**OUR FUNDING PARTNERS & SUPPORTERS**

We extend our sincere appreciation to all of our funding partners and supporters. We couldn’t do it without you!

**CURRENT SUPPORTERS**

<table>
<thead>
<tr>
<th>Current Supporters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fondation ECHO Foundation</td>
</tr>
<tr>
<td>The Gosling Foundation</td>
</tr>
<tr>
<td>LUSH Fresh Cosmetics</td>
</tr>
<tr>
<td>Peter Gilgan Foundation</td>
</tr>
<tr>
<td>METCALF Foundation</td>
</tr>
<tr>
<td>SSHRC CRSH 401</td>
</tr>
</tbody>
</table>

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

---

**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Board of Directors, Staff &amp; Strategic Advisors</td>
<td>6</td>
</tr>
<tr>
<td>Letter from the Chair &amp; Executive Director</td>
<td>8</td>
</tr>
<tr>
<td>The Economic Literacy Project</td>
<td>10</td>
</tr>
<tr>
<td>Engagement Organizing</td>
<td>12</td>
</tr>
<tr>
<td>Social Network Analysis - Understanding Connections</td>
<td>14</td>
</tr>
<tr>
<td>Supporting Indigenous Conservation Governance</td>
<td>16</td>
</tr>
<tr>
<td>Workshops &amp; Webinars</td>
<td>18</td>
</tr>
<tr>
<td>Sustainability Network Digest</td>
<td>20</td>
</tr>
<tr>
<td>Volunteer Program</td>
<td>22</td>
</tr>
<tr>
<td>Financials</td>
<td>24</td>
</tr>
<tr>
<td>Other Initiatives</td>
<td>26</td>
</tr>
</tbody>
</table>
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 provides ENGOs with learning opportunities and a community of practice that supports this people-centred approach to campaigns enhanced by technology and data. We are also developing a program that helps conservation NGOs support indigenous conservation governance and maintain an expertise in social network analysis (SNA).

In addition to these projects, this report contains information about our other services such as training workshops, webinars, and our free national monthly 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

ANDREW KETT (CHAIR)
Credit Valley Conservation
GORD BALL (VICECHAIR)
Leadership Coach (retired)
ANASTASIA LINTNER (TREASURER)
Lintner Law
JEFFREY MA
Municipal Property Assessment Corporation
JOANNE NONNEKES
Leadership Coach
LEARIE MILLER
Region of Peel
TONYA LAGRASTA
PwC Canada Foundation
SARAH KAFKA
LIFT Philanthropy Partners
DANI MAILING
PetSmart Charities Canada
MILES DEPAUL
Mailjet

STAFF

PAUL BUBELIS
Executive Director
VICTOR REYES
Program Manager/IT
VICKI FAUL
Bookkeeper

VOLUNTEER

SHEFALY GUNJAL

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 help us serve and support environmental leaders and not-for-profit organizations. Our four key programs—Economic Literacy; Engagement Organizing; Supporting Indigenous Conservation Governance and Social Network Analysis—are thriving and continue to deliver great value to the sector.

Our programs are targeted, each serving 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 nature not-for-profits and land trusts to help them build resilient and responsive organizations. Our work in Supporting Indigenous Conservation Governance involves helping conservation NGOs build bridges to indigenous leaders and communities. Finally, Social Network Analysis is used to map and understand connections between ENGOs and other stakeholders and guide capacity building efforts.

In addition to our key programs, 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 2018 we reached over one thousand people through 19 workshops, 15 webinars, 2 forums, and an online course. Our reach extends even further with our widely read Digest, with over 16,000 copies distributed annually.

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.
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:

- A series of workshops on the strengths and limits of markets, valuing environmental benefits and damages, rewarding pro-environmental behaviour, reconciling trade and redefining economic progress.
- An emerging Green Economy Learning Network that will support leading green economy ENGOs on key capacity issues like communications, government relations and collaboration; and,
- Two-day training intensives in various provincial capitals.

This work is supported by the Peter Gilgan Foundation and the assistance of the Canadian Society for Ecological Economics.
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 nature NGOs and land trusts;
- A Better Organizations for Nature - Project and Opportunity Fund which is led and administered by the Gosling Foundation; and,
- An engagement organizing community of practice that convenes and supports select NGOs in their consideration of engagement organizing.

This work relies on the skills and talents of our lead facilitator Lindsay Telfer of the Canadian Freshwater Alliance 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. Results serve as a foundation for developing strategies and initiatives to make networks, and the organizations that comprise them, more efficient, effective and impactful.

In 2017 and 2018, STRENGTHENING STEWARDSHIP NETWORKS IN THE LAKE SIMCOE WATERSHED employed SNA to better understand relationships within and between 41 agricultural commodity associations, not-for-profit environmental and grassroots farm organizations working to protect and restore the health of the lake Simcoe and its watershed. Data was generated using a two-part online survey that gathered information on organizational attributes and relationships among organizations. Maps that visualize relationships were presented to stakeholders at a workshop and results were used to identify collaboration opportunities. Results have been archived at simcoesna.ca and the project was funded by the Ontario Ministry of Agriculture, Food and Rural Affairs.

In 2015 and 2016, STRENGTHENING NETWORKS IN THE GREAT LAKES gathered data on 143 environmental nonprofits from the US and Canada who work on public policy, monitoring and ecosystem restoration, public awareness and education, and community organizing. The project focused on using SNA to better understand and assess relationships among these organizations and on finding opportunities to strengthen connections for greater collective impact. Data visualization tools mapped how organizations connected and interacted with one another, and to identify opportunities to share information and experiences and to improve coordination and collaboration. Results have been archived at gla.sustainabilitynetwork.ca and the project was funded by the C.S. Mott Foundation.
SUPPORTING INDIGENOUS CONSERVATION GOVERNANCE

The objective of this work is to mobilize several sectors and launch a dialogue that produces a set of resources that will help build capacity in the ENGO sector for supporting Indigenous-led conservation governance.

After decades of state-led and expert driven conservation practice, the Canadian Government publicly announced their commitment to repairing the relationship with Indigenous Peoples affected by past and present conservation policy. Last year, an Indigenous Circle of Experts (ICE) developed recommendations on how Indigenous Protected and Conserved Areas (IPCAs) can contribute to Canada’s commitment under the UN Convention of Biological Diversity Aichi Targets while working toward nation-to-nation reconciliation.

The objective of this work is to mobilize several sectors and launch a dialogue that produces a set of resources that will help build capacity in the ENGO sector for supporting Indigenous-led conservation governance. This collaboration will generate and disseminate knowledge and tools to the ENGO sector in a number of ways. To date the effort has included:

- a public event at the Centre for Social Innovation that brought together ~$100 conversation NGO leaders with a panel of ICE Members: Eli Enns, Lisa Young, Marilyn Baptise and Steven Nitah.
- two 2-day workshops in February and December 2018 that examined how environmental organizations can better account for settler colonialism in their work and thus make their work with Indigenous communities more effective. Dr. Damien Lee, Kat Ryan and Eli Enns facilitated with the support of Indigenous knowledge keepers and Elders.

Together, these activities will help support the transformation of conservation practice in Canada and encourage reconciliation in the conservation sector. This program is a partnership between Sustainability Network, Iisaak Olam, University of Guelph and all those involved who have committed to working together in ethical space.
The Sustainability Network provides a variety of management training and learning opportunities for the ENGO community. Training workshops are a great way to build management skills and to build important relationships. 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. Recent examples of each of these different types of presentations follow.

**Workshops:**
- Indigenizing Canadian Environmental Identities
- Green Economics for Non-Economists
- Evaluation Learning Lab: Linking Program Design and Evaluation
- Thinking Ahead: making the Most of Your Strategic Planning Process
- Environmental Law Toolkit with Ecojustice, CELA and the CEC
- Engagement Organizing: Harnessing People Power

**Webinars:**
- Supercharge Your Purpose – Communications Training Webinars that Drive Organizational Success
- Public Opinion Research Results presented by EcoAnalytics
- Presentations by Julie Gelfand, Commissioner of Environment and Sustainable Development
- Mark Blumberg of Blumberg’s on the Top Ten Compliance Issues for Canadian Registered Charities
- The Landscape of Environmental Grantmaking in Canada
- Ken Wyman on Major Gifts Fundraising

**Forums:**
- Decolonizing Conservation: How ENGOs Can Support Reconciliation in the Conservation Sector
- Green Economy Perspectives with Toby Heaps of Corporate Knights

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.

The Digest has been published for over 18 years and reaches 1,600 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, database management, office administration, publishing the Sustainability Network Digest, and program development.

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 Shefaly Gunjal.
## 2018 FINANCIALS

### Revenue

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants</td>
<td>$436,087</td>
</tr>
<tr>
<td>Earned Income</td>
<td>$53,624</td>
</tr>
<tr>
<td>Donations</td>
<td>$7,663</td>
</tr>
</tbody>
</table>

**TOTAL REVENUE** $497,374

### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracts</td>
<td>$267,444</td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>$117,907</td>
</tr>
<tr>
<td>Events Expenses</td>
<td>$29,832</td>
</tr>
<tr>
<td>Travel</td>
<td>$15,306</td>
</tr>
<tr>
<td>Occupancy</td>
<td>$15,917</td>
</tr>
<tr>
<td>Other</td>
<td>$19,579</td>
</tr>
</tbody>
</table>

**TOTAL EXPENSE** $465,985

### Revenue Pie Chart

- Grants - 88%
- Earned Income - 11%
- Donations - 1%

### Expenses Pie Chart

- Contracts 57%
- Salaries and Benefits 25%
- Events Expenses 7%
- Travel 3%
- Other 4%
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 all nonprofits including funders who together comprise the environmental community.

GreenPAC Parliamentary Internship Program
We're collaborating with this immensely successful 9-month, full-time, paid internship program that places young people in the offices of MPs from every major political party. Young leaders who are passionate about the environment and politics gain invaluable training and experience from Canada’s top environmental champions on Parliament Hill.

Memberships
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

OUR COLLABORATORS: