

# *StewardshipWorks!* Strengthening Stewardship

Final Report

Appendix

**Stewardship Centre for BC**

**March 2011**

## 4.0 Appendix

1. *StewardshipWorks! Strategic Communication Plan*
2. *Capacity Building Benchmarking Tool Report*
3. *StewardshipWorks! Funding for Success Workshop Report*



# **StewardshipWorks!**

## **Strategic/Communications Plan**



June 2010

# I. Background

## About Stewardship Works!

The *Stewardship Works!* (SW!) Initiative was a three-year pilot project overseen by the Stewardship Centre of BC, which provided core funding to selected stewardship groups across the province. Core funding or general operating support was defined as:

*... "funding directed to an organization's basic operational needs as a whole, rather than to particular projects". (Brest, 2003).*

Stewardship Works! grew out of research over ten years that repeatedly identified core or operational funding as the number one barrier that stewardship groups face and a critical impediment to their effectiveness. The project was designed to give community-based environmental stewardship groups "a hand up instead of a handout".

Stewardship Works! ran as a 3-year pilot project from 2008 to 2010. Grants of \$2,500 or \$5,000 were distributed to the stewardship organizations. The selected stewardship groups represented various regions of the province:

1. Okanagan Region
2. Vancouver Region
3. Thompson Region
4. Fraser Valley
5. North
6. Upper Fraser
7. Vancouver Island
8. Vancouver Island
9. Cariboo
10. Kootenays

The Ministry of Environment Stewardship Outreach Project initiated the Healthy Ecosystems Healthy People Project (HEHPP) using Act Now funding to increase the number of volunteers in the stewardship sector. HEHPP conducted research and found the biggest barrier to building capacity for stewardship groups was a lack of core funding. Stewardship groups wanted and needed more volunteers but lacked the capacity to recruit and manage them.

HEHPP partnered with the Stewardship Centre for British Columbia to develop the initial Stewardship Works! program. Following significant research, the Stewardship Works! funding model was developed to address core funding needs of community-based stewardship groups. In May 2007, 32 representatives from stewardship organizations, funders, and federal and provincial governments provided input into the Stewardship Works! model during a workshop.

The SW! funding specifications were flexible and stewardship groups spent the monies primarily on administration costs, office expenses, salaries, fund raising and marketing/outreach.

The intended outcomes of the Stewardship Works! program model were to:

- Increase organizational capacity of stewardship groups, resulting in an increase in conservation and protection of natural values
- Increase volunteer involvement in stewardship
- Recognize the contribution of local stewardship organizations
- Enable organizations to leverage additional contributions
- Evaluate stewardship effectiveness
- Demonstrate commitment to shared stewardship
- Deliver education and outreach programs

## About SCBC

The Stewardship Centre for British Columbia (SCBC) is a leader in promoting stewardship - the adoption of environmentally sustainable practices by all sectors of society and has been producing professional and credible stewardship resources since 1992. The Centre has a history of managing large, multi-year projects that serve the stewardship community.

In 2006, The Stewardship Centre became a registered non-profit society with a board of directors representing federal and provincial government agencies, local government, industry and a number of local stewardship, environmental and conservation organizations from different areas of British Columbia. SCBC serves the province of B.C. by building the capacity of the stewardship sector and providing credible science-based stewardship resources based on best practices.

## **SCBC and Stewardship Works!**

At the 2007 workshop it was identified that the Stewardship Centre for British Columbia was a natural fit to Stewardship Works! because it is a stable organization that has broad geographical representation; grass roots representation, a diverse mix of rural and urban representatives, and incorporates the entire stewardship sector.

## **II. The Need for Core Funding**

This section outlines background information for communicating the need for core funding.

Providing multi-year core funding, even in small amounts, gives groups permission and ability to plan and grow - or build capacity- as organizations. The truth is money isn't the only gap groups face, there are many organizational challenges that often don't get addressed in the day to day endeavour to fulfill a mandate and keep an organization running.

A capacity building legacy is built by supplying small multi-year core funding grants and encouraging the recipient organizations to invest in the learning and systems they need to be more stable and effective in the long run. In effect, these small grants enable groups to significantly increase the efficacy of their stewardship work. The funds get leveraged many times over and are a truly effective way of supporting the sector.

The *Stewardship Works!* initiative grew out of surveys and interviews over a decade which found that acquiring core funding was the number one barrier that community-based stewardship groups currently experience. Research in British Columbia indicated that a lack of core funding prevented groups from being able to coordinate their activities, do long-term planning, attract and manage volunteers and carry out many activities that would raise public awareness and support for conservation work.

Providing core funding has been the recommendation of several research studies and surveys conducted by:

- Ministry of Environment
- Pacific Salmon Foundation
- Dovetail Consulting
- East Kootenay Conservation Program
- Stewards of the Lower Fraser
- Leading Edge Conference
- National Watershed Stewardship Coalition
- Pacific Fisheries Resource Conservation Council
- Finding Solutions Network

In 2008, Grantmakers for Effective Organizations (GEO) conducted a comprehensive study of the attitudes and practices of 820 grantmaking foundations in the United States. The study found that a pronounced disconnect remains between the ways in which grantmakers are supporting nonprofits and what non-profits say could contribute most to their success. Core funding support was identified as one of the most effective changes grantmakers could make to improve non-profit results.

Both funders and non-profits agreed on three top priorities when asked for practices most likely to have a positive impact on nonprofits' ability to achieve results:

- 1) Provide more general operating support
- 2) Provide more multi-year support
- 3) Work in a supportive and respectful relationship with grantees

*"Daring to Lead 2006,"* a survey of nearly 2,000 non-profit executives (conducted by Compass Point Non-profit Services and The Eugene and Agnes E. Meyer Foundation), found that respondents rated more general operating support number one in a list of funder actions that could help them in their work.

The 2006 report *"Listen, Learn, Lead: Grantmaker Practices That Support Non-profit Results,"* highlights five main reasons for providing core funding to non-profit groups:

- Gives non-profit organizations the flexibility to direct their spending where it is needed.
- Enables non-profits to build a strong and sustainable infrastructure to run effective programs.
- Eases fund-raising pressures on non-profit executives, reducing burnout and allowing them to focus on the mission.
- Fosters innovation and risk-taking, providing non-profits with resources to take advantage of new opportunities as they arise.
- Reduces the power imbalance between grantmaker and grantee, bringing new transparency and trust to the relationship.

Thus, the provision of stable core funding was identified as a tangible action that would increase the ability of stewardship groups to fulfill their mandates in an effective and efficient manner. The project was designed to give community-based environmental stewardship groups “a hand up instead of a handout”. The goal of SW! funding is to enable healthier groups that will be much more successful at delivering a wide range of projects. Through the experience of the Pilot as well as feedback from stakeholders, Stewardship Works! is now emphasizing capacity building, organizational health, healthy ecosystems and healthy communities.

## **The Stewardship Works! Model**

Ten groups were chosen to receive core funding for three years. Grants from the Stewardship Works! Program were matched on a 1:1 basis with cash, donated materials, volunteer labour, and other contributions. The matching contribution of the local stewardship group was to be linked to increases in the number and effort of volunteers, the number of project applications, increases in project funds and other measurables.

Arduous reporting requirements often negate the benefits of small amounts of grants provided to nonprofits. To avoid this issue, SW! has developed a reporting model that requires less effort by nonprofits while still gleaning the needed information.



## Selection of Groups to Receive SW! Funding

A rigorous up-front assessment of potential grantees is an important part of an effective granting program. The selection process for the pilot groups in the *Stewardship Works!* initiative followed select guidelines: a range of groups were chosen from across the province based on criteria developed with an Advisory Committee of stakeholders from government, the non-profit sector and funding agencies. Selection criteria included clear vision, mission, and goals, a comprehensive organizational profile, good alignment between activities and overall mission, and a documented track record over several years.

## Evaluation and Encouragement of Improvement

SCBC has worked closely with grantees to build their capacity to track outcomes through qualitative and quantitative measures during the SW! Pilot. This is a key element of the success of the program.

## SW! Pilot Outcomes

The 3-year pilot has concluded and a number of capacity building and organizational health benefits were found to result from the small amounts of funding provided to groups (\*the numbers should be compared against the final SW! evaluation for accuracy):

- **Psychological factors** – enhanced sense of group security and long-term viability, and reduced burn-out by staff, volunteers, directors and members. Having money to cover basic expenses supported staff, encouraged volunteers, and raised the credibility of the organization in the community (10 groups);
  - Positive perspectives of long term volunteers, directors and members (5 groups);
  - Security increases capacity: due to the security of knowing the funds were available for these core needs, groups were able to look ahead to further program planning, outreach, research, and networking;

- Greater ability to **attract and retain volunteers**
  - Increase in volunteer numbers and/or increase in volunteer projects (9 groups)
  - Volunteer training (4 groups)
  - Increased ability to attend and host volunteer stewardship projects and public events, leading to a more visible and sustained community presence supporting the engagement of existing and new volunteers (9 groups);
  - Ability to host appreciation events and gifts for volunteers, to recognize and celebrate their accomplishments (9 groups);
  - Volunteers happier, more enthusiastic, positive and optimistic (5 groups);
  - Funding for volunteer coordinators (2 groups).
- Increased ability to acquire **more grant funding** (9 groups):
  - Accomplished through various means: using the core funds as seed money, sending staff to attend grant writing workshops, enabling volunteers to be supported in soliciting donations, assisting partner groups in grant writing, enabling staff to have time to research programs and funding opportunities and solicit and complete applications, and providing a level of security that also encouraged other donors to fund projects.
  - All pilot groups were successful in matching SW! grants on a 1:1 basis with cash, donated materials, volunteer labour, and other contributions, with none of the funds coming out of project-based funding;
  - 3 groups were able to secure multi-year funding;
- All groups clearly recognized the value of Stewardship Works! to their organizations with 2 groups stating that the initiative was **critical to the survival** of their group;
- The nurturing of greater **community connections and partnerships** through hosting and attending key community and regional meetings and events with one group able to create 45 new relationships (6 groups) Attending more training sessions and conferences (5 groups);
- Increased **memberships** (5 groups) with 1 group seeing an increase of 225 members;

- **Higher community profile** - Increase in the profile of the group due to media, attendance at community meetings, new volunteers, and improved web presence ( 6 groups);
  - Increase in the amount of media coverage and releases with 1 group seeing a 50% increase and another a 30% increase (5 groups or 6?)
  - Groups were able to attract more community members to meetings- from 20 to 172 more;
- **Increase of local knowledge** of stewardship issues in the community (5 groups)
- More thorough **forward planning enabled** ( 5 groups)
- **Financial planning enabled**/ key committees established ( 5 groups);
- **Staff skills** increased (4 groups)
  - **Staff training** enabling smooth transitions, and no loss of history and project information. (2 groups)
- **New programs** developed as result of grant (4 groups);
- Ability to **outreach to other groups** to help them with stewardship activities (2 groups)
- Enhanced capacity to **attract and retain directors** and support Board meetings;
- Increased **communications** abilities: producing more outreach materials (5 groups) and writing and submitting more media articles (5 groups)
- Increased **impact on local governments** through increased participation in planning processes and meetings;
  - Changes in OCP's, bylaws, policy to support sustainability and conservation values.
- Ability to **evaluate and monitor programs** (2 groups);

The final evaluation and ongoing communications about SW! should focus on how core funding increased the ability of groups to build their organizational capacity to fulfill their mandates. The Capacity Building Framework may provide a strong model for this and also be useful for ongoing evaluation of the program.

## Impact Stories

See Appendices.

### **III. Components**

#### **Capacity Building**

During the first phase of SW!, the 3-year Pilot, stewardship organizations were provided with small core funding grants and we are now finishing up evaluating the impact of those grants on the organizations.

In Phase 2 of SW!, we are adding capacity building as a key component. By focusing on building the capacity of stewardship organizations, we will be building the capacity of the stewardship sector at a time when the strength of the sector is of utmost importance. This direction will be an excellent leverage of funds by leaving a lasting legacy of capacity.

In Phase 2, groups will be evaluated in part by their interest and commitment to multi-year capacity building. SCBC has already developed a Capacity Building Framework and is completing a capacity assessment tool which will enable groups to evaluate their capacity against best practices. These tools are the first pieces of a capacity building program for stewardship groups that will be developed as the chosen organizations move through Phase 2 of Stewardship Works! The capacity assessment tool will provide an evaluation instrument: stewardship organizations can evaluate their capacity before receiving funding, at various intervals as they make their way through the program, at the completion of the program and 6-12 months after completing the program.

#### **SW! Online**

The Stewardship Centre for British Columbia is creating a secure online system that would be used for: screening of groups; grant rationale and details; tracking of funds; reporting; outcome reporting; and program evaluation.

Features of the system:

- Stewardship groups will register and create a profile that they can update as needed. This profile will be used for Stewardship Works! applications and will also enable the collection of information to better track funds and evaluate the program.
- Applications can be sorted by various attributes such as region, community, activity, etc. so that fund distribution can be decided and tracked.

- Applications and stewardship group reporting would occur online. The goal is to keep application time down to about 15 minutes as time is one of the issues that nonprofits identify with funding. Having the application and reporting processes online will also reduce the administration time for the hosting organization significantly.
- Stewardship groups can assess their capacity online using the Capacity Benchmarking Tool and their results will be saved for the organization's and SCBC's use.
- The data collected would allow for the assessment of the efficacy of the challenge grant by evaluating whether objectives are being met, and what improvements should be made to the program to help it operate more effectively and efficiently.
- Other funders would be invited to use this software for their application and reporting processes.

## **IV. Communications and Fundraising**

### **Goals**

- To find partners and funding to extend and expand the Stewardship Works! Program
- Increase the capacity of stewardship organizations

### **Objectives**

- Explore potential funding models for Stewardship Works!
- Identify potential funders for Stewardship Works!
- Align the Stewardship Works! model with the Capacity Building Framework and Benchmarking Tool in order to build the capacity of stewardship organizations in British Columbia
- Expand the awareness of and credibility of SCBC
- Establish a strong reputation for SCBC/Stewardship Works! with provincial and federal governments;
- Establish SCBC as the capacity building hub for British Columbia/Cascadia;

## **Environmental Scan**

### **Economic**

In 2008, the North American economy went through to downturn that continues to have an impact. This downturn had both real and perceived elements, the latter being caused mainly by media reporting on the downturn which caused many people to tighten their belts, even when they had experienced no change in their financial situation.

The economic downturn has had a tremendous effect on nonprofits decreasing donations from foundations, corporate and private donors and leaving many nonprofits scrambling.

Potentially, this economic downturn may increase the difficulty of finding funding for the Stewardship Works! program since many government and foundations have decreased or terminated their funding programs.

### **Political**

- SCBC grew out of government mandates. Many of those in senior level positions who helped to develop SCBC are no longer in those positions and new staff have little awareness of SCBC, its history, role and potential. This represents an opportunity.
- Governments have off-shifted many of their responsibilities to the nonprofit sector while at same time decreasing the budgets they once supplies nonprofits to be able to get the job done. This has put many nonprofits in very difficult positions.
- Capacity building is a very popular term right now which may make it easier to attract funding. Government mandate delivery relies on the capacity of stewardship organizations and they have identified that capacity as important. The term, 'capacity', is used to mean many different things and so it is important to ensure that the definition is carefully communicated.
- SCBC is not a registered charity and so that prevents it from going after many funds that it might otherwise be able to.

## **Social**

With climate change and other environmental issues increasingly in the media, we are primed for an increased recognition of the contributions of the stewardship sector.

While capacity building helps nonprofits achieve their missions, capacity building is a complex field and few nonprofits and funders have a good understanding of what it is and how it is achieved.

However, businesses are often happy to be able to support local nonprofit organizations and while some have been affected by the economy, many others are still doing fine.

## **Technological**

The internet can reduce the administration costs of programs like Stewardship Works by permitting organizations to apply online.

## **Communications Infrastructure**

The main person responsible for finding funding for the Stewardship Works! program is the Partnership Building contractor. Currently, the budget for Partnership Building is \$10,000. The work is also supported by the Capacity Building Project Manager who is also on contract. This is a large job on a small budget and may require more funding.

Communications materials will likely need to be developed in seeking funding for the Stewardship Works! Program. Both statistical information as well as personal stories which trigger emotions are important in developing effective materials. Stories collected from SW! recipient organizations can be found in the Appendices.

## **Potential SW! Funding Models**

It is important to recognize that building capacity in the sector will not be successful with just one organization; it will take long-term partnerships with key organizations that also have a vested interest in empowering stewardship groups to engage citizenry and foster healthy ecosystems. These partnerships will yield inspiration, strategies, and funding.

Potential partners include:

- Fraser Salmon and Water Program – focused on the stewardship sector specifically;
- Land Trust Alliance of BC – dedicated to the stewardship and conservation of our natural and cultural heritage. Have been involved in developing capacity workshops and resources for a number of years and have good experience in building partnerships;
- Centre for Nonprofit Sustainability – involved in organizational development in all sectors;
- Academic institutions – potential research partnerships that would increase credibility.

According to an Imagine Canada survey, 56% of Canadian corporations have shifted from philanthropic giving to sponsorship. Sponsorship differs from a donation in that in a sponsorship a business pays for the cost of an event, publication, or program, usually in exchange for advertising or some kind of notoriety.

Models to explore:

- United Way successes in delivering core funding
- The online marketplace event approach used by Wildlife Habitat Canada in Ontario.

Thematic areas for funding could be based on the Capacity Building Framework that SCBC has developed.



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A model for SW! based on the micro-credit model and targeting either corporations and/or individuals has been suggested.

### Pros

- This model would target corporations/individuals rather than various funds that tend to be currently oversubscribed as nonprofits scramble to find funds to survive since the economic turndown.
- Corporations operating in particular geographic areas where nonprofits are working could be targeted.

### Cons

- Quite a bit of time will be required to develop and manage the outreach strategy and website, if it is to be effective.
- A strong outreach strategy is necessary for success.

### **Micro-Credit Models to Explore**

#### **Give Green Canada ([givegreencanada.ca](http://givegreencanada.ca))**

Environmental organizations are able to profile themselves on the Give Green website. People interested in donating to environmental organizations can search the website for an appropriate recipient (note that the search function does not currently work). Donations cannot be made on the Give Green site; instead, donors must follow up with the organization to make a donation.

#### **Kiva ([www.kiva.org](http://www.kiva.org))**

One of the most well-known websites for individuals to provide micro-credit loans is [www.kiva.org](http://www.kiva.org). What makes this site attractive for lenders is the personal touch of the stories of the people requesting loans along with pictures. Kiva uses a template to record the information in order to save time. An example can be found in the appendices.

### Lessons Learned from Kiva:

- Use pictures and videos
- Consider what makes videos go ‘viral’ and incorporate those elements. What keeps people watching a video? Incorporate humour as possible.
- Keep the site up-to-date
- Approach Paypal to see if they would provide their service for free
- Provide statistics on the value of donations
- Allow donors to feature themselves on the site (as Kiva does). Highlight interesting facts about donors

Stewardship Works! originated out of a joint Ministry of Environment and ActNow project to increase the number of volunteers participating in outdoor stewardship activities. Environment Canada has also contributed funds to this initiative. We need to go back to the Federal and Provincial governments to report out on what we have developed, what the successes of the initiative are, and where we are going. We need to make the connection between how increasing the capacity of stewardship groups will result in more effective on the ground stewardship, and therefore assist government in areas where government is reliant on stewardship mechanisms to achieve their objectives.

Many of the grants that might fund SW! require that an organization has charitable status. SCBC is currently exploring whether or not to apply for charitable status – however, it is a lengthy and intensive process. A second option may be to partner with another organization, such as the Land Trust Alliance and use their charitable status.

### **Funder Research**

A number of interviews were conducted with funders and potential funders of stewardship groups in March 2007 in order to find out how funders perceived the idea of core funding, what might encourage them to participate in Stewardship Works! and what might prevent them.

- Overall, funders recognized that a lack of core funding affects the ability of groups to do stewardship work.
- Funders strongly supported the concept of matching grants.
- While funders supported the idea of core funding for stewardship groups, accountability was a concern.
- Perceived advantages of core funding included: stability and increased effectiveness; freeing up staff time; attracting volunteers; continuity for long-term projects.
- Perceived disadvantages included: possible misuse of funds, core funding not being a magic bullet, return on investment, sustainability issues, could cause conflict.
- Funders could be encouraged by: demonstrating return on investment; being clear about use of funding for advocacy; showing government commitment; understanding funders' internal constraints; managing expectations; bringing all parties to the table to develop the funding program; and finding a "home" for the program.

Overall, few granting agencies supply core funding and even fewer will provide money to an organization to then redistribute core funding. No specific data is available for British Columbia, but a major U.S. study found that less than 20% of grants from the largest 1,200 private and community foundations provided for general operating support (Foundation Center, 2007). In addition, a previous source of core funding for BC's stewardship groups in BC, Direct Access to Gaming, was eliminated in 2009.

In addition, The Centre for Nonprofit Sustainability was delivering small grants but shifted to larger support for fewer better enabled organizations after determining that small amounts to more organizations was not the most effective approach. This may have been communicated to the foundations who fund capacity building. Exploratory conversations will be carried out with strategic foundations to explore this potential issue .

## Framing the Message

**Problem:** The capacity of the stewardship sector in British Columbia is far below what it needs to be in order to be able to protect the land, air and water in the province and address the larger environmental issues that are imminent. Stewardship organizations need funding to be able to build capacity to fulfill their mandates.

**Solution:** SCBC proposes to provide capacity building funding to help stewardship organizations build their capacity to protect land, air and water. This fits SCBC's mandate of building the capacity of the stewardship sector.

While funders supported the idea of core funding for stewardship groups, accountability was a concern. Both funders and government were concerned about creating dependence by stewardship groups on the SW! core funding. Funders were very supportive of the idea of matching grants.

Perceived disadvantages of core funding included: possible misuse of funds, core funding not being a magic bullet, return on investment, sustainability issues, the potential for causing conflict.

Many grantmakers object to the perceived loss of control that comes with unrestricted funds. Not knowing how the monies will be spent makes it difficult for funders to assess results and impacts. Some grantmakers are concerned about a potential loss of accountability, and others have concerns about offering general operating support, including the fear that they would be "flooded with proposals."

- Emphasize that funding will be tied to organizational performance, capacity building and organizational health – recognizing that core funding is only one of the components to the solution. Focusing on growing organizational health decreases the long-term dependency of organizations on these funds – which is a main concern of funders.
- Encourage funders to think about assessment in a different way. For example, the following questions can be used to assess the effectiveness of core funding:
  - How is the organization delivering on its mission?
  - What is the organizations' baseline capacity?
  - How does the organization set goals to track its progress?
  - To what extent is core funding contributing to its success?

- Discuss how groups are chosen to receive SW! funding and that the process ensures strong organizations who are set up to make good use of the funds will receive funds.
- Accentuate the fact that SCBC can leverage the money: the small amounts of funding would require huge administrative costs. Administrative costs are substantially reduced by SCBC managing the funds and having a system for applications, administering funds, and evaluation.
- Use materials such as the video case studies being developed and the stories and photographs from the November 2008 SW! meeting in Kamloops which highlights the work they are doing and the specific ways in which the SW! funds have assisted them (where is this?).
- Use the personal and inspiring elements of the organization's stories to engage people's emotions and engage potential funders.

## **V. Conclusion**

Stewardship Works! was an incredibly successful pilot and it is important to the B.C. stewardship sector that it continue. To have strong environmental outcomes, you need strong organizations and Stewardship Works! has proven itself as a way to get there. The environmental outcomes we want have a long timeline, which means that the environmental organizations have to be sustainable for the long-term and thus we need to be supporting them for the long-term. Most funding is allocated for new or pilot projects, and SCBC will need to be working with leading funding agencies that recognize the importance of supporting strong programs over time. This represents an important shift in the current funding paradigm.

## VI. Appendices

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## Table of Potential Funders

*Overview of Funding Organizations in British Columbia Who Provide Funding to Stewardship Groups: StewardshipWorks! Potential Funders and Funding Criteria.*

Organization	Project Criteria
Habitat Conservation Trust Fund	<p>HCTF is looking for projects that:</p> <ul style="list-style-type: none"> <li>• focus on freshwater wild fish, native wildlife species and their habitats,</li> <li>• have the potential to achieve a significant conservation outcome,</li> <li>• best represent the interests of the Trust Fund's contributors, and</li> <li>• maintain or enhance opportunities for fishing, hunting, trapping, wildlife viewing and associated outdoor recreational activities.</li> </ul> <p>For projects that the HCTF will not fund refer to:  <a href="http://www.hctf.ca/app/qualify2.htm">http://www.hctf.ca/app/qualify2.htm</a></p>
Real Estate Foundation of BC	<p>Compatibility with organization's mission and objectives</p> <p>Funding Criteria and a list of funding exclusions at:  <a href="http://www.realestatefoundation.com/howtoapply/fundingcriteria/criteria.html">http://www.realestatefoundation.com/howtoapply/fundingcriteria/criteria.html</a></p> <p>Provides both project funding and endowment grants to non-profit organizations. Endowment grants are available only to organizations with charitable status.</p>
Environment Canada	<p>A list of funders for projects related to environmental stewardship can be found at:  <a href="http://www.on.ec.gc.ca/funding_e.html#1">http://www.on.ec.gc.ca/funding_e.html#1</a></p>
Environment Canada EcoAction	<p>A list of funders for projects related to environmental stewardship can be found at:  <a href="http://www.on.ec.gc.ca/funding_e.html#1">http://www.on.ec.gc.ca/funding_e.html#1</a></p> <p>We provide financial support to community groups for projects that have measurable, positive impacts on the environment. Priority for funding is given to projects that will achieve results in the following areas:</p> <p>Clean Air &amp; Climate Change - projects that help improve air quality, for example, by reducing emissions that contribute to smog, climate change and ozone depletion.</p> <p>Clean Water - projects that reduce and divert the use of toxic substances, such as</p>

	<p>pesticides and hazardous household products that affect water quality.</p> <p>Nature - projects that protect wild animals and plants, and protect and improve the places where they live. Priority is given to projects that focus primarily on migratory birds and their habitat.</p> <p>Projects require matching funds or in-kind support from other sponsors.</p>
Oceans and Marine Fisheries Division	
Fraser Basin Council	<p>Strategic Priorities to 2005</p> <p>The Board of Directors has identified five Strategic Priorities to be undertaken over the next three years:</p> <ul style="list-style-type: none"> <li>• Strengthening Communities</li> <li>• Fraser Fish and Fisheries Together</li> <li>• Protecting People and Property from the Next Great Flood</li> <li>• Measuring Progress Towards A Sustainable Fraser Basin</li> <li>• Enhancing Aboriginal – Non-Aboriginal Collaboration</li> </ul>
Endswell Foundation	<p>Funding interests include:</p> <ul style="list-style-type: none"> <li>• Conservation</li> <li>• Environment</li> <li>• Wildlife</li> </ul> <p>Grants to charitable organizations dedicated to conservation and related public education in British Columbia, that respect the rights of aboriginal peoples and their traditional land use.</p> <p>Funding priorities can be found at:  <a href="http://www.endswell.org/how_to_apply/index.html">http://www.endswell.org/how_to_apply/index.html</a></p> <p>The Endswell Foundation can only make grants to organizations registered as charities with Canada Revenue Agency (CRA).</p>
Vancouver Foundation	<p>In considering applications for funding, the Board relies on the recommendations of advisory committees established for each of the eight fields of interest:</p> <ul style="list-style-type: none"> <li>• Animal Welfare</li> <li>• Arts &amp; Culture</li> <li>• Children Youth &amp; Families</li> <li>• Disability Support</li> <li>• Education</li> <li>• Environment</li> <li>• Four Pillars</li> <li>• Health &amp; Social Development</li> <li>• Youth Philanthropy Council</li> </ul> <p>Supports a wide range of projects that are of benefit to British Columbians. Funded activities often provide a direct service to the community, or take an innovative approach to a community concern. Funded project may be program related or capital projects.</p> <p>A list of ineligible requests at:</p>



	<a href="http://www.vancouverfoundation.bc.ca/GrantInformation/FundingGuidelines.shtml">http://www.vancouverfoundation.bc.ca/GrantInformation/FundingGuidelines.shtml</a>  Eligible applicants include registered charities and qualified donees under the Income Tax Act
BC Hydro (three different funds plus extra non-allocated cash)	Donations Funding Areas <ul style="list-style-type: none"> <li>• Environment: we support environmental initiatives including sustainability, conservation and education on environmental issues.</li> <li>• Education</li> <li>• Community Investment: we contribute to community initiatives that fit into one or more of the funding criteria and support unique opportunities to strengthen B.C. communities.</li> </ul> Further criteria at: <a href="http://www.bchydro.com/community/outreach/outreach2335.html">http://www.bchydro.com/community/outreach/outreach2335.html</a> Sponsorships support community initiatives and programs that form partnerships to strengthen B.C. communities. Our aim is to raise awareness of Power Smart and provide opportunities to educate the public on the following areas: <ul style="list-style-type: none"> <li>• community involvement</li> <li>• energy conservation</li> <li>• sustainability</li> <li>• technology</li> </ul> Further criteria at: <a href="http://www.bchydro.com/community/outreach/outreach2335.html">http://www.bchydro.com/community/outreach/outreach2335.html</a>  BC Hydro provides grants and in-kind support to registered charities, registered not-for-profit organizations and First Nations Bands who meet the outlined criteria
Columbia Basin Fish and Wildlife Compensation Program	The FWCP works to conserve and enhance fish and wildlife impacted by construction of BC Hydro dams in the Canadian portion of the Columbia Basin. In order to achieve its mandate the FWCP works with a range of supportive partners who provide a variety of financial, technical and hands-on support.
Peace Williston Fish and Wildlife Compensation Program	Refer to BC Hydro donations
Bridge Coastal Fish and Wildlife Restoration Program	These projects fall into three general categories: Restoration, Conservation and Research  For more information and ineligible projects refer to: <a href="http://www.bchydro.com/bcrp/projects/index.html">http://www.bchydro.com/bcrp/projects/index.html</a>
BC Conservation Foundation	
Land for Wildlife Fund	
Ducks Unlimited Canada	For a list of Canadian priority areas refer to: <a href="http://www.ducks.ca/conserve/priorities/index.html">http://www.ducks.ca/conserve/priorities/index.html</a>

Trust for Public Land	
Wildlife Habitat Canada	<p>WHC prefers to support projects that focus on direct interventions related to habitat conservation, restoration or enhancement in wetlands, or areas of importance for wetland-associated species.</p> <p>The majority of WHC's funded projects have focused on waterfowl habitats. This is a primary area of interest under the Wildlife Habitat Conservation Stamp program.</p> <p>More information at:  <a href="http://www.whc.org/project_submission.htm#top">http://www.whc.org/project_submission.htm#top</a></p>
Pacific Salmon Foundation  Pacific Salmon Endowment Fund	
Bullitt Foundation	<p>To protect, restore, and maintain the natural physical environment of the Pacific Northwest for present and future generations. The Foundation invites proposals from nonprofit organizations that serve Washington, Oregon, Idaho, western Montana (including the Rocky Mountain range), coastal Alaska from Cook Inlet to the Canadian border, and British Columbia.</p>

## Kiva Example

### Rosalinda Saripada



#### About the Loan

**Location:** Eastern, Wao Lanao Del Sur, Philippines

**Repayment Term:**

7 months  
([more info](#))

**Activity:** General Store

**Repayment Schedule:**

Monthly

**Loan Use:** To purchase additional products to sell

**Currency Exchange Loss:** Covered

**Default Protection:**

Not Covered

Rosalinda Saripada is from the village of Eastern Wao, Lanao del Sur. She is 47 years old. Rosalinda is married and has five school aged children. To make a living, Rosalinda runs a sari sari (variety) retail shop. The main source of income for the business comes from selling both food and daily use products in the local community. Rosalinda has been engaged in her business for over two years and earns approximately 10,000 Philippine pesos a month for these activities.

In 2010, Rosalinda joined HSPFI to gain access to financial services to help improve her living situation and ability to engage in business activities. Rosalinda has successfully repaid a previous loan of 5,000 PHP from HSPFI, a Kiva partner. This previous loan was used to purchase additional inventory and working capital.

Rosalinda is requesting a new loan of 7,000 PHP, which will be used to purchase additional products to sell. This will be the second loan taken out by Rosalinda from HSPFI. She plans to use the additional revenue generated from the business to supplement income of her family.

## Make a Loan

[How Kiva Works](#)

### Loan Request

**\$175**

[Pre Disbursed](#) : Apr 27, 2010

Your funds will be used to backfill this loan.  
Repayments on this loan will go to you.

**\$0**

### Raised So Far

[Listed](#): May 21, 2010

**\$175**

Still Needed

**LEND NOW**

### Promote this entrepreneur

To promote this loan, you can email a friend about it, or you can include a link on your website.

If you would like to feature this loan on your website, simply copy the HTML provided and paste it into your web page.

Note: Once this loan is fully funded, another randomly selected loan in need will be displayed.



**Make a loan  
Change a life**



Loan Needed: \$175

Name: [Rosalinda Saripada](#)

Location: [Philippines](#)



0 % funded

## **SW! Stories**

### **Alouette River Management Society**

ARMS has been running education programs since 2000 at a low cost to ensure the accessibility of environmental education to schools in Maple Ridge and Pitt Meadows. With SW! grant funding, ARMS has been able to give our part time educator more hours to meet the demand of the community for our programs, including classroom programs, fieldtrips and outreach stewardship programs. We have also been able to spend more time on contacting the local high schools for volunteers for our summer programs, which we would not be able to run to the high standard we have set for ourselves without volunteers. The student volunteers ensures we have at least 1 adult/volunteer per 5 children. Since we can break the group into smaller groups, we are able to do more activities with the children in the park adjacent to our centre.

2008 was the second year ARMS conducted salmon spawner surveys in the fall. With SW! funding, we were able to train the volunteers, contact previous volunteers, and assist volunteers with the weekly surveys. We were also able to conduct some surveys ourselves. We had enough volunteers to survey 4 tributaries of the Alouette River. Next year we hope to include one or two more tributaries. We had a very positive response from our volunteers and many of them said they would like to participate again in 2009. With SW! funding, we were able to buy the adult volunteers Tim Hortons gift certificates and the teenaged volunteers movie passes with an individual Thank You card. We hope this will let them know how much we appreciated their time.

### **MVIHES**

We were dismayed last year to learn that a grant application had been turned down by the funder because we did not send in the latest AUDITED financial statement of the Society. For other applications, our latest financial statement (review by an accountant) was always acceptable. There was no way that we could afford to pay for an audit out of project funding, so without the support of SW!, we would have to forego those types of large funding opportunities. It was appreciated that the Stewardship Centre offered to contact such funders to explain how difficult it is for smaller stewardship groups to obtain that document. With matching funding from various project funds, we are now able to get the necessary audit. We will apply again to the funder in question because our proposed project is important to the area. Whether we are successful or not will be another story, but without the chance to apply, we would left without that opportunity.

## **Christina Lake Stewardship Society**

The grant funds from Stewardship Works and leverage funding from the Phoenix Foundation (Southern Interior development initiative trust) made it possible for the Christina Lake Stewardship Society to hire a Volunteer Coordinator / Stewardship Assistant to initiate and plan for and train volunteers to increase public participation and awareness in Stewardship initiatives.

Starting off the summer of 2008, The Christina Lake Stewardship Society began working with the community's youth. With weed pulls at the elementary school, and media releases the society attracted the attentions of some of the local and seasonal resident families at Christina Lake. Setting up booths and giving handouts at key locations throughout the watershed, we trained young volunteers to share information with the public. Utilizing the enthusiasm and approachable nature of children was a very successful tactic for encouraging an interest in Stewardship throughout the community. The young people, now well versed in local environmental concerns, contributed to a "Stewardship Corner" series for The Christina Lake News called "Young Stewards of the Boundary" with which they were able to express their own concerns in their own words.

As the summer drew to a close and some of the young volunteers were heading home to as far away as Texas, they were awarded with Young Stewards certificates from the Christina Lake Stewardship Society to acknowledge the outstanding level of commitment they exhibited over the preceding months.

## **CWG**

The funds did help offset some of the usual \$\$\$ stressors the group had experienced in the past (insurance, phone, mailings etc.) always things the group had to scrape for.

The funds also provided stimulus for the group to strategize how they could be better utilized and focused for year two to maximize their value for organizational support.

## **Delkatla**

Bald Eagles continue to be electrocuted on hydro wires girdling the villages of Greater Massett. Fish waste on the beach attracts these magnificent birds. We attended a sport fishing meeting this fall and many were unaware of the scale of this environmental

disaster. We encouraged fishers everywhere to clean their fish at sea. This simple solution will stop many deaths.

In early April, we had a Delkatla cleanup as part of Earth Days. Rusting bicycles, plastic shopping bags, plastic bottles and other detritus were removed from the area. Our youngest volunteer, Angela, aged two-going-on-three, used her pick-up stick to fill her bag. “We explained to Angela why we were doing this,” said her Kokom (Gramma) Marg Youngson. “For the birds and the trees and the earth.” “Yeah” said Angela. “And for the tigers too!”

The Nature Centre was open from July to October 2008 and attracted many pleasant visitors who loved the Centre and its location. In January and February we held evening watercolour classes for local artists. It was lots of fun, many who had never put brush to paper participated. The Centre was also the venue for a number of workshops (Artists; Breeding Bird Atlas, Council of Haida Nation events) during early spring as the heating system is now operable and keeps a consistent temperature.

## **OSCA**

The contract staff, board members and our book-keeper are always scrambling to react to program short-falls. This is the first time in several years that we sat down together to look at OSCA's financial year to examine cash flow problems and how to manage them. The SW funds were invaluable for allowing this planning time. It also made us aware that we need to cover more operating expenses through creative fundraising since project funding often only covers the project.

## **SeaChange**

Two community gatherings are planned in February 2009. The ED is able to spend time with others to plan and implement solutions for the financial and networking difficulties the environmental movement is presently facing because of this core funding. The first meeting, with the support of the Victoria Foundation, will bring together local environmental educators. We will be addressing how better to communicate among ourselves and schools so that our programs will be more integrated for students. The second meeting is planned for late February with local environmental non-profits to share our funding survival stories and find out ways we can collaborate to sustain our work.

The ED of SeaChange is much more focused in her role as one of the Directors of the Stewardship Centre of B.C. now that there are funds to cover her time.

### **Scout Island Nature Centre**

SW! funding has made it possible for both Sue and Jenny to take an active role in the Williams Lake Sustainability Committee, a collaboration of stakeholders and local government officials dedicated to instituting sustainable policies and practices. This has led to a most promising relationship with the regional sustainability coordinator for the urban centres. The WLSC has already mounted an Energy Fair with Thompson Rivers University (another valuable connection through the committee), and we're in the planning stages for a spring sustainability fair.

Getting children excited about nature is at the heart of our mission. We've been able to increase our winter fun days for school classes. Perhaps our favourite was the upper elementary French immersion classes that walked to the Nature Centre in -15 degrees to spend the day reading tracks in the snow, learning about the animals' survival strategies, and trying out snowshoes and cross-country skiing. And all without whining! (see photo attached to email)

A volunteer from the arts community put on a wonderful fall break program. First an exploratory walk to gather materials and inspiration, then a low-key art lesson. The kids produced some marvelous works and strengthened their love of the outdoors. (see photo attached to email)





# DRAFT | Building Capacity for the BC Stewardship Sector Benchmarking Tool

#### Draft Note:

This is a prototype of the Capacity Benchmarking Tool for the Stewardship Sector. This prototype benchmarks three areas under the Framework: Foundation, Fundraising and Financial Management, and Getting the Message Out: Communications & Marketing.

The Benchmarking Tool below has two components: a background section briefly describing each area being assessed and why it is important and the benchmarking tool itself including notes on how to use the Tool. Taken together these two pieces functions as both an education/learning piece and an assessment of the organizational capacity. In its final format, the these two components could become two separate documents: one containing the background information and one with only the Tool. Feedback from stewardship groups would enable their preference to dictate the final form.

As well, it is suggested that the Tool eventually be available in two different formats: 1). on the website with the site able to calculate the score of the organization upon completion; and 2). in a format such as a downloadable PDF workbook that groups can easily print to take to a meeting.

Further discussion of the Benchmarking Tool and recommendations for next steps can be found in the Summary Document.

Please note: the following is provided for content and discussion purposes only.

# Benchmarking Capacity for the B.C. Stevedoring Sector

## Introduction

Benchmarking is a strategic process used to evaluate and measure performance in relation to best practices. A benchmarking tool enables an organization to look at their current capacity and compare it to an optimal level of functionality and efficiency in order to improve the level of organizational performance. Predetermined milestones are used as "check in" points to monitor progress toward building organizational capacity.

Assessing capacity through a benchmarking tool can serve a number of purposes:

- Identifying areas where capacity is strong and those areas that could be helped by capacity building;
- Increasing knowledge of what the various areas of capacity entail and drawing attention to areas that organizations might not have considered;
- Providing a snapshot of current capacity;
- Monitoring changes in an organization's capacity over time. An initial assessment provides a benchmark of where an organization is before taking any actions. Assessment can be completed annually, biannually or following action to measure changes in organizational capacity;
- Stimulating conversation within organizations and drawing out different views and perspectives from the members of an organization about the organization's capacity. This can be one of the most powerful aspects of benchmarking. Often there are things that seem a little off to some or all members of an organization, but not knowing what to do about it, members put up with it or wait until it builds to crisis point before addressing it (or continuing not to address it and just have people leave the organization). A benchmarking or other assessment tool provides a tool that opens up conversation about deeper issues in a non confrontational manner;
- Providing a common vocabulary for talking about capacity;
- Challenging operational complacency;
- Providing vision of what higher capacity looks like as well as realistic targets;
- Fostering continuous improvement

## Using the Tool

Often in organizations, members realize that something is ‘off’, or not quite working, but are unsure of what it is. We expend lots of energy towards our goal and either something prevents us from reaching it or we do reach it but the journey is exhausting and morale is deflated (and so we lose people from the organization). Assessment tools enable organizations to ‘tease’ out where things aren’t working – they open up discussion and help groups to take a look at things going on beneath the surface of their organization – things that are essential to whether goals are met or not – or even whether the organization survives or not. Because one member of an organization might see problems where another thinks things are fine, benchmarking also allows people to objectively evaluate their organization against best practices and approach solutions from a common platform.

A number of capacity building areas are evaluated in the Benchmarking Tool. You will find a brief discussion of what each of these areas entail and why they are important to the capacity of an organization before the relevant section of the Benchmarking Tool.

In the Capacity Benchmarking Tool itself, there are four levels of capacity for each area ranging from ‘What’s Capacity?’ to ‘High Level of Capacity’. In order to score your organization, look for the highest level of match. If your organization doesn’t quite match one level, then rate your organization in the next level down.

It is important to note that the tool is meant as a mechanism to help your organization, not to judge it! Organizations have different levels of capacity in different areas and smaller and younger organizations often have less capacity. An assessment should be approached as a process rather than a survey. It will be most useful when tied to the planning process of an organization. No organization will have high capacity across the board – every organization has strengths and weakness. The benchmarking tool is simply a mechanism to help your organization on its journey and to provide examples of good practices in capacity building so that organizations have an understanding of where to direct their capacity building goals.

## Pre-Steps

1. **Pick the Players** decide who will complete the benchmarking or assessment. It is better to have a number of people involved, but if you are the only one available to do it, go for it.
2. **Decide how best to complete the benchmarking tool** you may decide to undertake it all together in a workshop or complete it individually with a follow up group meeting to discuss the results. There is great value in gathering together, if feasible, to complete the tool because of much of the value of the benchmarking occurs in the conversations and collective understandings that emerge during the process. However, there may be a variety of scenarios which make it preferable to complete the benchmarking tool individually. For example, if your board is located around the province or members have many divergent opinions or one or more members that tends to dominate meetings, completing the tool individually will ensure that all voices are heard.
3. **Give yourself a Deadline** pick a meeting date, and set aside enough time to complete the Benchmarking Tool or if it is being completed individually, determine when it is to be returned.
4. **Make the meeting fun** in our experience it always helps to have chocolate on hand! Completing the benchmarking may be a long process and you may want to conduct the process over a meal time.
5. **This is not a test** there are no wrong answers!
6. **Be adaptable** if a section does not apply to your organization, then leave that section out. For example, many organizations do not have a Board of Directors or staff members. Also, people involved in the assessment may not have knowledge of all capacity areas and thus should just review the ones that they are familiar with

## Prioritizing Capacity Building

The lowest scores in an area are not necessarily the highest priorities; other factors should be taken into consideration. Once the various capacities of an organization have been assessed, the people involved in the organization can decide which are the most important to address given the organization's unique situation and externalities. No two organizations will be exactly the same: your organization can decide the number of areas to focus on at one time and the appropriate combination of capacity building strategies. That said, the Foundation area is a basic capacity building area. Other capacities build from having the Foundation in place and if your organization does not have a strong foundation, then goals are harder to reach and there is a greater danger of people's personal agendas hijacking the organization. However, if your organization is about to go under due to funding problems, then you may need to focus on that as a crisis area.

It is also important to recognize that even though the Framework identifies 8 discrete capacities, all of the areas overlap and are interrelated and interdependent. This is good news since any work done to improve the capacity in one area will no doubt advance other capacities.

## The Benchmarking Tool

### Foundation

*"If you have built castles in the air, your work need not be lost. That is where they should be. Now put the foundation under them."*

~ Henry David Thoreau

Organization effectiveness is based on an organization being able to connect its vision to its goals, its goals to its plans, its plans to its actions and its actions to its results. Without a clear direction, it is not possible for an organization to function optimally. Having an explicit idea of what you want to accomplish through your organization is the basis for capacity building.

Without a strong foundation in place, an organization will waste countless hours in meetings and making decisions. A strong foundation gives an organization the clarity it needs to know who it is, who it wants to be and to take direct action toward its goals. If a group does nothing else but address foundation capacity, it will have enhanced its capacity immeasurably.

Initial research suggests that nonprofits increase their capacity tremendously when they regularly reassess their aspirations – their mission, vision and their strategy and the actionable ways to achieve their goals. Almost every organization starts out developing a mission or vision, but over time there is a tendency for it to get lost in the day to day running of the organization. Building

Foundational capacity involves ensuring that the greater vision of what your organization has been formed to accomplish is shared throughout the organization and is reaffirmed in all of your decisions and actions. An organization with a strong foundation is dynamic and empowered to move steadily toward its vision.

### Mission

An organization's mission is its backbone, describing why the organization exists, who it serves and the means by which it serves them. A mission statement is a written expression of who an organization is: its values, characteristics, philosophy and purpose. It differentiates the organization from other organizations by defining its scope of activities, its market, and the organization's ultimate aims. A mission statement is a valuable entity because it provides the members of an organization with a shared purpose and direction, inspires the major activities of the organization and forms the basis for evaluating the organization's performance.

Unfortunately, many organizations write a mission statement when the organization is created and then never look back at it again. Over time, as the mission statement is forgotten, the organization becomes less focused as it begins to serve a number of divergent missions: the one that is written down and the ones within the

minds of the various organization members. The more out of date the mission becomes, the greater this problem grows. The perceived missions often lead to conflicts as different organization members are serving different missions.

Today, it is increasingly being recognized that the mission statement inspires an organization when used as a living document. When a mission becomes a living statement, it provides direction that keeps the organization on track preventing wasted time and resources. When used strategically, the mission statement becomes the inspirational force of an organization and a mechanism for measuring accomplishments.

### ***Vision***

The vision statement answers the question of what you are building capacity for; it is the picture of your ideal future. A vision is a compelling, easy to understand description of how your organization would like the world to change what role the organization will play in that change, and how it will measure the success of its role. Your vision is the bigger picture of what your organization wants to become and gives shape and direction to an organization's future. A vision statement should be inspiring: it should resonate with all members of the organization and help them feel proud, excited, and part of something much bigger than themselves. A vision statement helps the organization not to become stale by stretching the organization's capabilities and image of itself. The vision statement communicates both the purpose and values of the organization.

People who just want to get on with the 'real' work may have a difficult time seeing the value in the process and outcomes of visioning, but the long term benefits are substantial:

- Keeps organizations focused on and moving toward the bigger picture of their ideal future;
- Inspires organization members and promotes interest and commitment;
- Provides continuity to goals, programs and planning;
- Provides focus for the organization;
- Opens the door to unique and creative solutions;
- Increases efficiency, productivity, shared purpose and enjoyment;
- Increases the ease of performance measurement;
- Facilitates the tracking of successes and identify ineffective programs in the early stages;
- Highlights gaps in talent, funds, or facilities.

Nonprofits measure their success not in terms of shareholder profits but by building social capital and a strong, shared vision provides a benchmark for measuring success.

### *Strategic Planning*

Best practices for an organization include developing and adopting a written strategic plan to achieve its mission. The planning process identifies the critical issues facing the organization that need to be addressed in the plan. This can be anything from developing the right program mix or reaching a particular audience to addressing income sources, creating effective leadership, establishing the right staff structure and size and changing factors in the community. The annual goals and objectives are developed in alignment with the strategic plan.

The Strategic Plan:

- Includes annual and long range goals;
- Sets goals and measurable objectives that address critical issues facing the organization;
- Integrates all the organization's activities around a focused mission;
- Prioritizes the goals of the organization and develops timelines for their accomplishments;
- Establishes performance indicators to indicate the organization's progress toward its goals;
- Allocates human and financial resources realistically to insure the accomplishment of the goals in a timely fashion.

The process of strategic planning is powerful especially when organizations engage the input of all stakeholders and provide a welcome forum for thoughtful and sometimes divergent input. This doesn't necessarily mean that all stakeholders will be involved in the decision making, but a strict top down approach to strategic

planning generally leads to rigidity and an inability to strategize creatively within the ever changing environment in which most organizations exist.

Strategic planning also integrates areas of activity such as programming, marketing and fundraising, often approached independently, into a single process.



## Benchmarking Foundation

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
Mission				
<p>What's a mission statement?</p> <p>(Or - Somebody wrote one but the rest of us didn't look at it. I think I still have the email, though).</p>	<p>We have a mission statement. It has something to do with _____ or maybe _____. Given several hours notice someone could dig it out of the file it's buried in.</p>	<p>We have a mission statement. Most staff/board have a good sense of it. Sometimes we even discuss it when making decisions.</p>	<p>The mission statement is reviewed regularly and updated as needed. All decision-making members have a good understanding of the mission and decision-making is based on the mission.</p>	<p><b>We have a mission statement. It is reviewed for appropriateness at least on an annual basis (better=biannual) and modified as needed. Everyone understands and can explain the mission and is involved in developing/reviewing it. It clearly describes our organization's reason for existence including our values and purpose. The mission is used to guide all of our decision-making and program/service development.</b></p>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Vision- Clarity and Boldness</b>				
We have great vision. Some of us wear glasses and a couple have even had that fancy laser eye operation.	We have talked about our vision, although it is not necessarily written down.	We have a clear and specific understanding of what organization aspires to become or achieve held by many within the organization. We regularly use the vision to direct actions and set priorities.	The vision statement is written and all decision-making members have a clear and specific understanding of what the organization aspires to achieve. The vision is inspiring and consistently used to guide the actions of the organization.	<p><b>We have written a vision statement. All board members and Executive have a clear and shared understanding of the vision for the organization.</b></p> <p><b>Our vision is offers a clear, specific, and compelling understanding of what organization aspires to become or achieve and is consistently used to direct actions and set priorities. Our vision offers an inspiring view of future and is demanding but achievable.</b></p> <p><b>The organization has core values that are developed and formalized jointly by board and staff. Important decisions and actions are assessed against these core values.</b></p>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Strategic Planning</b>				
<p>Can you spell that?</p> <p>Wasn’t that that thing that Teddy’s uncle’s cousin’s daughter helped us do 2 years ago? Oh, really?, that was 5 years ago? Huh!</p> <p>That was a pretty document.</p>	<p>I think our strategic plan does that. Let me get it off the shelf/computer and open it up.</p>	<p>The organization has a strategic plan and it has been discussed within the last year.</p>	<p>The strategic plan is comprehensive and used to guide the day-to-day activities of the organization. The strategic plan is reviewed regularly with input from key stakeholders.</p>	<p><b>The organization has a written strategic plan that addresses both the annual and long-term strategy. It is actionable and linked to the organization’s mission, vision, and goals. The plan consistently guides day-to-day activities and decision-making. Activities within the plan are assessed at least annually. There is a formal process for strategic planning that allows for input from key stakeholders. Implementation of the plan is regularly monitored. The plan identifies outcomes and connects them to the activities or strategies that the organization will use to reach these outcomes. Leadership team identifies roles for all internal and external stakeholders to monitor the plan’s implementation and effectiveness.</b></p>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Goals</b>				
The organization does not have written annual goals and objectives	The organization has written programmatic goals but they are developed by the key volunteers or staff involved in that area and not ratified at a board or organizational level.	The organization has written annual goals and objectives ratified by the board but they are developed independently of, and without formal reference to, the strategic plan.	The organization has written annual goals and objectives that have been ratified and are in alignment with the strategic plan. The goals are used to direct the organization’s actions.	<b>The annual goals are in alignment with the mission, vision and strategic plan. Goals are clear, specific, have a timeline, and a concrete way to measure success. The goals are broadly known within the organization and used to direct actions and set priorities.</b>
<b>Projects Programs and Services</b>				
Our projects happen to us.  We do the same work we’ve always done.  “I really just wanted to dig out the channel. Where is that shovel, anyway?”	We do projects that interest staff/volunteers and seemed aligned with our mission	We try to align programs and services	Programs and services are developed and evaluated in alignment with the strategic plan and sufficient resources are allocated to ensure success.	<b>Programs, etc. are congruent with the organization's mission and strategic plan. Staff &amp; volunteers have sufficient training and skill levels to produce the program. Sufficient resources have been allocated to ensure each program can achieve its established goals and objectives. Your organization evaluates its activities to determine progress toward goal accomplishment and to ensure continued alignment with the organization’s mission, values and goals (Each program has performance indicators that are reviewed at least annually).</b>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
Objective Means of Measuring Outcomes				
The organization does not measure outcomes and has no formal way to determine if its programs and services meet client needs or are generating the desired outcomes.	The organization uses anecdotal and subjective information to measure outcomes. Outcomes are not evaluated against pre-determined objectives.	The organization collects information about the outcomes of its programs and services although it does not have a formal process for doing this.	The organization has pre-determined objectives and a formal process for measuring the outcomes of its programs and projects.	<b>The organization has a formal process for measuring the outcomes of its programs and projects. The organization evaluates outcomes against pre-determined objectives and makes adjustments to programs and projects where necessary. There is an ongoing system of process evaluation in place for measuring whether activities are implemented as planned. Leadership identifies key outcomes to be measured. Leadership convey the importance of outcomes and the relevance of activities to outcomes. Responsibilities for outcomes are clearly defined.</b>

Your Score: \_\_\_\_\_

## Funding & Financial Management

Financial capacity involves developing the skills required to design a diverse and effective financial strategy, creating a culture that recognizes the importance of integrating fundraising into all areas of the organization and building the expertise to be able to make the most of the funds raised and reduce the administrative burden of reporting.

Most stewardship groups need money to accomplish their goals, but the current global economic crisis, reduced government support and increasing specificity of foundation grant making criteria (Humphries 2005 p.4; Vesneski 2005 p.4) coupled with increasingly onerous reporting requirements and a reduction in core funding support have created a difficult funding climate in which many nonprofits are struggling. Indeed, financial capacity issues have long been noted as the “greatest challenge” facing the nonprofit and voluntary sector (Canadian Centre for Philanthropy 2003 p.viii).

Strong fundraising strategies are diverse and broad both in scope and personnel: funding is not just foundation based, but includes a variety of funding sources such as donors, earned income, government, and planned giving. As well, solid fundraising strategies are integrated and valued throughout the organization so that everyone has some skills and contributes to fundraising.

When organizations have a diverse fundraising strategy they:

- Gain greater control over their program work rather than being directed by funders;
- Become more resilient to changeable foundation and government funding sources;
- Are able to mobilize timely responses to external events or crises (because all their money is not tied to specific grant related programs); and
- Establish strong connections and support in their community through their broad donor base that results in broad community support.

Part of building financial capacity is recognizing that fundraising is not an extracurricular task, but rather an essential component of the work of an organization because it engages donors and constituents in the organization’s mission. This is particularly salient for smaller nonprofits that cannot afford dedicated development staff. However, no matter the size of an organization, good fundraising practices mean that everyone is involved in the tasks of fundraising from the executive director to staff, and the board.

Although fundraising takes the spotlight when it comes to nonprofit discussions, it is only one aspect of an organization’s financial fitness. Building capacity in this area involves assessing an organisation’s current status and developing skills in planning and budgeting, accounts record keeping, financial reporting, and financial controls so that an organization can make the best use of its resources.

### *Fundraising Culture*

One of the greatest impediments to successful fundraising is not having a diverse group of people in the organization involved in and responsible for fundraising activities. Many organizations have a separation between those who do programming and those who do fundraising. As organizations grow, this division becomes more obvious and problems increase: programming staff don't want to be part of fundraising development and fundraising staff feel like they're the only ones bringing in the money and yet become increasingly disconnected from the vision, missions and connections to the issues that create the passion for their position. The organization loses valuable input from fundraisers and frustrated staff move on. Turnovers for fundraising staff are often higher than for any other staff.

Organizations who have developed a fundraising culture integrate fundraising and program work and share fundraising and program responsibilities among members. Organizations need fundraising systems and processes that are easy to learn and use, that reflect feel of the organization, and that are linked to everything that the organization does in order to be financially sustainable over the long term. A strong organization recognizes that fundraising is a team effort and integrates fundraising into all facets of its work and structure. If an organization is large enough to have fundraising staff, they are included in program discussions, plans, and activities.

### *Fundraising Plans*

Good Practices include having both long term and annual fundraising plans. An annual fundraising plan includes:

- The proposed budget goal for the year;
- The amount to be raised from each funding source;
- The responsibilities of the board and staff in terms of securing funding;
- Any materials, equipment, and software that are needed.
- Strategies, if required, to address any gap between the budget and funding.

A long term fundraising plan includes:

- Strategies to tackle fundraising obstacles and goals;
- The roles and responsibilities of staff, the board, etc.;
- The overall budget and the proportion to be acquired from each source of funding;
- The number of months of revenue in reserve;
- The proportion of funds that are unrestricted in use and can be used for operating expenses versus those tied to specific programs and projects.

Benchmarking Fundraising & Financial				
Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
Budget				
<p>We figure when the money runs out then we’ll make a budget.</p> <p>We work to the money that is available, sort of project by project</p>	<p>We have a loose budget periodically forecasts year-end revenues and expenses to assist in making sound management decisions</p>	<p>The organization has a budget developed by core staff or volunteers but it isn’t ratified by the board and seeks funding to meet projected needs on an annual basis.</p>	<p>A comprehensive budget is developed each year and used to forecast and as the basis for decision-making. The budget is approved by the Board of Directors or appropriate members.</p>	<p><b>Your organization develops an annual comprehensive operating budget which includes costs for all programs, management and fundraising and all sources of funding.</b></p> <p><b>This budget forecasts year-end revenues and expenses to assist in making sound management decisions.</b></p> <p><b>Direct and indirect costs are monitored, including allocation of staff time to program, administration, evaluation, and fundraising activities.</b></p> <p><b>The budget is reviewed and approved by the Board of Directors.</b></p> <p><b>The financial status is assessed regularly (at least quarterly). The organization has a 3-5 year budget process linked to strategic goals.</b></p>

Your Score: \_\_\_\_\_



Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Fundraising Culture</b>				
It would be so great if we were large enough to hire a fundraiser.	There are lots of ideas generated about raising funds but no one ever seems to get to them.	The organization recognizes the importance of fundraising but the brunt of the fundraising happens by one or two people in the organization. Often programs grow out of funding opportunities.	Everyone is involved in fundraising and recognizes its importance. The organization has fundraising policies, practices and goals.	<p><b>Everyone (staff, board and volunteers) participate and know their roles in the total fundraising process, including project identification, cultivation, solicitation and recognition.</b></p> <p><b>Either the board or an established fundraising committee is charged with developing, evaluating and reviewing fundraising policies, practices and goals.</b></p>
<b>Fundraising Plan</b>				
Our organization doesn’t have enough money to have a fundraising plan!	The organization secures resources more or less in the same way and from the same sources as it has done for years. The level of its programs and services are determined by the resources at-hand.	The organization sets goals for fundraising but does not have a comprehensive formal plan. The organization relies on its best efforts to secure resources and tries to find new sources from time to time.	The organization has a comprehensive fundraising plan with a diversified funding base. The plan is reviewed on a regular basis.	<p><b>A fundraising plan has been developed that ensures a diversified funding base.</b></p> <p><b>Current and potential sources of revenue are reviewed regularly. The organization is proactive in securing resources.</b></p>

Your  
Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
Funding Stability				
Friends and family know to make a donation to the organization in lieu of holiday gifts.	There may be a feeling of living “from hand to mouth” and programs and services are often changed based on the resources available. Funding may not be sufficient to cover yearly expenses.	The organization is more than 75 percent dependent on one source of funding or one type such as government funding.	<p>The organization usually raises sufficient funds to meet program and service objectives but falls short occasionally.</p> <p>The organization has one revenue stream exceeding 50 percent of its total income budget.</p>	<p><b>Highly diversified funding sources [donations, sponsorship, grants, government, earned income etc].</b></p> <p><b>No single stream exceeds 30 percent of the total income budget. Growing and active donor base.</b></p> <p><b>Sufficient funds to meet program and administration objectives are raised.</b></p> <p><b>A plan exists identifying actions to take in the event of a reduction or loss in funding.</b></p> <p><b>The organization has diversified strategies and regularly considers new strategies. If one source of funds is less than expected, the organization adjusts and raises money from other sources.</b></p> <p><b>A reserve exist to cover at least three months of operating expenses.</b></p>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
Donor Management and Communications				
Didn't we put a button on the website for donations?	Donations sometimes come in, but there is no system in place to specifically track and deal with donations.	The organization is aware of how much comes in from donors and tries to thank and communicate the impact of their donation to them. There is no comprehensive system so, admittedly, some things probably fall through the cracks.	The organization has systems for both developing new donors and tracking donors. The organization has regular and appropriate (donor-centered) communications with donors.	<p><b>The organization has a systematic process for developing new donors and is continually prospecting to identify potential donors.</b></p> <p><b>Donor management system: tracks prospective donors and donor history, thanks donors appropriately, allows organization to segment donor population for targeted appeals, the ability to analyze where donors come from and creates documents and reports that interface well with other internal systems.</b></p> <p><b>Donors are informed regularly about the impact of their investments.</b></p> <p><b>The organization builds and strengthens its relationships with donors and potential donors continuously and systematically.</b></p>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Financial Management</b>				
The organization does not regularly review financial statements at board meetings; the treasurer attends meetings sporadically. When financial statements come out at a board meeting everyone’s eyes glaze over.	The organization gets financial statements at board meetings but few understand the statements.	Financial statements are reviewed regularly by staff/members/board. However, decisions do not flow from the review of the statements and all are relieved when they can start talking about the programs again.	Statements are prepared and sent out ahead of the meeting and interpreted at board meetings by a skilled treasurer. The statements form the basis for sound financial planning. A finance committee forms the oversight for procedures and process. A financial review process is in place.	<p><b>Organizational leadership uses financial statements to make critical management decisions pertaining to organizational efficiency, adequacy of financial resources, need to implement budget revisions and organization financial trends. Budget variance is reported and reviewed by staff/members and Board.</b></p> <p><b>The organization has a review process to monitor that they are receiving appropriate and accurate financial information, whether from a contracted service or internal processing.</b></p> <p><b>Payroll and the issuing of tax receipts follows appropriate federal and provincial/state regulations and organizational policy.</b></p> <p><b>Leadership reviews financial reports that are accurate, easy to understand, and timely.</b></p>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Accounting and Record Keeping</b>				
We have a treasurer on the board- as a teen he was the cashier at the Piggly Wiggly.	Revenue and expenses are generally tracked when someone asks for a report and may be done by multiple people. Grant monies are put into a general account and spent as they come in. Sometimes expenses from the previous fiscal year are paid in the current year due to oversight.	The organization has a formal accounting system but lack member training to ensure it is well dealt with. Accounting tends to be done on an as needed basis or when the treasurer has time to come in and help. Grant monies are generally tracked and allocated as the expenses are incurred.	The organization has a formal accounting process that is implemented by staff/volunteers that are appropriately trained and supervised by a conscientious treasurer. Grants are tracked. Expenses and revenue are accounted for in a timely manner. Staff/volunteers receive continued training on both process and CRA rules and regulation for charities.	<p><b>The organization follows accounting practices which conform to accepted standards. Systems and controls are in place governing all financial operations and their integration with budgeting, decision-making, and organizational objectives/strategic goals; cash flow actively managed.</b></p> <p><b>A system exists for tracking revenue and expense streams to comply with government reporting requirements, funder’s expectations and to effectively manage organization’s finances.</b></p>

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Financial Reporting</b>				
I’m sure the treasurer has a report somewhere.	We talk about the finances at each board meeting and at the AGM- mostly about how much is in the bank and what expenses are outstanding.	The treasurer gives an oral presentation at each board meeting and at the AGM and produces a written summary. The organization may have a external review but not an audit. Reports are provided to funders on request.	Quarterly financial statements are produced for the board; consistent and reconciled financial reports available to funders; an annual external review is conducted and financial reports are available for members and funders.	<p><b>Quarterly financial statements are produced for the Board to review.</b></p> <p><b>Reporting to funders- both</b></p> <p><b>The organization has an annual, independent audit of their financial statements, prepared by a certified public accountant including a management letter containing recommendations for improvements in the financial operations of the organization. The report and letter are reviewed by staff and board and any necessary changes instituted.</b></p>
<b>Financial Controls</b>				
We trust our volunteers and staff- after all everyone is here because they believe in the cause!	Some policy/ procedures or informal understandings in place.	Some policies or policies that are mostly adhered to, signing authorities not regularly updated,	Organization has a formal policy; separation between those who deposit and report on income and expenditures; has a contingency plan or has discussed a protocol in the event that a problem is uncovered.	<p><b>The organization has a written fiscal policy and procedures manual and follows it.</b></p> <p><b>The organization has documented a set of internal controls, including the handling of cash and deposits, and approval over spending and disbursements and the signing of cheques.</b></p>

Your Score: \_\_\_\_\_

Your Score: \_\_\_\_\_

## Communications & Marketing

All nonprofits have a need to stand out in the crowd – whether it is to attract volunteers, change people’s behaviour, find people to participate in their programs or get funding. Every day, more than one hundred new nonprofits are created in North America which means that there are a lot of nonprofits competing for resources (Sagawa & Jospin 2009 p.29). The organizations that will attract the funders, staff, volunteers, and community support are those that are best able to communicate a strong shared vision.

Not knowing how to effectively communicate in order to get the desired response prevents many organizations from being the strong and productive organizations they want to be. Without the ability to communicate strategically, an organization’s voice is likely to remain unheard – or worse, create misunderstandings and problems for the organization.

According to the Communication Consortium Media Center, “The way issues are packaged by means of carefully designed words and phrases, visual clues, and selection of symbolic communicators, affects how the public thinks about issues. Framing influences the perception and interpretations of media consumers and politicians alike.” Stewardship organizations are formed around environmental goals. In order to achieve these goals, it is essential that organizations learn to develop and deploy a way of speaking about issues that engages and mobilizes the public.

Building a group of citizens who believe in your mission and become engaged advocates can often be the most important component of a successful organization, particularly over the long run. Almost every organization needs support from the community – whether it is to change behaviour, attract volunteers, affect policy, gain media attention, or raise funds to do the work. Communicating in a way that enhances the credibility of the organization is crucial.

Building marketing and communications capacity has many benefits:

- Increase public awareness of an organization’s issue, the contribution of an organization and its need for funds;
- Reach stakeholders with the message that gets the desired response;
- Differentiate an organization;
- Identify and reach a target market;
- Develop strategies to meet marketing and public relations goals;
- Effectively use news media to get a message out and build support for an organization;
- Be able to manage a public relations crisis;
- Educate community members in order to overcome assumptions and stereotypes and reframe the public debate;
- Build support for public policy changes.

### *Branding: Creating and Communicating a Consistent & Recognized Message*

The idea of branding is obviously well used in for profit companies. It is the idea of creating a strong, easily recognizable identity. Branding involves differentiating yourself so people understand how your organization is unique. Branding requires consistency so that every experience a person has with your organization contributes to the idea/s that you want people to have about the organization. Unfortunately, the word branding sometimes puts stewardship nonprofits 'off' due to associations with corporations and consumerism that are often blamed for causing many environmental problems. Recently, however, there is growing recognition that no matter who you are, if you want to change the world, you have to be able to engage your audience and keep their attention.

### *Engaging Your Audience*

Compelling communication draws on both logical and emotional appeals. Creating an emotional connection is key to changing people's behaviour or gaining their support. The authors of Forces For Good found that high impact organizations communicate their mission, vision and values to the community in an engaging way. "Over and over again, we heard this theme: it's not about marketing per se; it's about the message" (2008 p.88).

People who are concerned about the environment are often frustrated that people seem unaware, uncaring and uninvolved. Unfortunately, this often becomes the basis for how groups communicate creating guilt and shame in listeners who are quick to tune out.

The Nature Conservancy (TNC) raises over \$14 million annually from 550,000 members who pay dues and receive over \$129 million in corporate and private donor gifts of land in money. The reason for its high income is that it emphasizes benefits to its donors. TNC talks about what it wants to accomplish in the interest of the greater good and how people can help in a way that benefits them (Sandler & Hudson 1998 p.88).



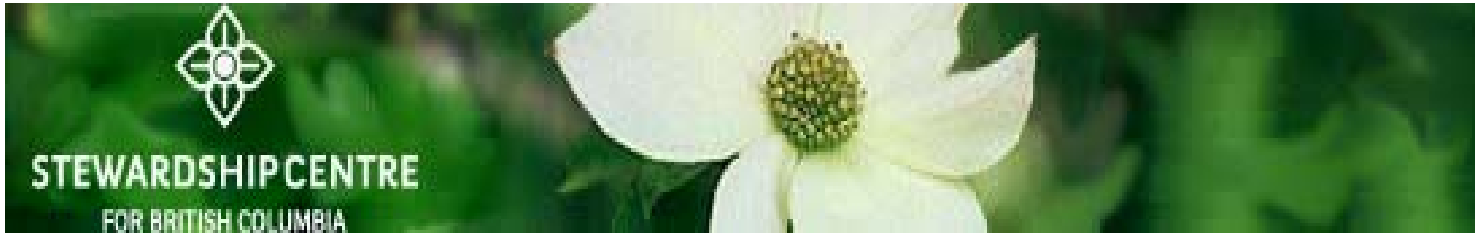
Benchmarking Marketing & Communication				
Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
Communications Strategy or Plan				
<p>Ha ha! Oh, you’re serious!?</p> <p>Your Score: _____</p>	<p>The organization has goals related to communications &amp; marketing but they are not formalized.</p> <p>No budget/ resources set aside for training or implementation.</p>	<p>The organization has a plan or strategy but it has not been updated for more than a year or the organization has a plan but refers to it infrequently.</p> <p>Money/resources are allocated for implementation.</p>	<p>Decision-making members have identified communications purpose and goals in alignment with the mission and a plan or strategy has been developed.</p> <p>Goals are reviewed on a regular basis to ensure they are being met.</p>	<p><b>There is a clear understanding of the purpose of communications &amp; marketing.</b></p> <p><b>There is participation throughout the organization to identify the purpose and goals of marketing efforts in relationship to the mission.</b></p> <p><b>The organization has a marketing plan or overall marketing strategy which matches the organization's need to communicate administrative, fundraising and program information to the public.</b></p> <p><b>It identifies what is to communicated (messages) to whom (target audiences), how (methods).</b></p> <p><b>Marketing goals are set to achieve clear outcomes to further the mission of the organization.</b></p> <p><b>Organization's collateral materials show consistency and accuracy in portraying organization's mission, activities and public information.</b></p>

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>A Well-Recognized and Positive Brand</b>				
<p>Branding! That can get you tarred and feathered around here, you evil consumer!</p> <p>(You’ve never really talked about branding).</p> <p>We feel we’ve transcended the need to be judged by outward appearances.</p>	<p>Your organization is either not well-known to its target audience and/or the community and its image is lackluster.</p>	<p>Your organization is respected for being important to the community it serves and well recognized by its constituents. However, it is not clearly differentiated from other similar organizations.</p>	<p>The organization is respected by the community and has a well-recognized and differentiated brand. The organization regularly examines its place in the community.</p>	<p><b>The organization has a well-recognized and positive brand.</b></p> <p><b>It is respected by its constituents and the community-at-large as being effective in delivering its mission and important to the community it serves.</b></p> <p><b>The organization regularly evaluates how the community views the nonprofit. In other words, most people are aware of your organization and the work it does and consider the organization a positive contribution in the community.</b></p>

Your Score: \_\_\_\_\_

Level 1 “What’s Capacity?”	Level 2 Some Level of Capacity	Level 3 Moderate Level of Capacity	Level 4 High Level of Capacity	Good Practices
<b>Targeted Messages and Methods</b>				
Our audience is everyone because everyone can benefit from our messages/work.	<p>There is a sense of who the audience/s are but unclear how to reach them.</p> <p>Messages may be general and tend to be negative in nature.</p>	The audience has been clearly identified. Communication/marketing is occurring but the methods used have not been evaluated as best to reach the audience/s.	<p>The audience has been clearly identified and research has been conducted into their needs and wants in order to tailor communications and programs to best reach them. Marketing/communications is consistent in message, aligned with the mission and uses a diversity of methods.</p> <p>Messages tend to be positive in nature.</p>	<p><b>Your organization has <u>specifically</u> defined the constituency who needs education, would be interested in your cause and/or can help you reach your cause (ie. the local community or the public is not specific).</b></p> <p><b>Research has been conducted to gain a better understanding of the needs and wants of each constituency segment and to tailor programs, services, and products to the needs of various constituencies.</b></p> <p><b>Marketing/communication efforts clearly communicate the organization’s mission and funding needs. The organization uses a diversity of methods targeted to their audience.</b></p>

Your Score: \_\_\_\_\_



# *StewardshipWorks!* Funding for Success Workshop

November 3, 2010  
Workshop Report

**Stewardship Centre for BC**

**March 2011**

Fraser Salmon & Watersheds Program





Report Available at [www.StewardshipCentre.bc.ca](http://www.StewardshipCentre.bc.ca)

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## Table of Contents

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Table of Contents .....	3
Executive Summary .....	4
1.0 Introduction .....	5
1.1 About StewardshipWorks! .....	5
1.2 Purpose of the Funding for Success Workshop .....	5
1.3 Workshop Funders .....	5
2.0 Workshop Description .....	6
2.1 Sector Discussions .....	6
2.2 Webcast and Online Participation .....	7
3.0 Workshop Outcomes .....	8
3.1 Knowledge and Information Sharing .....	8
3.2 Action Items .....	8
3.2.1 Government Sector .....	8
3.2.2 Stewardship Organizations .....	8
3.2.3 Business .....	8
3.2.4 Funding Organizations .....	8
Common Threads .....	9
3.3 Networking .....	9
4.0 Next Steps .....	10
4.1 Multi disciplinary Team .....	10
4.2 Shared Marketing Materials .....	10
4.3 Enhanced Communications .....	10
5.0 Appendix .....	11



## Executive Summary

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The Stewardship Centre for BC recently sponsored a gathering of 37 participants in Vancouver to learn about the StewardshipWorks! pilot project, and to discuss how to address core funding issues for conservation and stewardship organizations in BC. After a selection of presentations and intense discussions, the group developed several ideas for activities to raise awareness about the need for core funding, while actively pursuing core funding opportunities.

Key activities identified by the participants include two immediate steps to be led by the Stewardship Centre for BC. SCBC was requested to convene a working group of interested individuals who can develop an action plan, based on the items suggested during the discussion period and continue to move this initiative forward. In addition, the group recommended that marketing and communications material should be immediately created to form a common message that all organizations could use within their own regions and audiences.



## 1.0 Introduction

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### 1.1 About StewardshipWorks!

StewardshipWorks! is a capacity building initiative of the Stewardship Centre for BC focused on conservation organizations in BC. This project is in the final phase of a three year pilot project focusing on distributing core funds to stewardship organizations and evaluating the impacts of this funding. In addition, the Stewardship Centre also supports and delivers other capacity building programs, including the Capacity Building resource directory and the Benchmarking Tool. More information can be found on these and all Stewardship Centre programs at their website: [www.StewardshipCentre.bc.ca](http://www.StewardshipCentre.bc.ca).

### 1.2 Purpose of the Funding for Success Workshop

This workshop was planned in order to share the outcomes and results of the StewardshipWorks! pilot project. In addition, the workshop served as an important mechanism for the Stewardship Centre to build awareness about the need for core funding, and to engage organizations in collaboratively exploring how to address these ongoing needs with a Stewardship Legacy Fund.

The following objectives were identified through the planning process:

For SCBC	For Participants
<ul style="list-style-type: none"><li>• Report on success of StewardshipWorks! Pilot Project</li><li>• Seek support for moving towards an ongoing program</li><li>• Seek input and direction on how to move forward where to seek funding, etc</li><li>• Recognize funders and program participants</li></ul>	<ul style="list-style-type: none"><li>• Hear results of StewardshipWorks! Pilot Project</li><li>• Provide input into an ongoing program</li><li>• Showcase innovations in core funding and support from own organization</li><li>• Networking</li></ul>

### 1.3 Workshop Funders

Financial support for hosting this workshop was generously provided by the Fraser Salmon and Watersheds Program and the BC Ministry of Environment. In addition, Pacific Western Brewing Company provided participants with small gift bags.









## 3.0 Workshop Outcomes

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### 3.1 Knowledge and Information Sharing

This workshop enabled SCBC to share the results of our three year StewardshipWorks! pilot project. Sharing these results is an important step for developing an ongoing recognition that supporting the core operations of stewardship and conservation organizations is possible and produces effective and measurable results.

SCBC was also able to present the new Capacity Building Benchmarking Tool and Resource Directory a new tool for stewardship and conservation organizations to evaluate the current organizational capacity, and to discover organizations that provide capacity building resources.

In addition the funding agencies in the room were very receptive to the idea of core funding, and were great supporters for providing core funding. One representative from a funding organization noted that government agencies would be best positioned to fund the ongoing costs of organizations, while the private sector would stand to gain from the advertising and recognition offered when funding project specific activities.

### 3.2 Action Items

The following action items were prioritized during the table discussions:

#### 3.2.1 Government Sector

- A collective voice for stewardship
- Governments create a stewardship endowment lottery

#### 3.2.2 Stewardship Organizations

- Create a collective voice for stewardship
- Develop a consistent message and communications materials that can be delivered by any organization (show the value of stewardship organizations)
- Diversify revenue (memberships, telethon, etc)

#### 3.2.3 Business

- Stewardship organizations to target needs of business donations: recognition and rewards.
- Develop more social enterprise opportunities with links/partnerships/etc
- Build up recognition of StewardshipWorks! to ensure that businesses are comfortable with using it as a distributor

#### 3.2.4 Funding Organizations

- Provide multi year funding
- Engage a "trusted insider" to deliver the case



- Communicate our results

### **Common Threads**

All groups identified that marketing and communications were key components of developing an effecting program that would be supported by all sectors. In addition a strong voice for the stewardship and conservation community was also thought to be critical. These are steps that can begin immediately.

### **3.3 Networking**

All opportunities for representatives of stewardship organizations to come together and network is important to build a strong stewardship sector in BC. Events like these enable stewards to become familiar with one another, their organizations, and projects and programs that may have potential partnership or learning opportunities. A well connected stewardship community will lead to a strong stewardship sector.



## 4.0 Next Steps

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Three preliminary steps are recommended in order to begin to build momentum and support for ongoing funding for the stewardship community.

### ***4.1 Multi-disciplinary Team***

Based on the interest expressed during the workshop and on the feedback forms, several participants indicated that they would like to be involved in further discussions about a strategy for seeking core funding for stewardship and conservation groups in BC. As a starting point, a conference call between interested individuals, and the StewardshipWorks! advisory committee could determine priority action items and responsibilities.

Individuals who have expressed interest in participating at this level include:

- Aurora Bonin, TD Canada Trust Friends of the Environment
- Lisa Fox, Fraser Valley Conservancy
- Michael Kennedy, Grasslands Conservation Council
- Brenda LaCroix, Christina Lake Stewardship Society
- Megan Moore, Pacific Salmon Foundation
- Wayne Salewski, Vanderhoof Fish and Game Club
- Edith Tobe, Squamish River Watershed Society

### ***4.2 Shared Marketing Materials***

Workshop participants requested that SCBC create a one page summary of the benefits of ongoing and stable funding that could be a focus point to a provincial campaign and that could be customized and distributed by each organization.

### ***4.3 Enhanced Communications***

This report, and specifically designed communications materials, should be posted online and distributed to all workshop attendees and invitees. Ongoing progress updates would be critical to enable others to become involved, or to advocate in their regions, if required. Communications may be specifically designed SCBC materials, or simply regular inserts into the well read email newsletters of other like minded organizations.



## 5.0 Appendix

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StewardshipWorks! Advisory Committee

Invitations

Attendees

Discussion Paper

Agenda

Feedback Forms

Evolve Report on Webcast





# *StewardshipWorks!* Funding for Success Workshop

Workshop Report Appendices

**Stewardship Centre for BC**

**March 2011**

Fraser Salmon & Watersheds Program



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



BRITISH  
COLUMBIA

## StewardshipWorks! Advisory Committee

### StewardshipWorks! Advisory Committee Terms of Reference

- Provide guidance to the development of the Stewardship Works! Program
- Solicit nominations for and review applications by grant recipients
- Advise on the development and progress of the funding model and the overall initiative.
- Help SCBC define what constitutes a strong community group

### StewardshipWorks! Advisory Committee members:

- Edwin Hubert, Ministry of Environment (committee chair)
- Lindsay Gardner/Tascha Stubbs, Fraser Salmon and Watersheds Program
- Gretchen Harlow, Environment Canada
- Sue Hemphill, Williams Lake Field Naturalists
- Zo Ann Morten, Pacific Streamkeepers Federation
- Susan Staniforth, Staniforth & Associates
- Liz Stanlake
- Naomi Tabata, Stewardship Centre for BC



On behalf of the Stewardship Centre for BC, I would like to invite you to a workshop on

## Stewardship Works! Funding for Success.

**Date:** Wednesday, November 3, 2010

**Time:** 11:30 am to 4:00 pm

**Location:** Vancouver Maritime Museum  
Vanier Park - 1905 Ogden Avenue, Vancouver BC

For the past three years, Stewardship Works!, through the Stewardship Centre for BC, has pilot-tested a core funding and capacity-building model based on feedback from front-line organizations. This new approach provides long-term, reliable funding to enable the vital role stewardship organizations play in maintaining healthy ecosystems and communities. The model affords freedom for groups to fulfill their missions and ensures accountability to the funders who believe in them.

Join us and other key BC organizations that are involved in supporting stewardship to celebrate the successes of the Stewardship Works! program and to help set the course for increasing the capacities of the broader stewardship community. We want to hear your ideas for the next phase of Stewardship Works!

As a critical partner in stewardship and conservation activities in BC, your input into this process, will be a valued component of building a funding model that is well supported, can be successful in the long term, and will help create and maintain healthy communities and ecosystems.

We are also excited to announce that Tim Pringle will be the keynote speaker for this event. Tim has had extensive experience with stewardship organizations in his former role as Director of Special Projects with the Real Estate Foundation.

If you would like to participate, but are unable to join us in person, please contact us, as we have space for a limited number of participants to join us remotely using online conferencing technology.

Please **RSVP** to Naomi Tabata at [naomi@StewardshipCentre.bc.ca](mailto:naomi@StewardshipCentre.bc.ca) or 250-204-4773. Spaces are limited. Also contact Naomi if you have any questions or need more information. The agenda for the workshop and other materials will be sent out later in October.

We look forward to seeing you on November 3<sup>rd</sup>.

Yours sincerely,  
Naomi

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*This workshop is made possible by funding from Fraser Salmon and Watersheds Program.*

Fraser Salmon & Watersheds Program



## StewardshipWorks! Funding for Success

### Workshop Attendees

Name	Organization
Ashton Byrne	Pacific Western Brewery
Aurora Bonin	TD Friends of the Environment Foundation
Bev Ramey	BC Nature
Bob Moody	Grasslands Conservation Council
Catherine Sherlock	Sherlock Consulting
Christine Pritchard	Islands Trust Fund
Deb Kennedy	The Nature Trust of BC
DG Blair Whitehead	Squamish Streamkeepers / Blair Whitehead & Associates
Dianne Ramage	Pacific Salmon Foundation
Edith Tobe	Squamish River Watershed Society
Edwin Hubert	SCBC / Ministry of Environment
Gretchen Harlow	SCBC / Environment Canada (CWS)
Heather Neville	BC Nature
Jean Peachman	Hyde Creek Watershed Society
Joan Carne	Byrne Creek Streamkeepers
John Neville	BC Nature
Jordan Commandeur	Pacific Western Brewery
Kazuko Komatsu	Pacific Western Brewery
Kristine Webber	Young Naturalists Club
Laurie Stott	Evolve Multimedia + Training
Lea Elliott	City of Richmond
Lindsay Gardner	Fraser Basin Council
Lisa Fox	Fraser Valley Conservancy
Liz Stanlake	Stewardship Centre for BC
Lynda Done	Hyde Creek Watershed Society
Margo Hearne	SCBC / Delkatla
Megan Moser	Pacific Salmon Foundation
Michael Kennedy	Grasslands Conservation Council
Monica Kelsey	Hyde Creek Watershed Society
Naomi Tabata	Stewardship Centre for BC
Natasha von Bentum	Give Green Canada
Nikki Wright	SCBC / Seachange
Paul McNair	Land Trust Alliance of BC
Paul Mulgrew	Pacific Western Brewery
Peter Abrams	Stewardship Centre for BC
Sue Hempill	Scout Island Nature Centre
Tim Pringle	



# Stewardship Works!

## Funding For Success Workshop

### Discussion Points

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#### **Stewardship Works! Pilot Program Background and Accomplishments**

The Stewardship Works! program was created as a result of several research studies demonstrating that stewardship and conservation groups were struggling with core funding and ongoing expenses.

The BC Ministry of Environment was leading a multi-partner project, Healthy Ecosystems, Healthy People, that served as a starting point for developing the idea of Stewardship Works!, a funding program to help organizations engage volunteers, enable greater visibility in their communities, and to assist with ongoing operational costs. As the idea built momentum, Fraser Salmon and Watersheds Program joined MOE in providing funding to explore the impacts of providing core funding to stewardship organizations in areas throughout BC.

After a formative workshop in 2007, the three-year pilot program was launched in 2008, with small amounts of funding granted to 10 stewardship organizations in regions throughout BC.

With guidance from an Advisory Committee, and the assistance of an experienced evaluation consultant, Stewardship Works! was able to demonstrate that small amounts of core funding resulted in many short and medium term benefits, including an increase in volunteers, better staff and volunteer training, greater ability to fundraise, increased organizational capacity, enhanced programming, more community engagement, and enabling policy participation. Several reports were produced throughout this project and are available on the Stewardship Centre website.

#### **Capacity Building Initiative**

The Stewardship Centre is also keenly interested in building organizational capacity by providing tools other than core funding. To date we have developed an inventory of capacity building resources, as well as a self-assessment tool to enable organizations to gauge their current capacity levels and determine where to focus their ongoing capacity development efforts.

#### **Where Do We Go From Here?**

As the pilot draws to a close, we need to examine how to continue supporting core funding initiatives in BC.

#### **Possible Mechanisms of Support**

The models for supporting core funding are avenues that either currently exist or are potential models. The following ideas are meant to encourage discussion on opportunities for continuing to support core funding.

##### ***Give Green Canada ([www.givegreencanada.ca](http://www.givegreencanada.ca))***

Interested donors are able to discover their giving options and search for environmental organizations to support.

##### ***Micro-credit Inspired Giving***

Micro-credit and community focused initiatives, such as Kiva.org and others, have become popular in today's social media environment. This type of platform could be adapted to enable donations on a more personal level to projects of interest.

##### ***Conservation Lottery***

BC Lottery and Gaming Corp have *Sports Funder* lotteries/games where proceeds are directed towards provincial sporting organizations. Could a similar model be created to benefit conservation in BC?

##### ***Traditional Fundraising***

SCBC and partners organizations could continue to seek funding from governments and funding organizations to enable ongoing support of Stewardship Works.

##### ***Shift in Funders Criteria***

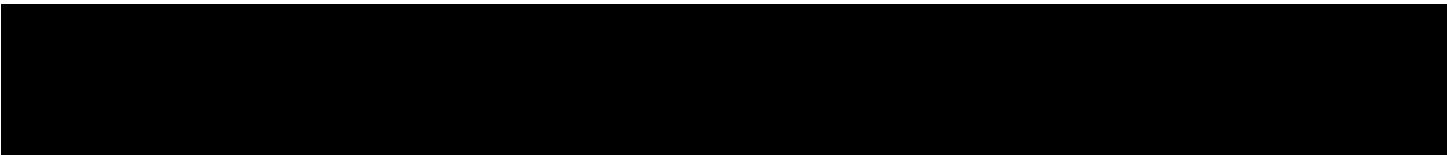
Funders themselves may wish to expand their funding criteria to enable a greater portion of their grants to be spent on core expenses such as administration and coordination.

##### ***Social Enterprise***

Non-profit organizations can also run a business and direct all profits into the organization.

#### **About the Stewardship Centre for BC (SCBC)**

The Stewardship Centre has been providing resources and tools for the stewardship community since 1994. Learn more at [www.stewardshipcentre.bc.ca](http://www.stewardshipcentre.bc.ca).







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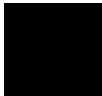
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## Report

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### *Project Objective*

*To prepare and provide support for a virtual meeting space where members from the stewardship community can participate in the event via the internet.*

### *Overview*

DRAFT



## Main Elements

- **Element 1** *Introductory email and explanation of webinar environment:*
  - *Issues*

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- **Element 3** *Support for the event:*

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- **Element 4**

- **Issues**

- ***Recommendations***

- ***Element 5***

or

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## **Appendices**

### Attendee Report

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**Hello!**



SCBC has started the Dimdim Web Meeting. To join the meeting, simply click [here](#)

Please join my meeting

**Meeting :** evolve\_multimedia

**Key:**

**Dial In:** 702-473-3463

**Meeting Agenda:**

**Pass Code:** 386583

**Hint:** You don't need to be a member of Dimdim to attend this meeting. It's easy to join and to [sign up for Dimdim Free](#).

This is a personal meeting invitation, please do not forward.

Sincerely,

**Your Dimdim Team**

\*If the link above is broken (as can happen with some email systems) simply copy and paste the following URL into your browser address bar: [https://mv.dimdim.com/evolve\\_multimedia/](https://mv.dimdim.com/evolve_multimedia/)

Note: Some email clients will split the above link into multiple lines.

Please make sure you copy the entire link (all lines) to join your meeting.

To join the meeting, simply click this first link.

You will be taken directly to the meeting page where you will be asked to enter your name. The name you enter will represent you in the meeting.

Show Items (5)

- Stop Screen
- Share Whiteboard
- Share Document
- Share Polls
- Share Mashup

STEWARDSHIP  
Participants (1)

SCBC

Invite...

Manage

Video Chat ( Live )

This is where the video will play and you will be able to increase the size to fill the screen if you wish.

Video and audio quality will depend on your internet connection. Turn off all other programs running on your desktop to improve quality.

Now Sharing: Web Meeting Collaboration Workspace

Record

This is where the presentation will be displayed

STEWARDSHIP WORKS!



# Funding For Success

November 3<sup>rd</sup>, 2010

Online Session

Public Chat

Welcome to your Web Meeting.

This is where you can interact with the online group and request that the online facilitator ask a question on your behalf.

Powered By [Dimdim](#)

Emoticon



**Welcome letter:**

DRAFT

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**Thank you and follow up letter:**

DRAFT



## November 3rd 2010 SCBC Workshop Online Transcript

[Wed 03 Nov 2010 03:26:58 PM EDT] **SCBC** : Welcome everyone, We are just getting set up and we will be ready in a minute

[Wed 03 Nov 2010 03:28:53 PM EDT] **Margaret** : no audio here - suggestions?

[Wed 03 Nov 2010 03:31:03 PM EDT] **SCBC** : Everyone is chatting and so the audio is muted to save you from the loud and mixed chatter

[Wed 03 Nov 2010 03:36:17 PM EDT] **SCBC** : Audio is now on and we will be starting the meeting in one minute. Can you hear the audio?

[Wed 03 Nov 2010 03:36:50 PM EDT] **Margaret** : no - not a thing -

[Wed 03 Nov 2010 03:38:25 PM EDT] **SCBC** : Margaret, check by the video. At the bottom you should see a speaker.

[Wed 03 Nov 2010 03:38:48 PM EDT] **Margaret** : Not working - seeing people having laughs, no audio, no presentation, ..suggestions

[Wed 03 Nov 2010 03:39:13 PM EDT] **Owen Williams** : Owen here in Ontario....yes I hear audio, but at this point it is quite garbled...presumably that will improve when you get underway.:)

[Wed 03 Nov 2010 03:40:03 PM EDT] **SCBC** : Make sure that you have your volume on and that you have all other applications off.

[Wed 03 Nov 2010 03:42:00 PM EDT] **SCBC** : Do you see the new stewardship presentation?

[Wed 03 Nov 2010 03:42:01 PM EDT] **Margaret** : under the video picture there is a hlaf picture and in the test run this morning there wer options to do that - can't slide anything down to get to that - suggstions

[Wed 03 Nov 2010 03:44:39 PM EDT] **SCBC** : I have to make a change to this meeting. Please wait for one moment.

[Wed 03 Nov 2010 03:44:40 PM EDT] **Margaret** : if you can phone us -250-615-6100. can se part of something, a smaller box which appears incomplete below that and this mroning there were optionst o increase voloume, screen , etc. None of that is showing and there's no way to get there - we're out of taabs.

[Wed 03 Nov 2010 03:45:22 PM EDT] **SCBC** : Owen, Can you hear or see the presentation

[Wed 03 Nov 2010 03:45:51 PM EDT] **Owen Williams** : Yes --- both are good (sound is a bit variable, but not bad)

[Wed 03 Nov 2010 03:46:43 PM EDT] **SCBC** : Margaret, on the right of the Video chat, you will see two arrows, that look like they go around in a circle. Hit that and the video will refresh

[Wed 03 Nov 2010 03:47:07 PM EDT] **Margaret** : half of laurie's head is viisble in a cut off box - no adutio and the cover page of a power opint looks like part of a presentation

[Wed 03 Nov 2010 03:48:04 PM EDT] **SCBC** : I just did this myself and the audio on the bottom and my full head is now visible.

[Wed 03 Nov 2010 03:48:22 PM EDT] **Margaret** : yes Ived treid that a couple of times. no luck - sorry to be a pain.

[Wed 03 Nov 2010 03:48:37 PM EDT] **Margaret** : Smithers office joined in???perhaps they are having trouble also?

[Wed 03 Nov 2010 03:49:10 PM EDT] **SCBC** : I am going to resend the invitations. Not sure why the other groups are not online yet.

[Wed 03 Nov 2010 03:49:42 PM EDT] **Owen Williams** : Margaret, on the bottom of my screen there is a speaker icon -- if you can click on that, you might find some help.

[Wed 03 Nov 2010 03:50:12 PM EDT] **SCBC** : Welcome Wayne, Can you let me know if you have sound and video?

[Wed 03 Nov 2010 03:51:01 PM EDT] **Margaret** : Can't get to the speaker Icon - bbelieve itws below everthing that is not visible I've tried moving up the whole box - which does move but can't get the bottom part of the image....I sawa waht you are talking about in the tewst run this morning...no luck now

[Wed 03 Nov 2010 03:54:48 PM EDT] **SCBC** : Margaret, make sure everything else is off on your computer so that you are using all your resources for the webinar. Also, you may need to log out, close your browser and then log back in again using the email I sent to you for this meeting in order to make this work.

[Wed 03 Nov 2010 03:55:19 PM EDT] **SCBC** : Welcome Smithers, Are you able to hear and see the presentation?

[Wed 03 Nov 2010 03:58:07 PM EDT] **SCBC** : Margaret, any luck?

[Wed 03 Nov 2010 03:58:58 PM EDT] **SCBC** : Welcome Attendee 7. Please let me know if you can see or hear the presentation?

[Wed 03 Nov 2010 04:00:07 PM EDT] **Smithers** : Hi,

[Wed 03 Nov 2010 04:00:37 PM EDT] **Wayne Salewski** : Hi and yes I can see you in the corner but the bigger screen is not populated

[Wed 03 Nov 2010 04:00:39 PM EDT] **Smithers** : We have screen but audio is double speaking. and we don't really have screen.

[Wed 03 Nov 2010 04:01:07 PM EDT] **Wayne Stetski** : Am on-line in Cranbrook. Camera isn't on the speaker though...

[Wed 03 Nov 2010 04:01:32 PM EDT] **Wayne Salewski** : I have no sound but let me check my side out first and I now have the slide show

[Wed 03 Nov 2010 04:01:38 PM EDT] **SCBC** : Try and refresh your video by clicking on the circle of arrows above the screen.

[Wed 03 Nov 2010 04:04:45 PM EDT] **Margaret** : Will move to another computer - this is not working at all - but thanks for trying - wonderful thwen it works

[Wed 03 Nov 2010 04:06:01 PM EDT] **SCBC** : Wayne, Try and refresh your video as described above and you can you also check the speaker icon on the right of the video screen

[Wed 03 Nov 2010 04:09:04 PM EDT] **Wayne Salewski** : Hi and I changed computers..sound has an echo but I am here

[Wed 03 Nov 2010 04:11:15 PM EDT] **Margaret** : changed computer also - sound but big echos - single office computer not condusive to group setting.

[Wed 03 Nov 2010 04:11:15 PM EDT] **Owen Williams** : Something just changed on your end, and I have now lost audio.

[Wed 03 Nov 2010 04:11:35 PM EDT] **Margaret** : Me too.

[Wed 03 Nov 2010 04:11:41 PM EDT] **Wayne Salewski** : lost audio also

[Wed 03 Nov 2010 04:11:49 PM EDT] **SCBC** : We are just doing introductions while we set up for the movie. I have changed the computer. Audio is now online

[Wed 03 Nov 2010 04:11:52 PM EDT] **Wayne Salewski** : good now

[Wed 03 Nov 2010 04:11:56 PM EDT] **Owen Williams** : Sound is back.

[Wed 03 Nov 2010 04:12:12 PM EDT] **Margaret** : try refresh owen - worked here - volume crazy now

[Wed 03 Nov 2010 04:14:06 PM EDT] **SCBC** : Can you hear the introductions

[Wed 03 Nov 2010 04:14:23 PM EDT] **Wayne Salewski** : yes

[Wed 03 Nov 2010 04:14:59 PM EDT] **SCBC** : If you wish, You may introduce yourselves and I will speak on your behalf.

[Wed 03 Nov 2010 04:15:53 PM EDT] **SCBC** : Anyone

[Wed 03 Nov 2010 04:16:05 PM EDT] **Wayne Salewski** : HI I am Wayne Salewski and I am the chair of the Murray Creek stream rehabilitation project here in Vanderhoof

[Wed 03 Nov 2010 04:16:37 PM EDT] **Margaret** : yes

[Wed 03 Nov 2010 04:16:43 PM EDT] **SCBC** : Great. Everyone says thanks.

[Wed 03 Nov 2010 04:16:55 PM EDT] **Wayne Salewski** : I heard.lol

[Wed 03 Nov 2010 04:19:06 PM EDT] **Margaret** : Margaret Kujat - Coordinator Lakelse Watershed. With other folks in Terrace - audio good, visual not so much.

[Wed 03 Nov 2010 04:19:19 PM EDT] **Wayne Salewski** : Is there a way that I can phone in at some point and be on the speaker phone?

[Wed 03 Nov 2010 04:21:24 PM EDT] **Owen Williams** : audio is gone again

[Wed 03 Nov 2010 04:21:30 PM EDT] **Wayne Salewski** : My screen is the home page of the SCBC HOME SITE

[Wed 03 Nov 2010 04:21:56 PM EDT] **SCBC** : We are just starting the next presentation.

[Wed 03 Nov 2010 04:22:06 PM EDT] **Owen Williams** : sound is back again.

[Wed 03 Nov 2010 04:22:06 PM EDT] **Margaret** : Thank you folks for the opportunity at this wonderful technology and the chance to participate. I'm betting when this works, it works extremely well. I'm going to stand down from here - no visual and audio intermitant. Thanks Laurie

[Wed 03 Nov 2010 04:24:34 PM EDT] **SCBC** : Do you now hear the presentation by Edwin?

[Wed 03 Nov 2010 04:24:55 PM EDT] **Owen Williams** : I can hear it very well.

[Wed 03 Nov 2010 04:25:20 PM EDT] **SCBC** : Margaret, don't step out just yet.

[Wed 03 Nov 2010 04:25:41 PM EDT] **SCBC** : Audio was down as we tried to switch computers. It may be back up now

[Wed 03 Nov 2010 04:25:53 PM EDT] **SCBC** : Try and refresh one more time before you go.

[Wed 03 Nov 2010 04:26:11 PM EDT] **SCBC** : Is anyone else struggling?

[Wed 03 Nov 2010 04:26:51 PM EDT] **Wayne Salewski** : no its great

[Wed 03 Nov 2010 04:27:19 PM EDT] **SCBC** : Great. Do you see the video Wayne?

[Wed 03 Nov 2010 04:28:26 PM EDT] **Wayne Salewski** : no just you and the side of his head

[Wed 03 Nov 2010 04:29:19 PM EDT] **SCBC** : I will fix this in a minute but do now want to interrupt his presentation.

[Wed 03 Nov 2010 04:29:30 PM EDT] **Wayne Salewski** : no

[Wed 03 Nov 2010 04:33:45 PM EDT] **SCBC** : How is this presentation

[Wed 03 Nov 2010 04:35:52 PM EDT] **Owen Williams** : The presentation is running well.

[Wed 03 Nov 2010 04:35:54 PM EDT] **Wayne Salewski** : great

[Wed 03 Nov 2010 04:38:16 PM EDT] **Smithers** : we have lost our sound in smithers

[Wed 03 Nov 2010 04:44:42 PM EDT] **Smithers** : we have dialed in again but all we get is music.

[Wed 03 Nov 2010 04:45:00 PM EDT] **Owen Williams** : I've just lost video ...now only see the website home page.

[Wed 03 Nov 2010 04:45:17 PM EDT] **Wayne Salewski** : same here

[Wed 03 Nov 2010 04:46:10 PM EDT] **Wayne Stetski** : Everything is fine in Cranbrook.

[Wed 03 Nov 2010 04:46:11 PM EDT] **SCBC** : did you lose video too

[Wed 03 Nov 2010 04:46:19 PM EDT] **SCBC** : soyy

[Wed 03 Nov 2010 04:46:36 PM EDT] **SCBC** : sorry did you lose audio too

[Wed 03 Nov 2010 04:47:34 PM EDT] **Smithers** : are you receiving the messages from smithers?

[Wed 03 Nov 2010 04:48:21 PM EDT] **Wayne Salewski** : I can see your messages.Smithers

[Wed 03 Nov 2010 04:48:53 PM EDT] **SCBC** : Yes. I am limited by access to the presentation and keyboard

[Wed 03 Nov 2010 04:49:24 PM EDT] **Wayne Stetski** : Wayne Stetski can see your messages in Cranbrook

[Wed 03 Nov 2010 04:49:26 PM EDT] **Smithers** : we have no sound, hung up and redialed in but only get music

[Wed 03 Nov 2010 04:49:34 PM EDT] **SCBC** : sorry to not have responded to you directly

[Wed 03 Nov 2010 04:50:09 PM EDT] **SCBC** : Can you try accessing via email

[Wed 03 Nov 2010 04:50:22 PM EDT] **Smithers** : ok

[Wed 03 Nov 2010 04:50:45 PM EDT] **SCBC** : Thank you

[Wed 03 Nov 2010 04:51:21 PM EDT] **SCBC** : is sound available to anyone? I still have access to mine

[Wed 03 Nov 2010 04:51:51 PM EDT] **Wayne Salewski** : I can hear but the slide is the home page

[Wed 03 Nov 2010 04:52:11 PM EDT] **Owen Williams** : I am hearing the presenter and some of the discussion....and see only the website homepage.

[Wed 03 Nov 2010 04:52:27 PM EDT] **Smithers** : we have homepage only, no audio

[Wed 03 Nov 2010 04:52:31 PM EDT] **SCBC** : I will be right back

[Wed 03 Nov 2010 04:54:11 PM EDT] **Wayne Stetski** : Sound is coming through in Cranbrook

[Wed 03 Nov 2010 04:55:38 PM EDT] **Wayne Stetski** : Sound is now an echo chamber in Cranbrook

[Wed 03 Nov 2010 04:55:43 PM EDT] **SCBC** : Can you see the presentation now

[Wed 03 Nov 2010 04:55:56 PM EDT] **Owen Williams** : Sound is now totally distorted by massive echo.

[Wed 03 Nov 2010 04:56:03 PM EDT] **Wayne Salewski** : now we have an echo

[Wed 03 Nov 2010 04:56:16 PM EDT] **SCBC** : And now

[Wed 03 Nov 2010 04:56:24 PM EDT] **Wayne Salewski** : same

[Wed 03 Nov 2010 04:56:54 PM EDT] **Smithers** : we see but have no sound, but we see the presentation

[Wed 03 Nov 2010 04:56:55 PM EDT] **SCBC** : Refresh video

[Wed 03 Nov 2010 04:57:41 PM EDT] **Owen Williams** : I am signing off now...have a previous commitment. Please pass along my thanks to Naomi for allowing me to sit in on this event. Really good to hear how well things have gone. We'll hope for major investment in the future!

[Wed 03 Nov 2010 04:58:05 PM EDT] **Smithers** : where is the video refresh

[Wed 03 Nov 2010 04:58:36 PM EDT] **SCBC** : Video refresh is located above video on right

[Wed 03 Nov 2010 04:58:55 PM EDT] **SCBC** : Looks like circle of arrows

[Wed 03 Nov 2010 04:59:15 PM EDT] **Smithers** : clicked and it did nothing, that's why i thought we had the wrong button

[Wed 03 Nov 2010 04:59:33 PM EDT] **Wayne Salewski** : worked for me

[Wed 03 Nov 2010 05:00:08 PM EDT] **SCBC** : Perhaps just try once again

[Wed 03 Nov 2010 05:00:22 PM EDT] **Wayne Salewski** : no.it just has a different echo

[Wed 03 Nov 2010 05:01:45 PM EDT] **Wayne Salewski** : it is better but it has an echo that lags behind..like someone just repeating him..refreshed three times

[Wed 03 Nov 2010 05:33:04 PM EDT] **SCBC** : I need to step away for a minute. Do you want to participate in a break out section

[Wed 03 Nov 2010 05:33:58 PM EDT] **Wayne Salewski** : which table is going to be mine...lol

[Wed 03 Nov 2010 05:34:27 PM EDT] **SCBC** : Well, you can listen to a group discussion and add your thoughts!

[Wed 03 Nov 2010 05:38:49 PM EDT] **Wayne Salewski** : stewardship org

[Wed 03 Nov 2010 05:43:42 PM EDT] **Wayne Stetski** : Is there a report-out time when I could rejoin the webcast? We're an hour ahead in Cranbrook (on Mountain Time) and I need to do a few things - Wayne Stetski

[Wed 03 Nov 2010 05:44:39 PM EDT] **SCBC** : Sorry Wayn Stetski, I thought you had left. I think the webcast completes at 4:00 pm today. I can share the outcome with you

[Wed 03 Nov 2010 05:46:08 PM EDT] **Wayne Stetski** : I could join back in at 3:45 your time if that's when the groups report out?

[Wed 03 Nov 2010 05:46:40 PM EDT] **SCBC** : I am sitting at the table for Stewardship Organization. I will turn the computer so that you can see the presentation.

[Wed 03 Nov 2010 05:47:30 PM EDT] **SCBC** : Wayne You are very welcome to rejoin us

[Wed 03 Nov 2010 05:47:54 PM EDT] **SCBC** : Wayne Salewski, Can you hear the discussion?

[Wed 03 Nov 2010 05:48:57 PM EDT] **Wayne Salewski** : well I can hear ALL of the conversations. but not just one. I am listening and will hang in

[Wed 03 Nov 2010 05:52:09 PM EDT] **SCBC** : Thank you and I will try and focus the speaker. It is close to the speaker. Can you hear the man who is speaking now/

[Wed 03 Nov 2010 05:53:18 PM EDT] **Wayne Salewski** : yes

[Wed 03 Nov 2010 05:57:36 PM EDT] **SCBC** : Great. dohave anything to add

[Wed 03 Nov 2010 05:58:02 PM EDT] **SCBC** : whoops do you have anything to add

[Wed 03 Nov 2010 06:09:23 PM EDT] **SCBC** : Wayne are you still here?

[Wed 03 Nov 2010 06:14:27 PM EDT] **Wayne Salewski** : yes

[Wed 03 Nov 2010 06:14:35 PM EDT] **Wayne Salewski** : smile

[Wed 03 Nov 2010 06:16:08 PM EDT] **Wayne Salewski** : I am here

[Wed 03 Nov 2010 06:20:16 PM EDT] **Wayne Salewski** : hello

[Wed 03 Nov 2010 06:20:45 PM EDT] **SCBC** : Wayne, We are just wrapping up the meeting.

[Wed 03 Nov 2010 06:21:31 PM EDT] **Wayne Salewski** : I can see.....it might be of more value next time to come down the next time but money is precious

[Wed 03 Nov 2010 06:25:23 PM EDT] **SCBC** : Did you find the online version helpful.

[Wed 03 Nov 2010 06:26:17 PM EDT] **SCBC** : Do you have anything to add

[Wed 03 Nov 2010 06:26:57 PM EDT] **Wayne Salewski** : No...its just not like you can be a part of he issues being so distant

[Wed 03 Nov 2010 06:27:52 PM EDT] **SCBC** : From anything you have heard in the discussions or what is being said now, what do you think or have you similar experiences?

[Wed 03 Nov 2010 06:29:32 PM EDT] **SCBC** : I would love to have any feedback from you on how it might be set up differently to better accomodate online users?

[Wed 03 Nov 2010 06:29:49 PM EDT] **Wayne Salewski** : I think that we have the same challenges in the north. In some ways government and funders are very supportive to us because we are one of only two organizations in the north and they want us to be successful. Its time and support we need the most

[Wed 03 Nov 2010 06:30:43 PM EDT] **Wayne Salewski** : This presentation was a bit disjointed but I think it would work better the next time as we all learn the tech

[Wed 03 Nov 2010 06:33:17 PM EDT] **SCBC** : For your first response, What conversation were you responding too as I would like to share your

comment.

[Wed 03 Nov 2010 06:34:11 PM EDT] **Wayne Salewski** : No need to share but rather an observation from my stand point....

[Wed 03 Nov 2010 06:46:33 PM EDT] **SCBC** : Wayne, I will be emailing all online participants a feedback form in the next few days.

[Wed 03 Nov 2010 06:48:52 PM EDT] **Wayne Stetski** : Cranbrook is back.

[Wed 03 Nov 2010 06:53:12 PM EDT] **Wayne Salewski** : OK thanks for the work you did to make this work as well as it did

[Wed 03 Nov 2010 06:53:20 PM EDT] **SCBC** : This is the end of the meeting. Thank you both so much for joining us online. I will send out the information and feedback forms within hte next few days.

[Wed 03 Nov 2010 06:53:27 PM EDT] **Wayne Salewski** : bye

[Wed 03 Nov 2010 06:53:47 PM EDT] **SCBC** : Good bye to both Waynes

[Wed 03 Nov 2010 06:53:59 PM EDT] **Wayne Stetski** : Thank you from the Rocky Mountains.

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# **Stewardship Works!**

## *Workshop Feedback Form*

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**Stewardship Works! Funding For Success Workshop Feedback**

**stewardship and conservation organizations**

**funding organizations**

**governments**

**business**

**your organization**

DRAFT

*(If yes, please include your name/organization)*

*(If yes, please include your name/organization)*

