
Green Legacies : National Key Interview Findings

Prepared by **Suzanne Hawkes**
Institute for Media, Policy and Civil Society



GREEN
Legacies

December 22, 2006



TIDES
CANADA
FOUNDATION

Contents

- Introduction..... 3
- Methods..... 4
- Interviewees..... 5
- Interview Topics..... 6
- Perceptions of ENGOs..... 7
- Perceptions of Environmental Causes.....10
- Trends in Philanthropy..... 15
- Audiences..... 18
- Messaging and Framing Barriers 24
- ENGO Structural Barriers.....25
- ENGO Cultural Barriers..... 29
- Opportunities and Strategies for Success..... 32
 - Go Deeper
 - Go Broader
 - Messaging
 - Collaboration
 - Specific Collaboration Proposals
 - Collaboration with Business
 - Joint Marketing
- Final Thoughts.....45

Introduction

- The Green Legacies initiative is focused on increasing environmental philanthropy, particularly with respect to land conservation and stewardship.
- In 2006, Green Legacies and Tides Canada jointly commissioned IMPACS to work on a research initiative aimed at exploring opportunities to expand environmental philanthropy across Canada
- This the second of two reports springing from that initiative. The first was largely literature review, with an emphasis on opinion research on philanthropy in general, and environmental philanthropy in particular, across Canada
- This brief report outlines key findings from a set of six in-depth interviews conducted by Suzanne Hawkes through the Fall of 2006, with a range of experts in Canadian philanthropy from across the country. It is intended to serve as a companion piece to the first.

Methods

- Interviewees were selected by Green Legacies and Tides Canada based on their depth and breadth of experience with philanthropy in general, and conservation philanthropy in particular
- Six people were interviewed by phone and in person through the late Fall of 2006
- Since one participant requested anonymity, comments in this report are not attributed to individual respondents
- Interviewees were provided with the same set of interview topics in advance (see following page)
- These topics, or questions, were intended to guide, but not to limit, feedback and insights from each respondent
- This report is qualitative in nature. The findings here offer a sense of the range of perceptions and insights among several key philanthropic observers and experts in Canada

Interviewees

1. Natasha van Bentum, CFRE, Director of Development, Victoria Symphony. Formerly Greenpeace Canada (Victoria)
2. Maria Antonakos, Canadian Women's Foundation (Toronto)
3. David Jeffrey, Development Director, CPAWS. Formerly United Way (Ottawa)
4. Steven Huddart, Program Officer, McConnell Family Foundation. Formerly SPCA (Montreal)
5. Malcolm Burrows, Financial Consultant, Charities & Gift Planning. Scotia McLeod Private Client Group (Toronto)
6. Erica Bailey, Acting Director, The Nature Conservancy (Arlington, USA)

Interview Topics

- What are current perceptions of environmental non-governmental organizations, or ENGOs, in the context of philanthropy? Where are they weak/strong? How are they perceived to serve donors in terms of delivering on conservation values?
- What are barriers for current donors/non-donors?
- What are the drivers for current donors/non-donors?
- What are the major opportunities for ENGOs broadly, especially in light of the growing environmental concern of Canadians? Are there particular opportunities with specific demographics?
- Are there particular strategies (e.g., relationships with gatekeepers, re-positioning) that might serve ENGOs to expand environmental philanthropy?

Perceptions of ENGOs

Summary:

There are too many ENGOs.

ENGO messages are complex and overwhelmingly negative.

ENGOs are not problem-solvers and don't have the clout to deliver on solutions



Perceptions of ENGOs

- There are too many ENGOs – it is confusing and overwhelming for donors
 - *There are a lot of them. It's a bit like too many channels in the universe, so how do you focus in on one or two, because people get overwhelmed. It's true in other sectors as well.*
- Several interviewees indicated that philanthropy may be more challenging with advocacy groups, compared to more traditional land stewardship groups
- Advocacy groups are sometimes viewed with skepticism – but don't have to be.
 - *Often I get feedback that anything to do with the environment is somehow radical advocacy driven, tree-hugger stuff.... It's completely unfair and often inaccurate, but it's a dominant attitude. It's true of the boomers as well.*
 - *As long as advocacy is solutions-oriented, as opposed to confrontation-oriented, the average person can understand that it isn't out there to be radical. It's out there to find solutions. We're not just advocating for the sake of protest.*
- The reality is different – many ENGOs, at least the larger ones, are viewed as having strong government relations capacity.
 - *In this sector, we have incredible access to all levels of government. That is unheard of in the social sector*

Perceptions of ENGOs

- ENGOs are not seen as problem solvers. They focus on stopping problems – not solving them, or investing in solutions
 - *At the end of the day, it's about benefits to the world. I don't think most environmental groups demonstrate clean benefit...*
- ENGO messages tend to be complex, esoteric, messy and overwhelmingly negative
 - *Environmental messages are hard to deliver. They're also hard for donors to deliver to their own peers and family*
- ENGOs are not seen as having the leveraging ability or clout to deliver on solutions
 - *It is more an issue of positioning, a sense that they aren't at the table.... For the average person on the street, it may not be a credibility issue as much as impact. It's like you're raging against the machine. I think it has something to do with impact. People may think that science and research is there, but where is the leverage, if you're actually going to make change. Because we're not an activist society in the way we used to be.*

Perceptions of Environmental Causes

Summary:

Causes don't even register for many donors, who are either unaware or choose causes that are "closer to heart" and more tangible, like hospitals and universities.

Environmental problems are dire and overwhelming.



Perceptions about Environmental Causes

- Don't register at all for many donors
 - *Sometimes I encounter the great Canadian attitude that we've always had bush – it's always been there. We've always been so natural resource dependent. Sometimes there is still the unfounded perception that it is limitless.*
- Better (fundraising easier) during “brown” governments or administrations
 - *When we have governments that are perceived as not environmental [ie “brown” or regressive], fundraising is a lot better. It's top-of-mind, plus there's a sense that charities need to take over. It's a clean message, easy to deliver.*
- US environmental philanthropy is not stronger or deeper, per capita, than Canadian – despite common Canadian perceptions
 - *[Some Canadians] say that Canadians just don't give big gifts the way Americans do ... but it's a myth!*

Perceptions of Environmental Causes

- Environmental issues – disconnected from most peoples lives, often not local, vs. hospitals & universities. They have built-in constituencies, touch peoples lives directly
 - *Often people give to what they're immediately touched by, with multiple points of contact in their lives. For example, with religious charities – people are there every week. Ditto with health care and education. They're large experiences in peoples' lives.*
 - *Even though charities are about the larger ideal, with environmental causes it's quite nebulous for people. They can't put their arms around it. They can't easily conceptualize it. Thus you see WWF who's chosen to tell stories about the environment through specific animals. How do you talk about environmental issues so that they're meaningful for people?*
 - *[Environmental causes suffer from] unclear direct personal connections – to benefits, to self, to land or place. There's an esoteric focus on policy and legislation – that's hard for people to connect with. People's eyes glaze over when we talk about policy work or needing to get legislation*

Perception of Environmental Causes

- Hospitals and universities are seen as delivering more tangible benefits to donors – in ways that are easier for donors to explain to their own peers and family
 - *The environmental charities I support are crises-driven. But the major gifts-side charities tend to all be solutions-driven. They tell donors, “if you’re going to make this major commitment, we can actually do something with it”. Capturing and containing it into a very positive story vs. “the sky is falling.”*
- Larger charities in other sectors (health, education, religion) simply touch peoples lives much more directly and frequently. There are constant reminders of their work – and built-in constituencies.
 - *When I think about a hospital, patients or friends and family are potential donors. But where is the intersection happening with enviros? It’s more issues-based and intellectual... People in urban centres don’t deal with the natural environment every day. So you have to deal with the big-picture issues, conservation – but its tough for people to connect ... People give to organizations they have a heart connection to, and have a frequent interaction with.*

Perceptions of Environmental Causes

- In the past, many viewed ENGOs as exaggerating environmental problems. Now the problems themselves (especially climate change) are seen as so dire as to be overwhelming
 - *There's a generalized concern about the environment. We tend to channel that concern through the political system. But the environment is not seen as a place where an individual donor can make a difference. Where do you start - how can you, as an individual, locally affect global warming? We're getting bits and pieces from some major American foundations, but a lot of time the average donor, if they are looking at significant gifts, doesn't know how they can have a positive effect*
 - *People often perceive solutions to be just band aid. People feel overwhelmed, helpless. So they turn to the community level – but issues there [are often not where the problems really need to be addressed]*

Trends in Philanthropy

Summary:

There is a growing trend toward major gifts.

Donors give to many different charities/causes.



Trends in Philanthropy

- There is a significant and growing trend toward major gifts, framed as partnerships, in other sectors
 - *The new generation of philanthropists ... tends to be more partnership focused, solutions focused, tends to want to be more involved. The larger institutional charities, like universities and hospitals, target these donors well. They've created a whole narrative about success and ways donors can be involved.*
 - *At the U. of T. 10 years ago, the largest campaign in Canada was a \$120 million - and they didn't have a single gift from a living person over one million dollars. Now U of T just finished a \$1 billion campaign over a few years! It's peak year was a \$180 million in a single year, and the average is \$100 million per year. So there's significant growth – but the growth is not regular cash flow charities – it's large gifts in assets.*
 - *[Overall] there has been a huge change in recent years. Receipted giving has grown 120% since 2005-2006. It went from \$3.6 billion in 2005 to \$7.9 Billion in 2006. This is, by the way, exactly parallel to recent tax changes regarding gifts in assets, including eco-gifts. The driver is not cash-flow annual donations. The donor pool isn't getting any larger. People are giving away their net worth.*

Trends in Philanthropy

- Several interviewees commented on the fact that donors tend to give across multiple sectors – that the ‘scarcity mentality’ and competitiveness many groups feel about sharing fundraising resources are simply not warranted
 - *The older (35 years and up) donors are very generous – they give to arts, environment and others. [Past environmental surveys] showed that donors give, on average, to 15 charities....*

Audiences

Summary:

Conservative, older donors focus on trails and land conservation.

Donors tend to be older and better-educated.

There is good potential among youth.



Audiences

- The more conservative donors tend to fund the most. Typically, their focus is on trails and land conservation - not advocacy
 - *With conservation groups, the more conservative type is the one that gives. A lot of it has to do with conditioning, with what people are used to. People establish their giving habits at early age. 45, 50 and up – if they haven't supported ENGOs before, then either they haven't received the message at all, or they haven't received it in a powerful enough form*
 - *There is a relatively small percentage of people in our society with the propensity to give to these causes – and many are maxed out. They may not have tremendous wealth, but they're intelligent. They also already have other commitments. The Great Depression generation has the assets to give –[but it] is already conditioned, set in its ways about giving to hospitals etc*

Audiences

- Donor subset - For many, the focus is on a piece of land (can touch, feel, relate)
- Current environmental donors – like arts donors - tend to be older and better-educated than the average Canadian
 - *In Canada, the average level of education is just below high school graduation. But the average donor at Greenpeace is highly educated. Those are the ones who think through issues, make their own decisions, are not swayed by headlines... they are the ones that support Greenpeace and other ENGOs. It is the same with arts & culture. [Donors with the] opportunity to be exposed to classical music and opera have a propensity to give.*

Audiences

- There continues to be great potential for increased engagement with older Canadians – but also with youth (especially with internet-based and “pocketbook environmentalism”), multicultural and business audiences
 - *My sense is that there are two demographics who intersect with environmental issues. One is 16-22 year olds. [They] want to take on everything; it’s all an injustice! So find a space and way to talk to them. They don’t have a lot of money, but do have a lot of friends and vocal power. They are big consumers. They take in a lot of info. It’ll stay. You’ll lose them 22-32; then you’ll pick them up again when they have kids. The other demographic is 45-65 year olds. They are very well educated; typically have a couple of kids out of school; have 6-figure incomes. Messaging to them should be a priority.*
 - *Youth and multicultural audiences represent huge opportunities for reaching beyond the converted; they are already 'there', much more so than many ENGOs realize*
 - *[ENGOs should be] working across the sector, and beyond the 'usual suspects' in terms of business, health, education, multicultural and other allies*
 - *It’s everybody, in some ways. Business leaders have more of a stake in it because of climate issues. Older people trying to leave a legacy – wanting to leave something for their children, I’ve had a heavy footprint and it’s time to give back. They see protecting the environment as a huge part of their legacy. Our planned giving program is growing enormously. We didn’t expect such phenomenal growth.*

Messaging and Framing Barriers

Summary:

Current messages are:

- Negative, focused on doom and urgency
- Complex, hard to understand
- Narrow in scope

Problems are seen by donors as insurmountable.



Messaging and Framing Barriers

- Messages seen as too negative, focused on doom, urgency and problems, about what is wrong – vs. solutions
 - *People notice we are good watchdogs. But are we posing the solutions to the problem? We do - but are we telling them? I think we are good at challenging government and raising the issue... but do we follow through and convey the solutions?*
 - *If you can tell stories that are positive and inspiring, the fatigue and downturn of the messaging is less of an issue, and you can take [in] more information. If it's tough info, you don't have as much capacity to take it in.*
 - *Before people got turned off because ENGOs tended to exaggerate to get attention. Now people are turning off because the situations are so dire!*

Messaging or Framing Barriers

- Messages are often too narrow
 - *Barriers to broader public engagement among ENGOs - in terms of both donating and other forms of engagement - may lie in the relatively narrow, reductionist framing of many environmental issues (eg. species at risk).*
- Environmental messages tend to be complex - not clean or simple
 - *No one has yet messaged well what the research shows us connects for people – clean air, clean water*
- Environmental problems are seen by many donors as both overwhelming and unsolvable
 - *Even when we try, the media doesn't want to pick that up, they focus on the problem...*

ENGO Structural Barriers

Summary:

Most ENGOs have little or no fundraising capacity, and lack the skills and training that would make developing that capacity possible.



ENGO Structural Barriers

- For the most part, ENGOs are relatively small in size, and simply lack the capacity and infrastructure – often the training and skills – to properly attend to fundraise in terms of the basic machinery.
 - *One thing in the sector we struggle with is infrastructure. You have lots of small charities. Most are fundamentally parochial. People want to be involved with their local land conservation trust – but it doesn't have the critical mass to have the right staff in place to engage donors in the right way. That's the capacity crisis.*
 - *The United Way is successful because it brings in multiple partners and promotes itself in ways that differ from the ENGOs. Hospitals and universities also do this to a large extent. But ENGOs don't have promotional size. They are Canada's best-kept secrets. They (Canadians in general) know about the larger national and international organizations, like WWF or DSF or NC, but that's it*

ENGO Structural Barriers

- For the most part, ENGOs are relatively small in size, and simply lack the capacity and infrastructure – often the training and skills – to properly attend to fundraise in terms of the basic machinery.
 - *This field is still relatively young, with a propensity to keep 're-building the railway track' with each new group and campaign.*
 - *Most conservation groups would love to ask more people... but they are already stretched to maintain their current donors! They need to establish a budget and go flat out ... All newsletters and annual reports do talk about their successes.... . But ENGOs have a lack of investment funds for fundraising, and an ability to roll [fundraising campaigns] out*

ENGO Structural Barriers

- Some interviewees felt that a lack of skills in the sector is significant. Others were less certain that training is the answer – though for most, it depends on the group.
 - *There are many regional capacity-building and support initiatives, but not such a strong national linkage among them (maritime groups are supported by the Boston-based Kendall Foundation, TRAC supports ENGOS in the West, ICL supports Ontario groups); there are relatively few national groups, or funders, or capacity-building efforts*
 - *The last thing we need is to spend money on more fundraising consultants!*

Cultural Barriers

Summary:

Most ENGOs don't value basic fundraising infrastructure.

ENGOs don't make big enough "asks".



ENGO Cultural Barriers

- The culture of most ENGOs is a barrier. Most don't value and invest in basic fundraising machinery and processes.
 - *Most ENGOs are by and large a group of scientists, campaigners and researchers. There is not a good sensibility about the importance of sustaining organizations by investing in a fundraising process.... There is the dearth of a culture here. There are one-off stabs at trying to raise profile.*
 - *Most ENGOs are seen to tend to focus on their converted, core supporters, using a mass-market approach focused on gaining large numbers of relatively small donations. And most don't sufficiently seek to deepen their relationships with current donors, despite the potential for more major gifts within that core constituency*
 - *There's a tendency among traditional ENGOs to be more mass-market. They've been defined by broad-based, grassroots engagement with donors. It's difficult to turn themselves up-market to focus on major gifts. I see the same challenges with what I call the "disease-and-body-part-charities." They struggle with major gifts because, like most environmental charities they're mass market-driven. The dominant culture is many donors, many small gifts. So they also have a hard time breaking out and going up-market*

ENGO Cultural Barriers

- Some interviewees felt that ENGOs ask for too little. The culture is timid, marked by thinking small – often with the assumption that there just isn't enough to go around
 - *There seems to be the sense [that it is fine to] go along doing campaign work with marginal support from donors and foundations.*
 - *We need to get bolder, to start making much bigger asks.*

Opportunities and Strategies for Success

Summary:

Go deeper with existing donors.

Go broader to reach new donors.

Deliver solution-oriented messages about a sustainable future.

Pool resources for greater impact.



Opportunities: Go Deeper

- There is a huge opportunity for ENGOs to “deepen the pie” and tap more deeply into the existing 7% - their current donors – through solid major gift cultivation
 - *The issue is not necessarily more market share - it's deeper market share. I wouldn't complain about the 7%. I'd try to figure out how to make sure you're the primary charity that donor is supporting. I think building the base is not going to do it alone. Going deeper around larger, more significant gifts – it's a higher level of engagement. That's what's going to be transformative, rather than picking up more monthly donors or supporters through better telemarketing campaigns.*
 - *Get the right level of engagement. Begin to identify donors internally, because often, they're already there. Find projects they focus on. For example, I look at TNC, they've had some significant donors, cash donors, that they turn around and buy land with. But they focus on particular target areas in the country, like the South Alberta foothills... They've done a better job than most in terms of getting wealthy donors on horseback out there, to strategically invest in these areas... vs. saying, “let's put it in a pot and then we'll decide.” Enviro's need to work at creating a bond between the donor and the project.*
 - *But it's seldom the case that there's a finite set of resources.... If someone's giving you \$5 million, it doesn't mean it's their only \$5 million to give. It's not always about trade-offs, it's not a zero sum game. It's about increasing the pie.”*

Opportunities: ...And Broader

- But – must work both ways – a subset of monthly donors, annuals become major gifts in future – tomorrows bequests and major gifts
 - *It's both. [We need] planned giving, major gifts for the larger asks - and broadening the base with future givers through smaller frequent gifts. Deepen the pie for the quick return, but you have to increase the pie to get more people to start the journey to their lifetime gift...*
- Some of the work groups need to do amounts to basic fundraising.
 - *As a global fundraising issue, I would need to deal with annual, direct mail, planned giving... certainly in Canada, I would focus a lot on technology and accessibility, messaging and visibility on the internet.*
 - *Reaching the 93% requires the basics. That's where the formula fundraising machines come in. All hospitals, universities, and churches, have well-oiled machines.... Even larger ENGOs like David Suzuki Foundation or Greenpeace don't have nearly as much. The odds are so against them to start with. To get the 93% going just requires good fundraising: First, making an effective case, and second, personal contact.*
- But basic investment is still a barrier for many
 - *Most groups do very good letters, which go to 3,000-4,000 people. When we have the funds to do churn-and-burn direct mail, we can send mail beyond the converted*

Opportunities: Messaging

- All interviewees agreed strongly that ENGOs can do a much better job of telling their stories – stories of successful, on-the-ground environmental change
 - *No question – ENGOs can make a better case for delivering solutions. And the success stories are out there now. For example, what’s happened to the Great Lakes or certain species in terms of bounce back and growth.... We can now look out over the rooftops of Toronto and watch peregrine falcons happily eating pigeons. And they were almost wiped out! There are good news stories, but often we forget about them.*
 - *Communications is the biggest challenge. I am noticing that the communications story to the general population is not getting out there, in terms of making links to wilderness, to clean air, to mitigating climate change. We are poor at showing why its important, why should they care...that’s the major barrier.*

Opportunities: Messaging

- Several interviewees spoke to the frames used by environmental messengers. They called for the painting a picture of a sustainable future that looks and feels possible, desirable, and inspiring for people - one in which they can imagine themselves
 - *We should be working with a broader, multidimensional frame; one that includes the multifaceted ways 'real people' actually think about and experience the environment (especially personal health)*
 - *"We are looking for a vision of a society that we would be proud to bequeath to our grandchildren".*

Opportunities: Messaging

- Environmental groups were urged to break out of the small-ask mentality several interviewees commented on – to go big and bold.
 - *[In a recent major conservation campaign] it was about looking at philanthropists, and not being afraid to say the environmentalists should be in the same league to hospitals and universities. We need to get bolder, to start making much bigger asks.... We're of the same caliber [as hospitals and universities] - WE should be getting \$10 million gifts...*
- Joint communications was seen as only part of the solution for a couple – possibly a start, but not the end goal.
 - *A "branding" initiative focused only on communications ("just give them the right info and they will write cheques!") is simply not enough for meaningful, long-term engagement.*

Opportunities: Collaboration

- Pooling resources
 - *The time has come for the Green sector to think about pooling functions for fundraising, communications, strategy. Right now its so disparate, and in so many directions. We have a loose agreement about who has what niche in what work – and that’s been the place likely for decades - but it no longer serves the environmental sector*
 - *We’re long past the days where one organization can do it all. That’s what the whole issue of globalization [has led to]... The ENGOs don’t need to merge, but they do need to cooperate...*
 - *It always helps when people work together. Donors to Greenpeace tend to be the same donors for us... Donors like it when their \$ is leveraged...*
- Pooling of resources can also serve cross-cutting issues, like climate change
 - *Climate change is the same to a certain degree – but it’s a pretty big issue and would take a consortium to deal with it. It would be hard for any one group to be a thought leader on such a huge issue.*

Specific Collaboration Proposals

- Matching funds campaign
- “Green United Way”
- Partner with educational institutions
- Collaborate with business
- Joint marketing campaign, leveraged with business

Opportunities: Specific Collaboration Proposals

- Collaborative campaign focusing on matched funds
 - *Have a donor put up a significant fund, and challenge others to match it – do it as a joint project with multiple partners*
- Green United Way
 - *[Some] have talked about a Green United Way – but it seems to flounder*
- Meaningful engagement - beyond cheque-writing
 - *Groups should be working beyond cheque-writing and "talking at" communications, toward meaningful, collaborative vision-building and engagement. For example, initiatives focused on participatory, community dialogues, combined with physical centres (like Environment Canada's Biosphere initiative) with demonstration models or centres for education across the country*

Opportunities: Collaboration with Business

- Several interviewees felt that ENGOs could strengthen their positioning, capacity and impact, by collaborating more with business
 - *Some land conservation organizations are very practical, in terms of their work with landowners. They often coexist with agricultural organizations – they are not about rolling back to Eden. It’s a good - not perfect- solution. Rather than telling stories about enviros being extreme, tell stories about them working together with industry...*
 - *Currently the power is in the hands of consumers... in Europe people are voting with their wallets; and campaigns there are focused on markets. We need to do an Adbusters-style campaign - without turning people off. It has to be a two- or three-pronged campaign. It will cost a lot. If all organizations got together as they did with Green Legacies in BC, and fed this in order to change that 7%, [they could have an impact]*

Opportunities: Collaboration with Business

- Cultivate the next generation of donors through green corporate campaigns
 - *[Youth] don't have a lot of money, but do have a lot of friends and vocal power.... Environmental groups could do something similar with AIDS in Africa and a large corporation, like Apple or Mac, Roots – e.g., with the Red campaign, a large percentage of sales goes to a consortium of NGOs working in Africa. For that demographic, they are big consumers, they take in a lot of info. It'll stay. You'll lose them 22-32; then you'll pick them up again when they have kids... Maybe there's a "green campaign", with corporations paying for the campaign, rather than the enviros– driven by consumer goods.*

Opportunities: Joint Marketing

- Joint marketing, branding and collaboration among ENGOs is seen as overwhelmingly positive
 - *The notion of a greater collaboration – its time has come. We need to think about how to do it. There is a place to tell the stories about the Wins for Canadians. These are the wins we have had over the last couple of decades.*
 - *I think the sector is challenged with diminishing resources. Many foundations are being pulled in many directions. For example, the Kendall Foundation has shifted from wilderness to climate change. That's a big shift. Now wilderness is their #2 funding stream. Plus they are getting many more asks than they have before on the environment. [Groups like us] grew to have a dependence on foundations. So there is a need for us, because of scarce resources and growing competition, to set that aside and discuss pooling resources in communications and fundraising. As a concept that is really sound... it's more of a structural problem than one of training.*
 - *Building national awareness would make a difference – illustrating the work that's been done so far, could be very helpful. There needs to be some form of leverage, some way to garner impact by having groups come together collectively around conservation.*
 - *A major awareness building campaign is the only way to go.*

Opportunities: Joint Marketing

- A joint “social marketing” initiative could re-position environmental groups and environmental philanthropy
 - *Can leverage larger machine collectively – e.g. to get messages out about track record of successful, positive environmental change created by ENGOs*
 - *ParticipAction had a slow steady message, rolled out over decades.... People may argue about how successful it was in the end (with obesity rising steadily), but that is the kind of thing we need on environmental giving... There needs to be very clever, media-based campaign to encourage the average person to support their local, provincial or national environmental conservation group. It needs to be a joint effort, a national campaign...*
 - *Donors like having their dollars leveraged*

Final Thoughts

- The time has come for ENGOs to rise above the niche of ‘poor cousins’ in the philanthropic community.
- As public alarm over the impacts of global warming and the environment continues to rise, environmental organizations face a unique opportunity to:
 - expand their base of support beyond the current 7% that Canadian donors are giving to the environment
 - deepen existing support through effective, partnership-oriented donor cultivation and bolder ‘asks’
 - strengthen their position as providers of hope, solutions, and on-the-ground success.
- A combination of strengthened ‘capacity readiness’, positive storytelling and collaborative business-ENGO marketing initiatives will greatly strengthen the ability of ENGOs to form powerful, lasting relationships with Canadians over time.