STRATEGIC PLAN 2008 - 2013

Submitted to:

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1. EXECUTIVE SUMMARY

Overview

The Coalition and its members envision a future in which the Southern Gulf of St.-Lawrence region is socially, economically and environmentally sustainable. It is the only neutral Gulf-wide organization with members representing all sectors – federal, provincial, aboriginal, municipal, academic, industry, and NGO.

The Coalition's membership is comprised of community organizations throughout the Southern Gulf region. It has the ability to provide learning opportunities and information sharing among these various groups. In fact, the Coalition has been called upon numerous times by government to carry out projects that include cross sectoral groups and territories.

One of the Coalition's main activities is to coordinate the efforts of seven Working Groups. These working groups include experts throughout the region who contribute their knowledge to advance Coalition projects and the sustainability agenda in the Southern Gulf of St.-Lawrence region.

The Coalition operates within an environment where funding among non-governmental organizations is fiercely competitive. It will be crucial for the Coalition to focus on its differentiators; and to build partnerships and capacity within community organizations to bring about tangible change in the Southern Gulf of St. Lawrence ecosystem.

Achieving financial stability and increasing capacity are imperative to allow the Coalition to fulfill its mandate. Mutually beneficial strategic partnerships and collaborations can be used in order to leverage funds and increase capacity for all involved.

Investment in the Coalition represents an investment in long term sustainability of the ecosystem and the communities that rely on it in the Southern Gulf region. As the only organization that has the mandate and potential to coordinate efforts across the region, government, academia, business and other NGO's can look to a solid track record of experience and knowledge, and a large membership base to support future projects and events.

Research Approach

In summary, input from 147 people was obtained through an online survey, a strategic planning session with members of the Coalition's Steering Committee, individual consultations with five key stakeholders and two focus group discussions. The objective

was to solicit stakeholder input and expectations regarding strategic directions for the Coalition.

In conjuction with the primary research, online secondary research included a review of other not-for-profit organizations with particular focus on trends in revenue generation and governance structures.

Strategic Priorities

The findings from the research culminated in a set of strategic priorities that reflect both stakeholder expectations and the application of best practices.

1. Facilitate and coordinate Gulf-wide sustainability projects by engaging individual group members.

2. Build an internet-based geospatial regional sustainability atlas that supports base-mapping, coordinated data collection, sharing of information and informed decision-making.

3. In a coordinating role, assist partner organizations with building capacity to affect sustainable change in the ecosystem and the communities in the Southern Gulf of St. Lawrence region.

4. As an Educator and Facilitator, create a collaborative environment that brings together communities, business, government & experts to move the sustainability agenda forward.

To move the strategic priorities forward, the Coalition has identified a number of operational and people requirements along with an implementation schedule over the next five years.

Financial Plan

Projected funding sources for the organization include projects, events, membership dues, fundraising and core funding. A three level membership structure is recommended which includes champions, leaders and associates. Each level has associated membership benefits specific to each of the Coalition's stakeholder groups - NGO's, government, academia, corporate members and youth. An event revenue structure is also recommended which includes the annual AGM/Workshop, six regional forums and other fundraising events.

The financial model shows that the Coalition could raise revenues of $564, 000 with an associated investment of $498,000 in costs resulting in a surplus of $66,000 by 2012/13.

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2. COALITION PROFILE

PROFILE

The Southern Gulf of St. Lawrence Coalition was incorporated in 1999 and is a multi-stakeholder regional body representing Nova Scotia, New Brunswick, Prince Edward Island, and Québec portions of the Southern Gulf of St. Lawrence ecosystem. The organization covers the territory shown in the map to the right.

OUR AREA OF INTEREST
Southern Gulf of St. Lawrence Region
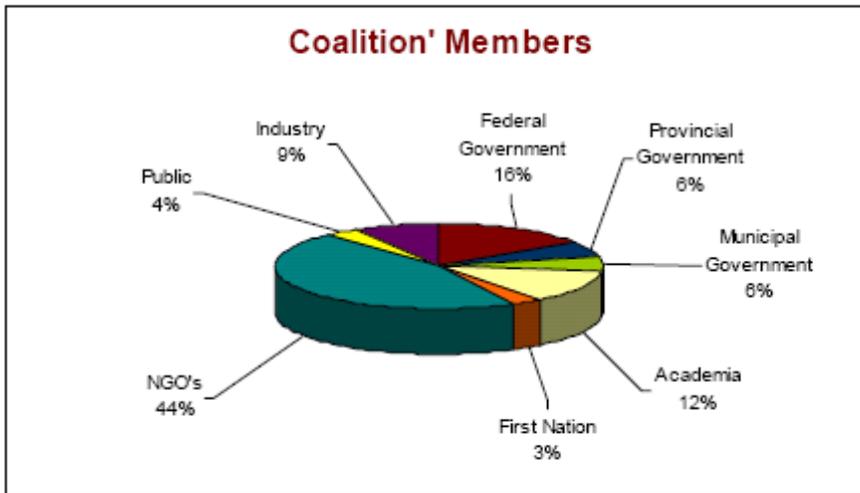
Currently, the Coalition has over 400 members. Membership is free and open to everyone. NGO's represent the largest portion of the membership with 44%, followed by the Federal Government with 16%. The government sector in total (from all three levels) represents 28% of the total membership. Only 9% of the members come from industry, a sector which the Coalition would like engage more in the sustainability agenda. The chart above identifies the sectors represented by the membership.

Total revenues for the fiscal year 2007/8 were $132,450, of which more than 80% represents funding from various government departments. At one time, the Coalition received core government funding, however, this has been replaced by project based funding. The other 20% of revenues (2007-08) come from a variety of foundations, events and fundraising activities. Accordingly, the Coalition has no stable funding base on which they can rely from year to year.

This year, Maritime Beauty - the Atlantic region distributor for Aveda, has selected the Coalition as its Earth Month campaign partner. As such, the Coalition will become the official ambassador for clean water protection within the Atlantic Region. This partnership should have a significant positive impact on the Coalition's revenue stream and also, increase its visibility throughout the region.

The chart to the right provides a breakdown of revenues by source and amount for the 2007/8 fiscal year.

Coalition' Revenue

Workshop Registration 8 565,00 $
Fundraising 1 215,85 $
Environnement Canada 28 041,22 $
Heritage Canada 2 752,00 $
Service Canada 15 299,00 $
Natural Resources 23 837,50 $
Salamander Foundation 15 000,00 $
Fisheries and Oceans 37 750,00 $
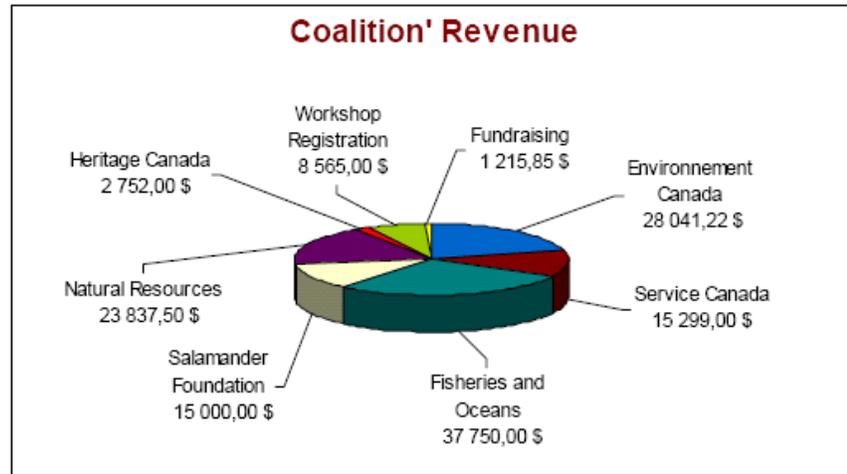
The Coalition coordinates the efforts of seven Working Groups. These working groups include experts throughout the region who contribute their knowledge to advance Coalition projects. The working groups are:

- Technical Advisory;
- Communication and Education;,
- Science, Research and Habitat;
- Coastal Erosion;
- Annual General Meeting;
- Funding; and
- Traditional Ecological Knowledge.

A full description of each Working Group can be found in Appendix A.

MISSION, VALUES AND MANDATE

Mission

The Coalition and its members envision the future in which the Southern Gulf of St.-Lawrence is socially, economically and environmentally sustainable.

Values

Our decisions and our actions are guided by the following values:

- Residents should prosper economically and socially within a sustainable community;
- Communities are empowered to shape and implement their own sustainability solutions;
- Coalition partners address sustainability in a proactive, comprehensive and interdisciplinary manner;
- The Coalition is community-based and membership led;
- The Coalition respects the mandate of its member organizations, agencies and businesses;
- The governance structure of the Coalition is democratic and facilitates transparent decision-making;
- Coalition partners communicate with mutual understanding and respect;
- Coalition partners strive to build consensus; and
- The Coalition manages its human, material and financial resources in a responsible manner.

Mandate

As a forum of partners, the Coalition:

- Facilitates communications, networking and information sharing;
- Organizes and facilitates meetings, workshops, forums or task forces;
- Monitors the progress of implemented strategies, policies and regulations;
- Assists communities to build their capacity and achieve their sustainability goals;
- Facilitates access to expertise, and;
- Promotes awareness and education on sustainability.

3.   RATIONALE

The Coalition is one of many organizations nationally and internationally working in the area of community sustainability but *the only one* with a focus on the Southern Gulf of St. Lawrence region. The founding meeting in November, 1999 was the culmination of several years' effort of broad consultation, issue identification, and partnership building among a diverse cross-section of stakeholders throughout the Southern Gulf of St. Lawrence Region. The three top priorities identified were:

- Harmonizing government policies;
- Threats to natural habitat; and
- Awareness and knowledge about the region.

DIFFERENTIATORS

To remain competitive and to ensure that the Coalition continues to receive funding, it is important that the organization identifies how it stands out from other organizations. The following is a list of the Coalition's accomplishments, specific attributes and differentiators:

Inter-jurisdictional Reach

The Coalition's territory covers regions in four provinces. It operates in a multitude of federal, provincial and municipal settings. The following differentiators are specific to the Coalition:

- It is the only neutral Gulf-wide organization with members representing all sectors – federal, provincial, aboriginal, municipal, academic, industry, and NGO;
- As a charitable organization, it can apply for funding from federal, provincial and non-government sources; and
- It organizes an annual regional workshop on sustainability issues of importance. Round table discussion results are shared with decision-makers so they have a 'pulse' on stakeholder concerns and possible solutions.

Potential to Build Capacity

The Coalition's membership is comprised of community organizations throughout the Southern Gulf region. It has the ability to provide learning opportunities and information sharing among these various groups. The following differentiators are specific to the Coalition:

- It has liability insurance for its volunteers and staff;

- It has a mandate to facilitate the data management and sharing of data among its members, including the following:

  – Promote community-capacity building amongst member groups by communicating funding opportunities and providing subsidies to attend workshops and Steering Committee meetings; and

  – Encourage research in the Southern Gulf by enabling masters and doctoral students with significant scholarships.

Previous Projects to Build Upon

The Coalition has been called upon by government to carry out projects related to their mandates. Specifically, the Coalition has been involved in the following:

- A history of supervising contracts and individuals conducting research for federal and provincially-funded projects;

- Conducted a survey of existing water quality and other resource data among community groups and NGO's to determine future needs for building technical capacity within member groups;

- Supervised a region-wide project on the by-catch of striped bass sponsored through the Department of Fisheries and Oceans; and

- Identified sources of data for implementing indices of sustainability throughout the Southern Gulf by partnering with community groups to monitor and populate the indicators.

OPPORTUNITIES

Stakeholder input, as described in the next chapter entitled "Strategic Planning Approach", reveal that the Coalition's major opportunities reside with the partnerships that they forge with government, First Nations, industry and non-government organizations. Specific opportunities related to these partnerships are:

Information Sharing

- To help avoid duplication of efforts among organizations, the Coalition could help identify similar initiatives that are taking place in its territory and facilitate the merging of efforts among organizations. In turn, this could maximize the outcomes for all parties involved and create a common understanding of the issues; and

- The Coalition could work with likeminded organizations to coordinate joint meetings, including annual general meetings, which would facilitate the transfer of information and knowledge and at the same time reduce costs.

Assist Government

- Help government develop policies by providing factual information; and

- Present governmental programs to the public; the Coalition could educate the public concerning current by-laws, policies and programs.

Initiate Change

- Educate business around ecological practices and work with them to achieve their buy-in towards a more sustainable future; and

- Contribute to the ecological health of estuaries and communities monitoring the environment and educating the public.

CHALLENGES

The following challenges were identified by the stakeholders.

Funding

- The main challenge for the Coalition is to achieve financial stability. As a Non Governmental Organization (NGO), the Coalition must constantly be looking for ways to generate revenue. During the past few years, it has been a trend for government to reduce its core funding for NGO's.

- Other challenges include:

    – The Coalition has specifically had to put significant effort into renewing its contribution agreements with the federal government; and

    – Securing funding in order to build on a solid track record of work that takes advantage of previous successes.

Capacity

- The Coalition currently has two full-time employees. The extent of what they can accomplish is limited to this capacity; yet the organization aspires to do much more than current capacity allows, including:

– Influencing decision-makers and individual behaviours which are dependent on building relationships and educating stakeholders and the public; and

– Measuring and monitoring changes in the Southern Gulf ecosystem which are large tasks due to the broad nature of organization's mandate and territory.

Member Commitment

- Of the 400 members, only a small number are actively involved in Working Groups and other Coalition activities. Other NGO's and volunteer-based organizations encounter similar challenges, but not for lack of interest on the part of members. Mostly, members report competing demands on their time as limiting their ability to contribute to a specific cause or organization.

Awareness

- Creating 'top of mind' awareness is a challenge in terms of engaging volunteers and funding partners. Strong marketing capabilities, the capacity to build relationships and the ability to attract expert resources are necessary elements to remain in the hearts and minds of stakeholders.

ENVIRONMENTAL SCAN AND BEST PRACTICES

Ten not-for-profit organizations with some similarity to the Coalition were researched and compared in terms of their vision and mission, revenues and their governance structure. A matrix comparing these organizations can be found in Appendix B. The following paragraphs show the variations among organizations in terms of revenue generation and governance structure.

Revenue Generation

Most of the organizations researched request membership dues. These range from $10 (Canadian Parks and Wilderness Society) to $15,000 per jurisdiction (Gulf of Maine Council on the Marine Environment). The Gulf of Maine Council on the Marine Environment covers five jurisdictions including two countries. At another level, the Sierra Club of Canada and the Ecology Action Centre have varying levels of individual annual membership dues ranging from $25 to $150. Benefits related to membership levels vary depending on the organization.

Sponsorships also represent a lucrative source of revenue for some organizations. NovaKnowledge, for example has numerous levels of sponsorships that each has varying

levels of benefits such as exposure at events and on promotional materials, links to the company's website from the NovaKnowledge website, reduced or no fees for events, etc... Corporate and Academic Champions pay $10,000; Corporate Knowledge Leaders pay $3,000; Knowledge Leaders pay $1,500; and Associates and Students and pay $450 and $20 respectively.

Other revenue generating activities include event hosting, product sales, investment earnings, legacy gifts, project work, public donations and foundation support. In the case of the David Suzuki Foundation, it is supported by 38 foundations North America-wide that provide 36% of their revenues.

Governance Structures

Eight of the ten organization researched are led by a board of directors. Of these, three have honorary boards or champions in addition to the board of directors. These are celebrities or well renowned people who bring distinction and credibility to the organization by providing support and identifying themselves with the group.

Another trend among the organizations led by a Board of Directors is to have advisory boards. These are experienced people who have succeeded in the type of endeavour in which the organization is involved.

The Cooperative model is also represented by two researched organizations. This model encourages more engagement from the members because they share in the ownership of the organization.

CONCLUSIONS

The Coalition operates within an environment where funding among non-governmental organizations is fiercely competitive. It will be crucial for the Coalition to focus on its differentiators; and to build partnerships and capacity within community organizations to bring about tangible change in the Southern Gulf of St. Lawrence ecosystem.

Achieving financial stability and increasing capacity are imperative to allow the Coalition to fulfill its mandate. Mutually beneficial strategic partnerships and collaborations can be used in order to leverage funds and increase capacity for all involved.

Investment in the Coalition represents an investment in long term sustainability of the ecosystem and the communities that rely on it in the Southern Gulf region. As the only organization that has the mandate and potential to coordinate efforts across the region, government, academia, business and other NGO's can look to a solid track record of experience and knowledge, and a large membership base to support future projects and events.

4. STRATEGIC PLANNING APPROACH

STAKEHOLDER INPUT AND FINDINGS

Stakeholder Input

The Southern Gulf of St.-Lawrence Coalition on Sustainability functions in a complex network of stakeholder relationships, all of whom have an interest in working with the Coalition towards a future vision. The stakeholder map below provides an overview of the primary stakeholders involved with the Coalition. The double sided arrow depicts the mutual relationship between the stakeholder group and the Coalition.

Representatives from the stakeholder groups listed below provided input into the strategic planning process. The intent of the stakeholder input is twofold:

- To obtain their perceptions and solicit input into the plan; and

- To engage stakeholders early in the process to achieve their buy-in to the plan.

147 stakeholders provided input to the process, including:

- 100 people responded to an on-line survey that was sent to the 400 Coalition members;

- A two-day strategic planning session with 25 Steering Committee members;

- Five individual interviews were held with key stakeholders representing the sectors that the Coalition would like to target; and

- Two focus group sessions, one in Tracadie with nine people and one in Antigonish with eight people. The purpose of the focus group sessions was to validate the strategic priorities that were identified by the stakeholders during the on-line survey, the strategic planning session and the one-on-one meetings. Summary notes from the focus group sessions can be found in Appendix C.

Stakeholder Findings

A number of themes emerged from this research, which are presented in the following points:

- There was general agreement that the Coalition is well positioned to -

  - Coordinate and facilitate cooperation among community organizations throughout the region;

  - Inform government on socio-environmental issues;

  - Engage, inform and educate the public; and

  - Act as a common voice for local watershed groups.

- Stakeholders indicated that if efficiently produced, the Regional Sustainability Atlas would be a valuable tool; however, there was concern that the Regional Sustainability Atlas would consume too much of the Coalition's time and effort. There was also concern that an endeavour of this magnitude should not be spearheaded by an NGO;

- The Coalition's visibility in northern New-Brunswick, Nova Scotia and Prince Edward Island needs to be enhanced;

- Participants worried that the heavy reliance on volunteers to do critical work and the frequent turnover and volatility of volunteers may put the work at risk; and

- Concerns were expressed that the Coalition needs to compete against other NGO's for funding, sponsors and volunteers and that it would potentially compete against its member organizations.

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STRATEGY MAP

The strategy map is a tool to summarize stakeholder expectations and outcomes, strategic directions to deliver on the expectations and the operational and people requirements to ensure the strategic priorities can be realized. The following diagram represents the Coalition's Strategy Map as defined by the stakeholders.

Strategy Map

Strategy Map

Stakeholder Expectations / Outcomes

WHAT IS THE EXPECTED OUTCOME?	STAKEHOLDER EXPECTATIONS	HOW IS THE OUTCOME ACHIEVED?
The 'go to' organization that coordinates & facilitates efforts related to sustainability in the Southern Gulf of St. Lawrence region	Become financially viable by accessing funding from a variety of sources	Through collaboration, fundraising and development of the Regional Sustainability Atlas
	Work with affiliate organizations to develop capacity within coastal communities	
	Provide access to a repository of information and standardised data on sustainability	
	Act as an educator, coordinator and facilitator on the sustainability agenda for the region	

Strategies – to Meet Desired Outcomes

STATEGIC PRIORITIES

1. Facilitate and coordinate Gulf-wide sustainability projects by engaging individual group members
2. Build an internet-based geospacial regional sustainability atlas that supports base mapping, coordinated data collection, sharing of information and informed decision-making
3. In a coordinating role, assist partner organizations with building capacity to affect sustainable change in the ecosystem and the communities in the Southern Gulf of St. Lawrence region
4. As an Educator and Facilitator, create a collaborative environment that brings together communities, business, government & experts to move the sustainability agenda forward

Operations - Processes to Ensure Strategic Capacity

- **REGIONAL SUSTAINABILITY ATLAS** — Including building and maintaining the Atlas
- **BRANDING & MARKETING** — Brand development & marketing plans & processes
- **FUND DEVELOPMENT** — Processes, methodologies and technology to raise funds effectively
- **CAPACITY & TECHNOLOGY** — to support a virtual community of stakeholders

People - Capabilities to Achieve Effective Implementation

- **INFORMATION MANAGEMENT CAPABILITY** — To support the Atlas and facilitate knowledge transfer
- **MARKETING & COMMUNICATIONS** — Develop marketing collateral and communicate effectively with stakeholders
- **FUND DEVELOPMENT** — Skills & resources to generate revenues & support members & sponsors
- **LEADERSHIP & MANAGEMENT** — to drive the organization & stakeholders toward common goals

Summary Explanation of Strategy Map

STAKEHOLDER INPUT

In summary, the Stakeholders expressed that the Coalition should be the "go-to" organization that coordinates and facilitates efforts related to sustainability in the Southern Gulf of St. Lawrence region. This expected outcome is achieved through collaboration, fundraising and development of the Regional Sustainability Atlas. In summary, the four major stakeholder expectations over the next five year period are as follow:

- Become financially viable by accessing funding from a variety of sources;

- Work with affiliate organizations to develop capacity within the coastal communities;

- Provide access to a repository of information and standardized data on sustainability; and

- Act as an educator, coordinator and facilitator on the sustainability agenda for the region.

STRATEGIC PRIORITIES

In order to meet the stakeholder expectations and outcomes identified above, four strategic priorities were articulated by members of the Steering Committee. They are:

- Facilitate and coordinate Gulf-wide sustainability projects by engaging individual group members;

- Build an internet-based geospacial regional sustainability atlas that supports base mapping, coordinated data collection, sharing of information and informed decision-making;

- In a coordinating role, assist partner organizations with building capacity to affect sustainable change in the ecosystem and the communities in the Southern Gulf of St. Lawrence region; and

- As an Educator and facilitator, create a collaborative environment that brings together communities, business, government & experts to move the sustainability agenda forward.

OPERATIONAL AND PEOPLE REQUIREMENTS

The Coalition must ensure that it has sufficient operational capacity and capability within its people to deliver on these strategic priorities. The strategies, operations and people must be aligned otherwise the stakeholder expectations will not be met.

The operational requirements are the processes and capacities needed to achieve the four strategic priorities. Therefore, operationally, the Coalition must put in place the following:

- The Regional Sustainability Atlas - this includes building and maintaining the database;

- Branding and marketing - this includes brand development , marketing plans and processes;

- Fund development - this includes processes, methodologies and technology to raise funds effectively; and

- Capacity and technology - this includes supporting a virtual community of stakeholders.

The people requirements are the human resources, skills and capabilities needed to support the strategic priorities. They include:

- Information management capability to support the Atlas and facilitate knowledge transfer;

- Marketing and communications - this includes developing marketing collateral and communicating effectively with stakeholders;

- Fund development skills and resources to generate revenues and support members and sponsors; and

- Leadership and management to drive the organization and stakeholders toward its common goals.

The next chapter elaborates on the strategic priorities and chapter six provides a detailed description of the operational and people requirements.

5. STRATEGIC PRIORITIES

This chapter describes in detail the four strategic priorities identified in the strategy map above. Each strategic priority is defined, and includes a description of the key features which the form the underpinning of the priority; and the performance measures which will allow the Coalition to evaluate progress over time. Targets have not been identified and will be required in due course.

The following strategic priorities are all of equal importance and activities associated with each have been scheduled simultaneously in a manageable fashion as shown in the implementation schedule in the next chapter.

PRIORITY #1 — COORDINATE GULF-WIDE PROJECTS

Facilitate and coordinate Gulf-wide sustainability projects by engaging individual group members
Strategy Definition
This priority is focused on the *project work* carried out by the Coalition and promotes the organization's *mandate as a regional body* with the capacity to *bring together* members and experts from across the region to research, examine, and explore issues *affecting the region as a whole*. These projects would be *beyond the scope of any one individual member* and reflect the Coalition's role as a *facilitator and coordinator*.
Features of the Strategic Priority
• The Coalition acts as the coordinating body in bringing the parties together to collaborate on proposals and projects;   • Working groups provide leadership and expertise, are representative of the membership across the SGSL region and reflect the quadruple bottom line (environment, economy, social and cultural sustainability);   • Experts from across the region collaborate / provide project input on a subject matter basis (experts may need to be paid on a contract basis); and   • Members are involved with identifying mutually beneficial projects, joint proposal submissions and project execution.
Performance Measures
• Number of Gulf-wide projects spearheaded by the Coalition;   • Number and diversity of experts involved in Coalition projects; and   • Number of members involved in proposal submissions & projects.

PRIORITY #2 – REGIONAL SUSTAINABILITY ATLAS

> ***Build an internet-based geospatial regional sustainability atlas that supports***
> ***base mapping, coordinated data collection, sharing of information and informed decision-making***

Strategy Definition

The regional sustainability atlas is a *high priority* for the Coalition. It supports its overall role as a *coordinator and facilitator*; and promotes the organization's vision, mission and mandate through the use of a *common tool* available to members and other stakeholders, and interested parties outside the region.

Features of the Strategic Priority

- Coalition member organizations:
    - Have easy access to base mapping and data entry; and
    - Collect data in a cohesive manner using standards and protocols developed and/or adopted by the Coalition.
- Provide training to community groups to gain GIS skills and translate date into useable information; and
- The Coalition has access to region-wide data and can inform government and the public of regional issues.

Performance Measures

- Feedback from member organizations (re: ease of use and usefulness of data to effect change);
- Adoption and utilization of the same standards by community groups for data collection purposes; and
- Number of groups trained on GIS;
- Number of community groups entering data into the Atlas; and
- Number of requests for (assistance with) data translation / compilation;

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PRIORITY # 3 – CAPACITY BUILDING

*In a coordinating role, assist partner organizations with building capacity to affect sustainable change in the ecosystem and the communities
in the Southern Gulf of St. Lawrence region*

Strategy Definition

Through its region-wide mandate, the Coalition is well positioned to partner with its member organizations and other key stakeholders to build capacity within the Southern Gulf region to facilitate consistent knowledge and informed decision-making.   This priority builds on the first two priorities through the expertise acquired in the project work and information collected in the Atlas.

Features of the Strategic Priority

- In a partnership role, help community groups:
    - Work collaboratively;
    - Share information among themselves; and
    - Translate knowledge and information for communities and businesses within their jurisdictions to encourage informed decision-making, perhaps through development of a number of applicable toolkits.
- Creation of a series of regional workshops that facilitate information sharing and support learning and collaboration
- Use of a virtual tool(s) (Facebook, Coalition Blog, etc…) to promote ongoing dialogue and information sharing

Performance Measures

- Level of participation in regional workshops;
- Level of participation in virtual environment;
- Amount of collaboration among member organizations and other stakeholders; and
- Number of times communities and businesses seek out information from partner organizations (evidence may be anecdotal).

PRIORITY # 4 – CREATE A COLLABORATIVE ENVIRONMENT

As an Educator and Facilitator, create a collaborative environment that brings together communities, business, government & experts to move the sustainability agenda forward

Strategy Definition

This strategy speaks to the Coalition's **broader stakeholder base** and the need to **engage them all** in issues related to sustainability in their local communities and the Southern Gulf region as a whole. In its role as educator and facilitator, the Coalition has the potential to become a **catalyst for sustainable change** in the region.

Features of the Strategic Priority

- Facilitating relationship building and information sharing between the various sectors through:
  - Conferences and workshops that are seen to be ground breaking in the field;
  - Building a virtual community that provides a forum for ongoing dialogue and information sharing (Facebook, webcasts…);
  - A membership structure that targets and attracts members across all four sectors; and supports relationship building; and
  - A marketing strategy that targets all sectors to ensure broad representation from each.

Performance Measures

- Revenue generated from conferences, workshops, webcasts, memberships, etc;
- Participation by experts in conferences, workshops, webcasts, etc;
- Number and diversity of attendees at conferences, workshops, webcasts, etc;
- Diversity in membership base; and
- Publicity / media coverage received.

6. IMPLEMENTATION REQUIREMENTS

This chapter illustrates the operational and human resource requirements needed to deliver the four strategic priorities described above. These requirements need to be aligned with the strategic priorities in order to deliver the expected outcomes. Fund development requirements are expanded in the next chapter under financial sustainability.

OPERATIONAL REQUIREMENTS

REGIONAL SUSTAINABILITY ATLAS – Build & maintain the atlas

Key steps required to build and maintain the Atlas include the following:

- Achieve agreement on the standards for data collection;
- Achieve buy-in from community groups to enter their data into the Atlas initially and over time;
- Secure data-sharing agreements with source holders;
- Acquire appropriate GIS software;
- Develop a plan to build the Atlas;
- Secure human, technology and financial resources to build and maintain the Atlas over time;
- Provide for quality assurance oversight; and
- Require NGO's to document their methodology used for data collection in the Atlas (metadata).

BRANDING & MARKETING - Brand development, marketing plans & processes

The following elements of the Coalition's brand will need to be accentuated and built upon:

- The Coalition is as an umbrella organization;
- It organises events that bring people together to raise awareness of sustainability issues. Events can be either virtual and real;
- It has the ability to attract experts to the table;
- It has a reputation of supporting partner NGO's and helping with community organization capacity building; and
- It focuses on collaboration not advocacy.

Start up tasks and activities associated with building the brand and marketing the Coalition include the following:

- Identify the target market – government (3 levels), business, academia, first nations, communities and NGO's;
- Develop branding and marketing plan and materials;
- Develop a consistent strong message and elevator pitch

Ongoing activities associated with promoting and strengthening the brand long term include:

- Dissemination of information and knowledge to a broader audience through :
  - Compilation of reports from information found in the Regional Sustainability Atlas;
  - Writing a regular column in a newspaper and / or magazine on sustainability issues in the Southern Gulf (Progress magazine, community newspapers, other…);
  - Considering a new location such as a storefront operation downtown that creates visibility;
  - Identifying and concentrating on common interests among stakeholder groups. The stakeholder groups are broad and diverse, therefore the Coalition will need to create a focus & prioritize the issues;
  - Striving for projects and events that support the brand and the broader sustainability agenda;
  - Building a track record of successfully implemented projects; and
  - Encouraging the membership base to promote the brand.

CAPACITY & TECHNOLOGY - Support a virtual community of stakeholders

Capacity

- There is a need to develop a presence in other parts of the Southern Gulf region outside Moncton. This approach suggests that a partnership be developed in each of the following five sub-regions:
  - Prince Edward Island;
  - Northern New Brunswick;
  - Cape Breton;
  - Nova Scotia (in the Antigonish area); and
  - Québec (in the Gaspé area).
- The region around Moncton would form the sixth region

- These NGO groups would be the Coalition's ambassadors for the sub-regions.
- The purpose of the partnership is to build capacity and to promote the work of the Coalition throughout the Southern Gulf. This approach also facilitates meeting clusters in each location that connect through a collaboration tool.
- Partnerships should be formalized through a memorandum of understanding that defines roles and responsibilities, deliverables and outcomes, time frames, costs, etc. Payment to the partner organization is made possible, at least in part, through savings achieved as a result of reduced travel.
- The deliverables for the contract would include recruiting a set number of new volunteers, providing a certain number of coalition presentations per province, etc.
- The first partnership should be managed as a pilot before moving forward in a phased approach to develop the other four partnerships.
- Partnership options for consideration include the following.
  - Develop a retainer relationship with another organization where a certain amount of dedicated time is committed to the Coalition's work for which the partner organization is paid;
  - Similar to the option above, develop the partnership based on an exchange of services that takes place between the Coalition and the partner organization and there is no remuneration; and
  - Develop a partnership with an academic institution lead by a faculty member and supported by students in each of the 5 regions. Students are paid a nominal fee for their time and in return they have an opportunity to build their CV.

Technology

- Explore and implement videoconferencing tools by building relationships with academic institutions that allow for use of the technology.
  - A meeting facilitation approach and framework will be required for use with this technology.
- Explore virtual tools to provide an environment for ongoing and informal dialogue between member organizations and other stakeholders (and potentially the public) through Facebook, a blog, etc…

PEOPLE REQUIREMENTS

INFORMATION MANAGEMENT CAPABILITY – Support the Atlas & facilitate knowledge transfer

- Overview:
  - These capabilities relate to the various tasks associated with the Atlas and the tasks associated with collection, storage, access and dissemination of other Coalition information; and
  - These capabilities may not be related to just one individual. These skills could reside in a combination of individuals with a working group, and / or through employment or contract relationships.
- Capabilities required for the Atlas include:
  - User training and education (on-line & in person);
  - User support – re: use of technology and application of data;
  - Researcher/analyst skills for data analysis purposes;
  - GIS expert who can read maps and use ArcGIS, etc.; and
  - Working Group oversight in building and maintaining the Atlas.
- Capabilities related to other information management needs include:
  - Researcher/analyst skills for data analysis purposes;
  - Librarian-type skills to catalogue information;
  - Maintenance of a roster of expert resources; and
  - Ability to stay current on project and funding opportunities that may be of interest to members.

MARKETING & COMMUNICATIONS – Develop marketing collateral and communicate effectively with stakeholders

- People and skills involved in marketing and communicating the Coalition's message include:
  - The Communications & Education Working Group to develop & oversee the marketing plan;
  - Communication, public relations and writing expertise which could be achieved through contract, volunteer and / or part –time employment relationships. This should include developing and writing regular columns / informative articles for business publications, community newspapers, etc.;
  - The Executive Director and selected Steering Committee members should be on the speaking circuit that might include business, government, and / or service clubs' conferences and luncheons.

LEADERSHIP & MANAGEMENT - Drive the organization & stakeholders toward common goals

- Leadership and management will come primarily from the Executive Director and Management and Steering Committees. The governance structure of the Coalition should be revisited to take the following into consideration:
    - Steering Committee should include representation from the partner organizations described previously and in some way these organization should also participate on the management committee (e.g. one partner represents the interest of all others);
    - Reduce the number of SC members from 36 to a smaller, more manageable number that represent key sectors on a regional scale;
- Implementation of the strategic plan should include the following:
    - Management Committee needs to be the driver of the strategic plan with overall accountability for implementation residing with the Steering Committee; and
    - A Strategic Plan Working Group with a project manager reporting to Management Committee should be responsible for ensuring the plan moves forward.

IMPLEMENTATION COSTS

These costs are best estimates at time of writing and will require confirmation prior to implementation. Key assumptions associated with these costs are found below the table.

Implementation Cost Estimates

Cost Item	2008/9	2009/10	2010/11	2011/12	2012/13
Operational Requirements					
Regional Sustainability Atlas − Technology − Training	$28,340 $41,280	$5,000 $26,591	$5,000 $10,000	$5,000 $10,000	$5,000 $10,000
Branding & Marketing − Marketing Plan − Collateral	$5,000 $5,000	$2,500	$2,500	$2,500	$2,500
Capacity & Technology − Partnership Retainer − Collaboration Tool	$2,500	$15,000	$25,000	$25,000	$25,000
Sub-Total	**$82,120**	**$49,091**	**$42,500.**	**$42,500.**	**$42,500.**
People Requirements					
Information Management − GIS Expert − User Support − Researcher/Analyst	$5,000	$15,000	$15,000	$15,000	$15,000
Fund Developer − Event Management − Membership Development − Public Relations & Marketing	$15,000	$35,000	$40,000	$40,000	$45,000
Sub-Total	**$20,000**	**$50,000**	**$55,000**	**$55,000**	**$60,000**
Grand Total	**$102,120**	**$99,091.**	**$97,500.**	**$97,500.**	**$97,500.**

Key Assumptions

The following key assumptions support the implementation cost estimates found in the table above:

OPERATIONAL REQUIREMENTS

- Regional Sustainability Atlas – initial firs two year costs are due to training and project set-up, as identified in an elaborate business plan
    - Technology
    - Training
- Branding and Marketing
    - Marketing Plan – a one time cost to develop a marketing plan that supports this strategic plan
    - Marketing Collateral – the cost in the first year is higher than in subsequent years as it will require design of new materials. Costs in subsequent years are assumed to include reprinting only.
- Capacity & Technology – Strategic
    - Partnership Retainer – assumes that either the first or third option described earlier will incur a cost of $5,000 per partner per year. In the first year, the Coalition will enter into one such relationship on a pilot basis. The budget assumes the partnership will be for 6 months only in the first year. Years two and three would include development of two more such relationships in each year.

PEOPLE REQUIREMENTS

- Information Management
    - Assumes the expertise is available on a contract or as-needed basis.
    - Assume $5,000 in year 1 and $15,000 in subsequent years
- Fund Developer
    - Assumes that this role will include all skills described above. Students graduating from Mount Saint Vincent University's Public Relations program would be ideal candidates for this position – starting salary of $30,000 in year one but budget for half year salary only.

IMPLEMENTATION SCHEDULE

The following implementation schedule shows the major activities associated with implementation and the year in which it should be completed. This schedule should be updated annually along with an annual review and update of the strategic plan.

Goal	Targeted Year for Completion				
	2008/9	**2009/10**	**2010/11**	**2011/12**	**2012/13**
Regional Sustainability Atlas					
Planning the Atlas					
1. • Achieve buy-in from community groups to enter their data into the Atlas initially and over time	•				
• Achieve agreement on the standards for data collection and training for community groups with GIS		•			
• Secure human, technology and financial resources to build and maintain the Regional sustainability Atlas over time		•	•	•	•
2. **Building and Maintaining the Atlas**					
• Acquire appropriate GIS software; • Provide for quality assurance oversight		•	•	•	

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Goal		Targeted Year for Completion				
		2008/9	**2009/10**	**2010/11**	**2011/12**	**2012/13**
3.	***Using the Atlas***					
	• Require NGO's to document their methodology used for data collection in the Atlas		•	•	•	
	• Populating the Atlas with information from the pilot data collection		•	•		
	• Make cross jurisdictional comparisons across the region using the Atlas			•	•	•
Branding and Marketing						
1.	***Develop the Coalition's brand***					
	• Identify the target market	•	•			
	• Develop marketing plan and materials	•				
	• Build a track record of successfully implemented projects			•	•	•
2.	***Disseminate information to a broader group***					
	• Write a column in newspaper/magazine on sustainability		•			
	• Coordinate conferences and events with other interest groups			•	•	•

HALIFAX GLOBAL

Goal	Targeted Year for Completion				
	2008/9	2009/10	2010/11	2011/12	2012/13
Capacity and Technology					
1. • Explore partnerships opportunities	•				
• Develop a presence in other parts of the Southern Gulf region	•	•			
2. • Explore and implement webcasting & videoconferencing tools		•	•	•	
Information Management Capacity					
1. • Acquire/ strengthen GIS Expertise and analytical capabilities in the organization			•	•	•
Marketing and Communications					
1. • Recruit persons with fund development and marketing skills	•	•			
Leadership and Management					
1. • Implement strategic plan	•	•	•	•	•
2. • Revise governance structure		•	•		

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Goal	Targeted Year for Completion				
	2008/9	2009/10	2010/11	2011/12	2012/13
Financial Sustainability					
1. • Develop a fundraising plan	●	●			
2. • Develop proposal templates	●				
3. • Determine and implement membership structure	●	●			

7. FINANCIAL SUSTAINABILITY

FUNDING SOURCES

The Coalition's funds will need to come from a diverse portfolio of revenue sources to achieve financial sustainability. A variety of processes, methodologies and technologies, and skills and resources will be needed to raise these funds effectively, and to support members, partners and sponsors. The table below provides an overview of the funding sources and the operational and people requirements needed to access and maintain them.

Funding Sources	Operational Requirements	People Requirements
Projects • Government • Foundations	Proposals • Templates • Standard information	• Proposal writing • Research • Relationship Building
Events – real & virtual • Registration fees • Sponsorship fees	• Marketing • Registration process • Sponsorship package • Technology for virtual events	• Event management • Relationship Building
Memberships	• Membership categories & benefits • Administration around membership fees and renewal	• Membership management • Relationship Building • Communication & outreach
Fundraising	• Develop a fundraising plan • Direct marketing, website, campaigns… • Partnerships (e.g. Aveda)	• Marketing • Fundraising • Website / graphic design
Core Funding	• 15% admin fess included in Contribution Agreements	• Writing • Relationship Building

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MEMBERSHIP STRUCTURE & REVENUES

Structure

The following table describes a potential membership structure, benefits and fees associated with each membership category. This model should be given careful consideration and amended to appropriately reflect the reality of the stakeholder environment within which the Coalition operates. Building the membership base will take time, particularly at the Champion level in the government, corporate and academia category. Government, corporate and academic champions should be encouraged to underwrite youth memberships.

Type of Member	NGO	Government, Corporate & Academia
Champion	Membership fee: $150	Membership fee: $1,000
	Benefits include: • Public Exposure – logo on Coalition website, newsletter, other • 25% discount on annual workshop fee for 2 participants • Project participation	Benefits include: • Public Exposure – logo on Coalition website, newsletter, other • Gold Level Event Sponsorship – annual workshop and 1 regional forum • 2 participants fees included for annual workshop • Project participation
Leader	Membership fee: $100	Membership fee: $500
	Benefits include: • Public Exposure – logo on Coalition website • 25% discount on annual workshop fee for 1 participant • Project participation	Benefits include: • Public Exposure – logo on Coalition website • Silver Level Event Sponsorship – annual workshop • 1 participant's fee included for annual workshop Project participation

Type of Member	NGO	Government, Corporate & Academia
Associate	Membership fee: $50	Membership fee: $250
	Benefits include: • Public Exposure – logo on Coalition website • 15% discount on annual workshop fee for 1 participant • Project participation	Benefits include: • Public Exposure – logo on Coalition website • Gold level sponsorship at 1 regional forum • 2 participants' fees included for 1 regional forum • Project Participation
Youth (individual)	Membership fee: $50	
	Benefits include: • 20% Discount on annual workshop fee • Project participation *Note: only one level of youth membership is recommended*	

Revenues

The revenues associated with each of the membership categories are based on a notional number of members to provide an overview of the potential membership revenues. The Coalition should determine a target number of members for each category and develop a list of potential members.

Type of Member	NGO	Government, Corporate & Academia
Champion	$150 X 25 = $3,750	$1000 X 5 = $5,000
Leader	$100 X 25 = $2,500	$500 X 5 = $2,500
Associate	$50 X 20 = $1,000	$250 X 10 = $2,500
Sub-Total	*$6,250*	*$10,000*
Youth	$50 X 15 = $750	
GRAND TOTAL	$18,000	

EVENT STRUCTURE & REVENUES

	Event	Attendees	Sponsorships
1	**Annual Workshop & AGM**	# of attendees = 75 Fees / attendee = $175 Total fees = $13,125	Total revenues = $10,000
2	**6 Regional Forums** *Ramp up over 5 years*	# of attendees (40 X 6) = 240 Fees / attendee = $100 Fees / event = $4,000 Total fees = $24,000	Revenues / event = $2,000 Total revenues = $12,000
3	**Other – "Fun' fundraising event on a regional basis** *Ramp up over 5 years*	# of attendees (75 X 6) = 450 Fees / attendee = $100 Fees / event = $7,500 Total fees = $45,000	Revenues / event = $2,000 Total revenues = $12,000
Sub-Total		*$82,125*	*$34,000*
GRAND TOTAL		**$116,125**	

FINANCIAL MODEL

Summary Revenues and Expenses

These revenues and expenses are based on current costs plus the implementation costs found in the Implementation Requirements chapter found earlier in this document.   Key assumptions to support these numbers are found below the table.

BUDGET ITEM	2008/9	2009/10	2010/11	2011/12	2012/13
Revenues					
Project Total	**$220,000**	**$280,000**	**$340,000**	**$400,000**	**$400,000**
• Government	$200,000	$250,000	$300,000	$350,000	$350,000
• Foundations	$20,000	$30,000	$40,000	$50,000	$50,000
Events Total	**$36,5000**	**$50,000**	**$77,000**	**$104,000**	**$104,000**
• Workshop/AGM	$23,000	$23,000	$23,000	$23,000	$23,000
• Regional Events / User Forum	$6,000	$12,000	$24,000	$36,000	$36,000
• Fundraising Event	$7,500	$15,000	$30,000	$45,000	$45,000
Memberships	$5,000	$10,000	$15,000	$20,000	$20,000
Fundraising	$20,000	$25,000	$30,000	$35,000	$40,000
Total Revenues	**$281,500**	**$365,000**	**$462000**	**$559,000**	**$564,000**
Costs					
Staff	$85,000	$115,000	$125,000	$150,000	$150,000
Steering Committee	$8,000	$8,000	$8,000	$8,000	$8,000
Office Expenses	$7,000	$10,000	$15,000	$20,000	$20,000
Administrative Services	$12,000	$15,000	$20,000	$25,000	$30,000
Marketing	$17,000	$10,000	$20,000	$20,000	$20,000
Priorities	$150,000	$190,000	$230,000	$270,000	$270,000
Total Expenses	**$279,000**	**$348,000**	**$418,000**	**$493,000**	**$498,000**
BALANCE	**$2,500**	**$17,000**	**$44,000**	**$66,000**	**$66,000**

Key Assumptions

- Projects -

  - Government – assumes that:

    - The Departments of Fisheries and Oceans and Environment Canada will contribute $50,000 each over the next five years; and

    - Other government projects will bring increasingly additional funds each year from $100,000 in year one to $250,000 in years 4 and 5.

  - Foundations – assumes there will be modestly increasing revenues from foundations over the 5 year period.

- Events –

  - Assumes the regional forums and fundraising events will ramp up over the 5 years as previously described.

- Memberships –

  - Assumes these will ramp up over the 5 years as previously described.

- Fundraising –

  - Based on Aveda partnership with the assumption that $20,000 will be raised this fiscal year and an incremental $5,000 in each subsequent year.

- Costs – are based on:

  - Projections for current fiscal year plus implementation costs found in the Implementation Requirements chapter earlier in this document; and

  - Proportional increases based on increased revenues with a reduction in the costs as a percentage of revenues from 99% to 88% over the 5 year period to allow for an annual operating surplus.

APPENDICES

Appendix A – Working Group Description

Appendix B – Best Practices Research Matrix

Appendix C – Focus Group Findings

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Appendix A – SGSL Working Group Descriptions (December 2007)

2008 AGM WORKSHOP WORKING GROUP

<u>Mandate</u> – The objectives of the *Social Economy and Sustainable Societies* workshop are as follows:

- To promote the role and value of Social Economy in achieving long-term sustainability across all sectors for new learners, researchers and community leaders, increasing awareness and understanding of converging social, ecological and economic priorities.

- To showcase new and emerging social economy initiatives in the region, provincially, nationally and internationally for achieving long term sustainability.

- To explore inconsistencies and harmony between educators, non-governmental, public and private sector responsibilities to advance the social economy of the region. *Example: the Workshop committee has already determined lack of policy for establishing accredited courses in the disciplines related to the development of social economies and sustainable societies in the region.*

- To provide participants with practical wisdom for adapting the principles of social economy and new spaces for social inclusion and long term sustainability into planning, leadership and process.

<u>Activities</u> – to coordinate the activities of the workshop: determine objectives, secure sponsors, source speakers, document outcomes and share results

COASTAL EROSION WORKING GROUP

<u>Mandate –</u> The main goals of the Coastal Erosion Working Group will be to:

- Identify existing and emerging issues,

- Raise awareness,

- Facilitate information exchange and provide access to relevant and current information', and

- Develop products to improve decision-making on coastal erosion within and for the entire Southern Gulf of St. Lawrence region.

<u>Activities</u> - Specific activities of the Coastal Erosion Working Group will include:

- Engaging communities and coastal users to identify issues and needs;

- Providing recommendations and advice to the SGSLSC on priorities and emerging issues;

- Engaging communities and coastal users to raise awareness and improve understanding;

- Sharing and exchanging information, data, and experiences;

- Developing educational and resource materials such as factsheets, guides, manuals and toolkits;

- Developing a strategic long-term plan and annual workplans; and

- Identifying and applying for funding to enable and supplement specific activities.

COMMUNICATIONS AND EDUCATION WORKING GROUP

Mandate – This working group is responsible for accessing or providing materials and resources to the Coalition on the subject of Sustainability, group / member news, meetings and other subjects of interest associated with the mandate of the Coalition

Activities - tailor 'key' messages within the Coalition's newsletters, website and other promotional material. It will work directly on profiling the Coalition during the Aveda Earth Month campaign.

FUND-DEVELOPMENT WORKING GROUP

Mandate – The working group identifies opportunities for funding to support the ongoing costs of the Coalition.

Activities - This includes seeking out avenues for corporate sponsorship, funding from philanthropic organizations and foundations. Further, the working group develops marketable products for sale and organizes fund-raising activities to complement the major revenues

SCIENCE, RESEARCH & HABITAT WORKING GROUP

Mandate (draft) – The general goals of the Science, Research and Habitat Working Group will be to:

- Raise awareness;

- Facilitate information exchange; and

- Develop tools and products to improve decision-making on: Science issues such as coastal eutrophication, invasive species, endangered species and climate change within and for the entire Southern Gulf of St. Lawrence region.

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<u>Activities</u> – The working group activities include:

- Continuation of our involvement for improving and coordinating the CAMP, acting as a scientific advisor and identifying potential sources of funding;

- Development of an easy and comprehensible way to deliver the CAMP results to the ENGO either by organizing a workshop on CAMP or by developing some sort of report card to generate an understanding of the health status of the different bays and estuaries monitored thru CAMP;

- Development of the Regional Sustainability Atlas by contributing to the quality control and quality assurance of the data incorporated into the Atlas;

- Linking the Indicators project to the CAMP and to the Regional Sustainability Atlas projects;

- Encouraging the reactivation of the Science Research Network.

- Developing a strategic long-term working plan and annual workplans; and

- Identifying and applying for funding to enable and supplement specific activities.

TECHNICAL ADVISORY WORKING GROUP

<u>Mandate</u> –The Technical Advisory works to assist in the communication and exchange of information between groups, and to bridge the internal capacity and mandates of other Coalition working groups.

<u>Activities</u> – The immediate goal for this working group is with the development of the on-line Regional Sustainability Atlas – which will serve to identify land use, aquatic resources, NGO and socio-economic activities and issues...all of this to facilitate Integrated Planning and Management.

TRADITIONAL ECOLOGICAL KNOWLEDGE WORKING GROUP

<u>Mandate</u> – The TEK working group seeks to increase the capacity of traditional knowledge holders in the region by increasing their access to other sources of knowledge, involving them in local sustainability initiatives, and creating a network of communication for traditional knowledge holders to interact with each other throughout the region. The working group also seeks to integrate TEK within the Coalition's other working groups, as the Coalition recognizes this form of knowledge is beneficial and important to advance the research and work conducted by the other working groups.

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Activities - Our projects, activities or efforts will fall under the Coalition's mandate and revolve around these aspects:

- Conservation and protection of areas within the region which are of importance to the local traditional knowledge holders;

- Sharing of information from local knowledge of the area's ecological system to complement the other sources of knowledge and current research efforts;

- Dissemination to youth about traditional ecological knowledge and its contributions to the sustainability and well-being of the region and its peoples;

- Prevention of cultural erosion by tapping into the old philosophies and beliefs and seeing them reflected in sustainability efforts and awareness in the region; and

- Encouraging the building of relations with the traditional knowledge holders to increase the networking capacity and access to resources for traditional knowledge holders and those wishing to work with them.

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Appendix B – Best Practices Research

Name of the Organization	Vision & Mission	Revenues	Governance Structure
Gulf of Maine Council on the Marine Environment http://www.gulfo fmaine.org/	The mission of the Gulf of Maine Council on the Marine Environment is to maintain and enhance environmental quality in the Gulf of Maine to allow for sustainable resource use by existing and future generations.	The dues structure up until this past year has been $15,000 US per jurisdiction.	The Council was established with a charter by the Governors and Premiers of the states and provinces in the Gulf. They assigned state and provincial agencies as Council members. Each state or province can choose up to two private sector members. The federal agency partners joined at roughly the same time. These organizations comprise the membership so it is open to up to two non-governmental representatives who are appointed by their jurisdictions. Currently, there are two private sector representatives for Nova Scotia.

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Name of the Organization	Vision & Mission	Revenues	Governance Structure
David Suzuki Foundation http://www.davidsuzuki.org/	The David Suzuki Foundation works through science and education to protect the diversity of nature and our quality of life, now and for the future.	An independent charity, the Foundation does not accept government grants and is supported with the help of some 40,000 individual supporters across Canada and around the world. Supported by 38 foundations North America wide who provide 36% of the revenues 40% of revenues come from public donations	Board of Directors Honourary Board of distinguished Canadians
Ecology Action Centre http://www.ecologyaction.ca/	The Ecology Action Centre has acted as a voice for Nova Scotia's environment for over 35 years. Since 1971, the EAC has been working to build a healthier, more sustainable Nova Scotia. Today we have over 1400 members, 250 volunteers and staff, and seven active teams and committees. The Ecology Action Centre works closely with social and natural scientists and makes strong use of science in communicating its message to the public.	**Annual Membership Fees** • $20 Student/Senior/Unwaged • $40 Regular • $60 Contributing/Family • $120 Sustaining Donations Advertisements in magazine	Board of Directors – 15 members

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Name of the Organization	Vision & Mission	Revenues	Governance Structure
World Wildlife Fund http://wwf.ca/	WWF's mission is to stop the degradation of the planet's natural environment and to build a future where humans live in harmony with nature. We're working to conserve biological diversity, to make sure that renewable natural resources are used sustainably, and to reduce the pollution and wasteful consumption that are taking their toll on species and landscapes.	$19.8 million in donations & grants $1.3 million in products sales, promotions & fees $1 million in investment earnings 150,000 supporters in 100 countries & 2000 projects / year Events / CN Tower climb raises $1 million Sponsors Foundations Legacy gifts Donations	Volunteer Board of Directors – 23 members / 3 year terms Honourary Chair – Sonya Bata Committees of the Board – Executive Conservation science Climate change Fresh water program Audit, finance and investment Compensation, Governance & Nominating Fundraising HR Technology Marketing & Events
Sierra Club http://www.sierraclub.org/.	"The Mission of The Sierra Club Foundation is to advance the preservation and protection of the natural environment by empowering the citizenry, especially democratically-based grassroots organizations, with charitable resources to further the cause of environmental protection. The Sierra Club is the vehicle through which	Life membership $1000 Benefits include having perpetual Sierra Club Membership, a special Life Member Certificate with an Ansel Adams image, Life Member Pin, and special Life Member mailings. Membership Levels :	National Advisory Council Board of Trustees

Name of the Organization	Vision & Mission	Revenues	Governance Structure
	The Sierra Club Foundation generally fulfills its charitable mission."	$25, 35, 50, 75, 150 • A free Sierra Club Expedition Pack (limited time only) • One-year subscription to Sierra magazine • Members-only ecotravel opportunities • Automatic membership in your local Chapter • Discounts on Sierra Club calendars, books, and other merchandise Note: Contributions, gifts, and dues to the Sierra Club are not tax deductible. They support our effective, citizen-based advocacy and lobbying efforts. Your dues include $7.50 for your subscription to Sierra Magazine and $1 for your Chapter newsletter. More than $20 million in grants Note : No fee to register for 'Take Action', an advocacy initiative	

Name of the Organization	Vision & Mission	Revenues	Governance Structure
Pollution Probe http://www.pollutionprobe.org	Pollution Probe is a Canadian charitable environmental organization that • Defines environmental problems through research; • Promotes understanding through education; and, • Presses for practical solutions through advocacy. Pollution Probe is dedicated to achieving positive and tangible environmental change. **We are a partnership-building organization.** We engage government agencies, private businesses and other non-profit organizations that have a legitimate interest in an issue to help us find solutions.	Annual Gala Dinner, other events **We are a donor-based organization.** We maintain a practical, independent perspective by drawing upon the financial support of a broad spectrum of individuals.	8 member Board of Directors Advisory Board of prominent Canadians and 6 Champions

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Name of the Organization	Vision & Mission	Revenues	Governance Structure
Canadian Parks and Wilderness Society (CPAWS) www.cpaws.org	CPAWS envisages a healthy ecosphere where people experience and respect natural ecosystems. We will achieve this by: • **protecting Canada's wild ecosystems** in parks, wilderness and similar natural areas, preserving the full diversity of habitats and their species; • **promoting awareness and understanding of ecological principles** and the inherent values of wilderness through education, appreciation and experience; • **encouraging individual action** to accomplish these goals; • **working co-operatively** with government, First Nations, business, other organizations and individuals in a consensus-seeking manner, wherever possible. CPAWS believes that by ensuring the health of the parts, we ensure the	Wilderness Protection Club – monthly donations of any denomination Other donations When you make a donation of $10 or more to CPAWS, you become a CPAWS member for one year. You will receive the following benefits: • A tax receipt • two issues per year of our information-packed national newsletter, **Canadian Wilderness** • the next CPAWS **Annual Report** • the right to vote at the next CPAWS annual general meeting • information from your **local CPAWS chapter** (the one located closest to your mailing address within your province or territory)	National Trustees Provincial & Regional Chapters

Name of the Organization	Vision & Mission	Revenues	Governance Structure
	health of the whole, which is our health too.	$3.3 million in revenues • 53% Foundations • 36 % individual • 5% Corporate • 6% other	
NovaKnowledge www.novaknowledge.ns.ca	**Vision** **novaknowledge** is a network of members, volunteers, and participants, who advocate for a strong, sustainable, and competitive knowledge-driven economy in the region. **Mission** Our mission is to serve as a hub, bringing together members and stakeholders with the common objective of charting a course for Atlantic Canada's future.	5 levels of membership: • Corporate & Academic Champions - $10K • Corporate Knowledge Leader - $3K • Knowledge Leader - $1500 • Associate - $450 • Student - $20 • Various levels of benefits Sponsorship Opportunities – events & publications **Novaknowledge** revenues are derived through membership fees, event sponsorships, and attendance. While a small portion of revenue is earned through contracting our services, and a portion is funding from the public	Board of Directors Advisory Council

Name of the Organization	Vision & Mission	Revenues	Governance Structure
		sector, it is by far the volunteer and in-kind services that make up the biggest piece of the pie.	
TEAM Work Cooperative www.teamworkcooperative.ns.ca	Our mandate is to foster cooperation and collaboration amongst the network of member organizations delivering employment-related services to persons with disabilities.	Service Canada Shareholders do not pay a fee to belong to the coop	Cooperative Structure Board of Directors representing 29 shareholder organizations
Mountain Equipment Coop www.mec.ca	**Purpose** Directed by the members, MEC fulfills its core purpose – to help people enjoy the benefits of self-propelled wilderness-oriented recreation. We do that by selling outdoor gear, clothing, and services. MEC is the largest retail co-operative in Canada and demonstrates what can be done through collective democratic ownership. Our commitment to green building, community grants, ethical purchasing, product sustainability,	A co-operative is a democratically owned business structure in which members pool their resources to obtain a benefit. At MEC, members use their shared purchasing power to obtain goods and services for outdoor activities. Anyone can join MEC by buying a $5 membership share. Your share allows you to make purchases and vote on how the Co-op is governed.	Cooperative structure - The role of the Board of Directors is to provide leadership and to speak for the members in governing the direction that MEC pursues as an outdoor retailer.

Name of the Organization	Vision & Mission	Revenues	Governance Structure
	and promotion of Canada-wide parks and protected areas demonstrates the best of what business can be in our society.		

Appendix C Focus Group Summary

PROCESS AND QUESTIONS

The meetings began with a 15-20 minute presentation. An overview of the Coalition's current status was presented including the set of strategic priorities that reflect the stakeholder input and best practices research carried out earlier in the project. The objective of the focus group sessions was to solicit feedback about the strategic priorities. Participants were engaged in a dialogue following a structured set of questions for the remaining hour and 10 minutes.

The following are the questions as well as the themes that emerged from the discussions.

In your opinion, are the strategic priorities presented right for the Coalition?

THE REGIONAL SUSTAINABILITY ATLAS

- Concern was expressed as to the role of the Coalition with respect to the Atlas - technology can consume an organization without realizing it.
    - The Atlas could take-up all of the Coalition members' time to the detriment of the other things they should be doing
    - There was also an opinion that someone needs to watch data input.
- DFO / Environment Canada should be creating this Atlas, not an NGO – to load this onto an NGO is not right – the notion of this atlas is that it's a comprehensive atlas on the region and there are government departments who are already mandated to do this work.
- The fact that the Atlas is meant to be multi-jurisdictional suggests that there are roles for government to provide support and funding. It may not be the best thing for government to direct it.

COALITION'S VISIBILITY THROUGHOUT THE REGION

- It was expressed at both focus group sessions that the Coalition is not well represented/ visible in the region, except in the Moncton area. This makes it difficult to get buy-in throughout the region.
    - There may be a natural fit through other organizations, not through volunteers, that would increase the Coalition's profile in these areas.

- There was discussion that the Coalition did not meet the needs of students (it does not give them the opportunity to participate) in Antigonish.
- Currently there is no effective way to disseminate information.

OVERLAP WITH OTHER GROUPS

- The Community Coastal Network has a similar role.

USE OF VOLUNTEERS

- It is somewhat frustrating constantly being asked to provide input and not seeing concrete results.
- In some ways being involved with the Coalition (or other volunteer organizations) is a distraction and he/she is not sure if it is a good use of time (it takes time to go to meetings and we don't always know where it ends up).
- Concern was expressed that the Coalition not be another organization that is funded to organize volunteers; the reality is that volunteers don't always provide what is needed. There is not enough time for volunteers to be involved with things like CAMP.

Do these strategic priorities provide your organization with an opportunity to participate in a meaningful way? Please describe.

THE IMPORTANCE OF THE COALITION AT THE COMMUNITY LEVEL

- Government organizations (DFO and Rural Secretariat) indicated that they are interested in supporting grass roots organizations.
  - It is good to have grassroots organizations drive initiatives from the bottom up; government can be there to support; as long as the Coalition has equal representation in the 3 provinces.
  - There are lots of interesting links with respect to capacity building and partnerships and lots of opportunity to be involved with the Coalition.
- There is interest in the fact that it includes a huge watershed area and that the boundaries are not politically based; involvement with watershed groups fits nicely with Coalition.
- Pleased to see that the Coalition is looking at more of a 'clearing house' role.
- Great to see academia and government involved.

- The Coalition is a very positive group with the ability to connect the dots throughout the Southern Gulf region.

EVENTS

- Annual conference was very valuable – speakers were comprehensive and science based. It would be wonderful to see links to that information; one of the best things about the Coalition is the event planning.

FUNDING/ COMMUNITY GROUP CONCERNS

- Participants expressed reluctance to team up with the Coalition because of the concern that the Coalition will get the funding instead of the individual groups.

- Before the Coalition undertakes a task such as coordinating group projects, community groups expressed that they would like to be consulted before the proposal is put forward.

- Groups are not willing to give-up their administration fees because that is what pays for their salaries.

- This type of initiative was tried before and that it doesn't work. It started fights because some groups got more funding than others.

- In response to the question «Do you see the Coalition representing your organizations? » participants indicated that each group has its own identity with its own specific projects, and therefore, the Coalition cannot be representative of their organizations.

COALITION AS AN INFORMATION SOURCE

- Participants would like to go to the Coalition for direction on projects and assistance with information about protocols (scientific) and funding opportunities.

How much do you know about the Regional Sustainability Atlas other than what we presented earlier?

- The atlas is very important. It will be an excellent way to share information and will foster networking.

REQUIREMENTS FOR THE ATLAS

- The participants indicated that they are probably not prepared to enter their information due to time constraints. People do not have the time to do this.

- • Need to have someone who will alleviate the time pressure; get students to arrange through the Coalition's office.

- • Having someone convert the existing data and putting it in the Atlas would be useful.

- If the Regional Sustainability Atlas links to other people's data (Environment Canada) it will be important to know the protocols for "author's rights".

- Process for community group's software needs to be put in place with no cost to the community organizations.

  - • DFO (Tracadie) has a 42 inch printer that would be available to groups in order to print their maps. The maps need to be sent to them in JPEG.

- Equal representation in the three provinces.

- Ensure that the Coalition is not competing with its partners for funding.

- There needs to be a person who can interpret the data; a contact person and a person who verifies data.

- Need to define how broad the information will be.

- Need to identify the focus. E.g. Power plants, fungus, etc.

- As a scientist who is looking for precise data, participant finds that in he can't always trust the data – CAMP data very good because its very specific data – but that type of data is not useful to everyone.

- How do you categorize it? A daunting task

OTHER ATLASES

- There was one produced by DFO – mostly NS coastline – about 6 years ago – *Traditional Knowledge Fisheries Map* – intended to be continually updated – completely disappeared off the map because couldn't figure out how to keep it updated.

- The Rural Secreatriat funded a *traditional knowledge atlas* – funded an atlas in the Brador Lakes, Eskasoni – *COGS is producing an atlas of the south shore of NS;* national community information database (CID) → regional and national comparison – Malcalm Shipner in Dep't of Finance → Community Counts database.

- Participants said that there is a similar initiative taking place: *Faycowie.* They don't know who will have access and if it will cost something to use it.

- CIPA has a similar atlas. It will be important to talk with them and see what efforts have been put into it.

What data should be shared to improve ecosystem management in the Southern Gulf and how do you think this would work?

ECOSYSTEM DATA

- Help the fishers in the harbours by providing documents that help with fisheries management (tag lobsters).
- Indicators for fish, migratory information; just about anything you want; fish landings, stocks, etc.

RULES AND REGULATIONS

- May want to put in clear cut data, zoning data → rules and regulations; all kinds of development being proposed in delicate watersheds.
- Different indices for various levels of government, ice jams, ice storms, high/low water.

PROCESSES AND OTHER INITIATIVES

- Lessons learned from other groups in order not to reinvent the wheel.
- Hyperlinks to useful websites in the region.
- Hyperlinks to protocols.
- Current funding sources, examples of successful proposals in order to help groups with their success in securing funding.
- If a project was underway, to experience of the project, e.g. what's working, what were the set backs, progress of the enhancement – will be different in each location – educational part would be helpful.

EXPERT INFORMATION

- Would like to see the Coalition branded as the 'go to' organization which can point people in the right direction to get information about experts, assistance with proposal writing; sustainability of fishery and its economic value, etc. DFO is the best group now but the Coalition could be the right group in the future if the plan comes to fruition.
- Participants would like to see links to expert research papers.

COMMUNITY GROUP INFORMATION

- Disseminate information about other community groups – map of community groups organized by their objectives.

IMPACTS OF CLIMATE CHANGE DATA

- Overview data and analysis – impact of climate change on fishery, tourism on the Northumberland straight, etc

LINKS TO OTHER DATABASES

- Could link atlas in with the Community Information Database (http://www.cid-bdc.ca)

- Could see that several groups in Antigonish could link websites – almost like a portal

MISCELLANEOUS

- It doesn't have to be the same for every data point because everyone's information is different depending on the projects with which they are involved.

What do you think your organization's role should be with respect to the Atlas?

- Students could use it for research purposes. Thesis could be posted on Coalition Website.

- DFO will cooperate to continue the partnership.

- Not sure how useful individual scientist's work may be; there are marine databases with specific information on fish species, etc. There is a need for so much information to make it useful.

- Main interest is with the interpretation of the data so that a lay person can understand it and can apply it to a certain situation; - e.g. if the ice does leave the Northumberland strait in the next XX years, what will it mean to the community, the fishery, etc.

What Geospatial capabilities and capacity does your organization have currently?

- There is little or no capability.

- Presently a lot of the member organizations either do not have the ArcView program at all or do not have the updated version

Coalition-SGSL
Sustainability

- CID – software Beyond 20/20 linked to Google earth – Community Counts use different but compatible software – working with NSCC to provide training to create own reports and how to use it and apply it to your own community situation.

- GIS – Software is very expensive.