore Framework for the Great Lakes - a response to the growing concern over nearshore water quality and degradation of the general environmental health of the nearshore to be implemented through the Lakewide Management process for each lake.

The Canada-Ontario Agreement with its various Annexes is a key management tool and means to implement projects to address lakewide management, nutrients, habitats and species. The agreement also promotes community engagement such as this Summit.

Apart from these binational priority issues, there are many local issues that pose threats to water quality and biodiversity on Lake Huron. Some examples of agency-led programs that address these issues are:

- Healthy Lake Huron: Clean Water, Clean Beaches Initiative
- Southern Georgian Bay Shoreline Initiative
- Lake Huron Biodiversity Conservation Strategy
- Working with groups around the watershed through the Framework for Community Action

## Lake Huron-Georgian Bay Watershed Canadian Framework for Community Action

Lake Huron is unique and diverse in its land forms, geology, land uses, biodiversity and ecology. While the north is fairly intact, and we would like to see it remain that way, forestry, mining, commercial fishing, shipping, and various forms of recreation all have their associated impacts. In the south, we have intense agricultural development and urbanization with resulting water quality challenges. These broad-based ecosystem stressors and the need to protect intact landscapes and restore damaged areas pose complicated management challenges. In response, a tailor-made approach for Lake Huron that would support the Lake Huron Binational Partnership was implemented.

The Framework promotes a community-based approach that works from the ground up along every shoreline and in every community.

### Developing the Framework

In 2005, representatives from Canadian environmental non-governmental organizations, municipal, provincial, federal, and First Nation representatives came together to discuss a way to jointly address environmental issues around Lake Huron and Georgian Bay. A Think Tank helped determine that no one agency could address these challenges alone and that an approach was needed to:

- create a unifying vision for a Canadian approach under which governments, organizations and the public work together to address key environmental issues and priorities.
- work together to solve the larger environmental challenges and to harness watershed-wide expertise.
- further promote community involvement through engagement and action.
- pool resources and make decisions together.

The general concept was that individuals, communities and organizations are effective champions, and that while they operate independently, they are united by the common cause of improving the environmental health of Lake Huron and Georgian Bay. The approach builds on the thought that if government agencies were to work collaboratively and cooperatively with key watershed groups, then they in turn could act as conduits to their local communities and landowner and a more action-oriented approach to getting work done would be accomplished. By involving local stakeholders, place-specific social, economic, and environmental needs could be identified so that restoration and protection efforts could contribute into long-term ecosystem health.

There were many watershed and community groups addressing local environmental issues across the watershed. Many of these community-based groups and environmental organizations had been active for some time and were willing to offer their expertise to agencies in various science, monitoring, and restoration programs.

By 2007, the Framework for Community Action was drafted, revised through a second Think Tank and released. Since then, the adaptive management process identified in the Framework has been encouraged across the lake. The process involves 4 principles that can be used within any area of the lake, and for any environmental issue. This process guides partnerships and aligns individuals, communities and government agencies that are taking action to assess, conserve, protect and restore Lake Huron waters and biodiversity. These principles include:

**"Broad-based action is needed because government alone cannot accomplish long-term solutions to community environmental concerns"**

**...The Framework**

- **Build Awareness and Capacity** by providing opportunities to increase knowledge, integrate scientific based, traditional and local knowledge, and by providing tools to improve skills and capacity.
- **Support Community Involvement** by engaging the community in a collaborative process so that networks are formed and strengthened over time. Similar to other emerging philosophies and charters, we encourage people and groups to sign the Framework Charter.
- **Taking Action to Restore and Protect** by using scientific research and information, local and traditional knowledge to better understand local issues and to take action to protect unique and vulnerable ecosystems and restore degraded areas around Lake Huron.
- **Measure Success and Adapt** by identifying performance indicators, measuring the success of projects and programs, and reporting the results and achievements in a public friendly manner to learn and improve future approaches.

The Framework is an over-arching structure for realizing integrated, collaborative, community-based action-oriented approaches to address environmental restoration and protection needs around the watershed. It compliments and supports existing programs and direction. It also supports broader resource management needs of Lake Huron as defined by various resource management agencies. Where possible, it incorporates local concerns and restoration and protection interests.



## Charting the Progress of the Framework

The Framework Steering Committee has been meeting and forging partnerships with watershed groups and organizations to implement the Framework principles. These relationships continue to grow and produce positive results. Some of the events and achievements over the years include:

- Two Think Tanks to develop the Framework (2005, 2007).
- A website early in the process that is continually updated (2007).
- Three Pilot Projects around Lake Huron to test run the Framework and its principles. These were reviewed after 3 years.
- Four youth summits plus a teacher's summit (2007, 2008, 2009, 2012).
- Collaboration with the French River Aboriginal Advisory Committee and supported a First Nation Youth Summit.
- A third Think Tank at the Town of Blue Mountains to define watershed wide priorities and approaches that resulted in a Framework Strategic Plan (2012).

- Workshops to review key environmental threats, identified opportunities and to align conservation groups.
- Expanded partnerships involving community-based groups operating from Sarnia to Manitoulin Island involving multiple agencies that align larger environmental issues and management programs.

This past spring a brochure was developed along with a bibliography of our collaborative achievements. Over 300 copies were distributed to all of our partners, municipalities, and to managers within each supporting agency. This was our way of showcasing the Framework, the community-based achievements and efforts in engaging and working with the public.

We continue to face environmental challenges across the watershed and we need to work together to address such issues as urban and agricultural runoff, shoreline development and alterations, habitat degradation and loss, declining biodiversity, and climate change.

## Communities in Action Across the Watershed

Plenary Discussion - Day 1

There are many organizations taking action across the watershed that address key environmental issues and management challenges. Ten examples of watershed groups and their programs were highlighted to showcase how they have turned community interest into environmental action. Website addresses are provided for more information about each organization and their projects.



## Lambton Shores

Jessica Van Zwol - St. Clair Region Conservation Authority (SCRCA)

[www.scrca.on.ca](http://www.scrca.on.ca)



The St. Clair Region Conservation Authority builds awareness and supports community involvement through mailouts and community events. This summer, postcards were sent to shoreline and rural residents with properties greater than 2 hectares, announcing that stewardship grants are available. Seven potential landowner projects are being pursued.

Volunteer events are held to promote community action and partnerships with local stakeholders. This past summer, the SCRCA partnered with the local CIB group, the Municipality of Lambton Shores, the Lambton Shores Nature Trail committee and the local waste water treatment company to do naturalization and cleanup work. This was a good way to connect the urban residents with their local beaches and with the wetlands along their walking paths.



Some lessons learned:

- **Use many methods of communication** - Some people will read the postcard, or they may recognize your face from being in the newspaper or at community outreach event. Others will hear about a community event through a municipality's weekly e-newsletter.
- **Farmers want local information** on farming practices– they aren't sold on practices that have been tested in the US. They also want to see how stewardship practices or soil conservation techniques are going to be an economic benefit to their farm.
- **Have patience** – The number of stewardship project inquiries is growing each year because people are now associating us with stewardship funding.

## Ausable Bayfield Watershed Plans

Mari Veliz - Ausable Bayfield Conservation Authority (ABCA)

[www.abca.on.ca](http://www.abca.on.ca)



A Watershed Plan was developed based on the four principles of the Framework to address repeated beach notices. An Advisory Committee was established with representation from upstream and downstream landowners, ABCA, Ontario Ministry of Agriculture, Food and Rural Affairs, municipalities and community groups. Through the preparation and implementation of the Plan, ABCA was able to:

### Build Awareness and Community Involvement

- |   |   |
|---|---|
| • develop a vision and goal                     | • hold numerous community outreach events       |
| • request 3 actions from local groups           | • promote citizen science                       |
| • complete 87 landowner surveys                 | • hold a community water quality review meeting |
| • meet with community groups and municipalities | • stormwater management plan for Bayfield.      |
|   | • host tours and demonstration sites            |

### Take Action

- 22 projects were completed (16 BMPs, 6 wetland projects) / 30 projects are ongoing including manure storage decommissioning, non-riparian erosion control, fragile land retirement
- Watershed Plan was launched, posted on the website and over 100 copies was distributed to landowners, municipalities and project partners
- A Wise Drain Walk looked at land/water interactions
- Outreach by newsletter, rain garden workshop, rain barrel sale and planting events





## Garvey Glen Watershed Remedial Action Plan

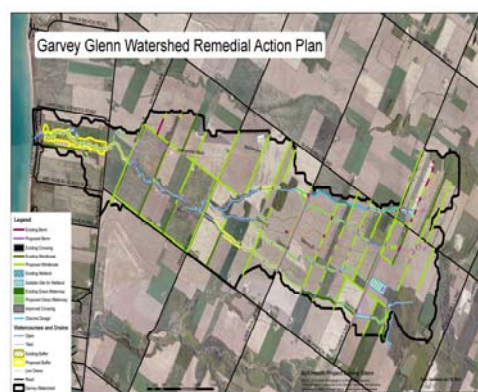
Melissa Luymes - Maitland Valley Conservation Authority

[www.mvca.on.ca](http://www.mvca.on.ca)

Farmers in the watershed were contacted by the Maitland Valley Conservation Authority to identify what their main concerns were and discuss issues. The result was the development of a Remedial Action Plan for the watershed.

The overall plan was to slow down overland water movement (runoff) in the headwaters by constructing berms and wetlands. In the midwaters, the focus was to safely convey water with buffers and grassed waterways. The intent was to minimize velocity and volume of water so that the gully erosion could be slowed. In the gullies, the strategy is to work with the cottagers to deal with seepage from the bank. Since the development of the Remedial Action Plan, a lot of effort has focused on reaching out to farmers through newsletters and personal contact. Since 2011, MVCA has accomplished:

- 60+ km walked through fields
- 10 member landowner committee
- quarterly newsletter mailed to 50
- ISCO station installed - 11 sites monitored regularly since 2011
- 5 berms constructed
- 16 designed + 2 km grass waterway
- 4 acres of trees planted as buffers and windbreaks
- Soil Health Project



## Pine River Watershed Initiative Network

Murray Jamieson/Rob Thompson

[www.pineriverwatershed.ca](http://www.pineriverwatershed.ca)



The Pine River Watershed Initiative Network has a vision of clean water and a healthy ecosystem within the Pine River and the Clark Creek watershed. They contacted landowners and have collaborated with partners and organizations to achieve this vision. Partnerships with the municipality of Huron Kinloss and Bruce Botanical Food Gardens, among many others, have been established to undertake local projects. They have attended events such as community fairs and parades. In order to reach the youth, they conducted outdoor classrooms with area schools. Their 'on the ground' accomplishments include:

- 219,550 trees planted
- 18 wind breaks constructed
- 7 berms constructed
- 5 cattle crossings
- 3 wetlands created
- 1 bank restoration
- 1 alternative solar powered water supply
- Over 7 kilometers of exclusion fencing



## Lake Huron Coastal Centre

Karen Alexander

[www.lakehuron.ca](http://www.lakehuron.ca)



The Lake Huron Centre for Coastal Conservation was founded in 1998 with the goals of protecting and restoring Lake Huron's coastal environment and promoting a healthy coastal ecosystem. While many environmental advocacy groups address local issues within the region, the Coastal Centre is the only grassroots organization focused on protecting the coastal environment lake-wide.

The Centre conducts research, builds literacy with schools, communities, professionals and local leaders and offers programs and opportunities for local residents and communities to become involved in wise stewardship activities that protect coastal environments.



*Coast Watchers act as the eyes and ears of the coast. Coast Watchers have an interest in monitoring the natural environment and commit time and effort to the program.*



*The Green Ribbon Champion is a symbol of environmental excellence that acknowledges property owners who are undertaking stewardship actions that protect the environment along the shores of Lake Huron and Georgian Bay.*

## Bruce Peninsula Biosphere Association - Six Streams Restoration Project

Elizabeth Thorn - Bruce Peninsula Biosphere Association

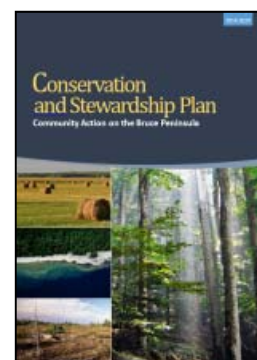
[www.bpba.ca](http://www.bpba.ca)



The Bruce Peninsula Biosphere Association initiated the first regional Conservation Plan for the Bruce Peninsula which is a non-regulatory blueprint for voluntary community action. The process was guided by a 23-person Steering Committee used the Nature Conservancy's Conservation Action Planning process and engaged over 700 people.

The Six Streams Restoration Initiative addresses the land use activities that have the most potential to impact water quality on the Peninsula including, stream bank damage from cattle access, agricultural drainage and residential sewage systems. The project component that has been the focus of the work so far is the development of alternate water supply systems for cattle on remote pastures using a solar power source. Ultimately a watershed strategic plan will be prepared to provide information and guidance to land owners, planners and managers. The Six Streams Project is a five year, multi-pronged initiative addressing cattle in the streams, field run off, septic contamination from permanent residences and seasonal cottages and the need for sub-watershed plans. This project has resulted in the following:

- Over 2200 cattle excluded from 3 streams resulting in a reduction of 475.2kg of phosphorus/yr
- Alternate drainage systems installed at 3 farms
- Septic survey and 2 workshops
- Water quality monitoring conducted by certified volunteers for two years
- Subwatershed plan in development
- Strong engagement of farming community through pasture dinners and tours



## The Beaver River Watershed Initiative

Jesse Gibson - Beaver River Group

[www.whatwaterwants.org](http://www.whatwaterwants.org)



The Beaver River Watershed Initiative coordinates the actions of environmentally concerned community members and is aimed at improving and conserving the overall water quality of the Beaver River Watershed. Community members have been engaged by hosting clean-up days and conducting educational tours and tree planting events. Landowners have been encouraged to get involved in restoration activities.



On the ground actions include stream work, spawning beds, removal of parts or all existing beaver dams, tree planting for shade, improvement of existing ponds, promotion, education and volunteer development. Over the past 3 summers, they have consistently worked on three stream rehabilitation sites and will continue to monitor these sites to help prove the benefits of rehabilitation.

The Beaver River Watershed Initiative recently received an award from the Ontario Association of Landscape Architects for service to the environment which helps to enhance their credibility.

## Nottawasaga Watershed Improvement Program

Sarah Campbell/Fred Dobbs - Nottawasaga Valley Conservation Authority

[www.nvca.on.ca/nwip](http://www.nvca.on.ca/nwip)



The Nottawasaga Watershed Improvement Program is a pilot project of the Lake Huron-Georgian Bay Watershed Canadian Framework for Community Action. Their goal is to improve the health of Georgian Bay by undertaking water quality improvement projects on local tributary streams. Success is attributed to the wide range of strategic partners in the Program, including:

- Blue Mountain Watershed Trust
- Collingwood Collegiate Institute
- Elmvale District High School
- Environment Canada
- Georgian Triangle Anglers Association
- Jean Vanier High School
- North Simcoe Land Stewardship Network
- Nottawasaga Steelheaders
- Ontario Ministry of Natural Resources
- Simcoe County Christian Farmers Association
- Simcoe County Federation of Agriculture
- South Simcoe Streams Network
- Stayner Collegiate Institute
- Towns of Collingwood, Blue Mountains, and Wasaga Beach
- Townships of Clearview, Essa, Springwater, and Tiny
- Wasaga Beach Fish and Game Club
- Wasaga Beach Provincial Park
- Wasaga Beach River Resources Committee
- Wild Canada

Some of their accomplishments include

- Volunteer streamside tree planting
- Strategic professional streamside tree planting
- Negotiation of buffer strips along waterways
- Working in partnership with farmers to fence livestock out of streams
- Stream bank stabilization and stream habitat improvement
- Natural channel restoration
- Experiential learning opportunities - citizen science



## Georgian Bay Biosphere Reserve

Greg Mason - Eastern Georgian Bay Biosphere Reserve

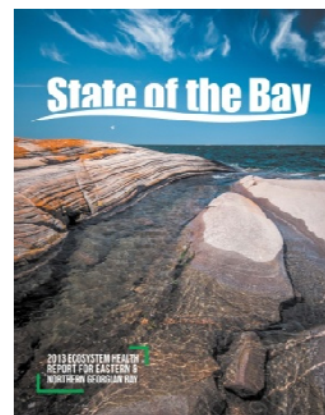
[www.gbbr.ca](http://www.gbbr.ca)



The Georgian Bay Biosphere Reserve (GBBR) was designated in 2004 and extends from Port Severn to the French River. It is managed by a non-profit organization with a mandate to protect the environment, create vibrant communities and build a healthy economy. The GBBR has a long history with Framework and has participated in stakeholder workshops and been a member of the Steering Committee since its inception. In 2008, the GBBR hosted the Lake Huron Youth Summit and conducted Life on the Bay workshops.

The State of the Bay report card took 2 years to complete, released in 2013 and was followed with workshops to promote awareness and action.. Since its release there have been many accomplishments and positive outcomes:

- Partnership and expertise
- 15,000 copies distributed to 200 locations
- 6,000+ online reads and 1,200 downloads
- 13 workshops delivered to a total of 455 participants
- 1,200 contacts through social media weekly



Building Awareness

## Manitoulin Streams

Seija Deschenes - Manitoulin Streams Improvement Association

[www.manitoulinstreams.com](http://www.manitoulinstreams.com)



Manitoulin Streams Improvement Association is focused on large-scale, community-based efforts to rehabilitate aquatic ecosystems on Manitoulin Island. The entire community is brought together to do this through joint private and public driven initiatives. Their efforts are directed at rehabilitating and enhancing water quality and the fisheries resource on Manitoulin Island streams.

Manitoulin Streams has leveraged over \$3 million in funding and completed 34 major projects on the Manitou River, Blue Jay Creek, Norton's Creek, Grimesthorpe Creek Mindemoya River, Mill Creek and Bass Lake Creek. A Class Environmental Assessment covering 184 water courses on Manitoulin Island was conducted and provincial and federal approvals are in place to rehabilitate these water courses. An enhancement strategy was created for 5 of the top 10 streams in need of rehabilitation. The strategy identified areas of concern with a high, medium or low priority and delineates the problems, solutions and estimated costs for rehabilitation.



## Central Algoma Freshwater Coalition

Edith Orr

[www.centralalgomafreshwatercoalition.ca](http://www.centralalgomafreshwatercoalition.ca)



The Central Algoma Freshwater Coalition (CAFC) is dedicated to the protection, improvement, and restoration of watersheds throughout the Central Algoma Region. CAFC was formed in 2007 to unite the voices of property owners, residents, business owners and non-government organizations concerned about cyanobacteria (blue-green algae) blooms on several lakes in the Region. The organization has since expanded its focus to include all aspects and activities related to healthy watersheds. CAFC's focus is to conduct scientific research, hold stakeholders consultations and promote public awareness through education. Current projects include:

- Development of Watershed Management Plans for Central Algoma (Stobie Creek, Bright Lake and Desbarats Lake Watersheds)
- Stobie Creek Restoration Project to prevent erosion and nutrient loading
- Healthy Habits for Healthy Habitats - redeveloping educational videos, brochures, and other public outreach documents to raise awareness
- Watershed Unification Project - Working towards a regional vision for sustainability, and a strategic plan



## Magnetawan First Nation

Ryan Monig/Terry Jones - Magnetawan First Nation

<http://www.magnetawanfirstnation.com/>

Magnetawan First Nation is implementing 2 projects focussed on species at risk and one project on water quality of Bying Inlet with funding received from the Lake Simcoe South-eastern Georgian Bay Clean-up Fund. The Magnetawan Territory and the Georgian Bay shoreline is a hot spot for species at risk and they are studying the interaction of Highway #169 on reptiles. So far, their findings are that the impact is catastrophic. This work will provide critical information when the highway is being improved and will assist in ensuring mitigation measures are implemented. There is also work being undertaken about sturgeon populations in the Magnetawan River.

# Trillium Foundation ReDesign

Thea Silver, Strategy Lead, Ontario Trillium Foundation - Day 2

The Ontario Trillium Foundation (OTF) is Canada's largest granting foundation awarding around \$110 million to approximately 1,300 organizations every year. Over the next decade, the Trillium Foundation will invest \$1 billion in Ontario's public benefit sector. Thea Silver explained the Foundation's first major change in 15 years - ReDesign 2015. The Redesign is intended to ensure positive community impact and to provide a simpler process for grantees.

The goal for ReDesign2015 is to:

- Make smarter, more focused and evidenced-based decisions about Trillium investments.
- To be able to clearly demonstrate those results.
- To raise awareness of this large scale organizational change so that organizations can plan for 2015.

To succeed the OTF needs to make focused decisions. Decision, which are based on data and evidence, and use the time and expertise of applicants, grant recipients and volunteers more wisely. Applications and the evaluation of those applications should depend on the nature, size and duration of the request. Trillium processes should be simple and streamlined for everyone involved. It is recognized that one application approach does not work for all types of projects and that the current process is too difficult and long.

The ReDesign process will include 4 granting streams:

## 1. Seed Grants:

- Starting projects at the idea or conceptual stage
- To conduct new research or feasibility studies
- To host discussions about emerging issues or new opportunities
- To develop a new idea or launching a new event
- To convene people to test feasibility
- Grants for less than 1 year
- \$5,000 to \$75,000
- 2 intakes per year

## 2. Grow Grants:

- Projects that build on the success of a proven model or program
- Bigger and deeper projects
- A seed grant is not a prerequisite
- Flexible to adjust to changes that occur in a longer term project so a budget and work plan is initially required only for the first year
- Grants for 2 to 3 years
- \$50,000 to \$250,000 per year
- 2 intakes per year

## 3. Collective Impact Grants:

- To bring about fundamental change with collective action
- Collective impact, collaboration and proactive engagement around an issue
- Co-creation or co-design of solutions
- The development of evaluation strategies and shared measurement
- May also included professional facilitation, convening and research

- 3 to 5 years
- Up to \$500,000 per year
- 2 stages to submitting a request
- Continual intake and no deadlines

#### 4. Capital Grants:

- To broaden access to and improve community spaces
- To buy and install equipment
- Renovations, installations and repairs
- Building structures or spaces
- Making better use of technological resource
- Simple and straight forward application
- Grants for 1 year
- \$5,000 to \$150,000

An Ontario-wide mandate or a project which serves several regions will continue to fit within these ReDesigned granting streams. However, capacity building funding for organizations will no longer be available and individual organizations will not be able to hold multiple grants. The focus will be on projects rather than organizations. In addition, Foundation representatives will be more engaged with grantees and will spend less time with applicants.

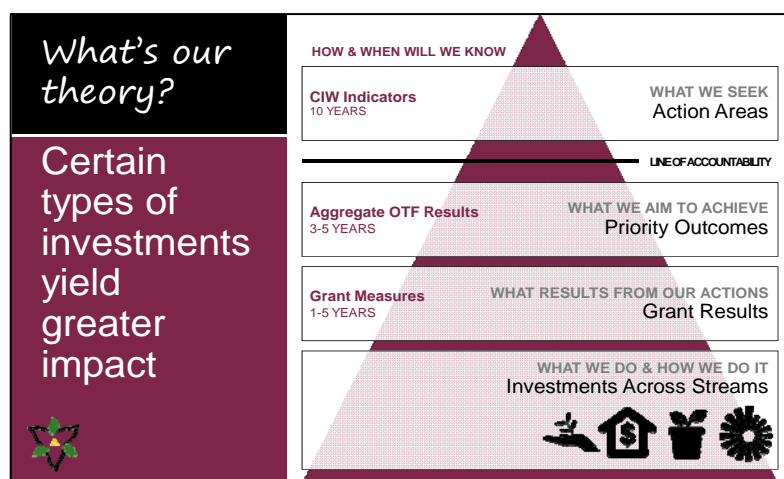


Based on research, evidence and experience of 30 years of grant making, Trillium defines healthy and vibrant communities as those with:

- Active people
- Inspired people
- Connected people
- Prosperous people
- Promising young people
- Green people (supporting a healthy environment)

OTF's theory of change defines what impact the Foundation aims to achieve, how it will be achieved, and how success will be demonstrated. Starting in the top of the diagram to the right, the Action Areas explain OTF's definition of healthy and vibrant communities. These have been derived from the Canadian Index of Wellbeing (CIW).

For each Action Area, there will be priority outcomes that the Foundation will be accountable to achieve through its investments. Priority outcomes will be reviewed every 3 years and revised as necessary. If progress is made on the priority outcomes, the Foundation will know it has done





its part to positively influence the evidence-based indicators of wellbeing in Ontario as selected from the (CIW). CIW indicators will provide a signal of Trillium's long-term progress over the next 10 years.

Priority Outcomes are what OTF is aiming to achieve as a result of its investments. Each priority outcome will be defined by 2-5 grant results. Grant Results are components, that when combined together achieve the priority outcome. Grant results are measurable and specific and all investment will need to align with at least one grant result. Each grant result will have an indicator associated with it that measures the change. The OTF will not be directive, but will develop a knowledge base that identifies initiatives that achieve the change sought after in our grant results. This knowledge-base could include strategies, approaches or models, as well as local solutions. Throughout the process, progress will be tracked and monitored using appropriate, relevant measures.

The Priority Outcomes that are most strongly aligned with the Green People action area (shown above), but may drive change in other action areas. The target in this area is to focus on protecting biodiversity and reducing our ecological footprint.

## Priority Outcomes

These priority outcomes align most closely with the **Green People** action area:



### **More ecosystems are protected and restored**

Healthy ecosystems – forests, wetlands, grasslands and waters – provide habitat for species, clean our air and water, stabilize our soil and absorb greenhouse gases. By protecting and restoring them, we ensure that current and future generations benefit.

### **People reduce their impact on the environment**

When people connect with and understand their environment, they are motivated to reduce their impact on it.

Approaches that involve stakeholders such as industry, business and other resources users are also essential to the responsible stewardship of our environment.

## Priority Outcomes

These priority outcomes align most closely with the **Active People** action area:



### **Higher quality sports programming & infrastructure to support physical activity**

Quality sports programs build participation for life. They rely on trained coaches and officials, safe spaces and positive approaches to play.

### **More people become physically active**

More people incorporate regular physical activity into their daily lives and have access to the right spaces and facilities.

## Priority Outcomes

These priority outcomes align most closely with the **Inspired People** action area:



### **Better quality programming and infrastructure to experience culture, heritage and the arts**

More people find enrichment through quality artistic, cultural and heritage works and programs. These are supported by the right services and spaces, which deepen people's experiences.


### **More people connect with culture, heritage and the arts**

When access is increased, more people can experience culture, heritage and the arts in ways that help them reflect, find meaning and connect with their community.

<b>Priority Outcomes</b>	
<p>These priority outcomes align most closely with the <b>Prosperous People</b> action area:</p> 	<p><b>Increased Economic Stability</b> By increasing access to essential community services, people who are vulnerable to poverty are better positioned to meet their basic needs.</p> <p><b>Increased Economic Opportunity</b> To prosper, people need access to skills and knowledge and the right supports to achieve financial independence, become and stay employed, and secure meaningful livelihoods.</p>

<b>Priority Outcomes</b>	
<p>These priority outcomes align most closely with the <b>Connected People</b> action area:</p> 	<p><b>Diverse groups work better together to shape community</b> Communities create more opportunities to bring together and engage people of various backgrounds, experiences and perspectives. When people have a say in decisions that affect them, they experience a sense of shared purpose and deeper feelings of belonging.</p> <p><b>Reduced social isolation</b> Communities strive to include members who are socially isolated or are vulnerable to isolation. As people build positive social ties, form healthy relationships, volunteer, and access community supports, they are healthier, happier and more connected.</p>

Priority Outcomes and funding streams are to be finalized and announced in October and November. There will be no application intake in March and new applications will be available in the early spring of 2015 with an intake early in the summer.

<b>Priority Outcomes</b>	
<p>These priority outcomes align most closely with the <b>Promising Young People</b> action area:</p> 	<p><b>More children and youth have emotional and social strengths</b> Children and youth need life skills, positive values, self-esteem and the ability to make decisions to succeed. They also need supportive families and role models equipped to help build these skills.</p> <p><b>More youth are meaningfully engaged in the community</b> Youth are successful and engaged when they have the skills to lead, adapt, create and learn throughout their lives.</p>

# Perspectives on Fundraising and Sustainable Funding

Jason Ritchie – Ministry of Natural Resources and Forestry (COA)

John Grant – Nature Conservancy of Canada

Lindsay Telfer – Canadian Freshwater Alliance

April Weppeler – Freshwater Future Canada

Thea Silver – Ontario Trillium Foundation

A panel of experts were assembled to provide their thoughts on how to deal with the challenges of finding organizational and program funding. The key advice provided by the panel covered general fundraising, the elements of a successful funding application, and their perspective about developing sustainable funding.

## Overcoming Key Challenges

- **Start Small and Grow** - It is best to start small with an easy to understand proposal and begin to develop a relationship with the funder. Break the project into smaller pieces and tackle them over time or with applications to a couple different funds. This will provide the groundwork for a larger project. Once the ability to deliver a project has been demonstrated and the funder knows the track record of the organization, it will be easier for them to justify a greater amount of funding for a larger project.
- **A Coherent and Connected Proposal** - A good application will connect all of the components. For instance, habitat, tree planting and fencing are all components linked to stream rehabilitation. Two proposals are more likely to be successful than one proposal with 2 unrelated parts. Applications with unrelated components are more difficult for reviewers to justify than a coherent proposal. In addition, a weakness in one component of an application can negatively affect the rest of the proposal. Break the project into logical pieces, determine the priority component and base a first application on that part of the project. Follow the successful completion of that part with subsequent applications.
- **A Compelling Case** - Frame and communicate the proposal in a manner that is consistent with the funding guideline and provide clear objectives and outcomes. Demonstrate how the project will fit into the larger environmental goals of the funder. Use an inspirational approach for individual donors. Write in a way that means something to your audience and don't be afraid to put a little emotion and impact into the request. Let them know that they will make a difference to your work. Ask a colleague or another person for a critical evaluation of your project, fundraising case or material and whether you communicate it effectively.
- **Ask Others for Help** - A lack of experience or credibility can hold back new groups or people new to fundraising. If you have a compelling need and a good prospect, ask for support and start with people you know. Their reaction may help you refine your approach. If your organization does not have an established credibility, align yourself with a partner with experience and a proven record. There is a need to shift mindsets to focus on the goals rather than on organizations and truly work together.
- **Use a Various Funding Approaches** - Be sure to have a variety of funding relationships and strategies. Go beyond relying on funding from foundations and other significant funding organizations and cultivate individual donors. Building funding and cultivating donors takes time and effort, but the income generated is far more transferable and stable over time. Cultivate donors who will make non-specific contributions because they have come to trust your organization to be cost-effective in its use of resources. In order to ensure that a funded program can be undertaken,

basic organizational needs such as salaries and administration must also be covered. Allocate a realistic portion of these costs to each project.

- **Develop and Implement a Donor Strategy** - Develop a donor strategy for your projects and campaigns and connect this to your engagement activities. Make sure you ask for donations since giving is one way for people to support work they are passionate about. Connect donors with your issues.
- **Identify Your Own Priorities** - Establish organizational and operational goals before seeking funding. Clearly identify your goals and how to achieve them. It is important for groups to be clear about what they need to fundraise for and not to follow project dollars or funding criteria.
- **Demystify Fundraising** - Many people are intimidated by fundraising. Some of the best fundraisers are passionate project people, rather than a professional fundraiser or the executive director. Everyone in an organization including the Board has a role in raising funds. There is a need to demystify fundraising and think of it different approaches for target audiences. For individual philanthropic support, people often view it as 'asking for money' and that thinking should be shifted to think about it as providing an opportunity for donors to be engaged in something they care about. Engage a champion in your efforts. For corporations or governments, think about how your proposal will advance their objectives and benefit both organizations.

### Elements of a Successful Funding Application

- **Be clear and organized** – A concise case, clearly articulating how a project will successfully address a compelling need that aligns with the funder is more likely to be successful. Identify what your project will do, explain why the project should be pursued, how it will be accomplished, the expected outcomes and measures for success and how it will be sustained. Follow a logical progression in your application and make it easy for the reviewer to understand. When applications have maximum word requirements, comply with that limit. Assume that reviewers have some knowledge on general issues and focus on the specifics of the purpose of the funding and the project proposed.
- **Include a Thorough and Realistic Budget** – Thoroughly identify what the project will actually cost.
- **Understand the Funding Agency and its Objectives** - To be successful applications must show an understanding of the objectives of the fund and demonstrate how the project will addresses those objectives. Read everything you can find online to ensure you know what matters to the funder and make sure your proposal aligns well with one or more of their funding priorities and guidelines. Also, make sure that the proposal isn't asking for too much or too little. Try to see the application from the perspective of the reviewer and determine if the proposal is convincing them to invest in a project that is tangible, measurable and will make a difference.

Attempt to have at least one phone conversation with a representative of that organization and overtime develop a relationship. If you make contact, ask informed questions. If the agency offers a review period take advantage of it. Implement any advice about the nature of the application that is received from the funding contact.

- **Define Success and Show Impact** - Indicate what defines a successful outcome, and without being too negative, identify the consequences if the issue is not addressed. Identify how success will be demonstrated. Use quantitative and qualitative measures. When a reviewer is comparing two similar applications, identifying specific results will play a role in approval of an application. If you haven't quantified your outcome, the application that does is more likely to be successful. A smaller project with smaller deliverables can also be successful provide the cost is also smaller or can be justified. Funders recognize that costs may vary by location. Make sure that objectives are clear and



that you can deliver the outcomes predicted. Funders review many proposals and the identification of clear and attainable objectives are more likely to be successful.

- **Include Partners** – Ensure that you have involved any obvious partners. If your group lacks a long track record, a partner with experience and a record of performance will contribute to the success of the application.
- **Put the Project to the Test** – Develop a capacity checklist and put your project through this rigour. If the project requires partnerships, relationships, make sure they are developed and in place. For example, if you plan to work with a school, confirm the partnership with the school board. Carefully think about the ‘readiness’ of your initiative and demonstrate that readiness.

## Fundraising Approaches

- **Prepare and Implement a Funding Strategy** - Find a diversity of ways to cover the cost of your operation. Continue to seek traditional approaches of applying for funding through foundations and government and also consider new sources of funding. Build operational costs into projects. New approaches may include:
  - Earned income through stores, merchandise or fee for service
  - Events and auctions (this may result in more friends than funds, but raises awareness)
  - On line Auctions
  - Member and donor cultivation programs
  - Matched funding challenges
  - Leverage your contacts and those in your network
  - Crowd funding
- **Begin Donor Cultivation Strategies** – Set priorities in a donor cultivation strategy since it will assist with public engagement, awareness and education activities and should also begin to pay for itself. Identify a fundraising approach for individuals or sponsors that involve the following steps:
  - Step 1 – Get over your fear of asking
  - Step 2 – Define your point of entry opportunities
  - Step 3 – Plan opportunities for connection and engagement
  - Step 4 – ASK
- **Show Value of Contributions** - Show a donation will make a difference, regardless of the amount. For example, identify that a donation of \$200 will trigger a matching contribution of \$400 and protect another acre of critical habitat at a site supporting for third largest population of globally rare Hill’s Thistle. Under promising and over delivering is always a benefit, but is particularly important for a first time applicant wanting to form a relationship with a funder. Search for a little more money to assist in ensuring the over delivery part.
- **Invest in Project Marketing** - Natural resource projects often cross a broad spectrum of sectors that may include human health, environment, agriculture, fish, wildlife, outdoor recreation, and perhaps development, academia or private industry. It is amazing who may be willing to invest in a well designed project. Once a program is well known, a positive reputation will carry weight with funders.
- **Make Personal Connections** - Provide opportunities for people to personally experience the work of your organization. For example, donor prospects who participate in a property tour may come away with a greater appreciation of the beauty and wonder of nature as well as an understanding of the scientific justification for protecting critical habitat. Also, be active in

making direct contact especially in this online age. Try to reach an actual person and make a personal connection.

- **Work With Partners and Key Individuals** - Donors in any area tend to see it as a benefit when similar community groups collaborate especially if a larger charity that has a long track record and professional staff is involved. Engage board members or other key volunteers since they often know and can connect you to new prospects.
- **Manage Expectations and Practice Patience** - Manage expectations about potential fund raising. Think of your work as value added. Some things take a long time to come to fruition so continue to build relationships and practice patience. If you fail, speak to your contacts and try again.

### Advice for Seeking Sustainable Funding

- **Understand Sustainable Funding** – Sustainable funding means different things to different people. There is no easy answer to core funding. Too often, organizations think only of the hard costs and identify the rest as an ‘in-kind’ contribution. Do not undervalue costs like staff time and identify how to cover those costs. Think of it as your ‘break even’.
- **Clearly Define Your Organization** - Start by being clear about your organization and identify the vision, mission and programs and organizational goals. Fundraising should be driven by the commitment to your goals and the belief in your mission. Rely on the inspiration of your work and use that passion when you connect with people.
- **Consider Renewal** – Revise approaches to refresh your projects. Initiate new projects or new approaches to old projects and invite new people or partners with fresh ideas. Donors fatigue will set in if you keep doing the same thing. Be constantly seeking new relationships and funding approaches; lay the groundwork early so you aren’t scrambling in the last year of a multi-year grant.
- **Promote Planned Giving** - Ask donors who clearly support your organization to make multi-year commitments that can be used to support the organization. Hold special events or other means to engage them and to recognize their contributions
- **Establish Endowment Funds** - Encourage donations to a special endowment fund that is invested to generate ongoing annual income to cover core operating costs. In order to attract this type of support, there must be trust that the organization will continue into the future.
- **Seek Other Funding Opportunities** - Look at all aspects of project and tap into peripheral granting opportunities that meet other criteria.