OUR FUNDING PARTNERS & SUPPORTERS

Since 1997, the Sustainability Network has partnered with a variety of organizations and individuals to help us carry out our work of strengthening the capacity of environmental nonprofits across Canada. We extend our sincere appreciation to all of our funding partners and supporters. We couldn’t do it without you!

CURRENT SUPPORTERS
Ivey Foundation
Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)
ECHO Foundation
The Gosling Foundation
LUSH
Sir Joseph Flavelle Foundation
Valerie Elia Fund at Tides Canada

Individual donors, monthly givers and numerous leaders who donated their time and/or provided in kind support.

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The Sustainability Network is a charitable organization that strives to build a stronger environmental community by providing environmental leaders and nonprofit organizations with programs, services, and support, helping them to increase their capacity to lead, manage and strategize. Since our founding in 1997, we have organized numerous retreats, workshops and forums, provided relevant and timely resources to the environmental community, and facilitated learning and networking among environmental leaders.

Our Economic Literacy Project centres on training and knowledge building that supports the participation of environmental leaders in the development of a smarter and sustainable economy. An Engagement Organizing initiative is a collaboration with the Gosling Foundation and others that provide ENGOs with learning opportunities and a community of practice that supports this people-centred approach to campaigns enhanced by technology and data. We also recently launched a social network analysis (SNA) of organizations across Lake Simcoe and are developing a program that helps ENGOs more effectively embrace diversity, equity and inclusion.

One of our key program innovations is the Learning Network where we bring together environmental leaders who are working in the same region, or on the same environmental issue for intensive training and networking. They are a platform for learning, reflection and recharge. Learning Networks allow participants to bring results back to their communities and organizations, increasing the capacity of the entire environmental sector.

In addition to these projects, this report contains information about our other services such as training workshops, forums, webinars, and our Digest. By providing programs which increase the effectiveness of environmental organizations, we are working toward the sustainability of our environment for future generations.
BOARD OF DIRECTORS, STAFF, STRATEGIC ADVISORS

BOARD

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Credit Valley Conservation

GORD BALL (VICECHAIR)
Leadership Coach (retired)

JODY GREWAL (TREASURER)
Doctoral Student
Harvard Business School

JOANNE NONNEKES
Leadership Coach

MILES DEPAUL
Brothers DePaul

TONYA LAGRASTA
KPMG Canada

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Municipal Property Assessment Corporation

ANASTASIA LINTNER
Lintner Law

DANI MAILING
PetSmart Charities Canada

SARAH KAFKA
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PAUL BUBELIS
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VICTOR REYES
Program Manager/IT

JEFFREY XU
2017 YMCA Youth Eco Intern

VICKI FAUL
Bookkeeper

VOLUNTEER

JESSICA VOGT

STRATEGIC ADVISORS

GEOFF CAPE
Evergreen

JOHN LOUNDS
Nature Conservancy of Canada

BRUCE LOURIE
Ivey Foundation

DIANNE RUSSELL
Institute for Conservation Leadership

DAVID LOVE
Agents of Good

DEVON PAGE
Ecojustice

PAT LETIZIA
Alberta Ecotrust
Thank you to our supporters, staff, and volunteers who have helped us as we continue to serve and support environmental leaders and not-for-profit organizations. Our four key programs – Economic Literacy; Engagement Organizing; Lake Simcoe Social Network Analysis; and an emerging diversity, equity, and inclusion initiative – are thriving and continue to deliver great value to the sector.

The Sustainability Network convenes diverse groups of people from the environmental not-for-profit sector to share best practices, teach valuable management skills, and create opportunities for collaboration and innovation. In 2016 we reached almost one thousand people through 18 workshops, 6 webinars, 3 forums, and an online course. Our reach extends even further with our widely-read Digest, with over 16,000 copies distributed annually.

Our initiatives are targeted and each serves a unique niche within the environmental sector. The Economic Literacy Project helps not-for-profit leaders engage in the emerging green economy. Our Engagement Organizing work focuses on small nature not-for-profits and land trusts to help them build resilient and responsive organizations. The Social Network Analysis project engages and builds connections between not-for-profits, and our emerging diversity, equity, and inclusion initiative will focus initially on Great Lakes environmental NGOs.

The Sustainability Network is committed to supporting and strengthening environmental leaders and not-for-profit organizations to create positive change. We look forward to working with you in the years ahead.

Supporting our environmental leaders and nonprofits to become more effective and more efficient.

LETTER FROM THE CHAIR & EXECUTIVE DIRECTOR

Paul Bubelis
Executive Director

Andrew Kett
Board Chair
The Economic Literacy Project centres on training and knowledge building that supports the participation of environmental leaders in the development of a smarter and sustainable economy.

We do this through:

- Workshops and online training on the strengths and limits of markets, valuing environmental benefits and damages, rewarding pro-environmental behaviour, reconciling trade and redefining economic progress.
- The Green Economy Perspectives speaker series with sector leaders on emerging trends; and,
- The Sustainability Network Environment & Economy Fellowship (SNEEF) program which provides York University FES graduate students with work placements in ENGOs that have completed the training series.

This work is supported by the Ivey Foundation and delivered with the assistance of Sustainability CoLab, the Canadian Society for Ecological Economics and Alternatives Journal.
Engagement Organizing marries traditional organizing with technology and a culture of developing leadership in others. It represents a shift away from organizations that are expert-driven toward a model that focuses on nimble, data-driven, learning organizations that place relationship building and mobilization of supporters at the heart of their work. The result is resilient, effective organizations that continue to advance their work in an ever-more demanding and challenging world.

Our engagement organizing work is being developed alongside the Gosling Foundation's Better Organizations for Nature program and includes:

- Opportunities (workshops, webinars, presentations) for ENGOs to learn about this practice with an emphasis on small nature NGOs and land trusts;
- A Better Organizations for Nature - Project and Opportunity Fund which is led and administered by the Gosling Foundation; and,
- A Better Organizations for Nature Community of Practice (BONCOP) that convenes and supports select leading nature NGOs in their consideration of engagement organizing.

This work relies on the skills and talents of our lead facilitators Lindsay Telfer of the Canadian Freshwater Alliance and Graham Saul of Ecology Ottawa and on the leadership of Stan Kozak of the Gosling Foundation.
Social Network Analysis (SNA) involves mapping and measuring how organizations, groups and people connect and interact with one another. The approach uses visualization tools and numerical measures to understand the structure of networks and the relationships of organizations or individuals within them.

The goal of this project is to employ SNA to better understand relationships within and between agricultural commodity associations, not-for-profit environmental and grassroots farm organizations are working to protect and restore the health of Lake Simcoe and its watershed. Data will be generated using a two-part online survey to gather information on organizational attributes and relationships among organizations with interests in the stewardship of the watershed. Maps that visualize relationships among participating organizations will form the basis for a workshop that brings together representatives of farm/commodity organizations and ENGOs to interpret the SNA results and identify opportunities to enhance stewardship through cooperation and collaboration. Results will also be shared via a web-based platform, project report, and possibly through conference presentations and a webinar.

We are working in partnership with Tony Maas and April Weppler of Freshwater Future and Dr. Julia Baird of Brock University. The project is funded by the Ontario Ministry of Agriculture, Food and Rural Affairs.
Everybody’s Business: Strengthening Engagement, Diversity, Equity and Inclusion (DEI) in Great Lakes ENGOs is an ambitious, bi-national collaboration that will help leading environmental organizations better reflect the communities they serve and move them from good intentions to real change.

The initiative will have two tracks:

- A bi-national DEI Learning Network, three multi-day diversity trainings in 2017 and 2018 for board/staff organizational teams; and,
- A project each organization undertakes that involves establishing and developing a serious working relationship with an NGO or community that reflects the full diversity of the audience that ENGOs need to embrace.

Everybody’s Business is a collaboration with the DC-based Institute for Conservation Leadership. The training sessions will be led by Shakil Chouhury of Anima Leadership and/or Heather Berthoud of Berthoud Consulting, an ICL Associate.

The first cohort will be comprised of approximately ten Great Lakes ENGOs including five Canadian participants: Lake Ontario Waterkeeper, Bay Area Restoration Council, Environmental Defence, Freshwater Future and EcoSuperior.
The Sustainability Network provides a variety of management training and learning opportunities for the ENGO community.

Public forums provide the environmental community with the opportunity to expand their knowledge and build professional networks.

Webinars are a great way to virtually convene environmental leaders for brief learning opportunities. In many cases we are able to archive recordings of these sessions on our web site so that even those unable to attend the original event can benefit.

Workshops: (Recent Examples)
- Legal Toolkit for ENGOs
- The Four Communications Skills that Drive Organizational Success
- Developmental Evaluation
- Building Member Engagement (Engagement Organizing)

Forums: (Recent Examples)
- Green Economy Perspectives: A Forum with Chris Ragan, Chair, Canada’s Ecofiscal Commission
- Karen Clarke-Whistler, TD Chief Environment Officer on Shifting The Market
- InvestEco’s Andrew Heintzman on Rethinking Our Economic Systems
- Meet and Greet with Dianne Saxe, The Environmental Commissioner of Ontario

Webinars:
- Mark Blumberg on Top Ten Legal Compliance Issues for Canadian Registered Charities
- Google Analytics for Decision Makers with Eric Squair
- The Canadian ENGO Salary Survey Results and Improving Your Compensation System
- A Report from Julie Gelfand, Commissioner of Environment and Sustainable Development

A comprehensive event archive can be found under ‘Past Events’ at sustainabilitynetwork.ca.
The Sustainability Network Digest is a monthly compilation that is provided free to subscribers, mostly staff of Canadian environmental NGOs. Each month we highlight and summarize the latest, most significant NGO management resources, studies and capacity building opportunities.

Now in its sixteenth year of publication, the Digest reaches over 1,300 subscribers, providing links to key articles, reports, toolkits, featured websites as well as our upcoming events.

The Digest provides pre-screened NGO capacity building resources to busy, issue-focused environmental leaders.

By providing resources and information relevant to the unique needs of the environmental nonprofit sector, we are building capacity and networks in ENGOs across the country. If not yet subscribed, visit sustainabilitynetwork.ca and sign up!
Since launching the program in late 2009, our volunteers have become an integral part of our work. Volunteers commit to one day a week for a period of at least six months and contribute to the work of the Sustainability Network in a variety of ways, depending on the interests, skills, and experience of each. Volunteer tasks include organizing and assisting with events, office administration, updating the website, sending out the Sustainability Network Digest, program development and maintaining our databases.

The Sustainability Network benefits from the hard work and dedication of its volunteers who devote their valuable time to helping us build ENGO capacity. We thank them sincerely.

**Volunteers**

We are indebted to our current volunteer, the immensely talented **Jessica Vogt**.

We also would like to express our gratitude to the following volunteer alumni:

- Deb Christens
- Sarah Iverson
- Fai Udom
- Winna Tse
# 2016 Financials

## Revenue

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<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Grants</td>
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<tr>
<td>Earned Income</td>
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<tr>
<td>Donations</td>
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**Total Revenue:** $493,649

## Expenses

<table>
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<tr>
<th>Source</th>
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<tr>
<td>Contracts</td>
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<tr>
<td>Salaries and Benefits</td>
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<td>Events Expenses</td>
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<td>Travel</td>
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<tr>
<td>Occupancy</td>
<td>$18,120</td>
</tr>
<tr>
<td>Other</td>
<td>$15,288</td>
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</tbody>
</table>

**Total Expense:** $491,722
OTHER INITIATIVES

Individual Giving
As the Sustainability Network has grown and its programs and services have expanded to benefit more environmental nonprofits, we have invited our friends and supporters to make a donation, big or small. Since our first call for support several years ago, many of you have graciously donated and joined our network. A special thank you goes out to those who were able to help as monthly givers.

Shared Learning Opportunities with CEGN
This is an ongoing webinar series and collaboration with the Canadian Environmental Grantmakers Network that focuses on shared learning and benefits both nonprofits and funders. Our goal is to increase knowledge and skills, support more effective public communication and foster stronger networking and collaboration among nonprofits (including funders) who comprise the environmental community.

Operating Grants
We rely on project grants to accomplish most of our goals but are occasionally fortunate enough to attract unrestricted operating grants. This support is especially valuable as it lets us experiment, take risks and test new models. In 2017, we want to recognize operating grants from the ECHO Foundation and the Sir Joseph Flavelle Foundation.

Other Collaborations
Sustainability Network is also proud to be an active member of a number of associations and networks including:
- Centre for Social Innovation
- Ontario Nonprofit Network
- US/Canada Environmental Capacity Builders Network
- Canadian Environmental Network / Ontario Environment Network
- 1% For the Planet